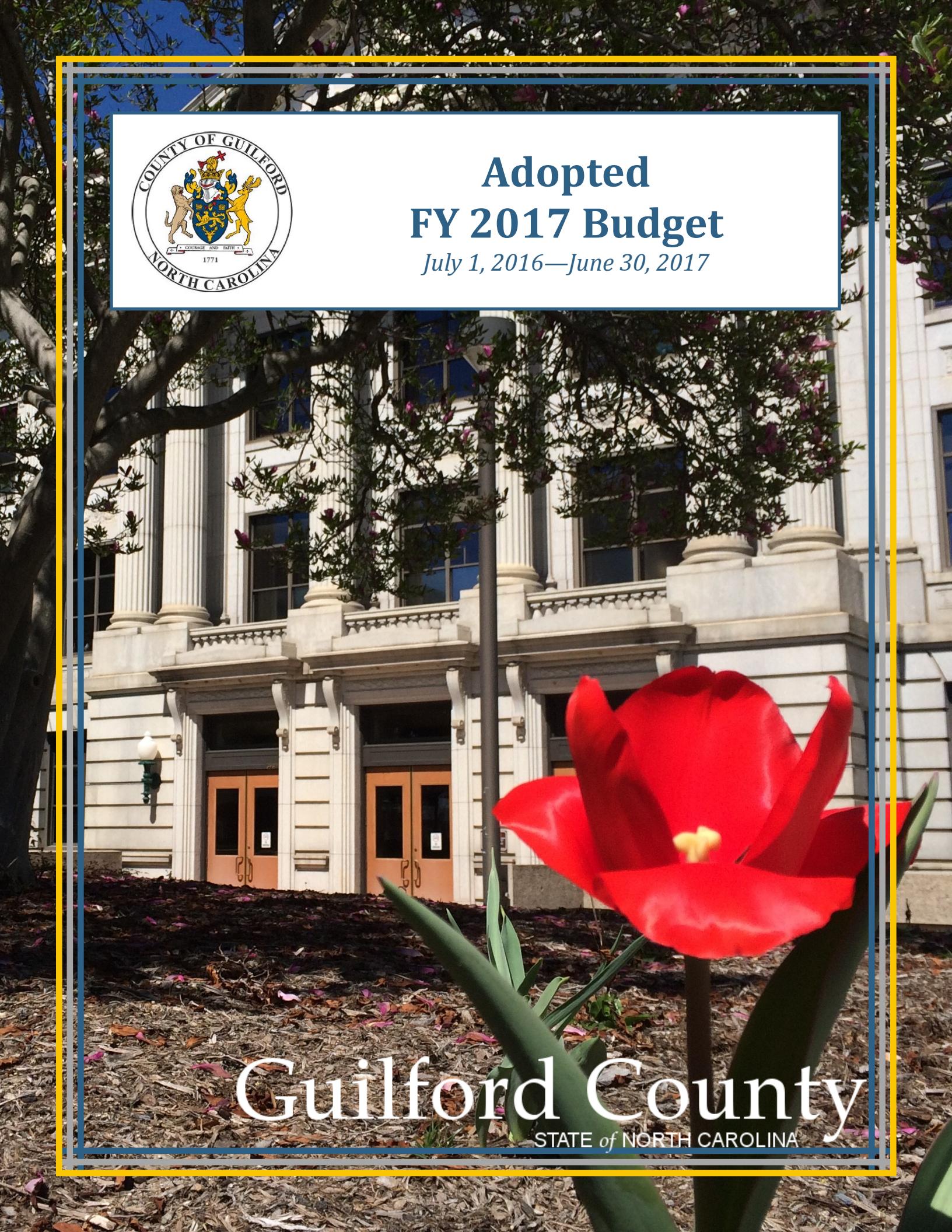




Adopted FY 2017 Budget

July 1, 2016—June 30, 2017

A large red tulip flower is in the foreground, partially obscuring the text. In the background, there is a white building with columns and a balcony, surrounded by trees and fallen petals.

Guilford County

STATE of NORTH CAROLINA



Who do we serve?

If Guilford County's population was reduced to just 100 people that would mean...

48 52



59

white

34

black

5

asian

55



GSO

would live in...

21

High Point

19



27



receive some form of public assistance

5

are unemployed



live in households making...

14

less than \$15,000

25

\$15,000 to \$35,000

15

\$35,000 to \$50,000

28

\$50,000 to \$100,000

18

more than \$100,000

07

graduate degree

15

bachelor's degree

05

associates degree

31

high school diploma

08

no degree

10

enrolled in higher ed



14

don't have health insurance



11

people live with some disability

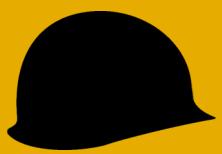
18

are k-12 students



6

are veterans



39

are 45 or older



61

are 44 or younger

Guilford County

STATE of NORTH CAROLINA

Fiscal Year 2016-2017 Adopted Budget

Guilford County Board of Commissioners



Jeff Phillips, 2016 Chair



Alan Branson, 2016 Vice Chair



Kay Cashion



Carolyn Coleman



Justin Conrad



Hank Henning



J. Carlvena Foster



Alan Perdue



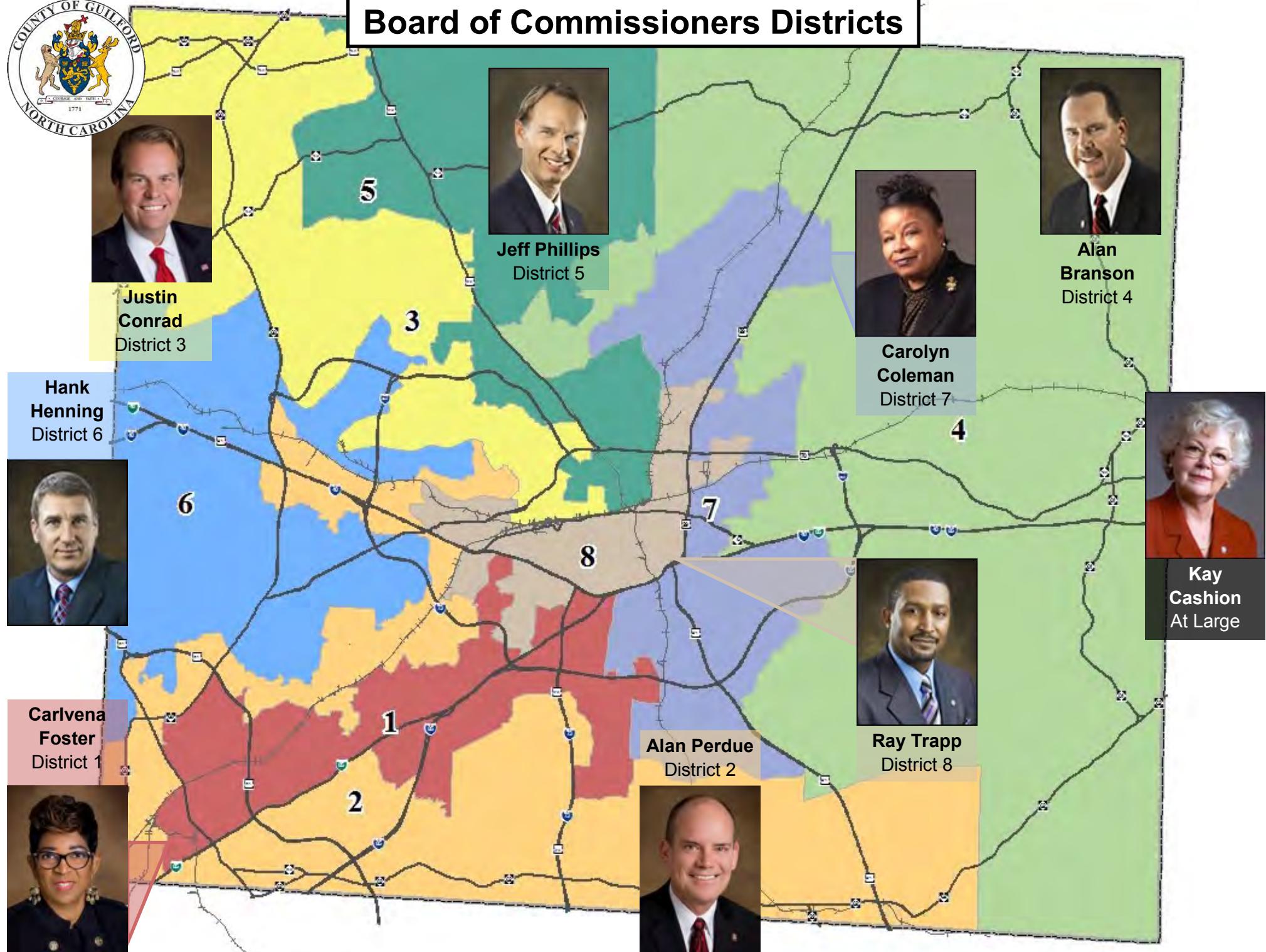
Ray Trapp

County Manager
Marty K. Lawing

Deputy County Manager
Clarence G. Grier

Office of Budget Management and Evaluation
Michael Halford, Budget Director
Jason Jones, Budget & Management Analyst
Ben Kittelson, Budget & Management Analyst
Carmen Mays, Budget & Management Analyst
Alex Smith, Budget & Management Analyst

Board of Commissioners Districts





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Guilford County
North Carolina**

For the Fiscal Year Beginning

July 1, 2015

A handwritten signature in black ink, appearing to read "Jeffrey P. Evans".

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, 2015. 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 19, 2016

Guilford County Board of Commissioners:

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

Guilford County Board of Commissioners and Residents of Guilford County:

It is my privilege to present to you the recommended budget for the 2016-17 fiscal year. In accordance with the General Statutes of North Carolina, the budget is balanced and prepared under the guidelines of the North Carolina Local Government Budget and Fiscal Control Act. A copy of this document has been filed with the Clerk to the Board and posted on the County's website where it is available to the public for inspection.

Local Economy

The county's property tax base is projected to increase by 2.4% over the values used to prepare the FY 2015-16 budget. In Guilford County, the unemployment rate continues to decrease. In March, the unemployment rate was 5.5%, down from 5.8% in March 2015. The statewide unemployment rate was also 5.5%, and the national rate was 5.0%. Taxable retail sales in FY 2014-15 finally exceeded pre-recession levels and FY 2015-16 sales are on pace to increase by about 2.8%. More property owners are paying their property taxes on time, helping to improve the county's tax collection rate and cash flow. Housing prices are up 3.2% since last year. The state's latest annual projected county population is 516,415 compared to 489,479 in 2010.

Despite these positive signs, growth in the tax base is still below pre-recession levels. In particular, the growth in the county's real property tax base is projected to increase by just 1.5% from the values used to prepare last year's budget. Continued growth in motor vehicle values, the result of consumers replacing their aging vehicles, and an increase in public service property values have helped offset the sluggish growth in the real property base for the coming year. The number of year-to-date single family building permits is down 18% from the same time period last year, resulting in a decline in fee revenues. Looking ahead, the county faces increases in debt repayment for voter-approved bonds. A more substantial increase in property tax values and other revenues will be needed to fund future service demands.

County Goals

In developing this budget, I looked to the Board's guidance from several goal setting sessions during the winter and spring of 2016. The Board's organizational goals and focus areas are:

Economic Development



Work with all economic development stakeholders to attract and retain businesses to create quality jobs and expand and diversify the local and regional economy.

Focus Areas:

- a. Implement new economic development guidelines.
- b. Support Guilford County Economic Development Alliance's (GCEDA) development of an economic development strategic plan.
- c. Workforce development programs.
- d. Support Greensboro-Randolph Megasite Development
- e. Support site development at the Piedmont Triad International Airport (PTIA).
- f. Refine construction permitting process to be more business friendly.

Education



Partner with public schools to develop a system that produces graduates with high academic achievement and skill levels to compete successfully on the job market.

Focus Areas:

- a. Work with Guilford County Schools (GCS) to address education achievement disparities in the County.
- b. Collaborate with GCS and Guilford Technical Community College (GTCC) to develop capital project and funding plans.
- c. Coordinate and align services with GCS to identify and eliminate any duplication.
- d. Work with SAY YES Guilford to create a successful program.

Healthy People



Support programs that ensure the availability of quality social, physical, and behavioral health services in the community.

Focus Areas:

- a. Human Services Consolidation Priorities
- b. Increase the timeliness of Food & Nutrition Services and Medicaid applications.
- c. Partner with Sandhills Center to enhance public education about mental health services.

Infrastructure	Provide safe and adequate public facilities that support the service, access, and technological needs of the public while optimizing the utilization of all properties.
-----------------------	---



Focus Areas:

- a. Develop a strategy for funding “pay-as-you-go” capital improvements.
- b. Select site, design, and construct a new animal shelter.
- c. Energy conservation strategy for all County facilities.

Public Safety	Maintain safe and secure communities through strategically coordinated and professional public safety services.
----------------------	---



Focus Areas:

- a. Increasing security at high profile and Human Services County facilities.
- b. Firearm safety initiative.
- c. Old Jail options for more efficient Sheriff Department Services.
- d. Site and construct EMS Maintenance & Logistics facility.
- e. Improve evaluation process for overlay fire tax funding.

Organizational Excellence	Provide the highest possible level of services by maintaining a fiscally sound organization that values a high performing, professional, and innovative workforce.
----------------------------------	--



Focus Areas:

- a. Internal and external communication.
- b. Employee Wellness
- c. Employee Recognition

Recreation & Culture	Enhance the quality of life in the community by supporting leisure, physical activities and culture opportunities.
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Focus Areas:

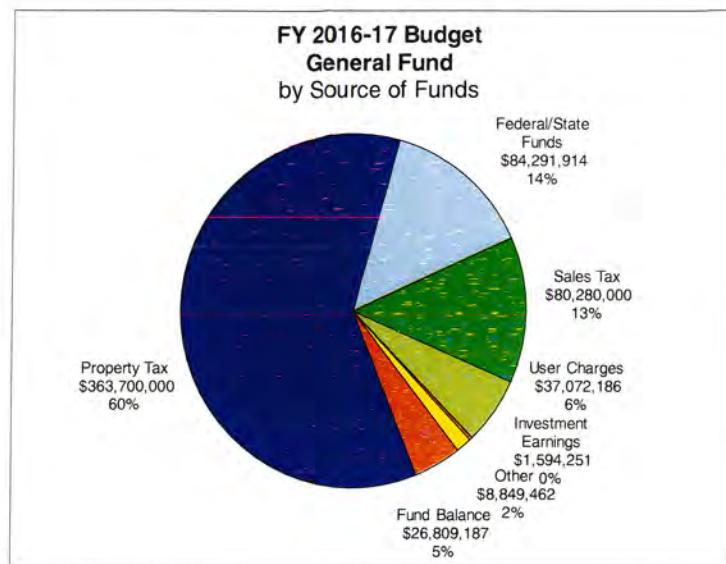
- a. Development and public use of open space properties.
- b. Initiatives to increase tourism to the County.

The proposed budget maintains the tax rate at 76 cents per \$100 of assessed valuation – no change from the current rate. The budget maintains county service levels, addresses employee compensation issues, covers an increase in the county’s debt repayment obligations, and provides for increases in funding for the Guilford County Schools and Guilford Technical Community College.

REVENUES

Total revenues are expected to increase by \$16.5 million next year. The amount of fund balance appropriated to balance the budget decreases by just over \$251,000.

No increase in the county's general property tax rate of \$0.76 per \$100 of assessed valuation is needed to balance the recommended budget.



Summary of Sources of Funds

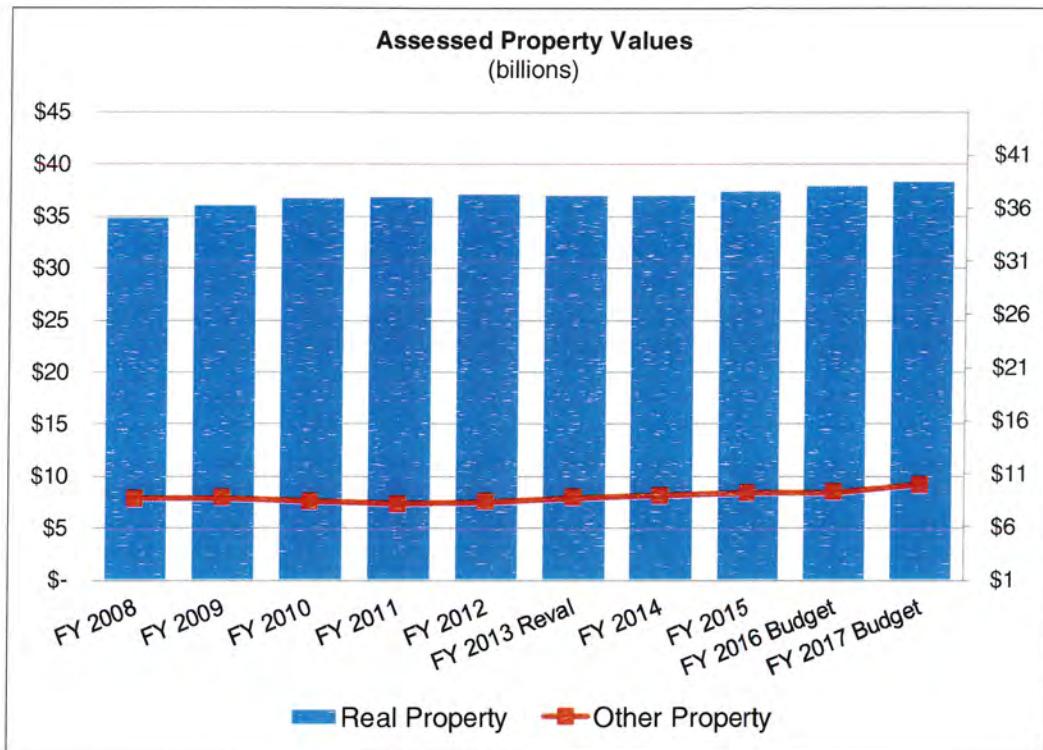
	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Request	FY17 Recomm	\$ chg	% chg	vs. FY16 Adopted
Property Tax	\$ 359,149,542	\$ 356,139,375	\$ 356,139,375	\$ 386,609,204	\$ 363,700,000	\$ 7,560,625	2.1%	
Federal/State Funds	\$ 82,263,435	\$ 81,999,749	\$ 86,766,682	\$ 85,706,261	\$ 84,291,914	\$ 2,292,165	2.8%	
Sales Tax	\$ 76,366,905	\$ 75,000,000	\$ 75,000,000	\$ 79,500,000	\$ 80,280,000	\$ 5,280,000	7.0%	
User Charges	\$ 34,273,231	\$ 36,921,687	\$ 36,976,187	\$ 37,388,816	\$ 37,072,186	\$ 150,499	0.4%	
Investment Earnings	\$ 504,367	\$ 777,050	\$ 777,050	\$ 777,050	\$ 1,594,251	\$ 817,201	105.2%	
Other	\$ 10,465,013	\$ 8,458,316	\$ 8,745,020	\$ 8,737,465	\$ 8,849,462	\$ 391,146	4.6%	
Total Revenues	\$ 563,022,493	\$ 559,296,177	\$ 564,404,314	\$ 598,718,796	\$ 575,787,813	\$ 16,491,636	2.9%	
Fund Balance	\$ (11,902,920)	\$ 27,060,453	\$ 36,086,790	\$ 26,868,598	\$ 26,809,187	\$ (251,266)	-0.9%	
Total	\$ 551,119,573	\$ 586,356,630	\$ 600,491,104	\$ 625,587,394	\$ 602,597,000	\$ 16,240,370	2.8%	

Property Tax

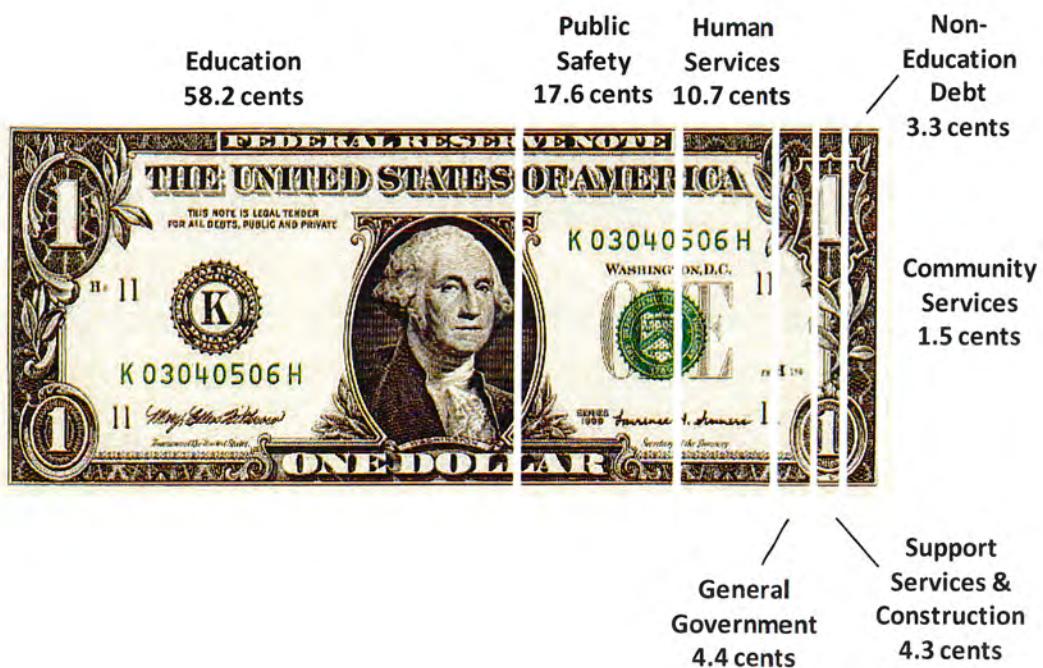
Tax Base & Rate

Growth in the real property tax base remains sluggish at 1.5% over FY 2015-16 estimated values. However, motor vehicle values are projected to increase by 4% over the FY 2015-16 estimated values as consumers continue to replace aging vehicles. In addition, the state's new Tax and Tag Together program has increased motor vehicle property tax collections to near 100%. In total, the projected tax base is \$48.08 billion, an increase of 2.4% over the values used to prepare the FY 2015-16 budget. Each cent of the property tax rate will generate about \$4.74 million.

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



Education, including repayment of education-related debt, receives over 58 cents of every dollar of property tax collected by the county. The following chart indicates how the rest of each dollar raised is allocated.



Federal & State Funds

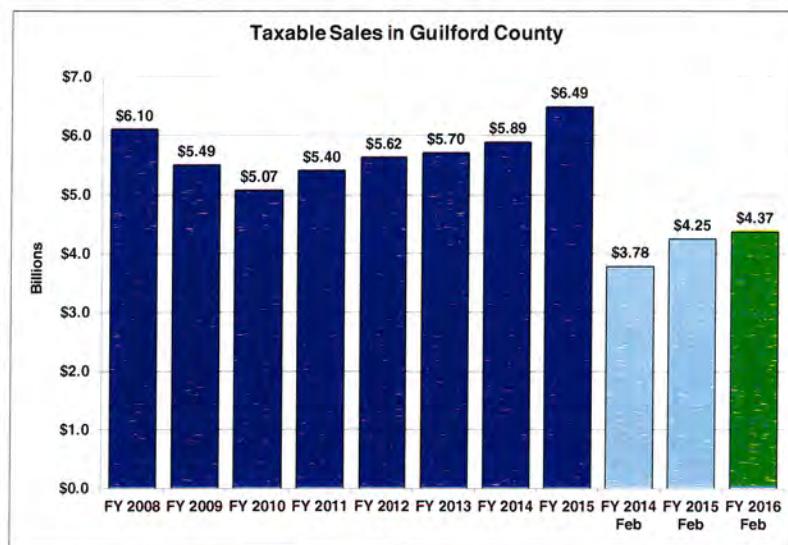
Revenues from the state and federal governments will increase by \$2.3 million to approximately \$84.3 million next year. Most of this increase is related to additional Social Services funding for new Medicaid eligibility staff added during FY 2015-16 and additional foster care and Medicaid transportation expense reimbursements.

The 2016-17 budget includes \$4.8 million in lottery revenues that are earmarked to help pay for school debt repayment. The budget assumes no change by the General Assembly to the current allocation of lottery funds; however, final changes to the state budget will not be made until later this year. American Recovery and Reinvestment Act (ARRA) funds that are also used to help pay for debt repayment are budgeted at \$2.7 million, a slight increase over the prior year.

Sales Tax

Sales Tax revenues are budgeted at \$80.28 million for next fiscal year – \$5.3 million higher (+7%) than the amount included in the FY 2015-16 budget and \$1.6 million higher (+2%) than projected actual revenues for FY 2015-16.

Through February 2016, the latest month for which retail sales data are available, taxable retail sales in Guilford County are up 2.8% over the same period last year. Actual sales tax revenues through the May 2015 distribution (seven of the twelve distributions the county receives annually), are up 2.1% over the same period last year. Year-to-date sales tax refunds for non-profits in Guilford County this year versus last year account for most of the difference between the increases in retail sales and sales tax revenues. Refunds are up \$5.5 million through the May distribution. Unfortunately, these refunds change from month to month and can result in highly variable monthly and annual sales tax receipts. Since non-profit organizations apply directly to the state for refunds, counties have little advanced knowledge about pending reductions to their monthly sales tax revenues.



At the time this budget was presented, potential legislation had been introduced in the North Carolina General Assembly that would change the way local sales taxes are distributed to counties and municipalities. These changes, which impact both the total amount of sales tax revenue that is returned to local governments in Guilford and how those revenues are distributed within the county, could have a negative impact on county revenues in future budget years.

Fees & Charges

Total fees and charges are expected to increase by \$150,000 next fiscal year.

Health and Human Services Medicaid and medical fee revenues are expected to increase by \$460,000 next year. Law Enforcement jail, deputy, and other fee revenue will grow by \$280,000 and the county will begin budgeting \$250,000 in animal shelter fees now that it is operating the animal shelter.

These fee increases are offset by a \$425,000 reduction in Emergency Medical Service revenues as a result of a slight increase in calls that do not result in an ambulance transfer and revenue collection challenges. A reduction of \$323,000 in Elections revenue reflects fewer scheduled elections in FY 2016-17 and, therefore, a drop in municipal reimbursements to the county.

Other Revenues

Other revenues are expected to increase by \$1.2 million, primarily the result of an increase in excise tax revenue and higher investment earnings associated with the issuance of additional education bonds and the investment of proceeds during the construction periods.

Fund Balance

The recommended budget includes a total Fund Balance appropriation of \$26.8 million from all sources. This is \$251,000 less than the amount appropriated to balance the budget in FY 2015-16. An appropriation of this amount leaves an available fund balance equal to approximately seven weeks of projected General Fund expenditures (13.9%). This amount of fund balance is above the minimum four weeks (8%) reserve amount recommended by the Local Government Commission and required by the Board of Commissioners, but below the Government Finance Officers Association (GFOA) recommended percentage of 16.7%.

The amount of General Fund fund balance included in the budget is \$25.3 million, a slight decrease from last year. The rest of the \$26.8 million total fund balance allocation is made up of the following amounts of restricted fund balance that can only be used for specific purposes:

- **Public Health - \$1.14 million** to offset expenses in Medicaid and Environmental Health program areas.
- **Law Enforcement - \$267,495** of restricted Federal Forfeiture Funds and Unauthorized Substance Abuse Tax Funds. The Forfeiture and Substance Abuse Tax funds will be used to purchase various program supplies and equipment for Law Enforcement purposes. By law, these funds may only be used for law enforcement expenses.
- **Register of Deeds (ROD) Automation Funds - \$62,384** of funds restricted for technology and automation enhancements for the ROD department. These funds are generated from a state-mandated set-aside of certain ROD fees.

The amount of fund balance appropriated in recent budgets cannot be sustained in future budgets. As the county emerged from the last recession, actual revenues exceeded budget estimates, debt issues were postponed, and departments underspent their budgets. This meant that instead of using the fund balance originally budgeted, the county was able to increase its

fund balance reserves. Over the last year, however, revenue increases have stabilized, a number of significant costs have been absorbed in the budget, and budget estimates are more closely matched with estimated actuals. As a result, as of April the county had not been able to replace as much of the budgeted fund balance this year (76%) as it had in fiscal years 2013-2014 (99%) and 2014-15 (99%). It is possible that recurring revenues will not meet actual expenses this year and the county will have to use, rather than add to, fund balance. This structural imbalance in the budget is likely to grow next year as the county issues additional education bonds and continues to absorb cost increases in its budget, particularly the additional overtime expense the county will incur as a result of expected Department of Labor changes to the overtime threshold. Increases in recurring revenues and/or service expense reductions will be needed for the budget to remain structurally balanced.

EXPENDITURES

Summary of Expenditures by Service Category

	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Request	FY17 Recomm	vs. FY16 Adopted
						\$ chg
						% chg
Education	\$ 266,131,384	\$ 281,284,144	\$ 281,299,590	\$ 298,851,258	\$ 289,747,291	\$ 8,463,147 3.0%
<i>includes Education debt repayment</i>						
Human Services	\$ 122,676,778	\$ 129,128,898	\$ 133,535,117	\$ 135,352,192	\$ 132,826,201	\$ 3,697,303 2.9%
Public Safety	\$ 98,984,969	\$ 103,254,160	\$ 108,730,294	\$ 109,519,257	\$ 105,448,947	\$ 2,194,787 2.1%
Non-Education Debt	\$ 14,785,671	\$ 15,090,125	\$ 15,090,125	\$ 15,310,569	\$ 15,310,568	\$ 220,443 1.5%
Support Services	\$ 16,506,026	\$ 20,299,057	\$ 21,397,934	\$ 27,381,994	\$ 21,512,456	\$ 1,213,399 6.0%
General Government	\$ 23,055,720	\$ 27,029,042	\$ 27,071,540	\$ 27,188,591	\$ 26,934,933	\$ (94,109) -0.3%
Community Services	\$ 8,979,025	\$ 10,271,204	\$ 13,366,504	\$ 11,983,534	\$ 10,816,604	\$ 545,400 5.3%
Total Expenditures	\$ 551,119,573	\$ 586,356,630	\$ 600,491,104	\$ 625,587,395	\$ 602,597,000	\$ 16,240,370 2.8%
Permanent Positions	2,392.50	2,430.50	2,492.75	2,554.25	2,506.00	75.50 3.1%

Summary of Expenditures by Type of Expense

	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Request	FY17 Recomm	vs. FY16 Adopted
						\$ chg
						% chg
Personnel	\$ 166,407,204	\$ 176,680,901	\$ 176,977,339	\$ 185,987,911	\$ 183,028,317	\$ 6,347,416 3.6%
Operating	\$ 264,071,542	\$ 278,534,265	\$ 286,610,499	\$ 304,628,976	\$ 287,013,233	\$ 8,478,968 3.0%
Debt Repayment	\$ 82,988,967	\$ 92,163,871	\$ 92,179,317	\$ 93,547,462	\$ 93,547,462	\$ 1,383,591 1.5%
Human Svc Assistance	\$ 35,350,093	\$ 35,750,567	\$ 39,094,084	\$ 37,590,190	\$ 35,349,098	\$ (401,469) -1.1%
Capital Outlay	\$ 2,301,767	\$ 3,227,026	\$ 5,629,865	\$ 3,832,856	\$ 3,658,890	\$ 431,864 13.4%
Total Expenditures	\$ 551,119,573	\$ 586,356,630	\$ 600,491,104	\$ 625,587,395	\$ 602,597,000	\$ 16,240,370 2.8%

Summary of Major Budget Changes

(in millions)

Gross Change

Education (Operating, Capital, and Debt Repayment):

Guilford County Schools & Charter Schools	\$ 8.22
Guilford Technical Community College	\$ 0.25
	\$ 8.46

Department Major Changes:

Foster Care	\$ 1.66
2.75% Merit Pool (effective January 2017)	\$ 1.50
Facility Maintenance	\$ 1.34
Full-Year Impacts of Positions Added in FY 15-16	\$ 1.27
New Positions & Related Costs (+13.25)	\$ 0.68
Animal Shelter (budget full expenses now)	\$ 0.64
State Retirement Increase (General & Law Enforcement)	\$ 0.62
Medicaid Transportation	\$ 0.56
Medical Services, Medical & Lab Supplies, Drugs	\$ 0.43
Guilford-Metro 911	\$ 0.34
Technology Infrastructure Upgrades & Maintenance	\$ 0.32
Special Assistance to Adults, Heating/Cooling Crisis	\$ 0.27
Security Enhancements in County Facilities	\$ 0.19
Additional Vehicle Replacements/Purchases	\$ 0.16
Law Enforcement Retention Incentive	\$ 0.15
NC Fast Migration - Staff Overtime	\$ 0.10
State Motor Vehicle Collection Fee	\$ 0.10
	\$ 10.31

Net All Other Changes

\$ (2.53)

Total Change

\$ 16.24

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

Education

- Local operating funding for the Guilford County Schools (GCS) and charter schools with students from Guilford County is increased by \$5.0 million, from \$183,360,398 to \$188,360,398. Total student population is projected to be 77,855 (71,710 Guilford County Schools and 6,145 charter schools). This appropriation increases the county's per pupil funding for all students from \$2,373 to \$2,419.
- All of the county's operating allocation will be provided to the Guilford County Schools which must then make allocations to charter schools that serve Guilford County students. Based upon current school population estimates, the Guilford County Schools will retain about \$2.8 million of the total allocation and the rest, about \$2.2 million, will be distributed to charter schools. Actual charter school allocations will be based on actual student population numbers.
- The recommended per pupil allocation, when compared to the FY 2015-16 adopted allocations of other counties, is the fourth highest of the largest 10 counties and the 10th highest of all counties.
- The budget also increases capital maintenance and repair funding for GCS by \$2 million to a total of \$7 million. The extra capital maintenance and repair funds will allow the school system to address additional high priority school maintenance needs.
- The operating allocation for Guilford Technical Community College (GTCC) is increased by \$300,000 to \$14,650,000. The additional support is allocated to assist the College in paying for rent at the Union Square Campus, utility rate and insurance premium increases, and pay adjustments for employees. The budget recommends a capital maintenance and repair appropriation of \$1.5 million, the same amount as appropriated in FY 2015-16.
- Debt repayment for school and community college facilities is projected to be \$78.2 million in next year, an increase of approximately \$1.16 million over the current year's budget.
- The budget assumes the county issues \$115 million in voter-approved school and community college bonds during the first half of FY 2016-17 and the remaining \$45.1 million in school bonds in the second half of FY 2017-18. Issue amounts may change based on revised cash needs for bond-funded projects, market conditions, and future timing decisions made by the Board of Commissioners. The use of the line of credit will enable the County to more closely match its borrowing with actual needs.

Human Services

- Funding for the County's Human Services will increase by \$3.7 million to approximately \$132.8 million. The county will receive partial or full reimbursement for the changes noted below, resulting in a net increase in \$1.4 million in county funds.
- The budget includes the addition of 10 new Human Services positions in Food and Nutrition Services (7), Medicaid Eligibility (1), Child Support Enforcement (1), and School Nursing (1). These positions will help Human Services departments address increases in demands for service and meet state guidelines and recommended service levels (\$549,000). Reimbursement for these positions will range from 40% to 100%. These additions will be offset by the elimination of three vacant Public Health positions tied to expired funding.

- The budget includes \$824,000 for the full-year impact of 32.25 new positions added after the FY 2015-16 budget was adopted. Positions added include 30 Medicaid Eligibility and Food & Nutrition Services workers to help the county meet benefit processing standards. This increase represents the net change in total expense after accounting for funding already included in the budget for a terminated contract with an outside vendor to provide Medicaid eligibility services (contract was \$840,000). The county will receive federal/state reimbursements for between 40% - 75% of the positions' costs. An additional 2.25 positions were also added in Public Health to support a young adult clinic initiative in partnership with Cone Health. Cone Health has agreed to fully fund these positions through September 2016, with additional funding contingent upon the program's success in the first year
- The recommended budget maintains funding for Sandhills Center at \$9,674,000 and recommends that the Center use this allocation to take over the funding and management of the county's Mental Health Court, the Adult Drug Treatment Court, and the Juvenile Drug Treatment Court contracts.
- An increase of \$1.6 million for foster care expenses for children in the county's custody and \$560,000 for an increase in the county's cost of providing non-emergency medical transportation to Medicaid clients are also included in the budget. The county will receive partial reimbursement for the foster care increase and full reimbursement for the Medicaid transportation increase.
- The budget includes \$30,000 in Social Services to assist non-profit warming centers in offering shelter during cold weather events.
- Funding for community-based organizations that provide various human services programs was removed from the budget in accordance with a Board directive issued in June 2015.

Public Safety

- Funding for the County's public safety departments will increase by approximately \$2.2 million in FY 2016-17.
- The FY 2017 Emergency Services budget adds two Community Paramedicine positions, as well as funds for a vehicle and associated supplies (+\$114,453). The Community Paramedics conduct home visits for patients at high risk for hospital readmission based on physician recommendation. These visits focus on medication management, fall risk assessment, ensuring transport to routine follow-up appointments, and a general home assessment and are intended to reduce emergency call volume while improving overall outcome and quality of care and life for these patients. Triad Healthcare Network and Cone Health have agreed to fund these positions on a per patient basis. The budget also includes the full-year impact of 10 fire-fighting positions added in January 2016 (+\$208,000).
- An increase of \$335,000 in the county's share of Guilford-Metro 911 expenses is also included in the budget. Costs are shared with Greensboro based upon usage by participating county and city departments. The county will pay 37% of GM 911's net expenses in FY 2016-17, up from 35% in FY 2015-16.
- The Law Enforcement budget includes additional funds for increased mental health services in the jails (+\$177,000), replacement computer servers and other technology (+\$305,000), the full-year impact of 10 positions added by the Board last fiscal year (+\$45,000), and an employee retention incentive to encourage employees to remain in certain positions with high turnover rates (+\$125,000). These increases are partially offset by a reduction in the amounts budgeted for vehicle fuel and special facility maintenance.
- The county assumed full operations of the Guilford County Animal Shelter during FY 2015-16. Previously, the shelter was operated by a non-profit organization. As part of

this transfer, the county added 29 positions and will now budget the Shelter's full expenses and revenues.

- Additional funds are also included in the Security budget for security officers and equipment at county facilities (+\$185,000).
- No increases in the county's fire districts' tax rates are proposed.

General Government, Support Services, and Capital

- Funding for General Government and Support Services, together, will increase by \$1.12 million. Capital plan funding will decrease by \$1,050,000.

General Government

- Two new positions are included in the recommended budget. A Public Information Officer is planned for the County Administration department and will help the county expand its communication and interaction with the public. A new assistant County Attorney position is also recommended to help address high attorney caseloads.
- The Elections budget will decrease by \$383,000 as fewer elections are scheduled next year. The budget includes funding for the Board of Election's recommended pay increases for Chief Judges, Judges, and Precinct Transfer Assistants. The pay rates for these precinct officials have not been changed in 10 years (\$5,775).
- Funds for the last phase of upgrading cameras and other technology in the Board's Chambers are also included in the recommended budget (\$100,000).

Support Services

- The budget includes an additional \$1.7 million increase in the Facilities budget for major facility maintenance needs. Some of this increase is due to the consolidation of repair funds previously accounted for in other departments' budgets. About \$1.3 million of the change represents an increase in the county's total facility maintenance and repair budget, currently recommended at \$3 million. While this represents an increase in the maintenance budget, it is less than the funding level recommended in the county's latest facilities needs plan. This plan outlines expected major maintenance needs by building over the next 20 years and calls for approximately \$7 million in facility repairs and renovations next fiscal year.
- The budget includes \$666,000 in the Fleet Operations department to purchase vehicles for departments other than Law Enforcement and Emergency Services that have condition issues or high mileage. Planned vehicle purchases also include additional new fleet vehicles for use by the Health and Human Services Department and other county departments.

Capital Investment Plan

- The county's annual transfer to the capital construction fund for the Capital Investment Plan (CIP) will decrease by \$1,050,000. These funds will be retained in the county's General Fund to offset the first year's estimated debt payment for approximately \$41 million in bonds for a series of high priority capital construction and renovation projects. Additional funds will need to be appropriated in future years to replace this annual allocation to the CIP, as well as to pay the full annual debt repayment for the new bonds.

Community Services

- Funding for the County's Community Services will increase by \$545,000.
- The budget includes 2.25 new positions – one in Planning to convert a temporary part-time administrative support position to a permanent full-time positions, a new Office Specialist position for Parks, and the upgrade of a half-time permanent Soil and Water Coordinator position to $\frac{3}{4}$ time.
- The Solid Waste budget includes \$220,000 for an increase in scrap tire disposal costs. Both the number of scrap tires and the cost of disposal have increased. The budget also includes \$90,000 for a replacement truck for white goods collection and disposal.
- The Parks & Open Space budget includes funding for expanded part-time staff hours at parks and the full-year impact of an increase in the hourly part-time pay rate implemented in FY 2015-16 (\$100,000), facility maintenance expenses at Triad Park (\$25,000), and protective gear for parks employees (\$20,000).
- \$37,000 is included in the Cooperative Extension budget to increase the County funding percentage for the NCSU Family and Consumer Sciences Agent from 33% to 83%.
- Funding for the Greensboro, High Point, Gibsonville, and Jamestown Libraries is maintained at the amount appropriated for the current year.
- The overall Economic Development budget will increase by approximately \$31,000. Funds are included in this budget for the newly established Guilford County Economic Development Alliance and other community economic development agencies. A full list of recommended allocations is included on the Economic Development pages in the Community Services section of this document.

Non-Education Debt

- Non-Education Debt repayment is expected to increase by \$220,000 to \$15.3 million. Debt repayment for the jail, the BB&T Building, and other existing projects will decrease by \$830,000. This reduction is offset by the addition of \$1,050,000 in first-year debt repayment for a planned \$41 million sale of 2/3rd bonds to complete high priority capital projects. Second year debt repayment for the new capital projects is estimated to be approximately \$4 million. See the Capital Investment Plan section for more information about the high priority projects.

Capital Investment Plan

- The recommended budget includes a \$750,000 million transfer from the General Fund to the County's capital construction fund – down from \$1.8 million in FY 2015-16. The \$1,050,000 difference in the transfer will be used to pay the first year's debt repayment expense for \$41 million of 2/3rds bonds planned to fund the following five high priority capital projects:
 - Old Courthouse Renovation
 - Parking Decks Renovation
 - Animal Shelter Replacement
 - Emergency Services Maintenance, Logistics, and Support – Phase 1
 - Law Enforcement Administration Building
- The county cash projects component of the Capital Investment Plan is not fully funded. Consequently, the reduction in the transfer from the General Fund will need to be replaced and increased in future years to complete other projects included in the plan. In addition, an increase in funding will be needed to pay for the second-year debt repayment on the \$41 million in 2/3rds bonds, currently estimated to be \$4 million.

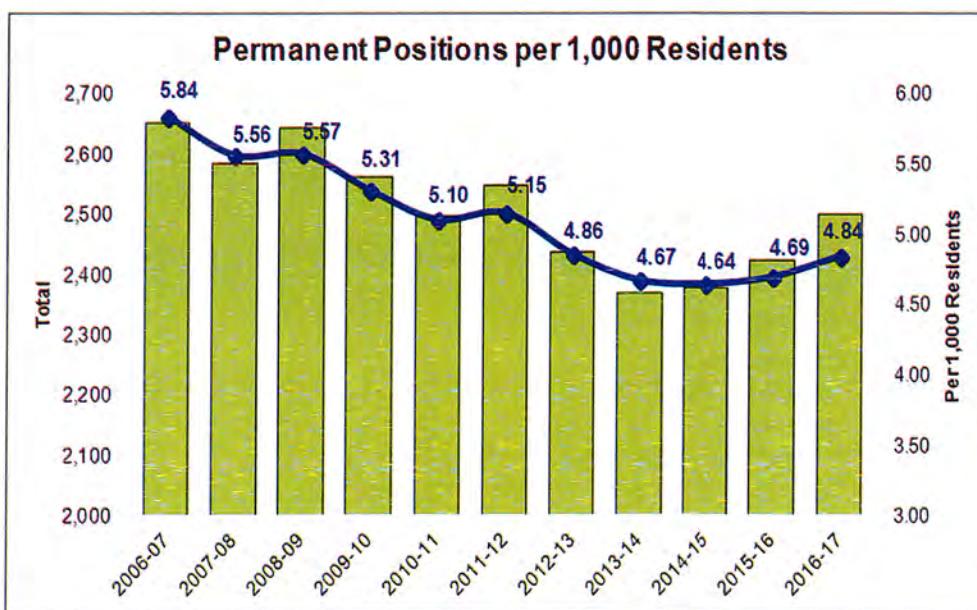
Staffing and Employee Compensation

Staffing

The total number of permanent positions included in the recommended budget is 2,508.50 – an increase of 76 positions from the budget adopted for FY 2015-16. A breakdown of this change in positions is included below:

Position Changes	
FY 2015-16 Adopted	FY 2016-17 Recommended
FY 2015-16 Mid-Year Additions:	
Social Services - Medicaid and Food & Nutrition	30.00
Animal Shelter	29.00
Public Health - Cone Young Adult Clinic Grant	2.25
Law Enforcement - Governors' Crime Commission Grant	1.00
	<u>62.25</u>
FY 2016-17 Changes	
General Fund	
Social Services - Food & Nutrition, PACE Medicaid	8.00
Emergency Services - Community Paramedicine	2.00
Public Health - School Nurse	1.00
Child Support - NC FAST/Data Reliability Coordinator	1.00
County Administration - Public Information Officer	1.00
County Attorney - Assistant County Attorney	1.00
Planning - Administrative Assistant	1.00
Parks - Office Specialist	1.00
Soil & Water - Upgrade 0.5 position to 0.75 position	0.25
Public Health - Eliminate funding-expired ositions (vacant)	(3.00)
	<u>13.25</u>
Internal Services	
Risk Management - 0.5 Adminstrative Support	0.50
TOTAL CHANGE	76.00

Based on data collected by the North Carolina Association of County Commissioners in FY 2015-16, Guilford County had the third lowest number of county employees per 1,000 residents, at 4.7 employees for every 1,000 residents. The average for all counties was over 40% higher at 6.6 employees for every 1,000 residents. The addition of the Animal Shelter employees and the additional Medicaid positions will increase the position-to-1,000 resident rate slightly to 4.8.



Employee Compensation

The budget includes a merit pool equivalent to 2.75% of salaries and benefits. Employee merit pay increases will be awarded effective the first full pay period in January 2017 based on job performance and may be more or less than 2.75% based on individual and overall department ratings. The first year net cost of the merit program is \$1.26 (\$1,500,000 gross expense less expected reimbursement revenue from non-county sources). A full year's net cost is approximately \$2.18 million.

Future Issues

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

First, the county's real property tax base continues to show weak growth. Taken alone, the 1.1% increase over last year's budgeted values would not have produced enough revenue to address pressing service demands. Continued growth in motor vehicle revenues has helped provide some of the additional revenue needed to avoid a tax rate increase. Moving forward, however, it is unlikely that that county's motor vehicle tax base will continue to grow at the current rate as the new vehicles added this past year continue to depreciate in value. A more substantial, sustained increase in the county's real property tax base is needed.

Debt repayment will continue to be a major budget driver as Guilford County issues the final phases of voter-approved school and community college bonds from the 2008 referendum. In addition, this budget recommends issuing up to \$41 million in two-thirds bonds to finance several high-priority capital renovation and construction projects. As these bonds are issued, the county's debt repayment budget will increase. In addition, as new school and community college facilities are completed, the County's obligations for facility support will increase.

The recommended budget includes funding for a merit pool of up to 2.75%. This increase is necessary for county salaries to remain at levels that will attract and retain qualified employees. Additional discussions will be needed to ensure the county's entire compensation philosophy and compensation package support the goal of employee excellence.

For several years, the Board has taken positive steps to increase the level of available fund balance, aided by an economic recovery that resulted in revenues ahead of projections and expenditures under budget. A return to less robust revenue growth and the FY 2015-16 budget's absorption of certain cost increases make it possible that the county will have to use some fund balance this year. Next year, the county is unlikely to enjoy the same level of positive revenue and expenditure variances and will have to again absorb additional costs increases, most notably the potential \$3-\$4 million increase in overtime costs due to the Department of Labor's expected change in the overtime threshold. These changes, along with the coming increases in debt repayment from the voter-approved education bonds, make it highly likely that the county will have to rely on a significant amount of fund balance to balance its future budgets. This structural imbalance is not sustainable and will require decreases in service levels and/or increases in recurring revenues to address. As the county begins to issue more debt, maintaining a healthy level of fund balance will be looked upon favorably by the county's bond rating agencies.

The Goal of Guilford County Government is to provide exceptional public service that reflects the County's vision, mission and core values. Our department directors, managers and employees are committed to continuing the progress of the County's vision to be a high

performing local government organization that provides efficient, accessible, responsive and dependable services that positively impacts the lives of Guilford County citizens.

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

Respectfully submitted,

A handwritten signature in black ink, appearing to read "MKL".

Marty K. Lawing
County Manager

**FY 2016-2017 Budget
Board and Staff Changes**

	Expense	Revenue	Still Need
RECOMMENDED BUDGET - General Fund	\$ 602,597,000	\$ 602,597,000	\$ -
STAFF CHANGES			
Fleet Operations			
Remove duplicated funds for Solid Waste truck	\$ (30,000)	\$ -	\$ (30,000)
Tax Department			
Add funds for Tax Scribe online listing service	\$ 10,000	\$ -	\$ 10,000
Health & Human Services - Social Services & Veterans Services			
Move Veterans Services budget into HHS-Social Services budget	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
	\$ (20,000)	\$ -	\$ (20,000)
BOARD CHANGES			
Public Health			
Replace recommended School Nurse with 3 CNA's (August 2016)	\$ 25,000	\$ -	\$ 25,000
Law Enforcement			
Stokedale cancelled dedicated service, related position moved to county funds	\$ -	\$ (72,282)	\$ 72,282
Family Justice Center			
Add Client Services Coordinator (October 2016)	\$ 53,542	\$ -	\$ 53,542
Postpone Fire Inspection Fees Changes			
Move to next fiscal year	\$ -	\$ (10,000)	\$ 10,000
Social Services			
Remove recommended 7 Food & Nutrition positions	\$ (375,998)	\$ (177,741)	\$ (198,257)
County Administration			
Remove recommended Public Information Officer position	\$ (66,587)	\$ -	\$ (66,587)
Various Departments			
Reduce Performance Merit Pool from 2.75% to 2.25%	\$ (272,000)	\$ (43,520)	\$ (228,480)
Debt Repayment for High Priority Capital Projects (see detail below)			
Approve issuance of up to \$27 million in debt financing for selected capital projects	\$ (341,250)	\$ -	\$ (341,250)
Guilford County Schools (including Charter Schools)			
Reduce annual capital maintenance allocation from \$7 million to \$6 million	\$ (1,000,000)	\$ -	\$ (1,000,000)
Reduce General Property Tax Rate			
Reduce rate from \$0.76 to \$0.755 cents per \$100 of property valuation	<u>\$ -</u>	<u>\$ (2,370,000)</u>	<u>\$ 2,370,000</u>
	\$ (1,977,293)	\$ (2,673,543)	\$ 696,250
SUBTOTAL of Changes	\$ (1,997,293)	\$ (2,673,543)	\$ 676,250
INCREASE Appropriated Fund Balance	\$ -	\$ 676,250	\$ (676,250)
TOTAL GENERAL FUND BUDGET	\$ 600,599,707	\$ 600,599,707	\$ -

**FY 2016-2017 Budget
Board and Staff Changes**

	Expense	Revenue	Still Need
OTHER CHANGES			
Whitsett Fire Protection District Correct district fund balance	\$ 19,938	\$ 19,938	\$ -

Fund Balance Policy Changes

- 1) Eliminate current assigned fund balance for Fire District Loans - \$100,000
- 2) Create an assigned fund balance for Family Justice Center (FJC) to reflect the intent to use unexpended portions of FJC contributions/gifts received by the County only to support the FJC.

Additional change to Budget Ordinance

Section IX.F: include the bold and italicized addition:

The County Manager is authorized to accept and appropriate gifts, in-kind services, and monetary donations up to \$25,000.00 per donation **to the extent permitted by and pursuant to N.C. General Statute 159-15.**

HIGH PRIORITY CAPITAL PROJECTS:

Move Law Enforcement Center project to FY 2017-18

FY 2016-17 Projects:

Funding Needed:	Total Est Cost	Funds Needed
Old Courthouse Repairs	\$ 8,000,000	\$ 8,000,000
Emergency Services Maintenance & Logistics - Phase 1 (total cost offset by existing project funds)	\$ 10,607,000	\$ 7,994,000
Animal Shelter	\$ 8,000,000	\$ 8,000,000
Project contingencies and adjustments	\$ 3,056,000	\$ 3,006,000
	\$ 29,663,000	\$ 27,000,000

Use portion of unrestricted funds available in current EMS Maintenance & Logistics project:

Parking Deck - High Point	\$ 3,000,000	\$ -
Parking Deck - Independence Center Greensboro	\$ 600,000	\$ -
	\$ 3,600,000	\$ -

READER'S GUIDE TO THE GUILFORD COUNTY BUDGET

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

INTRODUCTION

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

- ***Manager's Message***

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

- ***Budget Ordinance***

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

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

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

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

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

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

- ***Vision, Mission, Priorities & Focus Areas*** of the Board of Commissioners for the County.

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

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

GENERAL FUND SUMMARY INFORMATION

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

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

COUNTY PRIORITIES & FOCUS AREAS

This section provides information about the County's broad community priorities and focus areas. County priorities identified in the strategic plan guide many of the decisions made in the development of the budget.



Economic
Development



Education



Healthy People



Infrastructure



Public Safety



Organizational
Excellence



Recreation & Culture

Priorities icons and color bars appear at the top of each department page offering an easy way to tie specific departmental services to the broader goals of the community. Also identified are specific priorities that each department works to achieve.

FUNCTIONAL AREAS and DEPARTMENTS

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

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

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

The department service pages link each department to one or more county goals and priorities, as indicated by color bars and icons at the top of each page. The pages also show the expenditures and revenues associated with each department in a Budget Summary. Actual expenditures and revenues for FY 2015, the adopted budget for FY 2016, the amended budget for FY 2016 (includes changes to the adopted budget during the year), the department's requested budget for FY 2017, and the Manager's Recommended Budget for FY 2017 are included. Also displayed are each department's purpose and goals, budget highlights, major accomplishments, performance measures, and future issues.

DEBT REPAYMENT & INFORMATION

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

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

FIRE DISTRICTS

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

OTHER FUNDS

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

MULTI-YEAR PLANS

The county engages in a number of multi-year planning processes for major expenditures.

These plans help the county prepare for major purchases in future years. This section includes plans for major facility maintenance/repair needs, major equipment purchases, technology initiatives, and vehicle replacement over the next several fiscal years.

GLOSSARY

A list of terms related to governmental budgeting and accounting.

APPENDICES

The following information is contained in the Appendices section:

- Guilford County Profile & Demographics
- Guilford County Map
- Budget Ordinance

CAPITAL

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

- A **list of all operating capital expenditures** for General Fund departments is included in this section.
- In addition, the proposed CIP for the next ten years is also presented.

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.

THE BUDGET DEVELOPMENT PROCESS

GOALS AND OBJECTIVES

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

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

- **REQUESTED** 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.

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

Staff committees are convened to evaluate department requests for major facility maintenance projects, large equipment purchases, vehicle acquisitions, and major technology expenditures. The focus is on prioritizing the requests and developing and updating multi-year inventories of needs.

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

MANAGER'S RECOMMENDED BUDGET

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

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

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

BOARD APPROVED BUDGET

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

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

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

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

Guilford County Budget Calendar

Fiscal Year 2017

Adopted February 5, 2016 and Amended May 5, 2016

2015

November 30	Budget system open for initial planning
December 21	Multi-year requests due for special facilities needs, major equipment, and technology items

2016

January 1	Multi-year requests due for vehicles
February 4	Board Retreat: Agenda includes updates on local economy, preliminary CIP, financial report, and general fund revenue projections
February 5	Board Retreat: Agenda includes goal setting, compensation philosophy and major budget impacts for FY2017

February 29	Department budgets due
March 14 - April	Manager meets with departments and Fire Districts to review budget requests

April 21 Board Work Session

May 1	<i>Statutory deadline for School Superintendent to present budget and budget message to the Board of Education</i>
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May 5 Board Work Session

May 15	<i>Statutory deadline for Board of Education (GCS) and Board of Trustees (GTCC) to present budget request to Board of Commissioners</i>
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May 19 Manager presents Recommended FY 2017 Budget at regular Board of Commissioners meeting

May 23 Board Work Session

June 2 Public Hearing on the Recommended FY 2017 Budget at regular Board of Commissioners meeting

June 8 Board Work Session

June 9 Board Work Session

June 13 Board Work Session (if needed)

June 16 Adopt FY 2017 Budget Ordinance

June 30	<i>Statutory deadline for Board of County Commissioners to adopt the Budget Ordinance</i>
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THE BUDGET AMENDMENT PROCESS

LEVEL OF BUDGETARY CONTROL

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

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

BUDGET TRANSFERS

Budget transfers usually originate at the department level and are submitted to 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 or the county. The request includes a justification and the conditions resulting in the availability of funds to support the transfer. Budget transfers may not be used to provide funding for the creation of unauthorized positions. The assigned Budget Analyst reviews the request and, upon approval, makes the adjustment in the financial system.

BUDGET AMENDMENTS

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

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

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

Technology Items & Other Centrally Calculated Budget Line Items - The County Manager is authorized to transfer funds appropriated in the Technology Pool in the General Fund to other departments within the General Fund for the purchase of computer hardware, software, and other technological items in amounts as he/she deems necessary. The County Manager is also authorized to transfer funds budgeted in the General Fund insurance, salaries & benefits, energy, and facility expense (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 & FUND BALANCE

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

CAPITAL PROJECTS

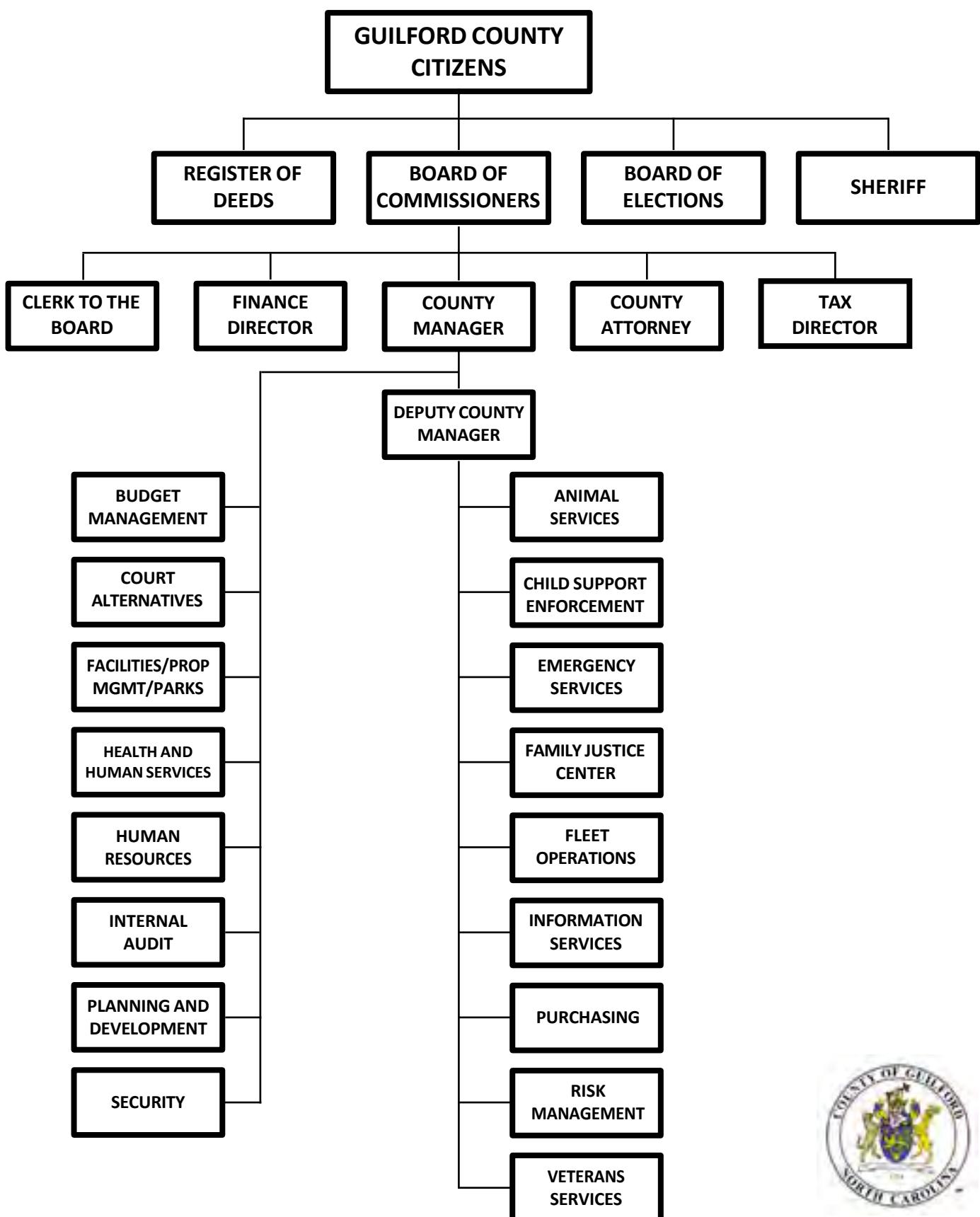
1. The County shall prepare and present to the Board of Commissioners an updated 10-year Capital Investment Plan (CIP) each year.
2. Capital projects included in the CIP should cost at least \$100,000, take more than one year to complete, and have a useful life of at least 10 years. Other items may be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

DEBT

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

Guilford County Organizational Chart

FY 2016-17



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 2016-17. Other funds are presented for information only to present a complete picture of the County's fund structure.

Fund	Description	Category	Type	Appropriated in Budget Ordinance
GENERAL	Primary operating fund for the County. Accounts for resources traditionally associated with government which are not required legally or by sound financial management to be accounted for in another fund.	Governmental	General	Yes
COUNTY BUILDING CONSTRUCTION	Accounts for capital projects in which the assets are retained entirely or in part by the County. (Note: Specific capital project budgets are appropriated by project ordinances. The amount appropriated in this fund in the budget ordinance reflects the County's contribution from the General Fund for various capital needs.)	Governmental	Capital Projects	Partially - annual transfer to Capital Outlay.
RURAL FIRE DISTRICTS	Accounts for voter-approved property taxes levied to provide fire protection services. Separate accounts are established within this fund for each of the 22 fire protection districts.	Governmental	Special Revenue	Yes
ROOM OCCUPANCY/TOURISM DEVELOPMENT TAX	Accounts for occupancy taxes collected from various hotels, motels, and similar establishments in Guilford County. Under North Carolina General Statutes, Chapter 988, Guilford County levies a three percent occupancy tax. The County remits 70% of the net proceeds to the Greensboro/Guilford County Tourism Development Authority and the remaining 30% to the City of High Point.	Governmental	Special Revenue	Yes
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	No. Board approves capital projects at budget adoption.
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 2016-17 Budget
Funds Matrix**

Department	General Fund	Room Occupancy/ Tourism Development	Fire Funds	County Building Construction Fund	Total	Internal Services Financial Plan
General Government						
Budget and Management	\$ 479,718				\$ 479,718	
Clerk to the Board	\$ 207,020				\$ 207,020	
County Administration	\$ 1,303,647				\$ 1,303,647	
County Attorney	\$ 2,240,427				\$ 2,240,427	
County Commissioners	\$ 585,264				\$ 585,264	
Elections	\$ 2,536,328				\$ 2,536,328	
Finance	\$ 2,557,485				\$ 2,557,485	
Human Resources	\$ 7,795,993				\$ 7,795,993	
Internal Audit	\$ 538,836				\$ 538,836	
Purchasing	\$ 400,959				\$ 400,959	
Register of Deeds	\$ 2,205,366				\$ 2,205,366	
Tax	\$ 6,002,520				\$ 6,002,520	
	\$ 26,853,563	\$ -	\$ -		\$ 26,853,563	\$ -
Education - Operating & Capital Funds						
Guilford County Schools	\$ 194,360,398				\$ 194,360,398	
Guilford Technical Community College	\$ 16,150,000				\$ 16,150,000	
	\$ 210,510,398	\$ -	\$ -		\$ 210,510,398	\$ -
Community Service						
Cooperative Extension Service	\$ 597,604				\$ 597,604	
Culture & Libraries	\$ 1,844,077				\$ 1,844,077	
Economic Devel & Assistance	\$ 1,838,188				\$ 1,838,188	
Parks & Open Space	\$ 3,907,615				\$ 3,907,615	
Planning and Development	\$ 837,509				\$ 837,509	
Soil & Water	\$ 285,461				\$ 285,461	
Solid Waste	\$ 1,501,568				\$ 1,501,568	
Room Occupany/Tourism Development	\$ -	\$ 6,000,000			\$ 6,000,000	
	\$ 10,812,022	\$ 6,000,000	\$ -		\$ 16,812,022	\$ -
Debt Repayment						
Debt Repayment	\$ 93,206,212				\$ 93,206,212	
	\$ 93,206,212	\$ -	\$ -		\$ 93,206,212	\$ -
Human Services						
Child Support Enforcement	\$ 6,275,096				\$ 6,275,096	
Coordinated Services	\$ 1,269,639				\$ 1,269,639	
Mental Health	\$ 9,674,000				\$ 9,674,000	
Public Assistance Mandates	\$ 2,663,173				\$ 2,663,173	
Public Health	\$ 32,587,816				\$ 32,587,816	
Social Services	\$ 78,580,101				\$ 78,580,101	
Transportation-Human Serv	\$ 1,307,466				\$ 1,307,466	
Veteran Services (now in Social Services)	\$ -				\$ -	
	\$ 132,357,291	\$ -	\$ -		\$ 132,357,291	\$ -
Public Safety						
Animal Services	\$ 3,715,947				\$ 3,715,947	
Court Alternatives	\$ 2,649,448				\$ 2,649,448	
Emergency Services	\$ 28,529,509				\$ 28,529,509	
Family Justice Center	\$ 277,312				\$ 277,312	
Inspections	\$ 2,213,658				\$ 2,213,658	
Law Enforcement	\$ 65,125,442				\$ 65,125,442	
Other Protection	\$ 1,041,327				\$ 1,041,327	
Security	\$ 1,839,403				\$ 1,839,403	

**Guilford County
FY 2016-17 Budget
Funds Matrix**

Department	General Fund	Room Occupancy/ Tourism Development	Fire Funds	County Building Construction Fund	Total	Internal Services Financial Plan
Fire Districts	\$ -		\$ 17,487,946		\$ 17,487,946	\$ -
	\$ 105,392,046	\$ -	\$ 17,487,946		\$ 122,879,992	
Support Services						
Facilities	\$ 10,189,286				\$ 10,189,286	
Fleet Operation	\$ 1,068,420				\$ 1,068,420	
Information Services	\$ 9,460,469				\$ 9,460,469	
Capital Outlay - Transfer to Co Bldg Fund	\$ 750,000			\$ 750,000	\$ 1,500,000	
Risk Retention - Liability, Wk Comp, Property	\$ -				\$ -	
Health Care & Wellness	\$ -				\$ -	
	\$ 21,468,175	\$ -	\$ -	\$ 750,000	\$ 22,218,175	
SUB-TOTAL	\$ 600,599,707	\$ 6,000,000	\$ 17,487,946	\$ 750,000	\$ 624,837,653	
Less Interfund Transfers					\$ (750,000)	
NET TOTAL					\$ 624,087,653	
SOURCES OF FUNDS						
Property Taxes	\$ 361,330,000		\$ 13,961,664		\$ 375,291,664	
Federal & State Funds	\$ 84,070,653				\$ 84,070,653	
Sales Taxes	\$ 80,280,000		\$ 2,899,986		\$ 83,179,986	
User Charges	\$ 36,989,904				\$ 36,989,904	
Other	\$ 10,443,713	\$ 6,000,000		\$ 750,000	\$ 17,193,713	
Fund Balance	\$ 27,485,437		\$ 626,296		\$ 28,111,733	
SUB-TOTAL	\$ 600,599,707	\$ 6,000,000	\$ 17,487,946	\$ 750,000	\$ 624,837,653	
Less Interfund Transfers					\$ (750,000)	
NET TOTAL					\$ 624,087,653	

**Summary of FY 2016-2017 Budget
Appropriated Funds**
Summary of Revenues, Expenditures, and Changes in Fund Balances
Actual expenses for FY 2015-16 will be available once audited amounts are available in Fall 2016.

	Actual FY 2014-15	Adopted FY 2015-16	Amended FY 2015-16	Adopted FY 2016-17	vs. FY 2015-16 Adopted	
					\$ chg	%
SUMMARY OF ALL APPROPRIATED FUNDS						
Revenues & Other Sources of Funds						
Property Taxes (current & prior years)	\$ 372,326,296	\$ 369,800,456	\$ 369,800,456	\$ 375,291,664	\$ 5,491,208	1.5%
Federal & State Funds	\$ 82,406,222	\$ 81,999,749	\$ 86,766,682	\$ 84,070,653	\$ 2,070,904	2.5%
Sales Taxes	\$ 78,921,056	\$ 77,068,356	\$ 77,068,356	\$ 83,179,986	\$ 6,111,630	7.9%
User Charges	\$ 34,273,231	\$ 36,921,687	\$ 36,976,187	\$ 36,989,904	\$ 68,217	0.2%
Other (includes Transfers In)	\$ 18,414,800	\$ 17,035,366	\$ 17,322,070	\$ 17,193,713	\$ 158,347	0.9%
TOTAL Revenues	\$ 586,341,605	\$ 582,825,614	\$ 587,933,751	\$ 596,725,920	\$ 13,900,306	2.4%
Expenditures & Other Uses of Funds						
Type of Expense						
Personnel Services	\$ 166,407,204	\$ 176,680,901	\$ 176,977,339	\$ 182,411,172	\$ 5,730,271	3.2%
Operating Expenses	\$ 284,686,867	\$ 300,866,452	\$ 308,942,686	\$ 309,492,281	\$ 8,625,829	2.9%
Human Services Assistance	\$ 35,350,093	\$ 35,750,567	\$ 39,094,084	\$ 35,349,098	\$ (401,469)	-1.1%
Debt Repayment	\$ 82,988,967	\$ 92,163,871	\$ 92,179,317	\$ 93,206,212	\$ 1,042,341	1.1%
Capital Outlay	\$ 6,732,954	\$ 5,027,026	\$ 7,429,865	\$ 4,378,890	\$ (648,136)	-12.9%
TOTAL Expenditures	\$ 576,166,085	\$ 610,488,817	\$ 624,623,291	\$ 624,837,653	\$ 14,348,836	2.4%
Service Area						
General Government	\$ 23,055,720	\$ 27,029,042	\$ 27,071,540	\$ 26,853,563	\$ (175,479)	-0.6%
Education & Education Debt	\$ 266,131,384	\$ 281,284,144	\$ 281,299,590	\$ 288,747,291	\$ 7,463,147	2.7%
Human Services	\$ 122,676,778	\$ 129,128,898	\$ 133,535,117	\$ 132,357,291	\$ 3,228,393	2.5%
Public Safety	\$ 114,152,339	\$ 119,586,347	\$ 125,062,481	\$ 122,879,992	\$ 3,293,645	2.8%
Support Services	\$ 20,937,213	\$ 22,099,057	\$ 23,197,934	\$ 22,218,175	\$ 119,118	0.5%
Community Services	\$ 14,426,980	\$ 16,271,204	\$ 19,366,504	\$ 16,812,022	\$ 540,818	3.3%
Non-Education Debt	\$ 14,785,671	\$ 15,090,125	\$ 15,090,125	\$ 14,969,319	\$ (120,806)	-0.8%
TOTAL Expenditures	\$ 576,166,085	\$ 610,488,817	\$ 624,623,291	\$ 624,837,653	\$ 14,348,836	2.4%
Excess (Deficiency) of Sources over Uses						
	\$ 10,175,520	\$ (27,663,203)	\$ (36,689,540)	\$ (28,111,733)	\$ (448,530)	1.6%
Beginning Fund Balance*	\$ 183,141,495	\$ 193,317,015	\$ 193,317,015	** \$ 189,117,447	\$ (4,199,568)	-2.2%
Ending Fund Balance*	\$ 193,317,015	\$ 165,653,812	\$ 189,714,265	** \$ 161,005,714	\$ (4,648,098)	-2.8%

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

** See note under General Fund for adjustment to beginning fund balance for FY 2016-17.

Summary of FY 2016-2017 Budget
Appropriated Funds
Summary of Revenues, Expenditures, and Changes in Fund Balances
Actual expenses for FY 2015-16 will be available once audited amounts are available in Fall 2016.

	Actual FY 2014-15	Adopted FY 2015-16	Amended FY 2015-16	Adopted FY 2016-17	vs. FY 2015-16 Adopted \$ chg	%
GENERAL FUND						
The county's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in other funds preser						
Revenues & Other Sources of Funds						
Property Taxes (current & prior years)	\$ 359,149,542	\$ 356,139,375	\$ 356,139,375	\$ 361,330,000	\$ 5,190,625	1.5%
Federal & State Funds	\$ 82,263,435	\$ 81,999,749	\$ 86,766,682	\$ 84,070,653	\$ 2,070,904	2.5%
Sales Taxes	\$ 76,366,905	\$ 75,000,000	\$ 75,000,000	\$ 80,280,000	\$ 5,280,000	7.0%
User Charges	\$ 34,273,231	\$ 36,921,687	\$ 36,976,187	\$ 36,989,904	\$ 68,217	0.2%
Other (includes Transfers In)	\$ 10,969,380	\$ 9,235,366	\$ 9,522,070	\$ 10,443,713	\$ 1,208,347	13.1%
TOTAL Revenues	\$ 563,022,493	\$ 559,296,177	\$ 564,404,314	\$ 573,114,270	\$ 13,818,093	2.5%
Expenditures & Other Uses of Funds						
Type of Expense						
Personnel Services	\$ 166,407,204	\$ 176,680,901	\$ 176,977,339	\$ 182,411,172	\$ 5,730,271	3.2%
Operating Expenses	\$ 264,071,542	\$ 278,534,265	\$ 286,610,499	\$ 286,004,335	\$ 7,470,070	2.7%
Human Services Assistance	\$ 35,350,093	\$ 35,750,567	\$ 39,094,084	\$ 35,349,098	\$ (401,469)	-1.1%
Debt Repayment	\$ 82,988,967	\$ 92,163,871	\$ 92,179,317	\$ 93,206,212	\$ 1,042,341	1.1%
Capital Outlay	\$ 2,301,767	\$ 3,227,026	\$ 5,629,865	\$ 3,628,890	\$ 401,864	12.5%
TOTAL Expenditures	\$ 551,119,573	\$ 586,356,630	\$ 600,491,104	\$ 600,599,707	\$ 14,243,077	2.4%
Service Area						
General Government	\$ 23,055,720	\$ 27,029,042	\$ 27,071,540	\$ 26,853,563	\$ (175,479)	-0.6%
Education & Education Debt	\$ 266,131,384	\$ 281,284,144	\$ 281,299,590	\$ 288,747,291	\$ 7,463,147	2.7%
Human Services	\$ 122,676,778	\$ 129,128,898	\$ 133,535,117	\$ 132,357,291	\$ 3,228,393	2.5%
Public Safety	\$ 98,984,969	\$ 103,254,160	\$ 108,730,294	\$ 105,392,046	\$ 2,137,886	2.1%
Support Services	\$ 16,506,026	\$ 20,299,057	\$ 21,397,934	\$ 21,468,175	\$ 1,169,118	5.8%
Community Services	\$ 8,979,025	\$ 10,271,204	\$ 13,366,504	\$ 10,812,022	\$ 540,818	5.3%
Non-Education Debt	\$ 14,785,671	\$ 15,090,125	\$ 15,090,125	\$ 14,969,319	\$ (120,806)	-0.8%
TOTAL Expenditures	\$ 551,119,573	\$ 586,356,630	\$ 600,491,104	\$ 600,599,707	\$ 14,243,077	2.4%
Excess (Deficiency) of Sources over Uses						
	\$ 11,902,920	\$ (27,060,453)	\$ (36,086,790)	\$ (27,485,437)	\$ (424,984)	1.6%
Beginning Fund Balance*	\$ 151,129,823	\$ 163,032,743	\$ 163,032,743	** \$ 160,032,743	\$ (3,000,000)	-1.8%
Ending Fund Balance*	\$ 163,032,743	\$ 135,972,290	\$ 160,032,743	** \$ 132,547,306	\$ (3,424,984)	-2.5%

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

** Amended ending fund balance for FY 15-16 and beginning fund balance for FY 16-17 have been adjusted to account for an expected decrease of \$3 million.

**Summary of FY 2016-2017 Budget
Appropriated Funds**
Summary of Revenues, Expenditures, and Changes in Fund Balances
Actual expenses for FY 2015-16 will be available once audited amounts are available in Fall 2016.

	Actual FY 2014-15	Adopted FY 2015-16	Amended FY 2015-16	Adopted FY 2016-17	vs. FY 2015-16 Adopted \$ chg	vs. FY 2015-16 Adopted %
RURAL FIRE DISTRICTS FUND						
Transactions relating to the operation of the Fire Protection Districts in the County are reflected in these individual funds. Each district is funded, in large part, from a special district tax levied on the property in the district, with the proceeds of that tax dedicated for use in that district. The Board of Commissioners, with the adoption of the Budget Ordinance, establishes the tax rate for each district annually. The districts also receive funding from their shares of the local option sales taxes levied by the County.						
<i>All funds are consolidated here. For information about a specific district, please refer to the Other Funds section of this document.</i>						
Revenues & Other Sources of Funds						
Property Taxes	\$ 13,176,754	\$ 13,661,081	\$ 13,661,081	\$ 13,961,664	\$ 300,583	2.2%
Sales Taxes	\$ 2,554,151	\$ 2,068,356	\$ 2,068,356	\$ 2,899,986	\$ 831,630	40.2%
Other	\$ 2,100	\$ -	\$ -	\$ -	\$ -	-
TOTAL Revenues	\$ 15,733,005	\$ 15,729,437	\$ 15,729,437	\$ 16,861,650	\$ 1,132,213	7.2%
Expenditures & Other Uses of Funds						
Operating	\$ 15,167,370	\$ 16,332,187	\$ 16,332,187	\$ 17,487,946	\$ 1,155,759	7.1%
TOTAL Expenditures	\$ 15,167,370	\$ 16,332,187	\$ 16,332,187	\$ 17,487,946	\$ 1,155,759	7.1%
Excess (Deficiency) of Sources over Uses						
	\$ 565,635	\$ (602,750)	\$ (602,750)	\$ (626,296)	\$ (23,546)	3.9%
Beginning Fund Balance*	\$ 2,002,767	\$ 2,568,402	\$ 2,568,402	\$ 1,368,834	\$ (1,199,568)	-46.7%
Ending Fund Balance*	\$ 2,568,402	\$ 1,965,652	\$ 1,965,652	\$ 742,538	\$ (1,223,114)	-62.2%

Appropriated fund balance (noted in the deficiency of revenues over expenditures) will decline as less fund balance is available for appropriation as a result of allocations for equipment purchases, capital projects, facility renovations, and other needs. The FY 2017 appropriation will limit the use of fund balance available in FY 2018.

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

**Summary of FY 2016-2017 Budget
Appropriated Funds**
Summary of Revenues, Expenditures, and Changes in Fund Balances
Actual expenses for FY 2015-16 will be available once audited amounts are available in Fall 2016.

	Actual FY 2014-15	Adopted FY 2015-16	Amended FY 2015-16	Adopted FY 2016-17	vs. FY 2015-16 Adopted \$ chg	vs. FY 2015-16 Adopted %
ROOM OCCUPANCY AND TOURISM DEVELOPMENT FUND						
The Greensboro/Guilford County Tourism Development Authority ("Authority") is a public authority created to promote activities and programs which encourage travel and tourism to the area. Guilford County levies the occupancy tax which is the major sources of revenues for the Authority. The Room Occupancy and Tourism Development Fund accounts for the receipt and transfer of occupancy tax revenues to the Authority and to the City of High Point for its share of the revenues.						
Revenues & Other Sources of Funds						
Other - Occupancy Tax	\$ 5,447,955	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ -	0.0%
TOTAL Revenues	\$ 5,447,955	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ -	0.0%
Expenditures & Other Uses of Funds						
Operating	\$ 5,447,955	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ -	0.0%
TOTAL Expenditures	\$ 5,447,955	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ -	0.0%
Excess (Deficiency) of Sources over Uses	\$ -	\$ -	\$ -	\$ -	\$ -	-
Beginning Fund Balance*	\$ -	\$ -	\$ -	\$ -	\$ -	-
Ending Fund Balance*	\$ -	\$ -	\$ -	\$ -	\$ -	-

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

**Summary of FY 2016-2017 Budget
Appropriated Funds**
Summary of Revenues, Expenditures, and Changes in Fund Balances
Actual expenses for FY 2015-16 will be available once audited amounts are available in Fall 2016.

	Actual FY 2014-15	Adopted FY 2015-16	Amended FY 2015-16	Adopted FY 2016-17	vs. FY 2015-16 Adopted \$ chg	vs. FY 2015-16 Adopted %
COUNTY BUILDING CONSTRUCTION FUND						
Accounts for capital projects in which the assets are retained entirely or in part by the County. Specific capital project budgets are appropriated by project ordinances. The amount included in the FY 2016-17 Budget reflects the county's contribution from the General Fund for various capital needs.						
Revenues & Other Sources of Funds						
Federal& State Funds	\$ 142,787	\$ -	\$ -	\$ -	\$ -	-
Investment Earnings	\$ 50,789	\$ -	\$ -	\$ -	\$ -	-
Transfers In	\$ 1,249,212	\$ 1,800,000	\$ 1,800,000	\$ 750,000	\$ (1,050,000)	-58.3%
Other	\$ 695,364	\$ -	\$ -	\$ -	\$ -	-
TOTAL Revenues	\$ 2,138,152	\$ 1,800,000	\$ 1,800,000	\$ 750,000	\$ (1,050,000)	-
Expenditures & Other Uses of Funds						
Capital Outlay	\$ 4,431,187	\$ 1,800,000	\$ 1,800,000	** \$ 750,000	\$ (1,050,000)	-
Transfers Out	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL Expenditures	\$ 4,431,187	\$ 1,800,000	\$ 1,800,000	\$ 750,000	\$ (1,050,000)	-
Excess (Deficiency) of Sources over Uses	\$ (2,293,035)	\$ -	\$ -	\$ -	\$ -	-
Beginning Fund Balance*	\$ 30,008,905	\$ 27,715,870	\$ 27,715,870	\$ 27,715,870	\$ -	0.0%
Ending Fund Balance*	\$ 27,715,870	\$ 27,715,870	\$ 27,715,870	\$ 27,715,870	\$ -	0.0%

* Not all fund balance is available to spend. At June 30, 2015, all of the \$27.7 million of fund balance has been restricted, committed, or assigned for capital project uses.

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

**Summary of FY 2016-2017 Budget
Appropriated Funds**
Summary of Revenues, Expenditures, and Changes in Fund Balances
Actual expenses for FY 2015-16 will be available once audited amounts are available in Fall 2016.

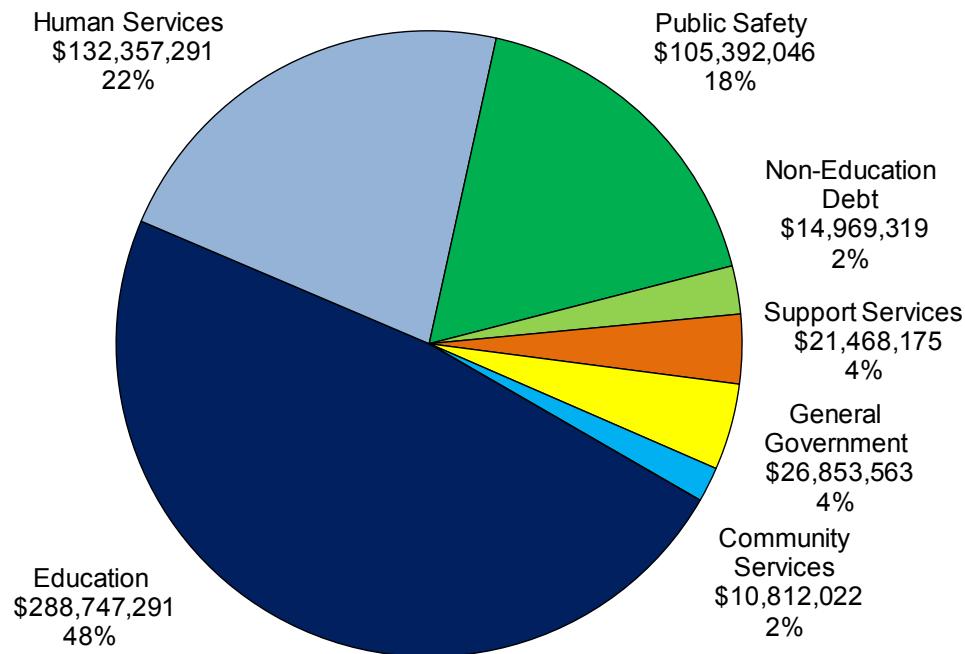
	Actual FY 2014-15	Adopted FY 2015-16	Amended FY 2015-16	Adopted FY 2016-17	vs. FY 2015-16 Adopted \$ chg	vs. FY 2015-16 Adopted %
INTERNAL SERVICES (Financial Plan, not included in All Funds Summary above)						
The Internal Services Fund accounts for risk management services provided to other departments of the County on a cost reimbursement basis.						
Expenditures						
Risk Retention - Liability, Property, WC:						
Personnel Services	\$ 109,084	\$ 195,441	\$ 184,441	\$ 180,588	\$ (14,853)	-7.6%
Insurance & Bonding	\$ 423,440	\$ 455,996	\$ 455,996	\$ 531,300	\$ 75,304	16.5%
Vehicle Repair Service	\$ 145,042	\$ 149,999	\$ 149,999	\$ 145,000	\$ (4,999)	-3.3%
Claims Paid	\$ 4,375,480	\$ 2,300,001	\$ 3,400,001	\$ 2,300,000	\$ (1)	0.0%
Operating	\$ 89,516	\$ 93,480	\$ 104,480	\$ 91,686	\$ (1,794)	-1.9%
	\$ 5,142,562	\$ 3,194,917	\$ 4,294,917	\$ 3,248,574	\$ 53,657	1.7%
Health Care & Wellness						
Professional Services	\$ 1,451,949	\$ 1,243,239	\$ 1,243,239	\$ 1,227,854	\$ (15,385)	-1.2%
Insurance & Bonding	\$ 2,547,458	\$ 2,496,505	\$ 2,496,505	\$ 3,015,617	\$ 519,112	20.8%
Claims Paid	\$ 32,070,963	\$ 35,374,574	\$ 35,374,574	\$ 35,765,337	\$ 390,763	1.1%
	\$ 36,070,370	\$ 39,114,318	\$ 39,114,318	\$ 40,008,808	\$ 894,490	2.3%
TOTAL Expenditures	\$ 41,212,932	\$ 42,309,235	\$ 43,409,235	\$ 43,257,382	\$ 948,147	2.2%
Revenues						
User Charges	\$ 39,663,032	\$ 41,102,318	\$ 41,462,318	\$ 42,349,804	\$ 1,247,486	3.0%
Other	\$ 389,007	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	0.0%
TOTAL Revenues	\$ 40,052,039	\$ 41,142,318	\$ 41,502,318	\$ 42,389,804	\$ 1,247,486	3.0%
Operating Gain/(Loss)	\$ (1,160,893)	\$ (1,166,917)	\$ (1,906,917)	\$ (867,578)	\$ 299,339	-25.7%
Interest Income	\$ 108,821	\$ 52,000	\$ 52,000	\$ 52,000	\$ -	0.0%
Change	\$ (1,052,072)	\$ (1,114,917)	\$ (1,854,917)	\$ (815,578)	\$ 299,339	-26.8%
Beginning Net Position	\$ 30,966,199	\$ 29,914,127	\$ 29,914,127	\$ 28,059,210	\$ (1,854,917)	-6.2%
Ending Net Position	\$ 29,914,127	\$ 28,799,210	\$ 28,059,210	\$ 27,243,632	\$ (1,555,578)	-5.4%



General Fund Summary Information

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

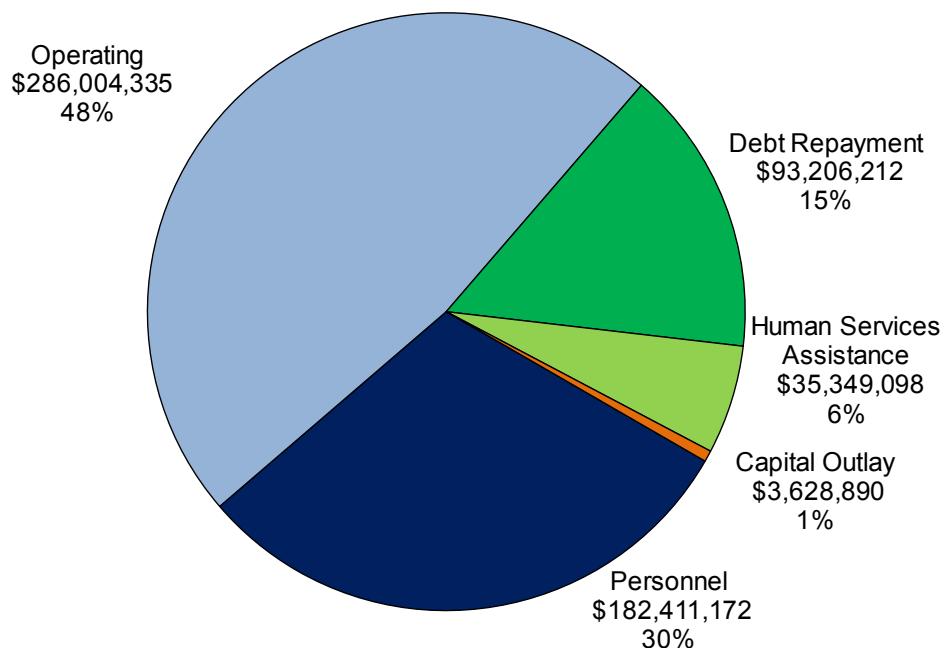
**FY 2016-17 Budget
General Fund
by Service**



Summary of Expenditures by Service Category

	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Request	FY17 Adopted	vs. FY16 Adopted	
						\$ chg	% chg
Education	\$ 266,131,384	\$ 281,284,144	\$ 281,299,590	\$ 298,851,258	\$ 288,747,291	\$ 7,463,147	2.7%
<i>includes Education debt repayment</i>							
Human Services	\$ 122,676,778	\$ 129,128,898	\$ 133,535,117	\$ 135,352,192	\$ 132,357,291	\$ 3,228,393	2.5%
Public Safety	\$ 98,984,969	\$ 103,254,160	\$ 108,730,294	\$ 109,519,257	\$ 105,392,046	\$ 2,137,886	2.1%
Non-Education Debt	\$ 14,785,671	\$ 15,090,125	\$ 15,090,125	\$ 15,310,569	\$ 14,969,319	\$ (120,806)	-0.8%
Support Services	\$ 16,506,026	\$ 20,299,057	\$ 21,397,934	\$ 27,381,994	\$ 21,468,175	\$ 1,169,118	5.8%
General Government	\$ 23,055,720	\$ 27,029,042	\$ 27,071,540	\$ 27,188,591	\$ 26,853,563	\$ (175,479)	-0.6%
Community Services	\$ 8,979,025	\$ 10,271,204	\$ 13,366,504	\$ 11,983,534	\$ 10,812,022	\$ 540,818	5.3%
Total Expenditures	\$ 551,119,573	\$ 586,356,630	\$ 600,491,104	\$ 625,587,395	\$ 600,599,707	\$ 14,243,077	2.4%
Permanent Positions	2,392.50	2,430.50	2,492.75	2,554.25	2,501.00	70.50	2.9%

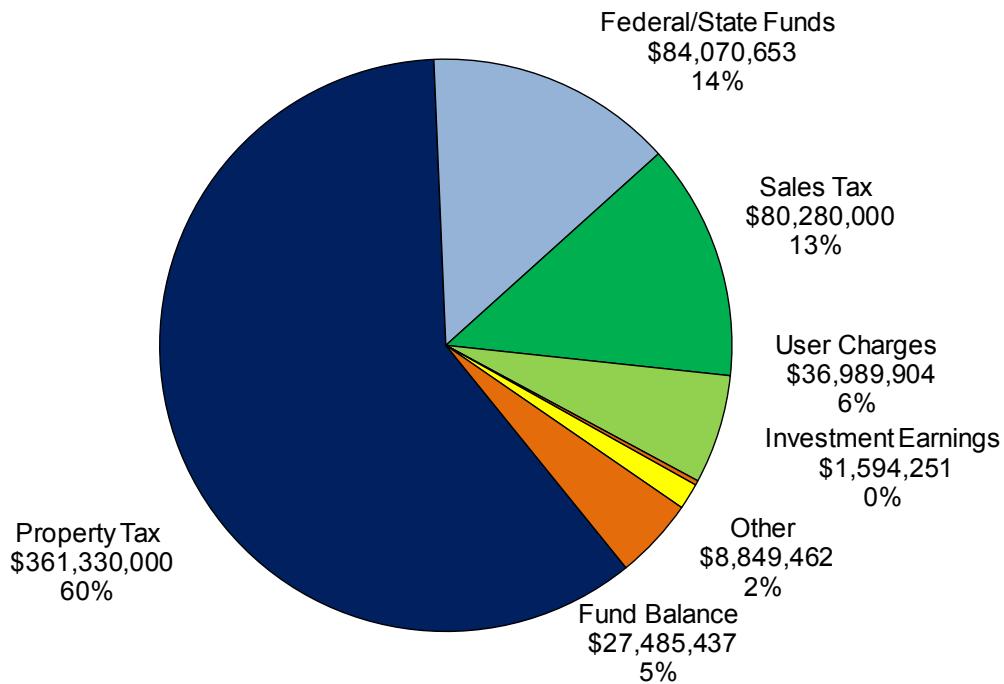
FY 2016-17 Budget by Type of Expense



Summary of Expenditures by Type of Expense

	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Request	FY17 Adopted	\$ chg	% chg	vs. FY16 Adopted
Personnel	\$ 166,407,204	\$ 176,680,901	\$ 176,977,339	\$ 185,987,911	\$ 182,411,172	\$ 5,730,271	3.2%	
Operating	\$ 264,071,542	\$ 278,534,265	\$ 286,610,499	\$ 304,628,976	\$ 286,004,335	\$ 7,470,070	2.7%	
Debt Repayment	\$ 82,988,967	\$ 92,163,871	\$ 92,179,317	\$ 93,547,462	\$ 93,206,212	\$ 1,042,341	1.1%	
Human Svc Assistance	\$ 35,350,093	\$ 35,750,567	\$ 39,094,084	\$ 37,590,190	\$ 35,349,098	\$ (401,469)	-1.1%	
Capital Outlay	\$ 2,301,767	\$ 3,227,026	\$ 5,629,865	\$ 3,832,856	\$ 3,628,890	\$ 401,864	12.5%	
Total Expenditures	\$ 551,119,573	\$ 586,356,630	\$ 600,491,104	\$ 625,587,395	\$ 600,599,707	\$ 14,243,077	2.4%	
Permanent Positions	2,392.50	2,430.50	2,492.75	2,554.25	2,501.00	70.50	2.9%	

FY 2016-17 Budget General Fund by Source of Funds



Summary of Sources of Funds

	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Request	FY17 Adopted	vs. FY16 Adopted	
						\$ chg	% chg
Property Tax	\$ 359,149,542	\$ 356,139,375	\$ 356,139,375	\$ 386,609,204	\$ 361,330,000	\$ 5,190,625	1.5%
Federal/State Funds	\$ 82,263,435	\$ 81,999,749	\$ 86,766,682	\$ 85,706,261	\$ 84,070,653	\$ 2,070,904	2.5%
Sales Tax	\$ 76,366,905	\$ 75,000,000	\$ 75,000,000	\$ 79,500,000	\$ 80,280,000	\$ 5,280,000	7.0%
User Charges	\$ 34,273,231	\$ 36,921,687	\$ 36,976,187	\$ 37,388,816	\$ 36,989,904	\$ 68,217	0.2%
Investment Earnings	\$ 504,367	\$ 777,050	\$ 777,050	\$ 777,050	\$ 1,594,251	\$ 817,201	105.2%
Other	\$ 10,465,013	\$ 8,458,316	\$ 8,745,020	\$ 8,737,465	\$ 8,849,462	\$ 391,146	4.6%
Total Revenues	\$ 563,022,493	\$ 559,296,177	\$ 564,404,314	\$ 598,718,796	\$ 573,114,270	\$ 13,818,093	2.5%
Fund Balance	\$ (11,902,920)	\$ 27,060,453	\$ 36,086,790	\$ 26,868,598	\$ 27,485,437	\$ 424,984	1.6%
Total	\$ 551,119,573	\$ 586,356,630	\$ 600,491,104	\$ 625,587,394	\$ 600,599,707	\$ 14,243,077	2.4%

GENERAL FUND BUDGETS BY DEPARTMENT
Expense & Revenue

Department	FY 2015 Actual		FY 2016 Adopted Budget		FY 2016 Amended Budget		FY 2017 Adopted	
	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue
General Government								
Budget & Management	\$ 437,406	\$ -	\$ 472,092	\$ -	\$ 473,962	\$ -	\$ 479,718	\$ -
Clerk To Board	\$ 154,735	\$ -	\$ 205,886	\$ -	\$ 205,906	\$ -	\$ 207,020	\$ -
County Administration	\$ 692,512	\$ 28,419	\$ 1,318,426	\$ 31,846	\$ 1,193,426	\$ 31,846	\$ 1,303,647	\$ 30,000
County Attorney	\$ 1,837,292	\$ -	\$ 2,125,995	\$ -	\$ 2,125,995	\$ -	\$ 2,240,427	\$ -
County Commissioners	\$ 391,785	\$ 24,460	\$ 487,299	\$ -	\$ 533,399	\$ -	\$ 585,264	\$ -
Elections	\$ 1,583,453	\$ 47,182	\$ 2,920,976	\$ 357,222	\$ 2,920,976	\$ 357,222	\$ 2,536,328	\$ 700
Finance	\$ 2,263,232	\$ 86,672	\$ 2,594,021	\$ 78,000	\$ 2,668,426	\$ 78,000	\$ 2,557,485	\$ 80,000
Human Resources	\$ 7,126,911	\$ 56,269	\$ 7,844,449	\$ 58,591	\$ 7,848,996	\$ 58,591	\$ 7,795,993	\$ 58,591
Internal Audit	\$ 443,806	\$ -	\$ 502,883	\$ -	\$ 503,603	\$ -	\$ 538,836	\$ -
Purchasing	\$ 340,416	\$ -	\$ 399,036	\$ -	\$ 399,625	\$ -	\$ 400,959	\$ -
Register Of Deeds	\$ 2,167,139	\$ 5,292,550	\$ 2,199,451	\$ 4,377,563	\$ 2,236,501	\$ 4,414,613	\$ 2,205,366	\$ 4,891,245
Tax	\$ 5,617,033	\$ 1,856,160	\$ 5,958,528	\$ 1,730,574	\$ 5,960,725	\$ 1,730,574	\$ 6,002,520	\$ 1,798,295
General Government Total	\$ 23,055,720	\$ 7,391,712	\$ 27,029,042	\$ 6,633,796	\$ 27,071,540	\$ 6,670,846	\$ 26,853,563	\$ 6,858,831
Education								
Guilford County Schools	\$ 183,130,398	\$ -	\$ 188,360,398	\$ -	\$ 188,360,398	\$ -	\$ 194,360,398	\$ -
Guilford Technical Community College	\$ 14,797,690	\$ -	\$ 15,850,000	\$ -	\$ 15,850,000	\$ -	\$ 16,150,000	\$ -
Education Total	\$ 197,928,088	\$ -	\$ 204,210,398	\$ -	\$ 204,210,398	\$ -	\$ 210,510,398	\$ -
Community Services								
Cooperative Extension Service	\$ 480,371	\$ 10,800	\$ 553,682	\$ 2,400	\$ 553,730	\$ 2,400	\$ 597,604	\$ 5,118
Culture & Libraries	\$ 1,827,807	\$ -	\$ 1,844,077	\$ 16,270	\$ 1,844,077	\$ 16,270	\$ 1,844,077	\$ 16,270
Economic Devel & Assistance	\$ 1,437,954	\$ 284,805	\$ 1,807,504	\$ -	\$ 4,541,587	\$ 238,680	\$ 1,838,188	\$ -
Parks	\$ 3,203,954	\$ 946,861	\$ 3,789,522	\$ 1,236,378	\$ 4,140,302	\$ 1,236,378	\$ 3,907,615	\$ 1,279,075
Planning And Development	\$ 660,052	\$ 57,551	\$ 792,338	\$ 50,260	\$ 792,395	\$ 50,260	\$ 837,509	\$ 59,285
Soil & Water Conservation	\$ 256,702	\$ 30,360	\$ 259,959	\$ 30,360	\$ 269,959	\$ 30,360	\$ 285,461	\$ 30,360
Solid Waste	\$ 1,112,185	\$ 974,609	\$ 1,224,122	\$ 897,242	\$ 1,224,454	\$ 897,242	\$ 1,501,568	\$ 925,800
Community Services Total	\$ 8,979,025	\$ 2,304,986	\$ 10,271,204	\$ 2,232,910	\$ 13,366,504	\$ 2,471,590	\$ 10,812,022	\$ 2,315,908
Debt Service								
Debt Service	\$ 82,988,967	\$ 7,744,672	\$ 92,163,871	\$ 7,494,621	\$ 92,179,317	\$ 7,494,621	\$ 93,206,212	\$ 7,503,945
Debt Service Total	\$ 82,988,967	\$ 7,744,672	\$ 92,163,871	\$ 7,494,621	\$ 92,179,317	\$ 7,494,621	\$ 93,206,212	\$ 7,503,945
Human Services								
Child Support Enforcement	\$ 5,897,906	\$ 6,163,041	\$ 6,227,568	\$ 6,212,146	\$ 6,229,124	\$ 6,212,146	\$ 6,275,096	\$ 6,219,357
Coordinated Services	\$ 1,482,417	\$ 1,232,379	\$ 1,476,114	\$ 1,153,427	\$ 1,526,114	\$ 1,203,427	\$ 1,269,639	\$ 1,153,426
Mental Health	\$ 9,747,609	\$ -	\$ 9,674,000	\$ -	\$ 9,674,000	\$ -	\$ 9,674,000	\$ -
Public Assistance Mandates	\$ 5,000,072	\$ 2,352,085	\$ 4,797,456	\$ 2,245,092	\$ 6,097,456	\$ 3,545,092	\$ 2,663,173	\$ -
Public Health	\$ 29,812,115	\$ 17,946,065	\$ 32,229,993	\$ 15,683,514	\$ 32,774,255	\$ 16,250,283	\$ 32,587,816	\$ 16,031,596
Social Services	\$ 69,096,834	\$ 54,693,443	\$ 73,270,883	\$ 55,491,226	\$ 75,681,737	\$ 57,413,255	\$ 78,580,101	\$ 59,385,820
Transportation-Human Serv	\$ 1,522,397	\$ 1,073,534	\$ 1,325,611	\$ 947,088	\$ 1,425,158	\$ 1,045,403	\$ 1,307,466	\$ 979,676
Veteran Services	\$ 117,428	\$ -	\$ 127,273	\$ -	\$ 127,273	\$ -	\$ -	\$ -
Human Services Total	\$ 122,676,778	\$ 83,460,547	\$ 129,128,898	\$ 81,732,493	\$ 133,535,117	\$ 85,669,606	\$ 132,357,291	\$ 83,769,875

GENERAL FUND BUDGETS BY DEPARTMENT
Expense & Revenue

Department	FY 2015 Actual		FY 2016 Adopted Budget		FY 2016 Amended Budget		FY 2017 Adopted	
	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue
Public Safety								
Animal Services	\$ 2,817,453	\$ 665,962	\$ 3,169,109	\$ 741,339	\$ 3,200,118	\$ 741,339	\$ 3,715,947	\$ 989,810
Court Alternatives	\$ 2,224,988	\$ 1,873,470	\$ 2,606,164	\$ 2,628,492	\$ 2,786,908	\$ 2,698,492	\$ 2,649,448	\$ 2,672,714
Emergency Services	\$ 24,024,903	\$ 14,512,017	\$ 27,096,095	\$ 15,692,076	\$ 27,915,869	\$ 15,703,097	\$ 28,529,509	\$ 15,320,279
Family Justice Center	\$ 42,418	\$ 5,570	\$ 231,551	\$ -	\$ 241,570	\$ 10,000	\$ 277,312	\$ -
Inspections	\$ 1,988,069	\$ 1,065,522	\$ 2,208,958	\$ 1,053,869	\$ 2,209,700	\$ 1,053,869	\$ 2,213,658	\$ 826,033
Law Enforcement	\$ 64,920,263	\$ 9,453,381	\$ 64,878,973	\$ 5,212,226	\$ 69,223,135	\$ 7,214,706	\$ 65,125,442	\$ 5,599,155
Other Protection	\$ 1,326,112	\$ 137,424	\$ 1,452,378	\$ 136,207	\$ 1,542,062	\$ 136,207	\$ 1,041,327	\$ 360
Security	\$ 1,640,763	\$ 19,030	\$ 1,610,932	\$ 23,799	\$ 1,610,932	\$ 23,799	\$ 1,839,403	\$ 20,349
Public Safety Total	\$ 98,984,969	\$ 27,732,376	\$ 103,254,160	\$ 25,488,008	\$ 108,730,294	\$ 27,581,509	\$ 105,392,046	\$ 25,428,700
Support Services								
Facilities	\$ 7,061,732	\$ 1,484,454	\$ 8,227,277	\$ 1,356,309	\$ 8,970,364	\$ 1,356,309	\$ 10,189,286	\$ 1,257,303
Fleet Operation	\$ 640,519	\$ 17,599	\$ 1,074,145	\$ 22,559	\$ 1,195,857	\$ 22,559	\$ 1,068,420	\$ 22,559
Information Services	\$ 8,803,775	\$ 9,406	\$ 9,197,635	\$ 3,216	\$ 9,431,713	\$ 3,216	\$ 9,460,469	\$ 3,216
Transfer to Capital Building Fund	\$ -	\$ -	\$ 1,800,000	\$ -	\$ 1,800,000	\$ -	\$ 750,000	\$ -
Support Services Total	\$ 16,506,026	\$ 1,511,459	\$ 20,299,057	\$ 1,382,084	\$ 21,397,934	\$ 1,382,084	\$ 21,468,175	\$ 1,283,078
Non-Departmental								
General Revenues	\$ -	\$ 548,162,141	\$ -	\$ 461,392,718	\$ -	\$ 469,220,848	\$ -	\$ 473,439,370
Other Funds Total	\$ -	\$ 548,162,141	\$ -	\$ 461,392,718	\$ -	\$ 469,220,848	\$ -	\$ 473,439,370
Grand Total	\$ 551,119,573	\$ 678,307,893	\$ 586,356,630	\$ 586,356,630	\$ 600,491,104	\$ 600,491,104	\$ 600,599,707	\$ 600,599,707

Where does Guilford County spend Local Money?

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

8 of the 40 departments on the list account account for 90% of all available county funds.

Department	Adopted FY 2015-16			Adopted FY 2016-17			Cummulative		90% of County \$
	Total Budget		County	Total Budget		County	\$	%	
	Budget	\$	%	Budget	\$	%	\$	%	
Education	\$ 204,210,398	\$ 204,210,398	100%	\$ 210,510,398	\$ 210,510,398	100%	\$ 210,510,398	44%	
Debt Repayment	\$ 92,163,871	\$ 84,669,250	92%	\$ 93,206,212	\$ 85,702,267	92%	\$ 296,212,665	63%	
Law Enforcement	\$ 64,878,973	\$ 59,666,747	92%	\$ 65,125,442	\$ 59,526,287	91%	\$ 355,738,952	75%	
Social Services	\$ 73,398,156	\$ 17,906,930	24%	\$ 78,580,101	\$ 19,194,281	24%	\$ 374,933,233	79%	
Public Health	\$ 32,229,993	\$ 16,546,479	51%	\$ 32,587,816	\$ 16,556,220	51%	\$ 391,489,453	83%	
Emergency Services	\$ 27,096,095	\$ 11,404,019	42%	\$ 28,529,509	\$ 13,209,230	46%	\$ 404,698,683	85%	
Mental Health	\$ 9,674,000	\$ 9,674,000	100%	\$ 9,674,000	\$ 9,674,000	100%	\$ 414,372,683	88%	
Information Services	\$ 9,197,635	\$ 9,194,419	100%	\$ 9,460,469	\$ 9,457,253	100%	\$ 423,829,936	90%	
Facilities	\$ 8,227,277	\$ 6,870,968	84%	\$ 10,189,286	\$ 8,931,983	88%	\$ 432,761,919	91%	
Human Resources	\$ 7,844,449	\$ 7,785,858	99%	\$ 7,795,993	\$ 7,737,402	99%	\$ 440,499,321	93%	
Tax	\$ 5,958,528	\$ 4,227,954	71%	\$ 6,002,520	\$ 4,204,225	70%	\$ 444,703,546	94%	
Animal Services	\$ 3,169,109	\$ 2,427,770	77%	\$ 3,715,947	\$ 2,726,137	73%	\$ 447,429,683	95%	
Public Assistance Mandates	\$ 4,797,456	\$ 2,552,364	53%	\$ 2,663,173	\$ 2,663,173	100%	\$ 450,092,856	95%	
Parks & Open Space	\$ 3,789,522	\$ 2,553,144	67%	\$ 3,907,615	\$ 2,628,540	67%	\$ 452,721,396	96%	
Elections	\$ 2,920,976	\$ 2,563,754	88%	\$ 2,536,328	\$ 2,535,628	100%	\$ 455,257,024	96%	
Finance	\$ 2,594,021	\$ 2,516,021	97%	\$ 2,557,485	\$ 2,477,485	97%	\$ 457,734,509	97%	
County Attorney	\$ 2,125,995	\$ 2,125,995	100%	\$ 2,240,427	\$ 2,240,427	100%	\$ 459,974,936	97%	
Economic Develop & Assistance	\$ 1,807,504	\$ 1,807,504	100%	\$ 1,838,188	\$ 1,838,188	100%	\$ 461,813,124	98%	
Culture & Libraries	\$ 1,844,077	\$ 1,827,807	99%	\$ 1,844,077	\$ 1,827,807	99%	\$ 463,640,931	98%	
Security	\$ 1,610,932	\$ 1,587,133	99%	\$ 1,839,403	\$ 1,819,054	99%	\$ 465,459,985	98%	
Inspections	\$ 2,208,958	\$ 1,155,089	52%	\$ 2,213,658	\$ 1,387,625	63%	\$ 466,847,610	99%	
County Administration	\$ 1,318,426	\$ 1,286,580	98%	\$ 1,303,647	\$ 1,273,647	98%	\$ 468,121,257	99%	
Fleet Operation	\$ 1,074,145	\$ 1,051,586	98%	\$ 1,068,420	\$ 1,045,861	98%	\$ 469,167,118	99%	
Other Protection/Court Services	\$ 1,452,378	\$ 1,316,171	91%	\$ 1,041,327	\$ 1,040,967	100%	\$ 470,208,085	99%	
Planning and Development	\$ 792,338	\$ 742,078	94%	\$ 837,509	\$ 778,224	93%	\$ 470,986,309	99%	
Transfer to Capital Building Fund	\$ 1,800,000	\$ 1,800,000	100%	\$ 750,000	\$ 750,000	100%	\$ 471,736,309	100%	
Cooperative Extension Service	\$ 553,682	\$ 551,282	100%	\$ 597,604	\$ 592,486	99%	\$ 472,328,795	100%	
County Commissioners	\$ 487,299	\$ 487,299	100%	\$ 585,264	\$ 585,264	100%	\$ 472,914,059	100%	
Solid Waste	\$ 1,224,122	\$ 326,880	27%	\$ 1,501,568	\$ 575,768	38%	\$ 473,489,827	100%	
Internal Audit	\$ 502,883	\$ 502,883	100%	\$ 538,836	\$ 538,836	100%	\$ 474,028,663	100%	
Budget & Management	\$ 472,092	\$ 472,092	100%	\$ 479,718	\$ 479,718	100%	\$ 474,508,381	100%	

Where does Guilford County spend Local Money?

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

8 of the 40 departments on the list account account for 90% of all available county funds.

Department	Adopted FY 2015-16			Adopted FY 2016-17			Cummulative	
	Total Budget		County		Total Budget		County	
	\$	%	\$	%	\$	%	\$	%
Purchasing	\$ 399,036	\$ 399,036	100%	\$ 400,959	\$ 400,959	100%	\$ 474,909,340	100%
Transportation-Human Serv	\$ 1,325,611	\$ 378,523	29%	\$ 1,307,466	\$ 327,790	25%	\$ 475,237,130	100%
Soil & Water Conservation	\$ 259,959	\$ 229,599	88%	\$ 285,461	\$ 255,101	89%	\$ 475,492,231	100%
Family Justice Center	\$ 231,551	\$ 231,551	100%	\$ 277,312	\$ 277,312	100%	\$ 475,769,543	100%
Clerk to the Board	\$ 205,886	\$ 205,886	100%	\$ 207,020	\$ 207,020	100%	\$ 475,976,563	101%
Coordinated Services	\$ 1,476,114	\$ 322,687	22%	\$ 1,269,639	\$ 116,213	9%	\$ 476,092,776	101%
Child Support Enforcement	\$ 6,227,568	\$ 15,422	0%	\$ 6,275,096	\$ 55,739	1%	\$ 476,148,515	101%
Court Alternatives	\$ 2,606,164	\$ (22,328)	-1%	\$ 2,649,448	\$ (23,266)	-1%	\$ 476,125,249	101%
Register of Deeds	\$ 2,199,451	\$ (2,178,112)	-99%	\$ 2,205,366	\$ (2,685,879)	-122%	\$ 473,439,370	100%
TOTAL	\$ 586,356,630	\$ 461,392,718	79%	\$ 600,599,707	\$ 473,439,370	79%		

Breakdown of County \$:

Property Taxes	\$ 356,139,375	77%	\$ 361,330,000	76%
Sales Taxes	\$ 75,000,000	16%	\$ 80,280,000	17%
Fund Balance	\$ 25,384,042	6%	\$ 26,011,370	5%
Other Revenues	\$ 3,319,302	1%	\$ 4,207,000	1%
Federal & State Funds	\$ 1,485,000	0%	\$ 1,541,000	0%
User Charges & Fees	\$ 64,999	0%	\$ 70,000	0%
TOTAL	\$ 461,392,718	100%	\$ 473,439,370	100%

Summary of Positions by Department

Departments	FY 14-15		FY 15-16			FY 16-17			Change vs. FY 15-16
			Mid-Year						
	Adopted	Adopted	Adds	Moves	New	Cut	Total		
GENERAL FUND									
County Commissioners	9.00	9.00	-	-	-	-	9.00	-	
County Administration	4.00	3.90	-	-	-	-	3.90	-	
Tax Department	61.00	63.00	-	-	-	-	63.00	-	
Budget and Management	4.90	4.95	-	0.05	-	-	5.00	0.05	
County Attorney	16.00	17.00	-	-	1.00	-	18.00	1.00	
Finance	27.00	27.00	-	-	-	-	27.00	-	
Purchasing	5.00	5.00	-	-	-	-	5.00	-	
Register of Deeds	25.00	25.00	-	-	-	-	25.00	-	
Clerk to Board	2.00	2.00	-	-	-	-	2.00	-	
Internal Audit	5.00	5.00	-	-	-	-	5.00	-	
Human Resources	18.00	18.00	-	-	-	-	18.00	-	
Elections	16.00	16.00	-	-	-	-	16.00	-	
General Government	192.90	195.85	-	0.05	1.00	-	196.90	1.05	
Public Health	383.00	389.50	2.25	(2.00)	3.00	(3.00)	389.75	0.25	
Mental Health	-	-	-	-	-	-	-	-	
Coordinated Services	0.10	0.15	-	(0.05)	-	-	0.10	(0.05)	
Social Services	537.50	561.00	30.00	7.50	1.00	-	599.50	38.50	
Child Support Enforcement	92.00	91.85	-	-	1.00	-	92.85	1.00	
Veterans Services	2.00	2.00	-	-	-	-	2.00	-	
Transportation	22.88	22.00	-	(5.00)	-	-	17.00	(5.00)	
Human Services	1,037.48	1,066.50	32.25	0.45	5.00	(3.00)	1,101.20	34.70	
Emergency Services	234.75	245.00	-	-	2.00	-	247.00	2.00	
Family Justice Center	-	3.00	-	-	1.00	-	4.00	1.00	
Court Alternatives	33.00	33.00	-	-	-	-	33.00	-	
Law Enforcement	663.00	659.00	1.00	-	-	-	660.00	1.00	
Animal Services	16.50	16.50	29.00	(0.50)	-	-	45.00	28.50	
Security	15.00	15.00	-	-	-	-	15.00	-	
Inspections	24.00	26.00	-	-	-	-	26.00	-	
Other Protection	15.00	15.15	-	-	-	-	15.15	-	
Public Safety	1,001.25	1,012.65	30.00	(0.50)	3.00	-	1,045.15	32.50	
Facilities	61.00	61.00	-	1.00	-	-	62.00	1.00	
Property Mgmt/Courts	-	-	-	-	-	-	-	-	
Information Services	49.50	48.00	-	-	-	-	48.00	-	
Fleet Operations	2.00	2.00	-	-	-	-	2.00	-	
Support Services	112.50	111.00	-	1.00	-	-	112.00	1.00	
Planning & Development	8.00	8.00	-	-	1.00	-	9.00	1.00	
Solid Waste	4.00	6.00	-	-	-	-	6.00	-	
Soil & Water Conservation	2.50	2.50	-	-	0.25	-	2.75	0.25	
Recreation	27.00	28.00	-	(1.00)	1.00	-	28.00	-	
Community Services	41.50	44.50	-	(1.00)	2.25	-	45.75	1.25	
Total General Fund	2,385.63	2,430.50	62.25	0.00	11.25	(3.00)	2,501.00	70.50	
Internal Services									
Risk Management	2.00	2.00	-	-	0.50	-	2.50	0.50	
Total Internal Services	2.00	2.00	0.00	0.00	0.50	0.00	2.50	0.50	
Total All Departments	2,387.63	2,432.50	62.25	-	11.75	(3.00)	2,503.50	71.00	

Summary of Position Changes from FY 2015-16 to FY 2016-17

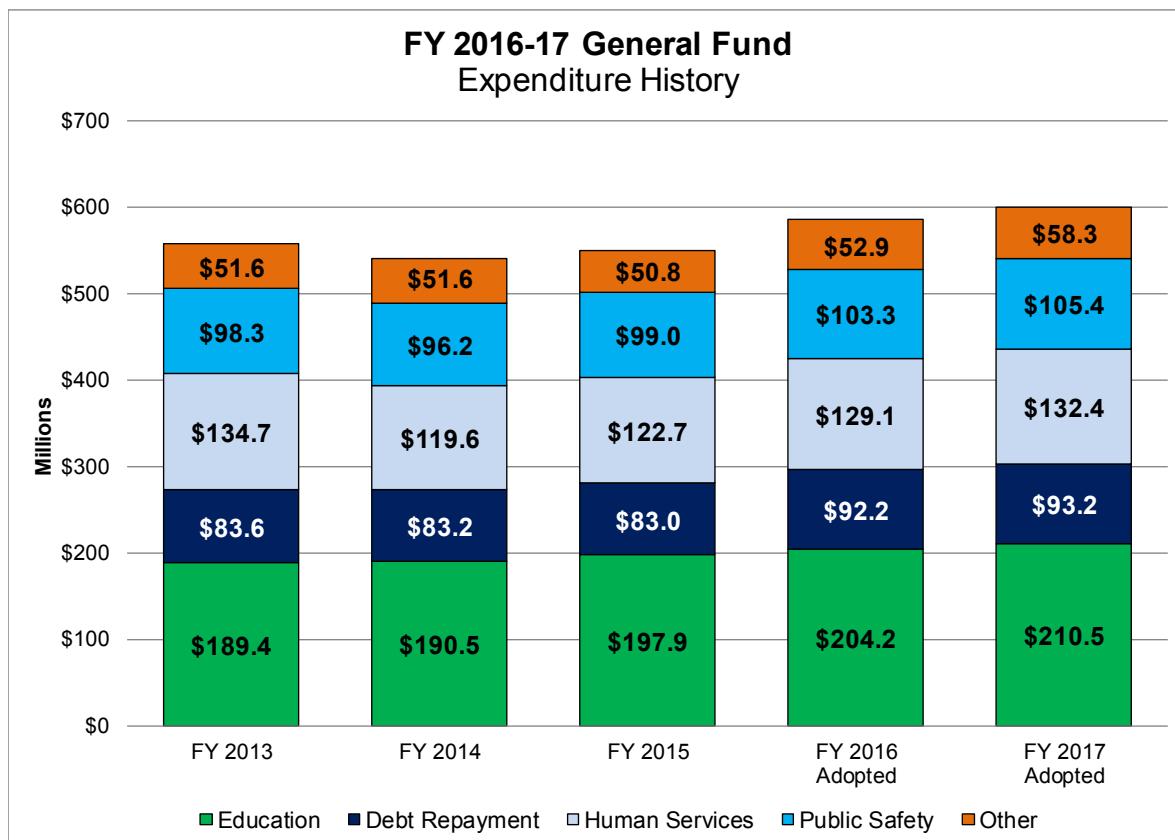
Department	Position Name	FTE
BOARD-APPROVED CHANGES DURING FY 2015-16		
Law Enforcement	Deputy Sheriff - Governor's Crime Commission grant	1.00
Animal Services	County operation of Shelter - Various Positions	29.00
Public Health	Cone Health Young Adult Clinic grant - Nurse Practitioner, Nurse Specialist, and Medical Assistant	2.25
Social Services	Medicaid and Food & Nutrition Caseworkers and Support Staff	30.00
		<u>62.25</u>
ADOPTED CHANGES FOR FY 2016-17 (Start Date)		
Child Support	NC FAST/Data Reliability Auditor (July 2016, 67% reimbursed)	1.00
Social Services	PACE Eligibility Caseworker (July 2016, 100% reimbursed)	1.00
Soil & Water	Soil & Water Coordinator - increase from 20 hrs/wk to 30 hrs/wk	0.25
Public Health	Certified Nurses Assistants for Schools (August 2016)	3.00
Public Health	Dental Hygienist (vacant, grant expired)	(1.00)
Public Health	WIC Eligibility Caseworkers (vacant, funding reduced)	<u>(2.00)</u>
		-
Emergency Services	Community Paramedicine EMT Paramedic (October 2016, expected 100% reimbursed)	2.00
Family Justice Center	Client Services Coordinator (October 2016)	1.00
Parks	Office Specialist (October 2016, offset by additional rental fees)	1.00
Planning	Administrative Assistant (October 2016, convert existing temporary part-time position to permanent full-time)	1.00
Risk Management	Administrative Support Position - Part-Time (October 2016, permanent benefited)	0.50
County Attorney	Assistant County Attorney (January 2017)	1.00
Total Board-Approved Additions for FY 2016-17		<u>8.75</u>
Grand Total FY 2016-17 Staffing Adjustments		<u>71.00</u>

GENERAL FUND EXPENDITURES

The adopted fiscal year (FY) 2016-17 General Fund budget totals \$600,599,707. This is \$14.2 million (2.4%) more than the budget approved for FY 2015-16. The adopted general property tax rate is \$0.755 per \$100 of assessed valuation, a decrease of \$0.005 from the FY 2015-16 general tax rate. At this rate, a property owner will pay \$75.5 of general county property tax for every \$10,000 of property owned. An individual may also pay other taxes, like city taxes or fire district taxes, depending on where his/her property is located.

Summary of Expenditures by Service Category

	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Request	FY17 Adopted	vs. FY16 Adopted	
						\$ chg	% chg
Education	\$ 266,131,384	\$ 281,284,144	\$ 281,299,590	\$ 298,851,258	\$ 288,747,291	\$ 7,463,147	2.7%
<i>includes Education debt repayment</i>							
Human Services	\$ 122,676,778	\$ 129,128,898	\$ 133,535,117	\$ 135,352,192	\$ 132,357,291	\$ 3,228,393	2.5%
Public Safety	\$ 98,984,969	\$ 103,254,160	\$ 108,730,294	\$ 109,519,257	\$ 105,392,046	\$ 2,137,886	2.1%
Non-Education Debt	\$ 14,785,671	\$ 15,090,125	\$ 15,090,125	\$ 15,310,569	\$ 14,969,319	\$ (120,806)	-0.8%
Support Services	\$ 16,506,026	\$ 20,299,057	\$ 21,397,934	\$ 27,381,994	\$ 21,468,175	\$ 1,169,118	5.8%
General Government	\$ 23,055,720	\$ 27,029,042	\$ 27,071,540	\$ 27,188,591	\$ 26,853,563	\$ (175,479)	-0.6%
Community Services	\$ 8,979,025	\$ 10,271,204	\$ 13,366,504	\$ 11,983,534	\$ 10,812,022	\$ 540,818	5.3%
Total Expenditures	\$ 551,119,573	\$ 586,356,630	\$ 600,491,104	\$ 625,587,395	\$ 600,599,707	\$ 14,243,077	2.4%
Permanent Positions	2,392.50	2,430.50	2,492.75	2,554.25	2,501.00	70.50	2.9%



Summary of Budgeted Expenses

North Carolina counties are “arms” of the state government and are responsible for implementing mandated state and federal programs at the local level. While counties provide various services beyond the required programs, their primary responsibilities are focused on administering and funding core state programs in education, human services, and public safety. These core responsibilities are reflected in the recommended allocation of resources for FY 2016-17. Nearly nine of every \$10 dollars included in the budget will be used to support education, human services, and public safety activities.

Expenditures by Service Area

The largest expense in the Guilford County budget is for **Education**. This funding category includes operating and capital maintenance support for the Guilford County Schools (GCS) and Guilford Technical Community College (GTCC), operating support for charter schools, and the repayment of education-related debt for new or renovated schools and community college facilities. The Education service category accounts for 48% of the total county operating budget. **Human Services** and **Public Safety** services, the next largest expenditures, account for 22% and 18% of expenses, respectively.

Over half of the budget's overall increase is for Education. The budget increases the county's support for the **Guilford County Schools** (GCS) and **charter schools** with students from Guilford County by \$6.0 million and for **Guilford Technical Community College** (GTCC) by \$300,000. The budget also includes an additional \$1.16 million for repayment of voter-approved debt for the construction and renovation of school and community college facilities.

The adopted budget also includes an additional \$3.2 million for **Human Services** expenses. The additional funds will be used to add two net new positions and provide full year funding for 45.5 positions added after last year's budget was adopted. These positions will expand school nursing services and help departments meet caseload and operational guidelines in required Child Support, Food and Nutrition Services, and Medicaid Eligibility programs.

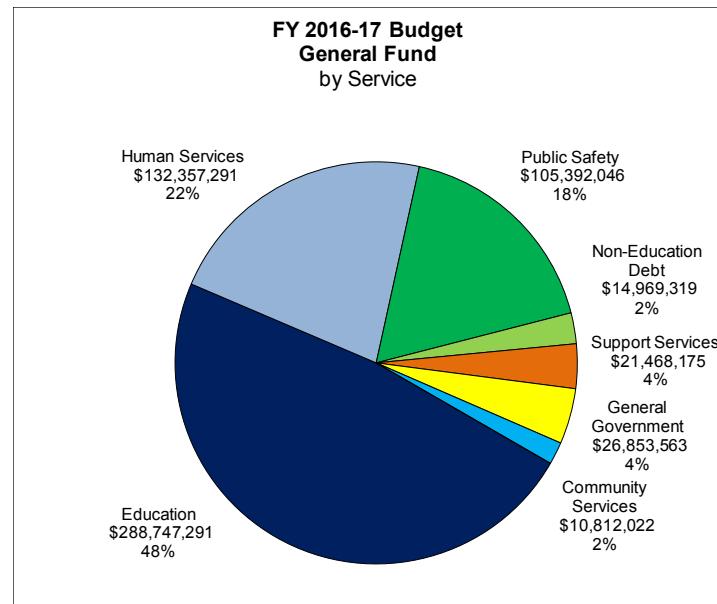
The **Public Safety** budget includes increases for medical supplies and drugs, Law Enforcement and Emergency Services vehicle replacements, and 2 new Emergency Services positions to

Summary of Major Budget Changes in General Fund (in millions)	
	Gross Change
Education (Operating, Capital, and Debt Repayment):	
Guilford County Schools & Charter Schools	\$ 7.22
Guilford Technical Community College	\$ 0.25
	\$ 7.46
Department Major Changes:	
Foster Care	\$ 1.60
Facility Maintenance	\$ 1.34
Full-Year Impacts of Positions Added in FY 15-16	\$ 1.27
2.25% Merit Pool (effective January 2017)	\$ 1.22
Animal Shelter (budget full expenses now)	\$ 0.64
State Retirement Increase (General & Law Enforcement)	\$ 0.62
Medicaid Transportation	\$ 0.56
New Positions & Related Costs (+11.25)	\$ 0.49
Medical Services, Medical & Lab Supplies, Drugs	\$ 0.43
Guilford-Metro 911	\$ 0.34
Technology Infrastructure Upgrades & Maintenance	\$ 0.32
Special Assistance to Adults, Heating/Cooling Crisis	\$ 0.27
Security Enhancements in County Facilities	\$ 0.20
Additional Vehicle Replacements/Purchases	\$ 0.17
Law Enforcement Retention Incentive	\$ 0.15
NC Fast Migration - Staff Overtime	\$ 0.12
State Motor Vehicle Collection Fee	\$ 0.10
	\$ 9.84
Net All Other Changes	\$ (3.06)
Total Change	\$ 14.24

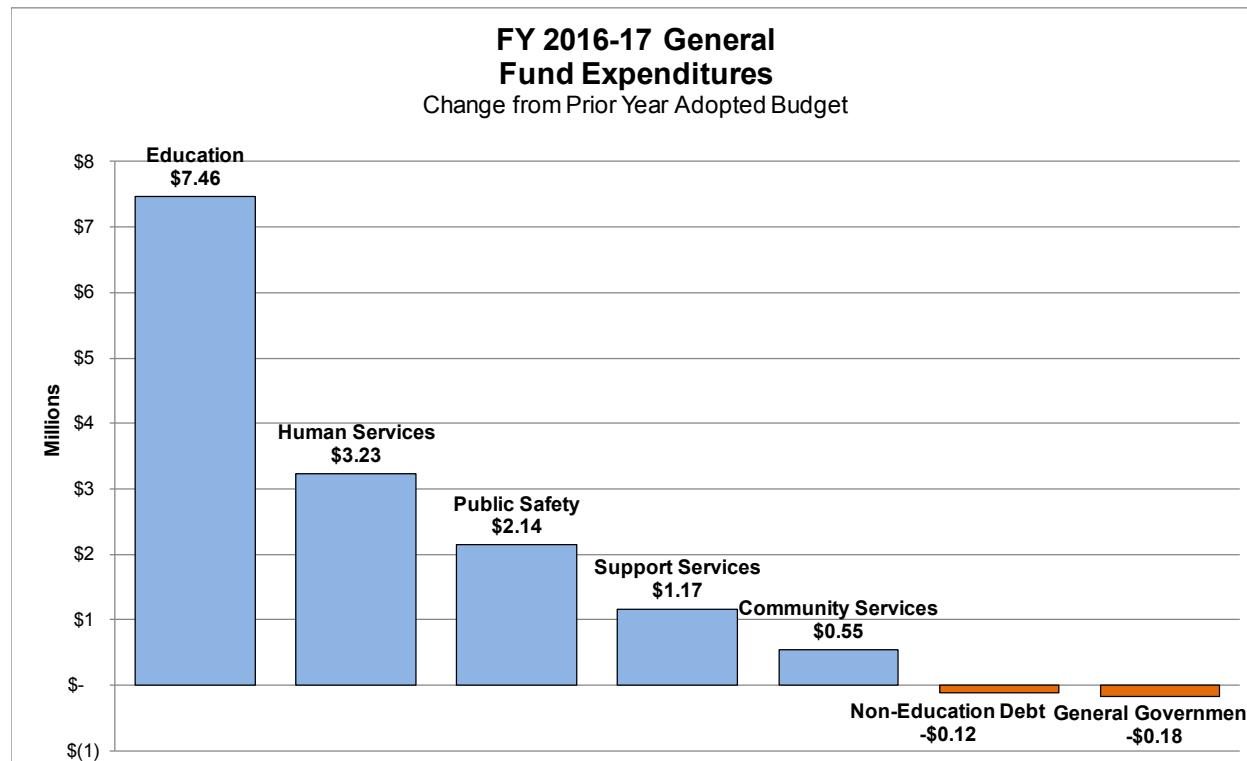
support the County's Community Paramedicine Program that focuses on preventative medical care and reducing emergency calls. The budget also reflects the County's first full year of Animal Shelter operations including funding for 29 positions including an Animal Services Director.

The FY 2016-17 budget also includes about \$3.0 million, mostly in the **Support Services** budget, for major maintenance and repair of county facilities.

Approximately \$3 million in **net reductions** in areas across the organization have been made to help offset the increases described above.



The following chart illustrates the overall changes in the FY 2016-17 budget by service area.



Expenditure Types

Summary of Expenditures by Type of Expense								vs. FY16 Adopted	
	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Request	FY17 Adopted	\$ chg	% chg		
Personnel	\$ 166,407,204	\$ 176,680,901	\$ 176,977,339	\$ 185,987,911	\$ 182,411,172	\$ 5,730,271	3.2%		
Operating	\$ 264,071,542	\$ 278,534,265	\$ 286,610,499	\$ 304,628,976	\$ 286,004,335	\$ 7,470,070	2.7%		
Debt Repayment	\$ 82,988,967	\$ 92,163,871	\$ 92,179,317	\$ 93,547,462	\$ 93,206,212	\$ 1,042,341	1.1%		
Human Svc Assistance	\$ 35,350,093	\$ 35,750,567	\$ 39,094,084	\$ 37,590,190	\$ 35,349,098	\$ (401,469)	-1.1%		
Capital Outlay	\$ 2,301,767	\$ 3,227,026	\$ 5,629,865	\$ 3,832,856	\$ 3,628,890	\$ 401,864	12.5%		
Total Expenditures	\$ 551,119,573	\$ 586,356,630	\$ 600,491,104	\$ 625,587,395	\$ 600,599,707	\$ 14,243,077	2.4%		
Permanent Positions	2,392.50	2,430.50	2,492.75	2,554.25	2,501.00	70.50	2.9%		

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 48% of total expenditures. Other expenditures are for Debt Repayment (15%), Human Services Assistance (6%), and funding for capital needs (1%).

Personnel Services

The county's underlying "base" payroll expense, including the position eliminations noted below, will **decrease** by \$673,000 in FY 2016-17. This figure includes the full year impact in FY 2016-17 of the 2.0% merit pool effective in January 2016.

The table to the right summarizes the **changes to the base payroll** that are included in the budget. More detail regarding these changes is presented the sections below. Overall, total **Personnel Services** expenses are projected to increase by \$5.7 million in FY 2016-17. The total number of permanent full- and part-time positions in the General Fund is 2,501. This is a net increase of 70.5 positions from the FY 2015-16 adopted budget.

Payroll Change Summary		
Base Payroll Change		\$ (0.67)
<i>includes 3 position cuts, full-year impacts of FY 15-16 merit, other adjustments</i>		
Position Changes:		
Additional funds needed to fully fund positions that started or were added mid-year FY 15-16	\$ 3.43	
New Positions for FY 16-17 (+11.25)	\$ 0.55	
		\$ 3.98
2.25% Merit Pool (Jan 2017)		\$ 1.22
Retirement Changes (General & Law Enforcement)		\$ 0.62
Additional Overtime - Social Services, Law Enforcement, Tax		\$ 0.23
Workers' Compensation		\$ 0.20
Law Enforcement Retention Incentive		\$ 0.15
Total Payroll Change		\$ 5.73

FY 2015-16 Board Additions

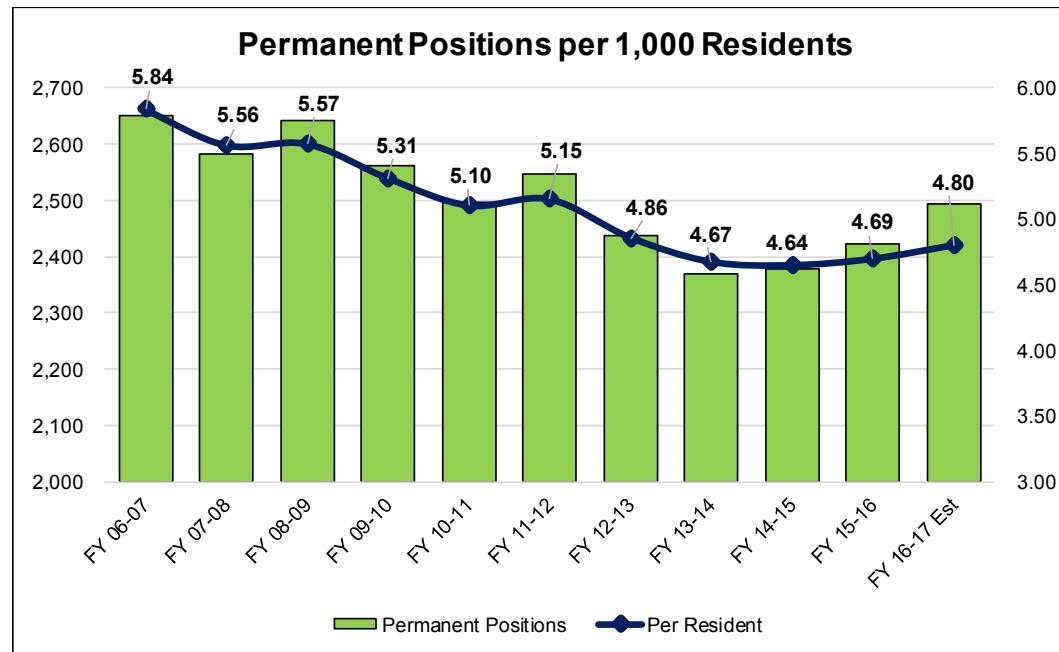
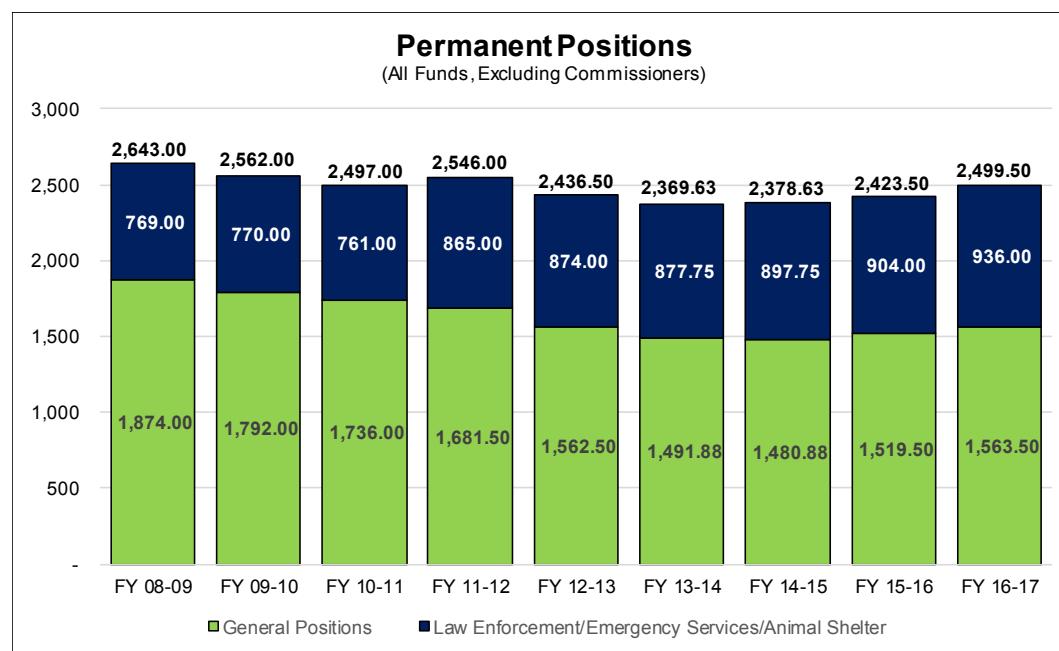
In the FY 2015-16 adopted budget, the Board approved 38 positions with start dates after July 1, 2015. In addition, the Board has added 33.25 positions since July 1, 2015 to address a number of service issues in the Social Services, Public Health, and Law Enforcement departments. The Board also approved the creation of 29 new county positions as part of the county's assumption of Animal Shelter operations. Since the full-year costs of these positions were not included in the FY 2015-16 adopted budget, their true costs must be accounted for in the FY 2016-17 budget. The impact on the FY 2016-17 budget for these position changes is approximately \$3.43 million.

FY 2016-17 Position Changes

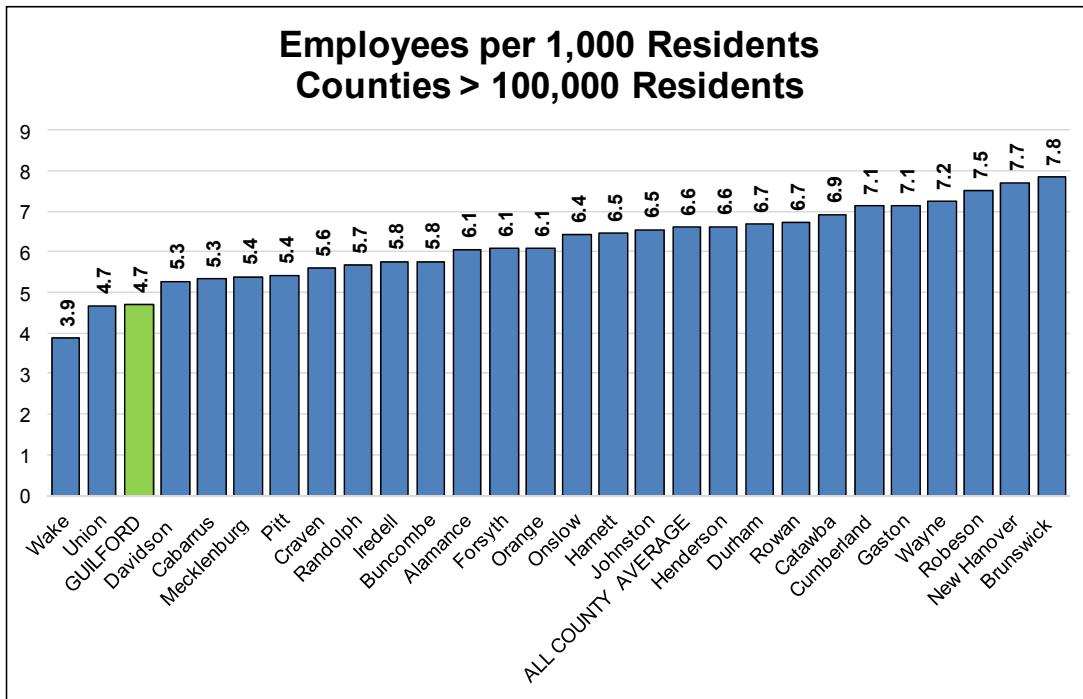
The FY 2016-17 budget includes a net addition of **8.25 new positions in the General Fund (+11.25 new positions and -3 position eliminations)**, as well as a part-time administrative support position (+0.5) for the Risk Management department in the Internal Services Fund:

- +5 new Human Services positions:
 - 3 Nurse Assistant positions to expand nursing care in the public schools. Currently, the county's nurse-to-student ratio is approximately one nurse for every 2,200 students. The American Academy of Pediatrics and National Association of School Nurses recommend a ratio of one nurse for every 750 students. The Board of Commissioners approved the three nurse assistant positions instead of the one school nurse position that was included in the Manager's Recommended Budget.
 - 1 Eligibility Caseworker to work with PACE of the Triad, an organization that provides services to individuals who need medical care and support to continue living at home. PACE of the Triad will reimburse the county for costs that are not reimbursed by federal/state sources.
 - 1 Child Support NC Fast/Data Reliability Coordinator to help the department troubleshoot technical issues so that it can continue to meet federal/state performance standards and avoid funding reductions. Overall reimbursement of approximately 67% will be received for this position.
 - Although it does not change the total position count, this budget includes approximately \$36,500 of county money to convert a fully grant-funded Mental Health practitioner position in Social Services to a partially county-funded position. This position is responsible for substance abuse and mental health assessments that are used to assist department staff in making decisions in the best interests of children.
 - The Board of Commissioners did not approve seven Food & Nutrition positions that were included in the recommended budget to help meet case processing requirements. Between 40% - 50% of the costs of these positions would have been reimbursed by federal/state sources.
- -3 externally-funded Human Services – Public Health positions were eliminated because grant funding was no longer available.
- +2 Paramedic positions in Emergency Services to expand the county's Community Paramedicine Program. Triad Healthcare Network and Cone Health will fund these positions on a per patient basis.
- +1 Assistant County Attorney in the County Attorney's budget to work primarily on Social Services cases.
- +1 Client Services Coordinator for the Family Justice Center to address significant demand for services.
- +1 temporary Administrative Assistant position in Planning will be converted to permanent full-time.

- +1 Office Specialist at Bur-Mil Park to support and facilitate rental operation and marketing of the clubhouse. It is anticipated that this position's expense will be off-set by the additional rental revenues.
- +.25 to increase a 20 hours per week Soil & Water Coordinator position to 30 hours per week.
- The following positions were included in the Manager's Recommended Budget, but not approved by the Board of Commissioners: a new Public Information Officer and Food and Nutrition Services positions in the Department of Social Services.



Based on county employment data collected by the North Carolina Association of County Commissioners in FY 2015-16, the latest year for which position counts are available, Guilford County had the third lowest number of employees per 1,000 residents at 4.7 employees for every 1,000 residents. The average for all counties is 40% higher at 6.6 employees for every 1,000 residents.



Employee Raises

The budget includes a merit pool equivalent to 2.25% of salaries and benefits. Employee merit pay increases will be awarded effective the first full pay period in January 2017. Merit adjustments will be based on job performance and may be more or less than 2% based on individual and overall department performance scores. The first year net cost of the merit program is approximately \$1.03 million (\$1.22 million gross expense less expected reimbursement revenue from non-county sources). A full year's net cost is approximately \$1.8 million (\$2.1 million gross expense less expected reimbursement revenue from non-county sources).

New Overtime Thresholds

Expected changes in the eligibility ceiling for overtime will increase the amount of overtime expense next fiscal year by as much as \$4 million, including pay and associated benefits. No additional funds have been added to the budget for this extra expense. Instead, the budget proposes using lapsed salary budgets – the money that remains unspent when vacancies occur – and additional payroll-related reimbursement revenues to absorb the additional costs. This additional expense will likely use up most of the annual vacancy savings the county generates from year to year. Additional funds may be required during the year if overtime expenses are higher than anticipated.

Operating, Debt Repayment, and Capital Expenses

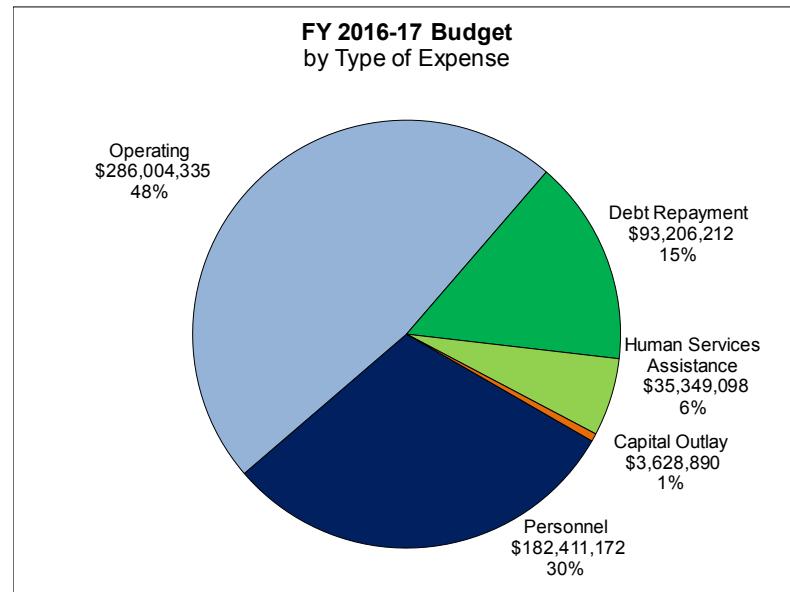
- **Operating Expenses** will increase by \$7.5 million in FY 2016-17, primarily due to a \$6.3 million increase in the operating and capital allocations to the Guilford County Schools (including operating funds for charter schools) and Guilford Technical Community College. The budget also includes an additional \$1.34 million (\$3.0 million in total) for facility maintenance and repair projects.

Other Operating budget adjustments include:

- technology improvements including replacement cameras for the Board chambers and scheduled server replacements;
- increases in drug and medical supplies costs;
- an increase in the county's share of the Guilford-Metro 911 Center.

Scheduled **Debt Service Payments** and related fees for voter-approved bonds and other capital needs will increase by \$1.03 million. \$709,000 of this increase is to pay the expected first-year costs of repaying an estimated \$27 million in two-thirds bonds or other debt financing to be sold to pay for several high-priority capital projects. The first year's debt repayment expense will be paid for by reducing the annual appropriation from the General Fund to the Capital Investment Plan. Additional funds will be required in future budgets to reinstate the full capital transfer and to pay full-year debt repayment requirements. More information about the county's outstanding debt and future debt repayment may be found in the Debt Repayment section of this document.

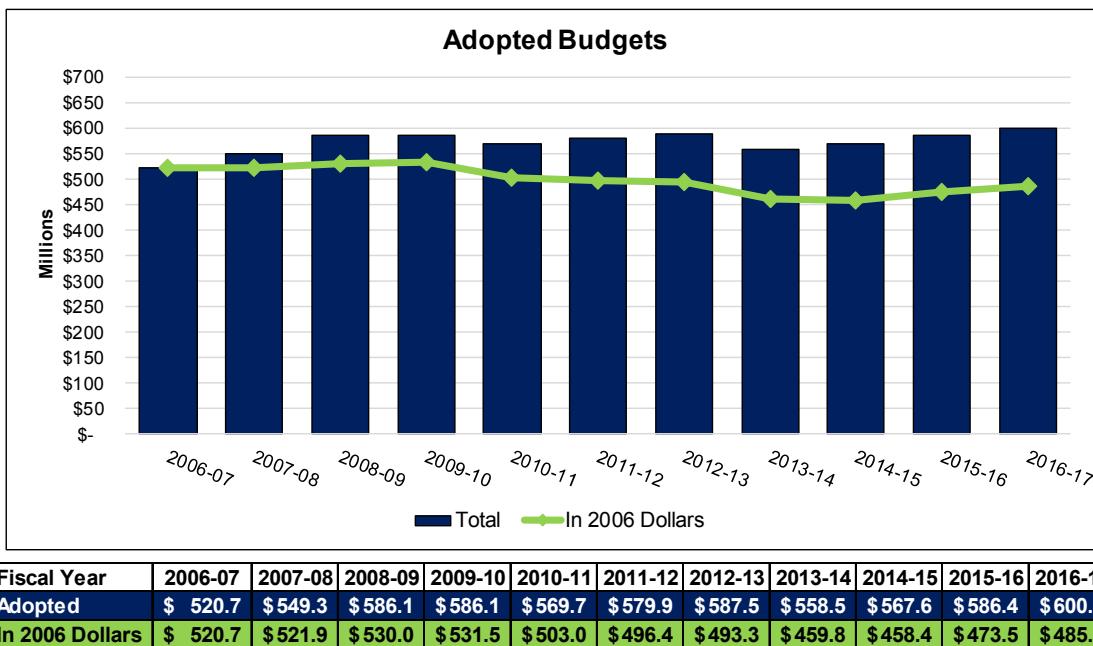
Human Services Assistance funds are used to provide direct services to or payments for the care of qualified human services clients, often children or elderly and disabled adults. Expenses include payments for child foster care and adoption assistance, child and elderly day care, assistance with heating and/or cooling emergencies, and the County's share of adult care home expenses for low-income older adults or adults with disabilities. Most human services assistance expenses other than foster care will remain relatively stable next year. Foster care expenses, however, are projected to increase by \$1.6 million as more children and children with more complex issues continue to come into the county's care.



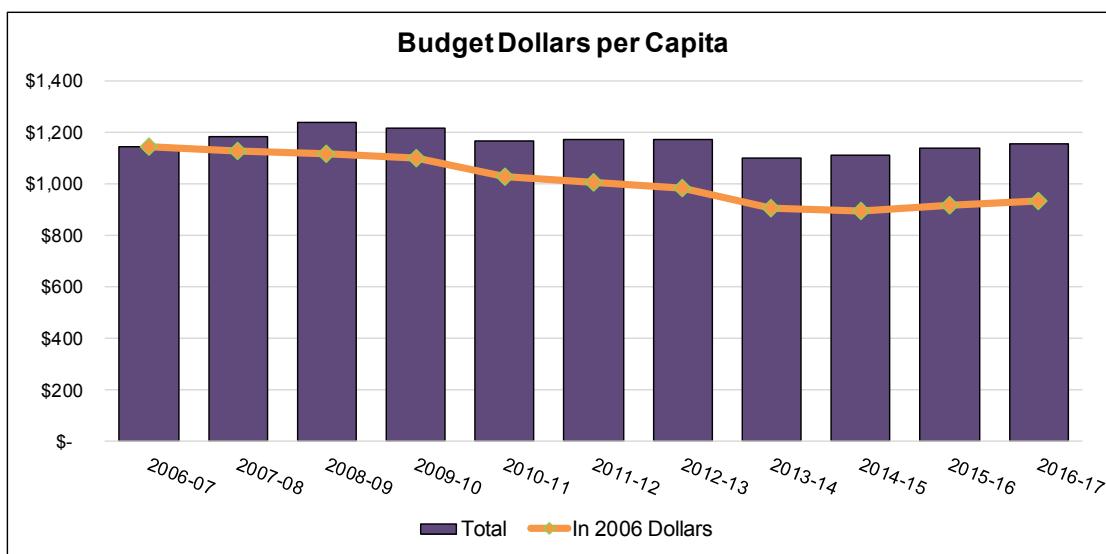
Capital Outlay is expected to increase by \$402,000. Capital funds are typically allocated for vehicle purchases and large equipment needs. The budget includes funds to replace aging, high mileage vehicles in Emergency Services, Law Enforcement, Animal Control and other county departments.

Budget History

Guilford County's budget has not kept pace with inflation over the last 10 years. After adjusting for inflationary impacts specific to the state and local government sectors of the economy and converting current dollars to 2006 dollars, the budget recommended for FY 2016-17 has fallen by nearly 7% since FY 2006-07. This means that the county has about \$35 million less in "purchasing power" today than it did ten years ago.



Likewise, after controlling for the effects of inflation, the county's budget dollars per person has fallen by \$212 or 18.5%, from \$1,146 to \$933.



Future General Fund Budget Projections

This annual budget projects expenses over the next fiscal year, July 1, 2016 through June 30, 2017. While current issues and services are the focus of the annual budget, the county must also consider the long-term implications of decisions made each year. The General Fund budget projections on the following pages show at a high level how expenses and revenues may change over the next ten years given current decisions regarding personnel and operating expenses, bond issue plans and repayment requirements, school and community college funding, and major county capital infrastructure needs. The assumptions used to develop these estimates are presented at the bottom of the schedule.

Despite modest changes in overall expense amounts, the ten year projections indicate a sizable gap between recurring revenues and recurring expenses. The county has relied on fund balance to fill the gap in past adopted budgets. Fortunately, close monitoring of expenses, one-time revenues from state legislative changes, increases in revenues because of the improving economy, and a delay in the sale of the remaining 2008 voter-approved bonds have allowed the county to add to, rather than use, fund balance over the last several years. Current estimates suggest, however, that the positive variances in expenses and revenues enjoyed in the past will not continue at similar levels in the future. Adjustments to expenses, revisions to capital plans, and/or increases in recurring revenues and/or the property tax rate will be needed to maintain current service levels and complete major infrastructure projects.

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

	FY2015 ACTUAL	FY2016 ADOPTED	FY2017 ADOPTED	FY 2018 PROJECTION	FY 2019 PROJECTION	FY 2020 PROJECTION	FY 2021 PROJECTION	FY 2022 PROJECTION	FY 2023 PROJECTION	FY 2024 PROJECTION	FY 2025 PROJECTION	FY 2026 PROJECTION
EXPENSE												
General County Services												
Personnel Services	166,407,205	176,680,901	182,411,172	186,515,423	190,712,020	195,003,041	199,390,609	203,876,898	208,464,128	213,154,571	217,950,549	222,854,436
Supplies & Materials	10,253,500	10,777,283	10,924,053	11,142,534	11,365,385	11,592,692	11,824,546	12,061,037	12,302,258	12,548,303	12,799,269	13,055,255
Other Services & Charges	58,742,589	64,521,734	64,269,883	65,555,281	66,866,386	68,203,714	69,567,788	70,959,144	72,378,327	73,825,893	75,302,411	76,808,460
Human Services Assistance	35,350,093	35,750,567	35,349,098	15,537,032	15,847,773	16,164,728	16,488,023	16,817,783	17,154,139	17,497,222	17,847,166	18,204,109
Capital	2,301,767	3,227,026	3,628,890	3,701,468	3,775,497	3,851,007	3,928,027	4,006,588	4,086,720	4,168,454	4,251,823	4,336,859
Other	(2,852,635)	(2,775,150)	(449,999)	(458,999)	(468,179)	(477,543)	(487,093)	(496,835)	(506,772)	(516,907)	(527,246)	(537,790)
	270,202,519	288,182,361	296,133,097	281,992,739	288,098,882	294,337,640	300,711,900	307,224,615	313,878,799	320,677,536	327,623,973	334,721,329
Debt Repayment	82,988,967	92,163,871	93,206,212	103,122,240	102,311,290	99,353,700	97,655,740	95,181,276	91,949,496	84,127,498	81,405,118	59,973,475
Transfer to Capital (County)	-	1,800,000	750,000	4,000,000	6,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000
Education												
GCS - Operating	179,360,398	183,360,398	188,360,398	193,496,742	198,773,146	204,193,432	209,761,522	215,481,446	221,357,346	227,393,473	233,594,198	239,964,008
GCS - Capital	3,770,000	5,000,000	6,000,000	8,000,000	10,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000
GTCC - Operating	13,297,690	14,350,000	14,650,000	15,049,486	15,459,866	15,881,437	16,314,503	16,759,378	17,216,385	17,685,853	18,168,124	18,663,545
GTCC - Capital	1,500,000	1,500,000	1,500,000	2,983,333	2,933,333	2,283,334	2,000,000	1,650,000	1,700,000	1,650,000	1,700,000	1,650,000
	197,928,088	204,210,398	210,510,398	219,529,561	227,166,346	233,358,203	239,076,025	244,890,825	251,273,730	257,729,326	264,462,321	271,277,553
TOTAL EXPENSE	551,119,574	586,356,630	600,599,707	608,644,539	623,576,518	635,049,543	645,443,665	655,296,716	665,102,026	670,534,360	681,491,412	673,972,357
Percent Change	2.0%	6.4%	2.4%	1.3%	2.5%	1.8%	1.6%	1.5%	1.5%	0.8%	1.6%	-1.1%
REVENUE												
Taxes	438,785,965	438,589,375	444,960,000	453,859,200	462,936,384	472,195,112	481,639,014	491,271,794	501,097,230	511,119,175	521,341,558	531,768,389
Penalties, Fines & Forfeiture	2,557,372	1,729,506	1,750,000	1,785,000	1,820,700	1,857,114	1,894,256	1,932,141	1,970,784	2,010,200	2,050,404	2,091,412
Licenses and Permits	1,872,630	1,725,132	1,621,750	1,654,185	1,687,269	1,721,014	1,755,434	1,790,543	1,826,354	1,862,881	1,900,139	1,938,141
Intergovernmental	82,263,435	81,809,866	84,070,653	65,233,018	66,537,678	67,868,432	69,225,801	70,610,317	72,022,523	73,462,973	74,932,233	76,430,878
Charges for Services	32,400,601	35,096,555	35,368,154	36,075,517	36,797,027	37,532,968	38,283,627	39,049,300	39,830,286	40,626,892	41,439,429	42,268,218
Other Financing Sources	421,006	127,189	117,189	119,533	121,923	124,362	126,849	129,386	131,974	134,613	137,306	140,052
Miscellaneous Revenues	4,721,484	4,315,201	5,226,524	5,331,054	5,437,676	5,546,429	5,657,358	5,770,505	5,885,915	6,003,633	6,123,706	6,246,180
TOTAL REVENUES	563,022,493	563,392,824	573,114,270	564,057,507	575,338,658	586,845,431	598,582,339	610,553,986	622,765,066	635,220,367	647,924,774	660,883,270
Revenues less Expenses	11,902,919	(22,963,806)	(27,485,437)	(44,587,032)	(48,237,861)	(48,204,112)	(46,861,326)	(44,742,730)	(42,336,960)	(35,313,992)	(33,566,637)	(13,089,087)

Assumptions:

Personnel costs increase at proposed FY 16-17 merit pool rate of 2.75% per year.

Supplies & Materials, Other Services & Charges, and Capital increase at 2% per year.

Human Services Assistance is reduced by \$20 million in FY 2018 to account for state's planned assumption of day care payments. Remaining expenses increase at 2% per year.

Debt Repayment is based on projected debt repayment schedules used to prepare the FY 16-17 budget. They include the impacts of a FY 17 sale of \$41 million in 2/3rd bonds for high priority capital projects and \$115 million in general obligation school and community college bonds from the 2008 referenda. The remaining \$45 million in 2008 school and community college bonds will be sold in late FY 18. No future referendum impacts are included.

Transfer to Capital (County) increases annually to transfer enough money to pay for planned cash capital projects over the next 10 years. This transfer model provides enough funding, but does not provide it in the years needed according to current project schedules. If this transfer plan is approved, revised capital project schedules must be prepared.

GCS Guilford County Schools operating expense increases by 2.7% each year, the increase approved for FY 16-17. Capital increases by \$2 million per year until a total of \$11 million is allocated. The Board of Education requested a total of \$11 million for FY 16-17.

GTCC Guilford Technical Community College operating expense increases by 2.1% each year, the FY 16-17 recommended increase. Capital matches the GTCC Board of Trustees' draft capital/facilities plan received by Budget Department in April 2016 and adjusted in FY 18 & FY 19 to account for the \$950,000 difference between the FY 17 requested and recommended budget amounts.

All revenues are projected to increase 2% per year.

Education and Related Debt

\$288.7 million

The adopted budget allocates \$288.7 million for support of the Guilford County Schools (GCS), local charter schools (included in the GCS allocation), and Guilford Technical Community College (GTCC), including debt service on voter-approved bonds for school and college facilities. This is \$7.5 million more than the amount included in the FY 2015-16 budget. The budget includes an increase of \$6.0 million for GCS and charter schools (\$5.0 million in operating funds and \$1.0 million in capital maintenance and repair funds) and \$300,000 million (all operating funds) for GTCC. An additional \$1.16 million is budgeted for repayment of voter-approved debt that was issued for the construction and renovation of school and community college facilities.

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

	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Request	FY17 Adopted	vs. FY16 Adopted	
						\$ chg	% chg
Guilford County Schools (GCS) including Operating Expense Allocations for Charter Schools							
Operating Expenses	\$179,360,398	\$183,360,398	\$183,360,398	\$192,506,347	\$188,360,398	\$5,000,000	2.7%
Capital Maintenance	\$3,770,000	\$5,000,000	\$5,000,000	\$11,000,000	\$6,000,000	\$1,000,000	20.0%
Debt Repayment	\$58,003,232	\$66,296,870	\$66,312,295	\$67,514,462	\$67,514,462	\$1,217,592	1.8%
Total	\$241,133,630	\$254,657,268	\$254,672,693	\$271,020,809	\$261,874,860	\$7,217,592	2.8%
Guilford Technical Community College (GTCC)							
Operating Expenses	\$13,297,690	\$14,350,000	\$14,350,000	\$14,658,018	\$14,650,000	\$300,000	2.1%
Capital Maintenance	\$1,500,000	\$1,500,000	\$1,500,000	\$2,450,000	\$1,500,000	\$0	0.0%
Debt Repayment	\$10,200,064	\$10,776,876	\$10,776,897	\$10,722,431	\$10,722,431	-\$54,445	-0.5%
Total	\$24,997,754	\$26,626,876	\$26,626,897	\$27,830,449	\$26,872,431	\$245,555	0.9%
Total Education	\$266,131,384	\$281,284,144	\$281,299,590	\$298,851,258	\$288,747,291	\$7,463,147	2.7%
Sources of Funds							
Federal & State Funds							
<i>Lottery Funds</i>	\$ 4,799,500	\$ 4,799,500	\$ 4,799,500	\$ 4,799,500	\$ 4,799,500	\$ 0	0.0%
<i>American Rec/Reinvest Act</i>	\$ 2,613,314	\$ 2,611,906	\$ 2,611,906	\$ 2,625,993	\$ 2,625,993	\$14,087	0.5%
<i>County Funds</i>	\$ 258,718,570	\$ 273,872,738	\$ 273,888,184	\$ 291,425,765	\$ 281,321,798	\$7,449,060	2.7%
Sources of Funds	\$ 266,131,384	\$ 281,284,144	\$ 281,299,590	\$ 298,851,258	\$ 288,747,291	\$7,463,147	2.7%

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

For public school systems, the General Statutes require that the following categories be provided for mainly from local funds: buildings, furniture, and apparatus; garage and maintenance equipment for school buses; liability insurance; maintenance of plant; site acquisition; furnishing of superintendent's office; school building supplies; and water supply and sewerage facilities. Part of the local funds allocation is also shared with charter schools based on the average per pupil budget.

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

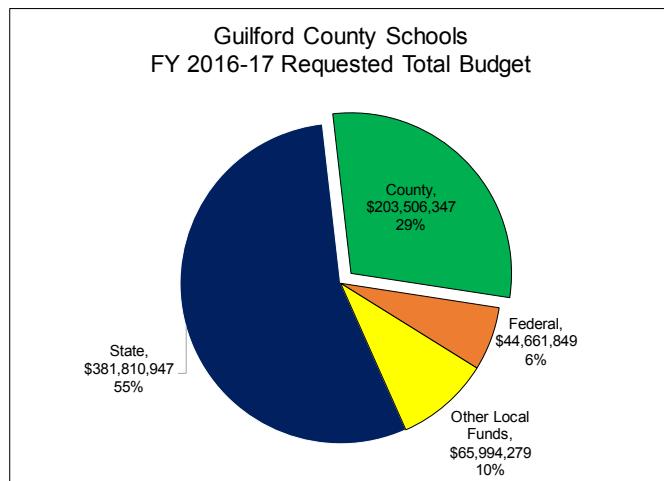
Guilford County appropriates a substantial amount of funding for other items beyond the legal mandates. For instance, the County provides funds for educator salary supplements to encourage teachers to work in Guilford County and locally-funded teaching positions to respond to local needs not provided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

Guilford County Schools

The total budget requested by the Guilford County Board of Education (BoE) from all funding sources was \$696 million. (This excludes debt repayment for school needs. Debt payments are included in the county's budget, not the Board of Education's budget.)

The BoE requested \$203.5 million from Guilford County (\$192.5 million for the operating budget and \$11 million for capital maintenance and repair projects), an increase of \$15.1 million over the FY 2015-16 appropriation. This increase is equivalent to a property tax rate increase of about 3.2 cents. More information about the Board of Education's request is included in the Education section of this document.

Approximately 71% of the requested funding would come from the state and federal governments and other non-Guilford County sources.



The FY 2016-17 adopted local Operating and Capital Maintenance Budget for the Guilford County Schools is \$194,360,398, an increase of \$6.0 million over the FY 2015-16 Adopted Budget.

- The budget includes an increase in **operating funding** of \$5 million from \$183,360,398 to \$188,360,398. This allocation increases the county's projected per pupil allocation from \$2,373 to \$2,419. This local per pupil allocation, when compared to the FY 2015-16 adopted allocations of other counties, is the fourth highest of the largest 10 counties and the 10th highest of all counties. The Board of Education has responsibility for determining the final allocation of these funds and may choose to allocate all or some of the county budget for pay increases for locally funded teachers, operating expenses for new facilities, or other system needs. Per state law, the local county appropriation must be shared on a per pupil basis with charter schools that have enrolled students from Guilford County
- **The adopted county funding for capital maintenance and repair projects is \$6 million, an increase of \$1.0 million over the FY 2015-16 budget.** The extra capital maintenance and repair funds will allow the school system to address additional high priority school maintenance needs (see Education section of this document for a list of expected projects). At the present time, the Board of Education is not required to appropriate local capital funds to charter schools.

In addition to the operating and capital maintenance funding described above, the budget includes more than \$67.5 million dollars for the repayment of voter-approved bonds for school construction and renovation projects. **As the remaining voter-approved bond issues (2008 referendum) are sold to pay for projects approved by the Board of Education and Board of Commissioners, the county's debt repayment budget will grow. Projected debt repayment for school debt is expected to be \$76.4 million in FY 2017-18.**

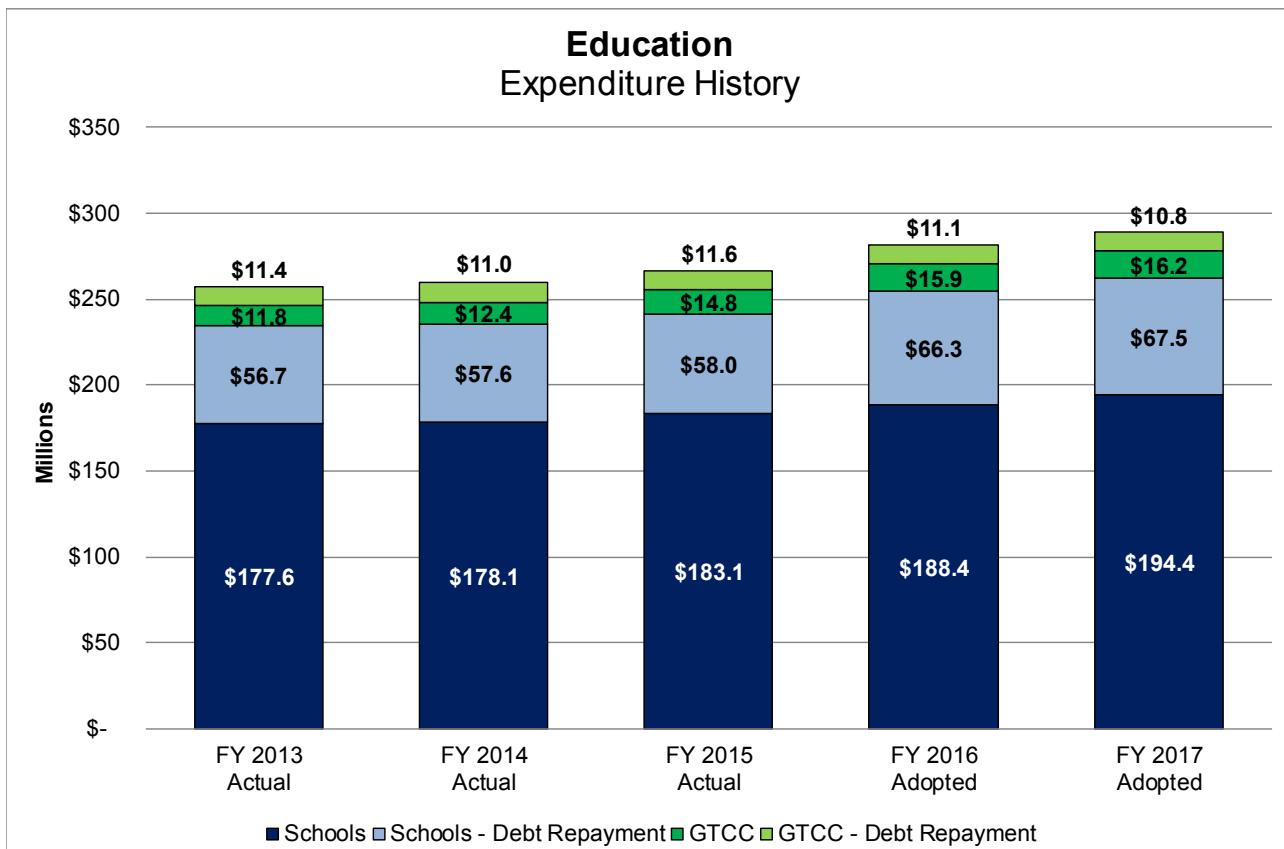
A final total Board of Education budget that incorporates the approved local funding support will be adopted by the Board of Education once final state and federal funding amounts are known. More information on the overall budget for the Guilford County Schools may be found online at www.gcsnc.com and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

Guilford Technical Community College

The Guilford Technical Community College's Board of Trustees has requested a total budget of \$17,108,018 from Guilford County - \$14,658,018 in operating funds and \$2,450,000 in capital outlay funds. This request is \$1.26 million higher than the current year's budget. This requested increase is equivalent to a property tax rate increase of about 0.3 cents. More details about the Board of Trustee's request may be found in the Education section of this document.

- **The FY 2016-17 Recommended Budget increases the operating allocation for Guilford Technical Community College by \$300,000 to \$14,650,000.** The additional support will assist the College in paying for the operating costs of new facilities and other expenses for which the county is responsible for funding.
- **The adopted budget also includes \$1.5 million for capital maintenance and repairs, the same amount as appropriated in FY 2015-16.**

The county budget also allocates \$10.7 million for debt repayment for voter-approved bonds for new and renovated community college facilities. **As the remaining voter-approved bond issues (2008 referendum) are sold to pay for projects approved by the GTCC Board of Trustees and Board of Commissioners, the county's debt repayment budget will grow. Projected debt repayment for GTCC-related debt is expected to be \$11.5 million in FY 2017-18.**



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

\$132.4 million

The recommended budget includes \$132.4 million for Human Services expenditures, an increase of \$3.2 million (+2.5%) from the current year's budget. Human Services is the second largest expenditure category and accounts for 22% of General Fund expenditures. Departments in this category include Public Health; local support for mental health, developmental disability, and substance abuse services; the Department of Social Services; and Human Services Transportation.

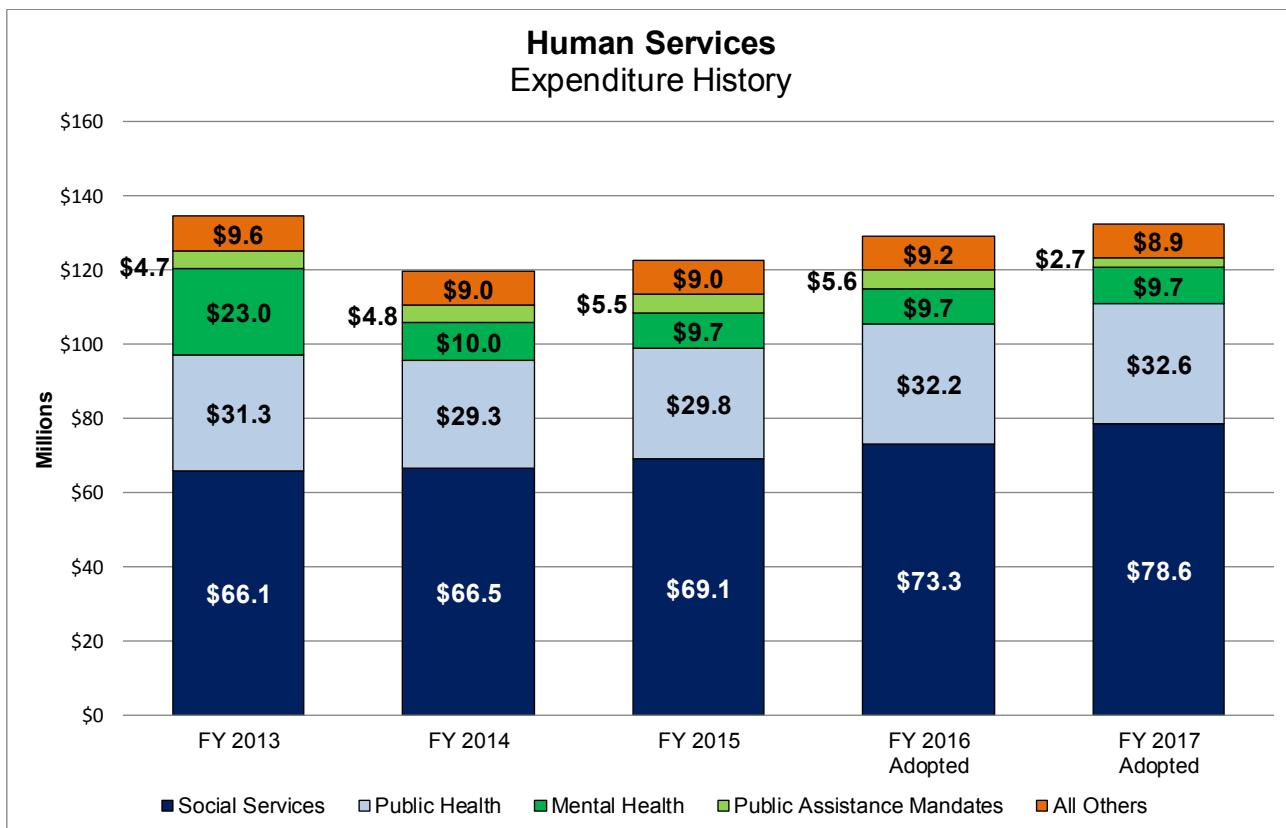
	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Request	FY17 Adopted	vs. FY16 Adopted	
						\$ chg	% chg
Department							
Child Support Enforcement	\$5,897,906	\$6,227,568	\$6,229,124	\$6,496,794	\$6,275,096	\$47,528	0.8%
Coordinated Services	\$1,482,417	\$1,476,114	\$1,526,114	\$1,498,049	\$1,269,639	(\$206,475)	-14.0%
Mental Health	\$9,747,609	\$9,674,000	\$9,674,000	\$9,174,000	\$9,674,000	\$0	0.0%
Public Assistance Mandates	\$5,000,072	\$4,797,456	\$6,097,456	\$4,908,265	\$2,663,173	(\$2,134,283)	-44.5%
Public Health	\$29,812,115	\$32,229,993	\$32,774,255	\$32,905,443	\$32,587,816	\$357,823	1.1%
Social Services	\$69,096,834	\$73,270,883	\$75,681,737	\$78,936,278	\$78,580,101	\$5,309,218	7.2%
Transportation	\$1,522,397	\$1,325,611	\$1,425,158	\$1,308,536	\$1,307,466	(\$18,145)	-1.4%
Veterans Services	\$117,428	\$127,273	\$127,273	\$124,827	\$0	(\$127,273)	-100.0%
Total Expenditures	\$122,676,778	\$129,128,898	\$133,535,117	\$135,352,192	\$132,357,291	\$3,228,393	2.5%
Sources of Funds							
Federal & State Funds	\$70,743,862	\$71,751,522	\$75,460,171	\$75,320,788	\$73,471,184	\$1,719,662	2.4%
User Charges	\$6,891,658	\$7,243,393	\$7,243,393	\$7,730,810	\$7,699,024	\$455,631	6.3%
Other	\$1,498,658	\$1,537,415	\$1,712,095	\$1,454,027	\$1,454,027	(\$83,388)	-5.4%
Fund Balance	\$4,326,368	\$1,200,163	\$1,253,947	\$1,014,965	\$1,144,188	(\$55,975)	-4.7%
County Funds	\$39,216,232	\$47,396,405	\$47,865,511	\$49,831,602	\$48,588,868	\$1,192,463	2.5%
Sources of Funds	\$122,676,778	\$129,128,898	\$133,535,117	\$135,352,192	\$132,357,291	\$3,228,393	2.5%
Permanent Positions	1,053.500	1,066.500	1,099.200	1,112.200	1,101.200	34.700	3.3%

The recommended budget includes an additional \$5.7 million for the **Department of Health and Human Services** (Social Services and Public Health). Most of this increase will be used for:

- The transfer of the Medicaid Transportation (\$2.5 million) expenses from the **Transportation and Public Assistance Mandates** departments into **Social Services**. State changes will soon require only Social Services employees to manage and process transportation to non-emergency medical appointments for Medicaid-eligible clients. As a result of this change, Medicaid funding must be transferred into the Social Services department. Increases in the number of Medicaid-eligible residents will result in an increase of approximately \$560,000 in the county's non-emergency Medicaid transportation budget
- An increase of \$1.6 million for foster care expenses for children in the county's custody. The county will receive partial reimbursement for this additional expense.
- Full-year impact of 32.25 new positions added after the FY 2015-16 budget was adopted (+\$824,000 million). Positions added include 30 Medicaid Eligibility and Food & Nutrition Services workers to help the county meet benefit processing standards. This increase represents the net change in total expense after accounting for funding already included in the budget for a terminated contract with an outside vendor to provide Medicaid eligibility services (contract was \$840,000). The county will receive federal/state reimbursements for between 40% - 75% of the positions' costs. An additional 2.25 positions were also added in Public Health to support a young adult clinic initiative in partnership with Cone Health. Cone

Health has agreed to fully fund these positions through September 2016, with additional funding contingent upon the program's success in the first year.

- Partial-year impact of four new positions recommended for Public Health and Social Services (+\$144,500) – one Medicaid eligibility position in Social Services and three school nurses aide positions. The increase in Public Health is more than offset by the elimination of three positions tied to grants that have now expired (-\$168,400).
- Although it does not change the total expense amount, this budget includes approximately \$36,500 of county money to convert a fully grant-funded Mental Health practitioner position to a partially county-funded position. This position is responsible for substance abuse and mental health assessments that are used to assist department staff in making decisions in the best interests of children.
- The budget also includes about \$91,000 for the full-year impact of 13 positions approved in the original FY 15-16 budget, but not hired immediately upon budget adoption.
- An increase of \$30,000 in Social Services to assist non-profit warming centers in offering shelter during cold weather events.



One NC Fast/Data Coordinator position was approved in **Child Support** to help the department troubleshoot technical issues so that staff can continue to meet federal/state performance standards and avoid funding reductions

In January 2013, the county completed a merger of the Guilford Center (the department that provided **mental health, developmental disabilities, and substance abuse services**) with **Sandhills Center**, a multi-county human services management entity. The budget maintains funding for Sandhills Center at \$9,674,000. This allocation is used to provide detoxification services, a residential substance abuse program, and crisis/emergency and medication management services to Guilford County residents. Beginning in FY 2016-17, Sandhills will use the county's allocation to

assume responsibility for funding and managing the funding and management of the county's **Mental Health Court, the Adult Drug Treatment Court, and the Juvenile Drug Treatment Court**. This transfer of program administration reduces the county's budget by approximately \$421,000. More information about these courts is available on the Other Protection/Court Services pages. Information about Sandhills Center may be found online at <http://www.sandhillscenter.org/>.

Funding for **community-based organizations** that provide various human services programs was removed from the budget in accordance with a Board directive issued in June 2015.

Public Safety

\$105.4 million

At 18% of total county expenditures, Public Safety is the third largest service category in the General Fund. Guilford County's Public Safety departments protect the safety of residents and visitors and include the Sheriff's Department, Emergency Services, Building Inspections, and Animal Services. The budget includes \$105.4 million for Public Safety services, an increase of \$2.1 million (2%) over the current year's budget. Revenues remained largely unchanged from FY 2016-17 but continue to offset approximately 24% of the total expenses.

	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Request	FY17 Adopted	vs. FY16 Adopted	
						\$ chg	% chg
Department							
Animal Services	\$2,817,453	\$3,169,109	\$3,200,118	\$3,774,843	\$3,715,947	\$546,838	17.3%
Court Alternatives	\$2,224,988	\$2,606,164	\$2,786,908	\$2,656,162	\$2,649,448	\$43,284	1.7%
Emergency Services	\$24,024,903	\$27,096,095	\$27,915,869	\$28,940,298	\$28,529,509	\$1,433,414	5.3%
Family Justice Center	\$42,418	\$231,551	\$241,570	\$279,701	\$277,312	\$45,761	19.8%
Inspections	\$1,988,069	\$2,208,958	\$2,209,700	\$2,312,452	\$2,213,658	\$4,700	0.2%
Law Enforcement	\$64,920,263	\$64,878,973	\$69,223,135	\$68,154,918	\$65,125,442	\$246,469	0.4%
Other Protection	\$1,326,112	\$1,452,378	\$1,542,062	\$1,467,726	\$1,041,327	(\$411,051)	-28.3%
Security	\$1,640,763	\$1,610,932	\$1,610,932	\$1,933,157	\$1,839,403	\$228,471	14.2%
Total Expenditures	\$98,984,969	\$103,254,160	\$108,730,294	\$109,519,257	\$105,392,046	\$2,137,886	2.1%
Sources of Funds							
Federal & State Funds	\$1,137,070	\$342,783	\$1,162,387	\$460,522	\$572,912	\$230,129	67.1%
User Charges	\$22,041,286	\$23,868,737	\$23,923,237	\$24,002,076	\$23,733,126	(\$135,611)	-0.6%
Other	\$2,027,509	\$870,281	\$982,305	\$866,807	\$855,167	(\$15,114)	-1.7%
Fund Balance	\$2,526,512	\$406,207	\$1,513,580	\$407,207	\$267,495	(\$138,712)	-34.1%
County Funds	\$71,252,592	\$77,766,152	\$81,148,785	\$83,782,645	\$79,963,346	\$2,197,194	2.8%
Sources of Funds	\$98,984,969	\$103,254,160	\$108,730,294	\$109,519,257	\$105,392,046	\$2,137,886	2.1%
Permanent Positions	990.650	1,012.650	1,042.150	1,081.150	1,045.150	32.500	3.2%

The **Law Enforcement** budget includes additional funds for increased mental health services in the jails (+\$177,000), replacement computer servers and other technology (+\$305,000), the full-year impact of 10 positions added by the Board last fiscal year (+\$45,000), and an employee retention incentive to encourage employees to remain in certain positions with high turnover rates (+\$125,000). These increases are offset by a reduction in the amounts budgeted for vehicle fuel, special facility maintenance, and other line items.

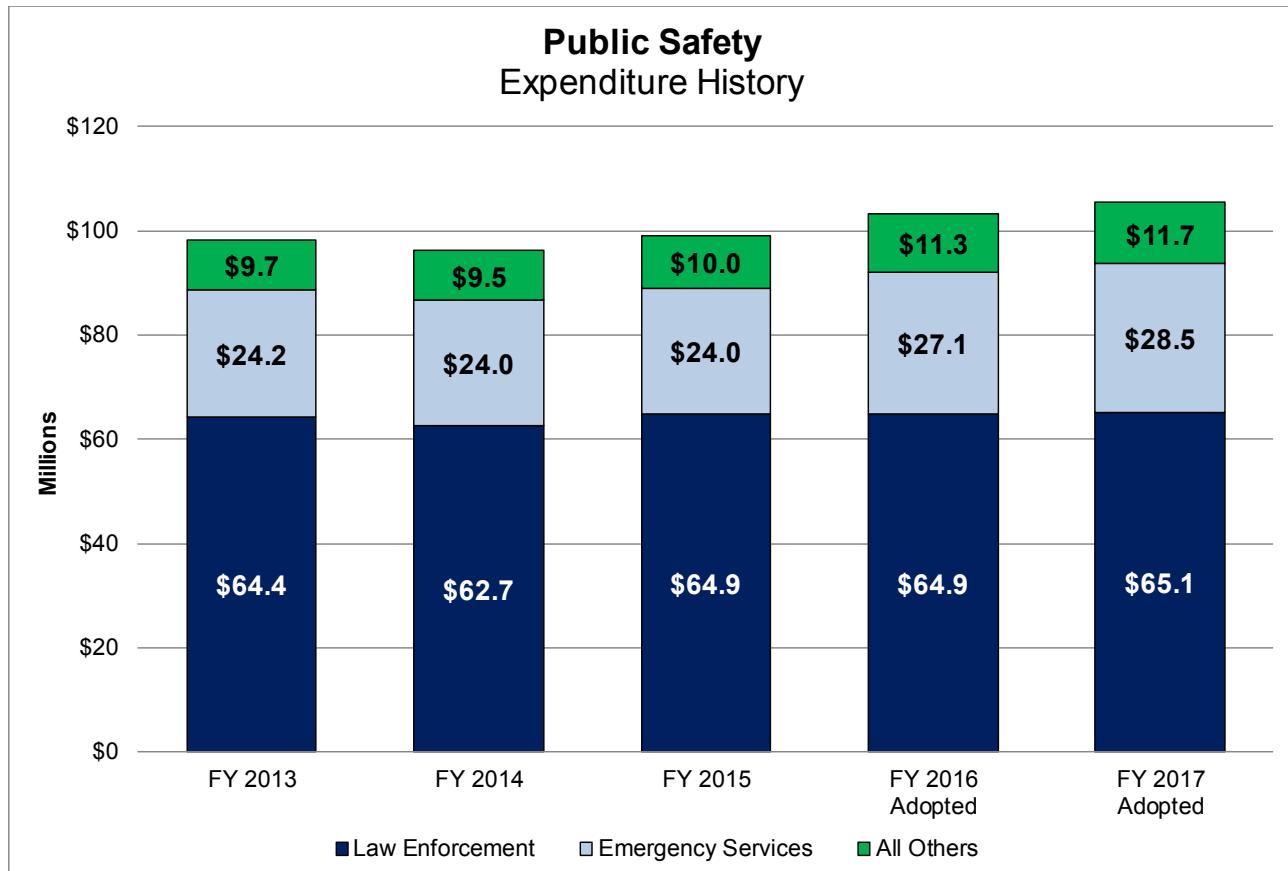
The **Emergency Services (ES)** and **Guilford-Metro 911 Communications** budgets include:

- Two new Community Paramedicine positions and funds for a vehicle and associated supplies (+\$114,453). The Community Paramedics conduct home visits for patients at high risk for hospital readmission based on physician recommendation. These visits focus on medication management, fall risk assessment, ensuring transport to routine follow-up appointments, and a general home assessment and are intended to reduce emergency call volume while improving overall outcome and quality of care and life for these patients. Triad Healthcare Network and Cone Health have agreed to fund these positions on a per patient basis.

- Full-year impact of 10 fire fighting positions added in January 2016 (+\$208,000).
- An increase of \$335,000 in the county's share of Guilford-Metro 911 expenses. Costs are shared with Greensboro based upon usage by participating county and city departments. The county will pay 37% of GM 911's net expenses in FY 2016-17, up from 35% in FY 2014-15.
- The Emergency Services capital budget increased by \$429,000 to fund purchases of vehicles scheduled for replacement in FY 2017. These purchases will allow the department to stay on its vehicle replacement plan.

The county assumed full operations of the **Guilford County Animal Shelter** during FY 2015-16. Previously, the shelter was operated by a non-profit organization. As part of this transfer, the county added 29 positions and will now budget the Shelter's full expenses and revenues. The increase in the Animal Services budget, which also includes the Animal Control function, is a result of adding the new Shelter expenses into the county's budget.

Additional funds are also included in the **Security** budget for security officers and equipment at county facilities (+\$185,000).



Support Services & Capital Needs

\$21.5 million

At \$21.5 million, Guilford County's Support Services departments make up 4% of total expenditures in the General Fund budget. These departments provide many of the "behind-the-scenes" support functions that other department need to conduct business.

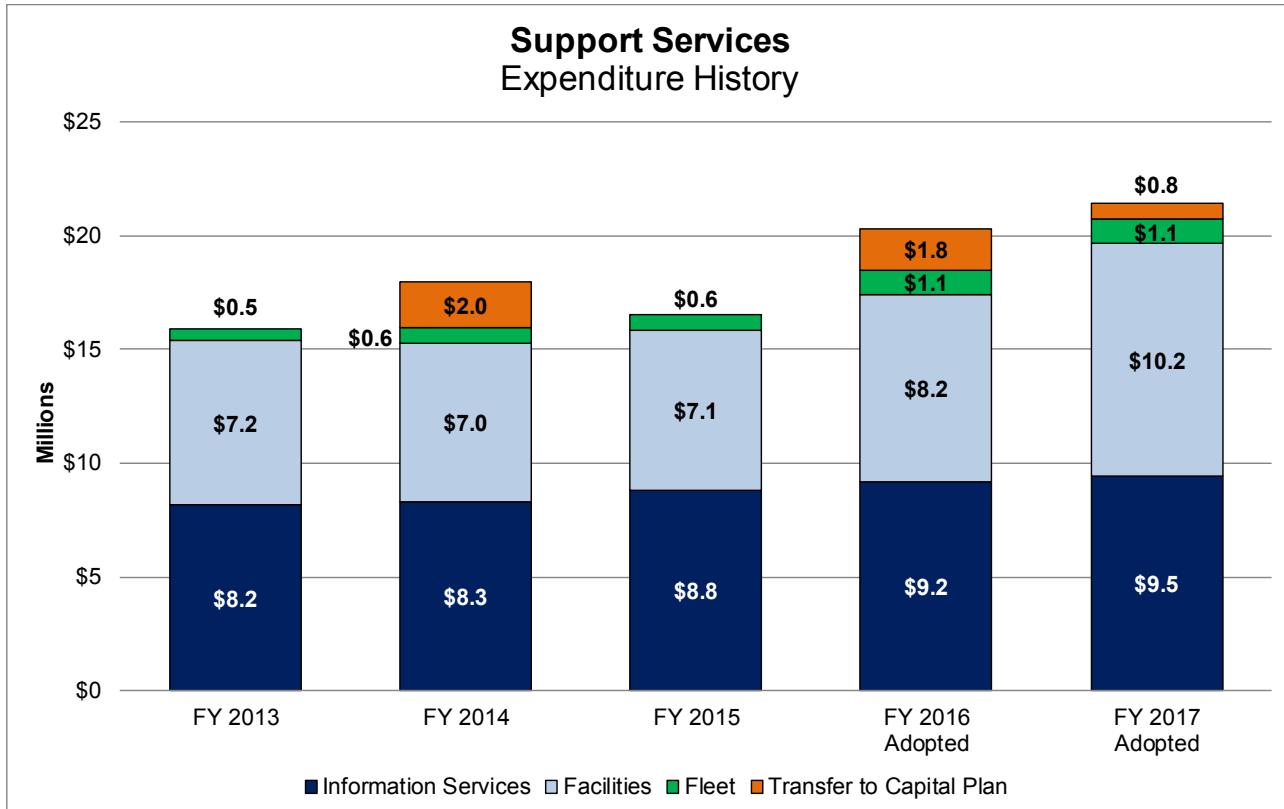
	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Request	FY17 Adopted	vs. FY16 Adopted	
						\$ chg	% chg
Department							
Facilities	\$7,061,732	\$8,227,277	\$8,970,364	\$14,496,443	\$10,189,286	\$1,962,009	23.8%
Information Services	\$8,803,775	\$9,197,635	\$9,431,713	\$9,900,648	\$9,460,469	\$262,834	2.9%
Fleet Operations	\$640,519	\$1,074,145	\$1,195,857	\$1,184,903	\$1,068,420	(\$5,725)	-0.5%
Transfer to Capital Plan	\$0	\$1,800,000	\$1,800,000	\$1,800,000	\$750,000	(\$1,050,000)	--
Total Expenditures	\$16,506,026	\$20,299,057	\$21,397,934	\$27,381,994	\$21,468,175	\$1,169,118	5.8%
Sources of Funds							
Intergovernmental	\$25,401	\$0	\$0	\$0	\$0	\$0	--
User Charges	\$724,299	\$726,753	\$726,753	\$702,000	\$652,000	(\$74,753)	-10.3%
Other	\$761,759	\$655,331	\$655,331	\$696,618	\$631,078	(\$24,253)	-3.7%
County Funds	\$15,019,968	\$18,916,973	\$20,015,850	\$25,983,376	\$20,185,097	\$1,268,124	6.7%
Sources of Funds	\$16,506,026	\$20,299,057	\$21,397,934	\$27,381,994	\$21,468,175	\$1,169,118	5.8%
Permanent Positions	111.000	111.000	112.000	113.000	112.000	1.000	0.9%

Most of the increase in Support Services is related to a \$1.7 million increase in the **Facilities** budget for major facility maintenance needs (for a total approved allocation of about \$3 million). A multi-year master facilities needs plan was prepared for Guilford County last year. This plan outlines expected major maintenance needs by building over the next 20 years and calls for approximately \$7 million in facility repairs and renovations next year.

The **Information Services** budget reflects the costs of continuing upgrades to county software and hardware. It includes additional funding to complete the county's transition to Microsoft Office 365, a new facility management software system, and the next phase of the county's contract management system.

The budget includes \$636,000 in the **Fleet Operations** department to purchase vehicles for most non-public safety county departments that have condition issues or high mileage. Planned vehicle purchases include additional new fleet vehicles for use by the Health and Human Services Department and other county departments.

The county's annual transfer to the capital construction fund for the **Capital Investment Plan (CIP)** will decrease by \$1,050,000. Some of these funds will be retained in the county's General Fund to offset the first year's estimated debt payment for approximately \$27 million in bonds for a series of high priority capital construction and renovation projects. Additional funds will need to be appropriated in future years to replace this annual allocation to the CIP, as well as to pay the full annual debt service for the new bonds. More information about the CIP is available in Capital section of this document.



General Government

\$26.9 million

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

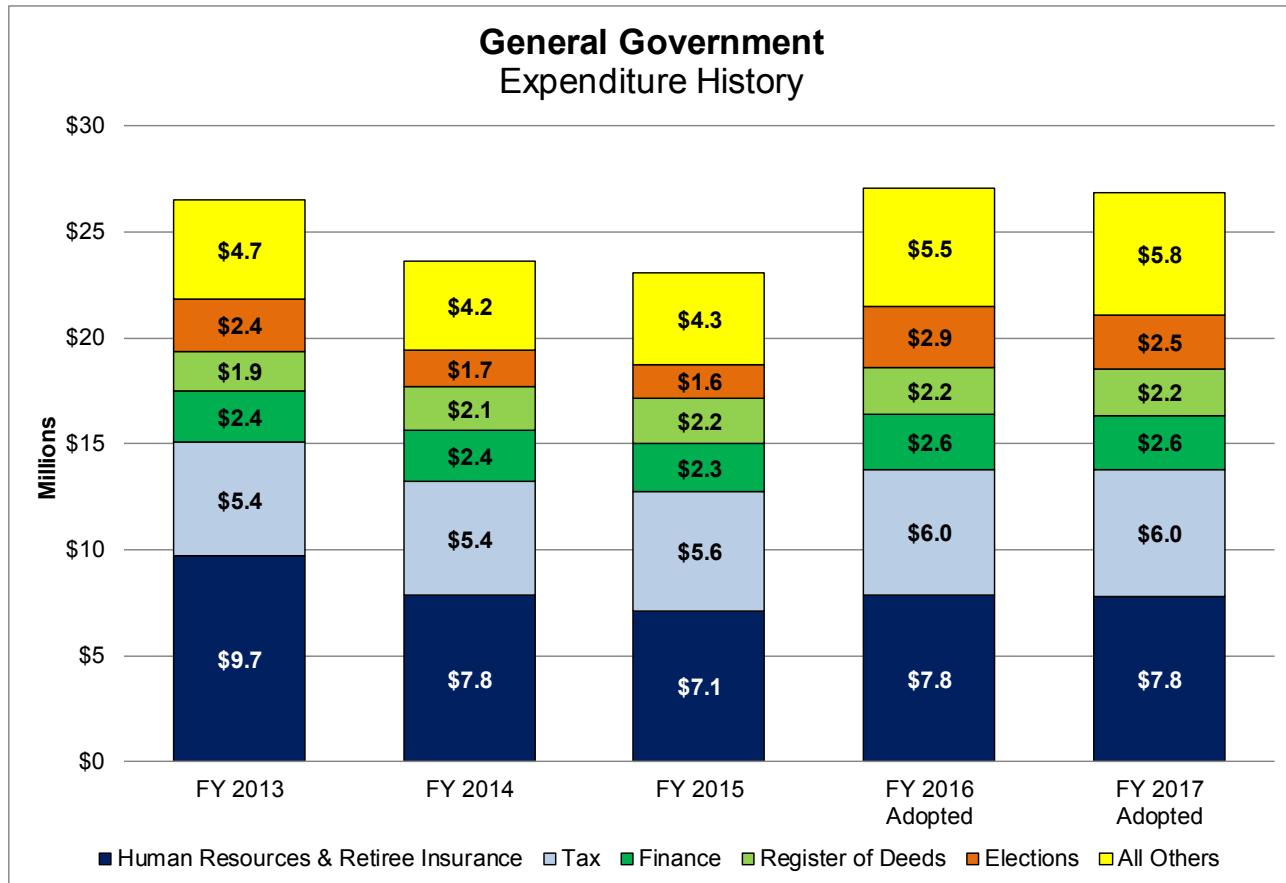
	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Request	FY17 Adopted	vs. FY16 Adopted	
Department						\$ chg	% chg
Budget & Management	\$437,406	\$472,092	\$473,962	\$480,513	\$479,718	\$7,626	1.6%
Clerk to the Board	\$154,735	\$205,886	\$205,906	\$207,302	\$207,020	\$1,134	0.6%
County Administration	\$692,512	\$1,318,426	\$1,193,426	\$1,377,022	\$1,303,647	(\$14,779)	-1.1%
County Attorney	\$1,837,292	\$2,125,995	\$2,125,995	\$2,253,032	\$2,240,427	\$114,432	5.4%
County Commissioners	\$391,785	\$487,299	\$533,399	\$585,264	\$585,264	\$97,965	20.1%
Elections	\$1,583,453	\$2,920,976	\$2,920,976	\$2,703,074	\$2,536,328	(\$384,648)	-13.2%
Finance	\$2,263,232	\$2,594,021	\$2,668,426	\$2,567,626	\$2,557,485	(\$36,536)	-1.4%
Human Resources	\$7,126,911	\$7,844,449	\$7,848,996	\$7,836,405	\$7,795,993	(\$48,456)	-0.6%
Internal Audit	\$443,806	\$502,883	\$503,603	\$547,959	\$538,836	\$35,953	7.1%
Purchasing	\$340,416	\$399,036	\$399,625	\$404,770	\$400,959	\$1,923	0.5%
Register of Deeds	\$2,167,139	\$2,199,451	\$2,236,501	\$2,218,860	\$2,205,366	\$5,915	0.3%
Tax	\$5,617,033	\$5,958,528	\$5,960,725	\$6,006,764	\$6,002,520	\$43,992	0.7%
Total Expenditures	\$23,055,720	\$27,029,042	\$27,071,540	\$27,188,591	\$26,853,563	(\$175,479)	-0.6%
Sources of Funds							
Federal & State Funds	\$28,419	\$31,846	\$31,846	\$31,846	\$30,000	(\$1,846)	-5.8%
User Charges	\$3,654,355	\$3,793,076	\$3,793,076	\$3,580,595	\$3,580,595	(\$212,481)	-5.6%
Other	\$3,206,651	\$2,738,833	\$2,738,833	\$3,085,852	\$3,185,852	\$447,019	16.3%
Fund Balance	\$502,288	\$70,041	\$107,091	\$62,384	\$62,384	(\$7,657)	-10.9%
County Funds	\$15,664,007	\$20,395,246	\$20,400,694	\$20,427,914	\$19,994,732	(\$400,514)	-2.0%
Sources of Funds	\$23,055,720	\$27,029,042	\$27,071,540	\$27,188,591	\$26,853,563	(\$175,479)	-0.6%
Permanent Positions	192.850	195.850	195.900	197.900	196.900	1.050	0.5%

General Government expenditures total \$26.9 million and are about 4% of total general fund expenditures. Total expenditures for FY 2016-17 are \$175,500 lower than those adopted for FY 2015-16, and the county's share of General Government costs will fall by more than \$400,000.

One new position is included in the adopted budget. A new assistant **County Attorney** position is also recommended to address high attorney caseloads and allow staff to better manage the department's workload, including foreclosures and child abuse and neglect cases. The Board of Commissioners did not approve a new Public Information Officer that was included in the Manager's recommended budget.

Funds for the last phase of upgrading the **Board** Chambers are also included in the recommended budget. Approximately \$100,000 will be used to upgrade cameras and other technology in the Board's chambers.

The budget also includes funding for the **Board of Election's** recommended pay increases for Chief Judges, Judges, and Election Day Specialists. The pay rates for these precinct officials have not been changed in 10 years. All General Government increases are offset by a reduction of \$389,000 in other areas of the Elections budget as fewer elections are scheduled for FY 2016-17.



Community Services

\$10.8 million

Guilford County's Community Service departments provide for orderly growth and development, encourage economic development and job creation, provide recreation outlets, and protect the environment. Community Services represents about 2% of total General Fund expenditures. Community Service expenditures are expected to increase by \$541,000 from the FY 2015-16 budget.

	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Request	FY17 Adopted	vs. FY16 Adopted	
						\$ chg	% chg
Department							
Cooperative Extension	\$480,371	\$553,682	\$553,730	\$634,685	\$597,604	\$43,922	7.9%
Culture & Libraries	\$1,827,807	\$1,844,077	\$1,844,077	\$2,177,088	\$1,844,077	\$0	0.0%
Economic Development	\$1,437,954	\$1,807,504	\$4,541,587	\$2,153,188	\$1,838,188	\$30,684	1.7%
Parks	\$3,203,954	\$3,789,522	\$4,140,302	\$4,196,269	\$3,907,615	\$118,093	3.1%
Planning & Development	\$660,052	\$792,338	\$792,395	\$913,297	\$837,509	\$45,171	5.7%
Soil & Water Conservation	\$256,702	\$259,959	\$269,959	\$299,508	\$285,461	\$25,502	9.8%
Solid Waste	\$1,112,185	\$1,224,122	\$1,224,454	\$1,609,499	\$1,501,568	\$277,446	22.7%
Total Expenditures	\$8,979,025	\$10,271,204	\$13,366,504	\$11,983,534	\$10,812,022	\$540,818	5.3%
Sources of Funds							
Federal & State Funds	\$1,297,090	\$899,160	\$1,137,840	\$904,160	\$950,160	\$51,000	5.7%
User Charges	\$874,626	\$1,224,729	\$1,224,729	\$1,308,336	\$1,255,159	\$30,430	2.5%
Other	\$133,270	\$109,021	\$109,021	\$171,412	\$110,589	\$1,568	1.4%
County Funds	\$6,674,039	\$8,038,294	\$10,894,914	\$9,599,626	\$8,496,114	\$457,820	5.7%
Sources of Funds	\$8,979,025	\$10,271,204	\$13,366,504	\$11,983,534	\$10,812,022	\$540,818	5.3%
Permanent Positions	44.500	44.500	43.500	50.000	45.750	1.250	2.8%

The **Parks & Open Space** budget will increase by approximately \$118,000 in FY 2016-17. Key changes in the department include:

- The addition of a new Office Specialist position to assist in the administration of facility rentals and other park operations (\$33,000 and expected to be offset by additional rental fees).
- Expanded part-time staff hours at parks and the full-year impact of an increase in the hourly part-time pay rate implemented in FY 2015-16 (\$100,000).
- Facility maintenance expenses at Triad Park (\$25,000).
- Protective gear for parks employees (\$20,000).

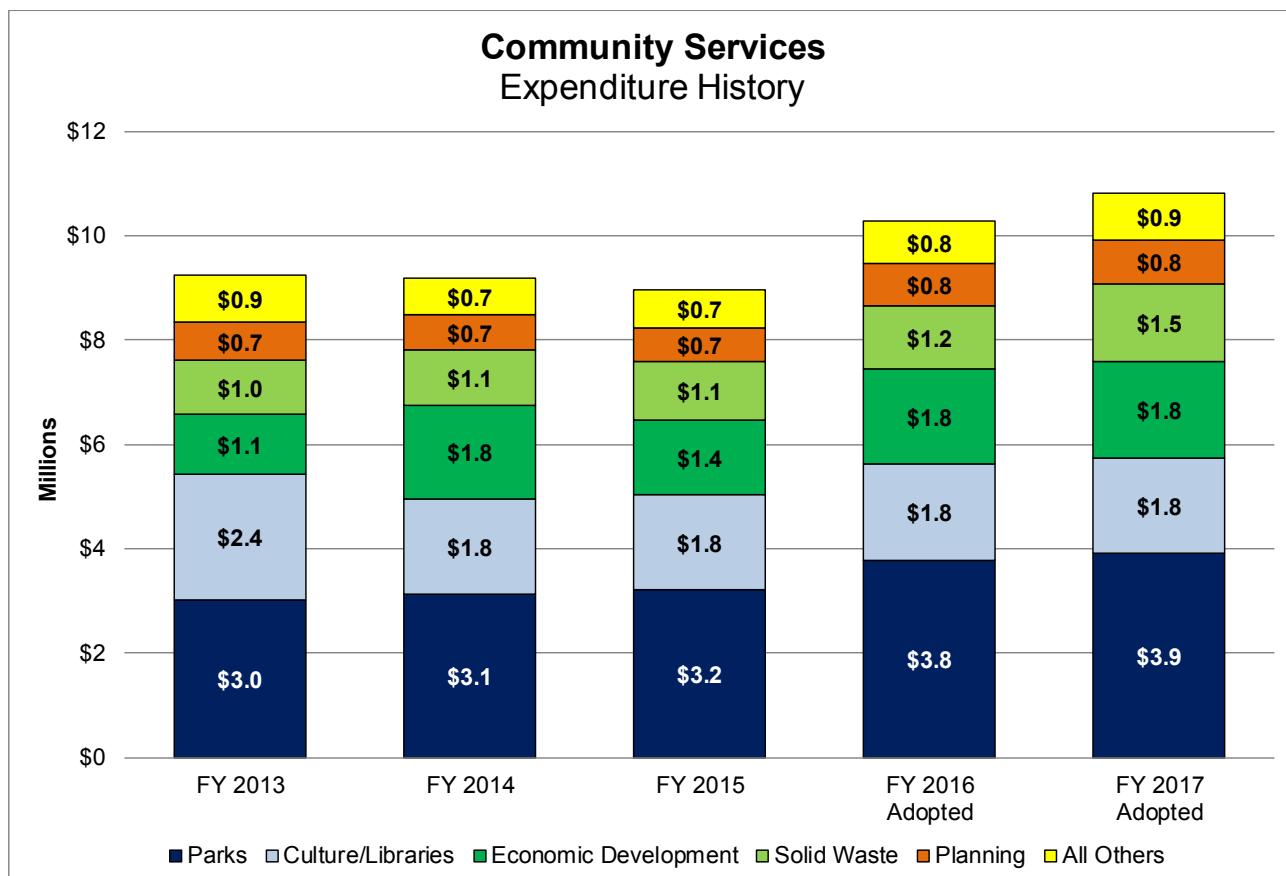
Other changes in Community Services include:

- \$37,000 in the **Cooperative Extension** budget to increase the County funding percentage for the shared North Carolina State University Family and Consumer Sciences Agent from 33% to 83%.
- The increase in the **Planning & Development** budget is due to additional funding for the modernization and re-write of the Guilford County General Development Ordinance (\$40,000, adopted January 1992) and the conversion of an existing temporary, part-time administrative assistant position to a permanent, full-time position.

- \$220,000 for an increase in scrap tire disposal costs in the **Solid Waste** budget. Both the number of scrap tires and the cost of disposal have increased. The budget also includes \$90,000 for a replacement truck for white goods collection and disposal.
- The **Soil and Water** budget includes \$13,000 to increase a half-time Soil & Water Coordinator position to $\frac{3}{4}$ time.

The overall **Economic Development** budget will increase by approximately \$31,000. Funds are included in this budget for the newly established Guilford Economic Development Alliance and other community economic development agencies. A full list of approved allocations is included on the Economic Development pages in the Community Services section of this document.

Guilford County does not operate a **library** system, but does provide operating support for local municipal libraries in Greensboro, High Point, Gibsonville, and Jamestown. The budget keeps library funding at its current level of \$1.83 million. Because the county provides financial support to these libraries, all county residents, regardless of where they live, may use any of these facilities without paying a non-resident library card fee. Specific allocations for each library are included in the Community Services section of this document.



Non-Education Debt Repayment

\$15.0 million

Total debt repayment expenditures in the FY 2016-17 budget are expected to be just over \$93 million, including fees and other expenses related to debt management. Most of this expense is related to the repayment of bonds voters have approved to fund various public construction projects. Approximately \$78 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 million will pay for all other debt-financed projects, including the Greensboro Detention Center, the BB&T Building purchase and renovation, parks and open space development, and other county facilities.

Included in the \$15 million of non-Education debt repayment is the first year's debt repayment expense (\$709,000) for an estimated \$27 million in two-thirds bonds or other debt financing to be sold to pay for several high-priority capital projects. The first year's expense will be paid for by reducing the annual appropriation from the General Fund to the Capital Investment Plan. **Additional funds will be required in future budgets to reinstate the full capital transfer and to pay the increased debt service requirements.**

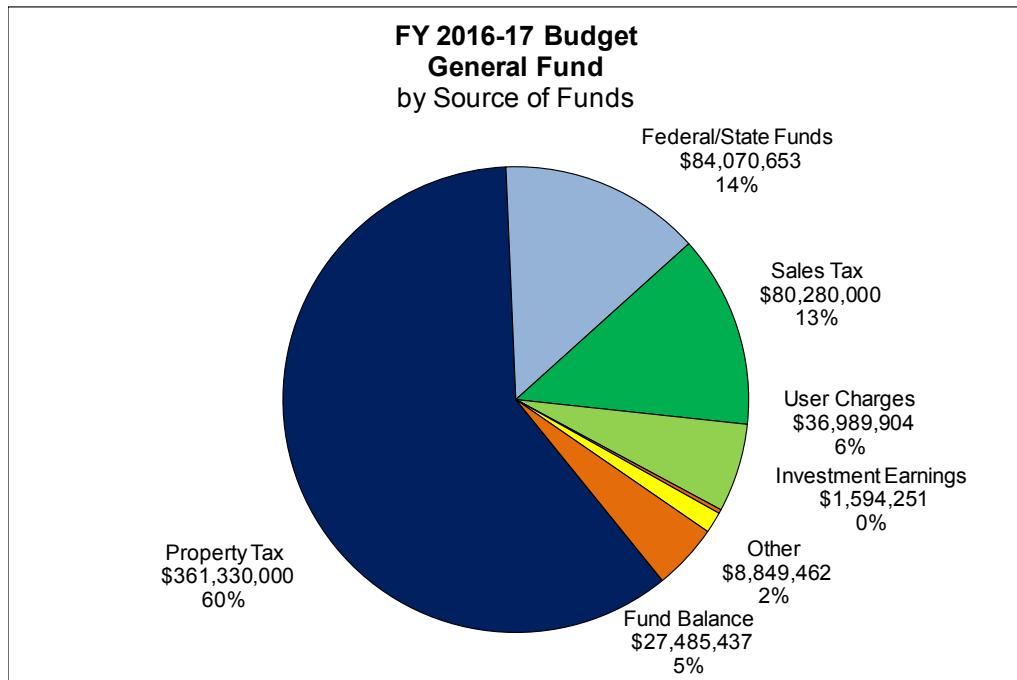
GENERAL FUND REVENUES

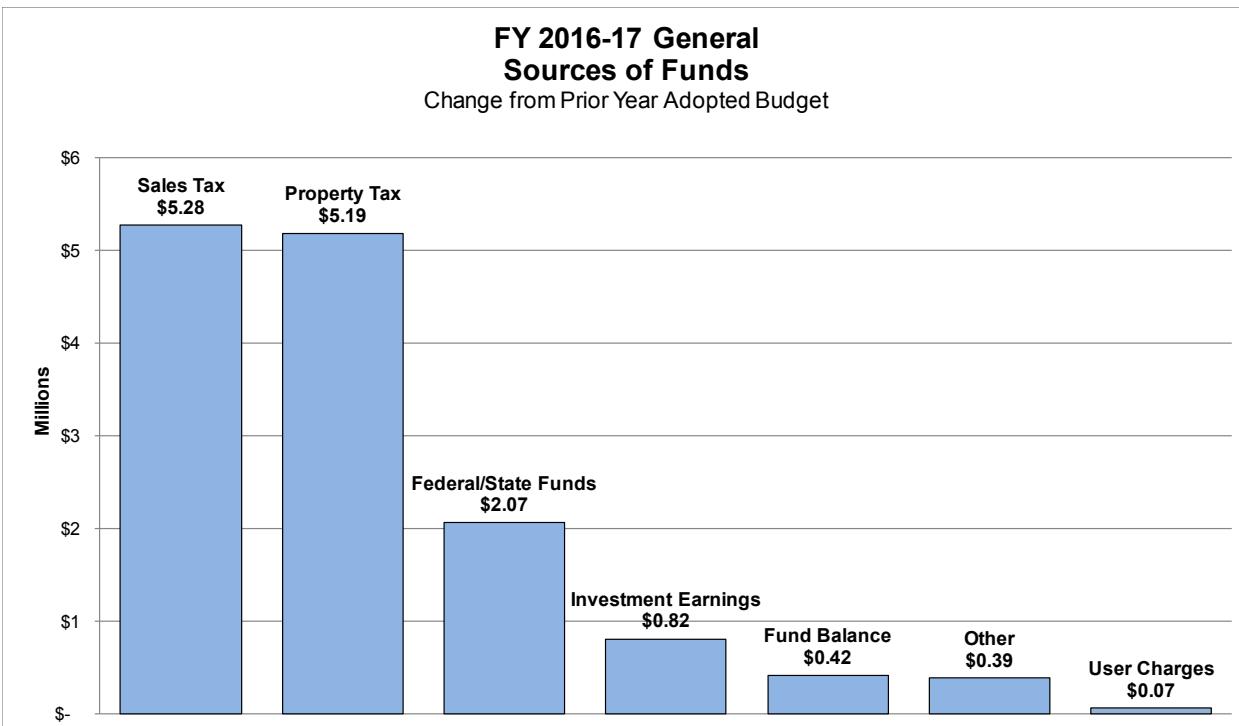
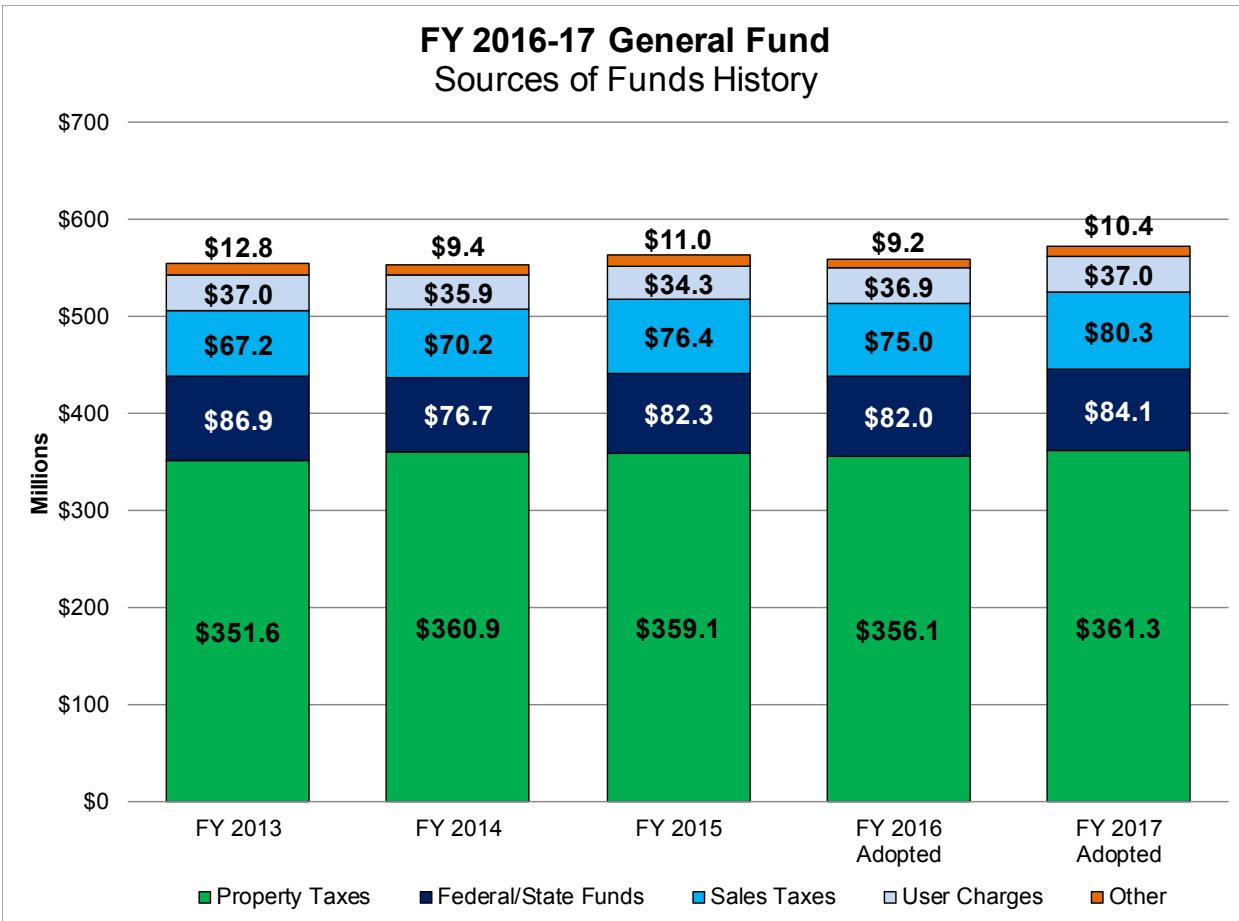
General Fund revenues and appropriated fund balance for FY 2016-17 total \$600,599,707. This is \$14.2 million (+2.4%) more than the budget approved for FY 2015-16.

The general county-wide **property tax rate** for FY 2016-17 is \$0.755 for each \$100 of assessed valuation, slightly lower than the FY 2015-16 general tax rate of \$0.76. Depending on where you live in Guilford County, your property may be subject to additional municipal, fire, or other tax rates.

Nearly nine of every ten dollars of revenue are generated from just three sources – property taxes (60%), federal and state funds (14%), and sales taxes (13%). 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.

Summary of Sources of Funds							
	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Request	FY17 Adopted	vs. FY16 Adopted	
						\$ chg	% chg
Property Tax	\$ 359,149,542	\$ 356,139,375	\$ 356,139,375	\$ 386,609,204	\$ 361,330,000	\$ 5,190,625	1.5%
Federal/State Funds	\$ 82,263,435	\$ 81,999,749	\$ 86,766,682	\$ 85,706,261	\$ 84,070,653	\$ 2,070,904	2.5%
Sales Tax	\$ 76,366,905	\$ 75,000,000	\$ 75,000,000	\$ 79,500,000	\$ 80,280,000	\$ 5,280,000	7.0%
User Charges	\$ 34,273,231	\$ 36,921,687	\$ 36,976,187	\$ 37,388,816	\$ 36,989,904	\$ 68,217	0.2%
Investment Earnings	\$ 504,367	\$ 777,050	\$ 777,050	\$ 777,050	\$ 1,594,251	\$ 817,201	105.2%
Other	\$ 10,465,013	\$ 8,458,316	\$ 8,745,020	\$ 8,737,465	\$ 8,849,462	\$ 391,146	4.6%
Total Revenues	\$ 563,022,493	\$ 559,296,177	\$ 564,404,314	\$ 598,718,796	\$ 573,114,270	\$ 13,818,093	2.5%
Fund Balance	\$ (11,902,920)	\$ 27,060,453	\$ 36,086,790	\$ 26,868,598	\$ 27,485,437	\$ 424,984	1.6%
Total	\$ 551,119,573	\$ 586,356,630	\$ 600,491,104	\$ 625,587,394	\$ 600,599,707	\$ 14,243,077	2.4%





Property Tax

\$361.3 million

The property tax is the largest source of funds for Guilford County. Current year taxes (i.e., taxes paid in the year when due) are expected to generate \$358.1 million. Another \$3.2 million will come from payments made for taxes originally due in prior years.

Estimating FY 2016-17 Property Tax Revenues

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

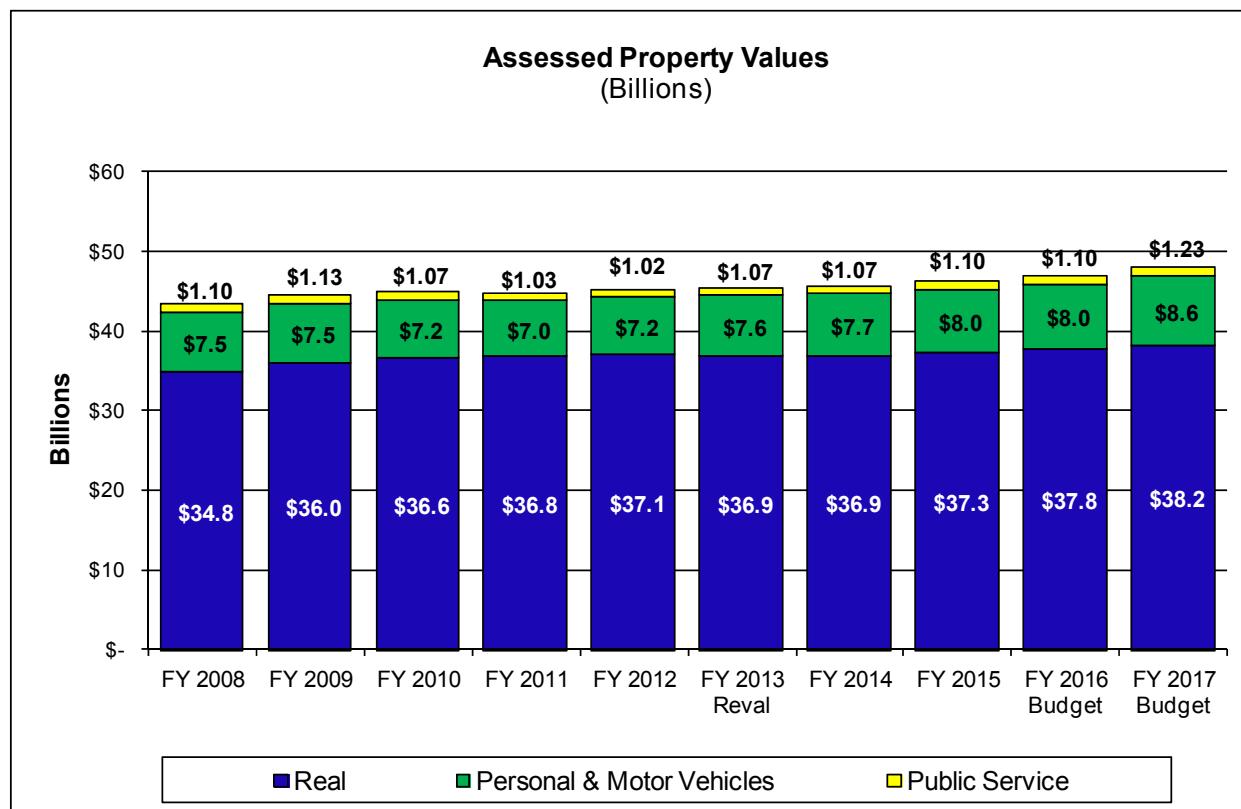
Assessed Value of Taxable Property

Like all North Carolina counties, Guilford County levies a property tax on four general types of property: Real Property (e.g., houses, land); Motor Vehicles/Automobiles; Personal Property (e.g., business machinery, boats); and property held by businesses that is routinely moved among various jurisdictions in the course of normal business, such as property owned by utilities, railroads, and trucking companies (called Public Service property). For FY 2016-17, the total assessed valuation of all types of taxable property in Guilford County is estimated to be approximately \$48.09 billion. This reflects an increase of 2.4% over the values used to build the FY 2015-16 budget.

Estimated property tax values are based on the Tax Department's most recent estimate of values and historical growth trends. For non-motor vehicle property values, these estimates take into account changes in real property value from new construction, discovered property,

Assessed Property Values and General Tax Rates						
Fiscal Year	Tax Rate	Taxable Real Property	Personal Property & Motor Vehicles	Public Service Property	Total	% chg
2000-2001		\$ 22,142,602,002	\$ 7,031,400,195	\$ 1,008,407,536	\$ 30,182,409,733	
2002	67.42	\$ 23,114,025,234	\$ 7,378,751,313	\$ 1,093,908,849	\$ 31,586,685,396	4.65%
2003	67.42	\$ 23,791,217,316	\$ 7,112,928,391	\$ 1,010,523,814	\$ 31,914,669,521	1.04%
2004	71.35	\$ 24,527,780,895	\$ 6,883,615,331	\$ 925,129,727	\$ 32,336,525,953	1.32%
2005	R 61.84	\$ 32,330,383,860	\$ 6,854,211,987	\$ 1,051,999,690	\$ 40,236,595,537	24.43%
2006	64.28	\$ 32,679,098,070	\$ 7,016,390,035	\$ 1,047,823,964	\$ 40,743,312,069	1.26%
2007	66.15	\$ 33,648,245,400	\$ 7,548,094,997	\$ 1,079,835,566	\$ 42,276,175,963	3.76%
2008	69.14	\$ 34,819,671,635	\$ 7,476,297,491	\$ 1,101,662,076	\$ 43,397,631,202	2.65%
2009	73.74	\$ 35,994,252,248	\$ 7,459,633,640	\$ 1,134,193,063	\$ 44,588,078,951	2.74%
2010	73.74	\$ 36,596,181,356	\$ 7,223,197,327	\$ 1,072,382,177	\$ 44,891,760,860	0.68%
2011	73.74	\$ 36,814,403,214	\$ 7,017,828,595	\$ 1,034,274,005	\$ 44,866,505,814	-0.06%
2012	78.24	\$ 37,050,457,734	\$ 7,227,866,545	\$ 1,015,778,351	\$ 45,294,102,630	0.95%
2013	R 78.04	\$ 36,878,183,334	\$ 7,590,981,343	\$ 1,067,428,654	\$ 45,536,593,331	0.54%
2014	77.00	\$ 36,943,994,578	\$ 7,740,910,221	\$ 1,065,598,325	\$ 45,750,503,124	0.47%
2015	77.00	\$ 37,250,079,172	\$ 8,006,152,728	\$ 1,103,440,544	\$ 46,359,672,444	1.33%
2016	B 76.00	\$ 37,828,602,500	\$ 8,040,126,316	\$ 1,099,000,000	\$ 46,967,728,816	1.31%
	P 76.00	\$ 37,681,515,343	\$ 8,374,755,826	\$ 1,226,988,869	\$ 47,283,260,038	1.99%
2017	B 75.50	\$ 38,246,738,073	\$ 8,610,242,120	\$ 1,226,988,869	\$ 48,083,969,062	2.38%
						<i>% change versus FY 2016 budgeted amounts</i>

and appeal adjustments. Motor vehicle values are an approximation of the value of vehicles for which property taxes were paid between and including January 2015 and December 2015, plus a historical growth rate.



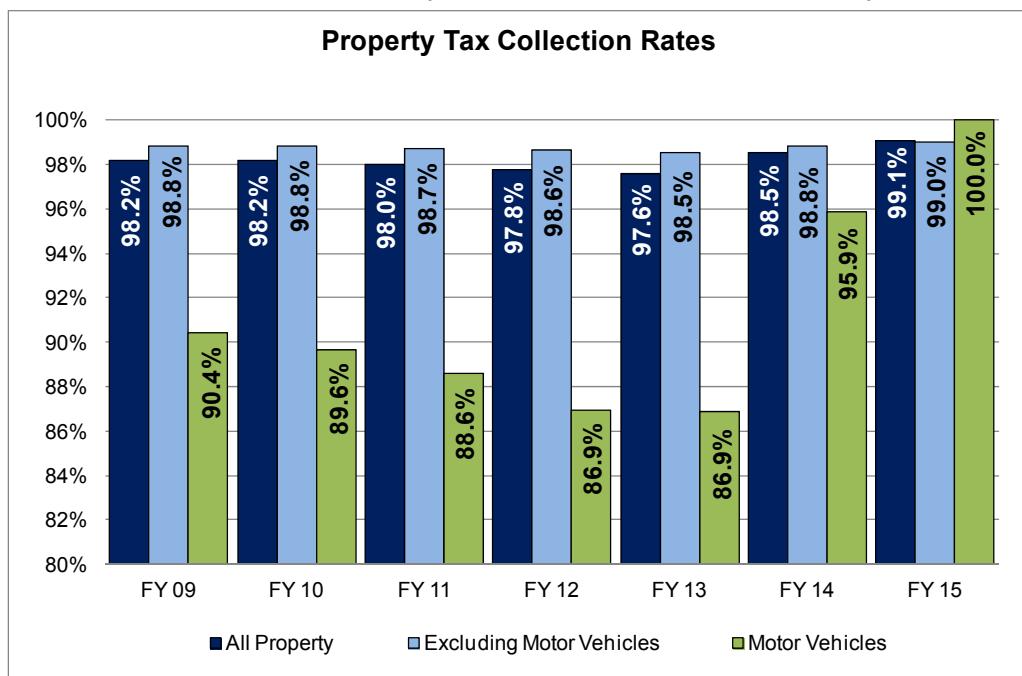
Property Tax Rate

The FY 2016-17 budget is based on a general, county-wide property tax rate of **\$0.755 cents** for every \$100 of assessed property valuation – a half-penny decrease from the FY 2015-16 adopted rate. In dollars, this means a property owner in Guilford County would pay \$75.50 in property taxes for each \$10,000 of taxable property owned, down from \$76 last year. In addition to paying the general, county-wide property tax, property owners may pay additional property taxes for fire protection (see the Fire Districts section of this document) or municipal services, depending on where their property is located (contact your municipality for more information).

Collection Rate and Discount Rate

When estimating property tax revenues, North Carolina counties must consider the fact that they will not collect 100% of the total taxes billed in a given year. In Guilford County, the overall collection rate in FY 2014-15 was 99.1%, slightly higher than FY 2013-14's overall collection rate of 98.5%. The overall collection rate for FY 2015-16 is estimated again to be over 99%, buoyed by a motor vehicle collection rate of approximately 100%. Under a new state Tax and Tag Together program for vehicle taxes, residents have to pay vehicles taxes at the same time they renew their vehicle registrations.

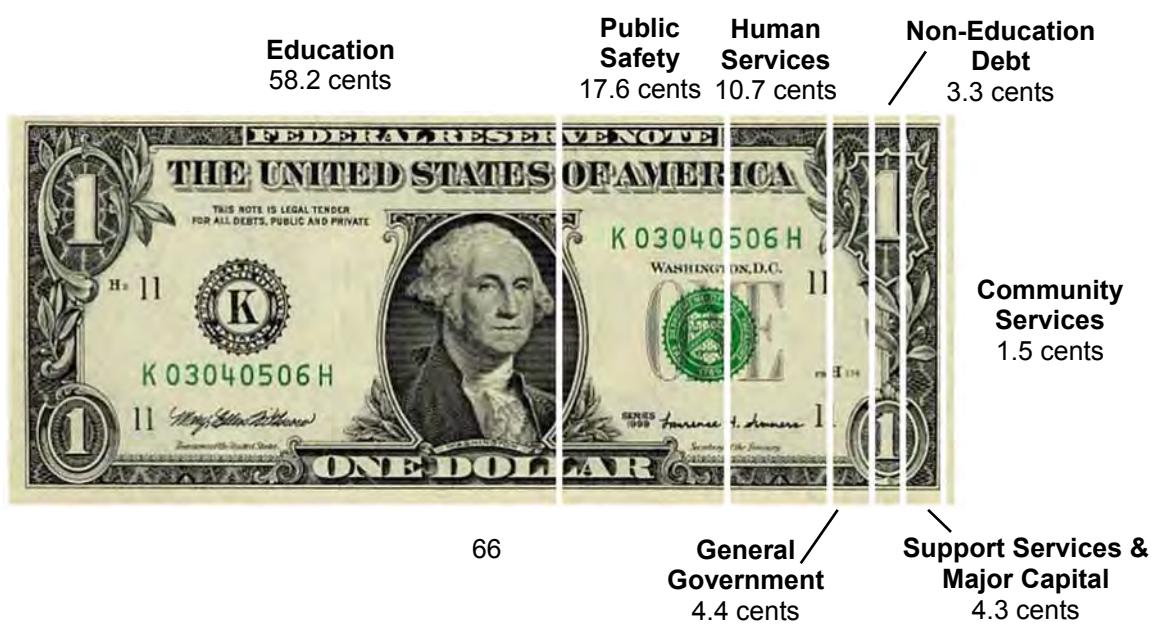
The FY 2016-17 budget assumes a conservative overall collection rate of approximately 98.6%. This rate is slightly lower than the collection rate projected for FY 2015-16 to provide protection against unexpected decreases in property values that could impact property tax revenues.



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

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

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



Federal and State Funds

\$84.1 million

Federal and state funds represent about 14%, or \$84.1 million, of total revenues anticipated to be received in FY 2016-17. This represents an increase of \$2.1 million (2.8%) over the amount of federal and state funds included in the FY 2015-16 adopted budget.

Human Services Reimbursements and Grants

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

Lottery Funds

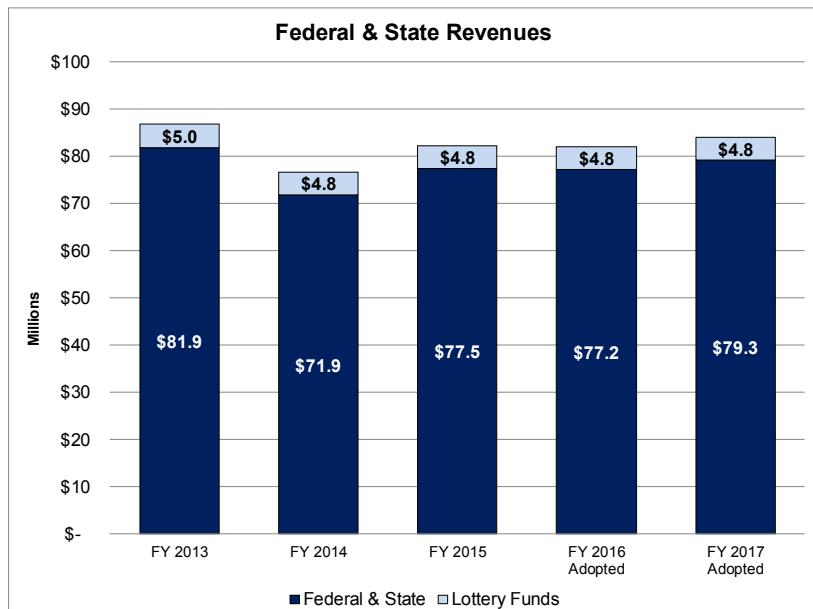
The original legislation that established the North Carolina Education Lottery directed 40% of lottery proceeds to counties for local school capital needs, including debt service on school facilities. Guilford County chose to allocate its share of lottery revenues to repay debt/bonds issued to build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

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

The FY 2016-17 budget includes \$4.8 million of lottery revenues. If the original lottery legislation were still in effect, the county's share of lottery revenues would exceed \$10 million.

American Recovery and Reinvestment Act Funds

A portion of the school bonds approved by voters in 2008 was issued using bonds authorized by the American Recovery and Reinvestment Act of 2009 (ARRA). As part of that act, the county is eligible to receive a federal subsidy payment for portions of the debt service paid for these ARRA-related debt instruments. The FY 2016-17 budget includes \$2.7 million of ARRA subsidy revenue.



Sales Tax

\$80.3 million

Sales Tax revenues are budgeted at \$80.28 million for next fiscal year – an increase of nearly \$5.3 million from the FY 2015-16 budget. Sales Tax revenues account for about 13% of total county revenues.

Sales Tax Components & Distribution to Local Governments

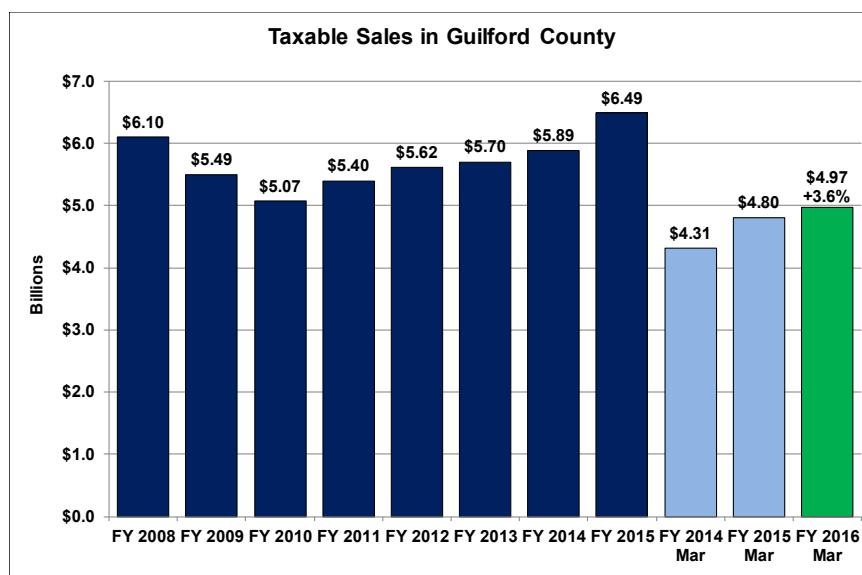
The State of North Carolina levies a general sales tax of 4.75% on eligible purchases. Counties are authorized to levy general local sales taxes of up to 2.25%, for a combined rate of 7% for most purchases (some counties are also authorized to levy an additional 0.50% transit county tax for public transportation).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

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

FY 2016-17 Projections

Through March 2016, the latest month for which sales data are available from the state, taxable retail sales in Guilford County are up 3.6% over the same period last year. Actual sales tax revenues through the May 2016 distribution (seven of the twelve distributions the county receives annually), are up 2.2% over the same time period last year.

The North Carolina Association of County Commissioners recommends that counties consider increases in sales tax revenues of 2-3% over estimated actual revenues, depending on local economic conditions. Given the uncertainty surrounding the level of non-profit sales tax refunds, which vary from year to year, a conservative approach to budgeting sales tax revenues is prudent. The



FY 2016-17 budget for sales tax of \$80.3 million reflects a 2% increase over estimated actual receipts for FY 2015-16. This results in a 7% increase from budget to budget.

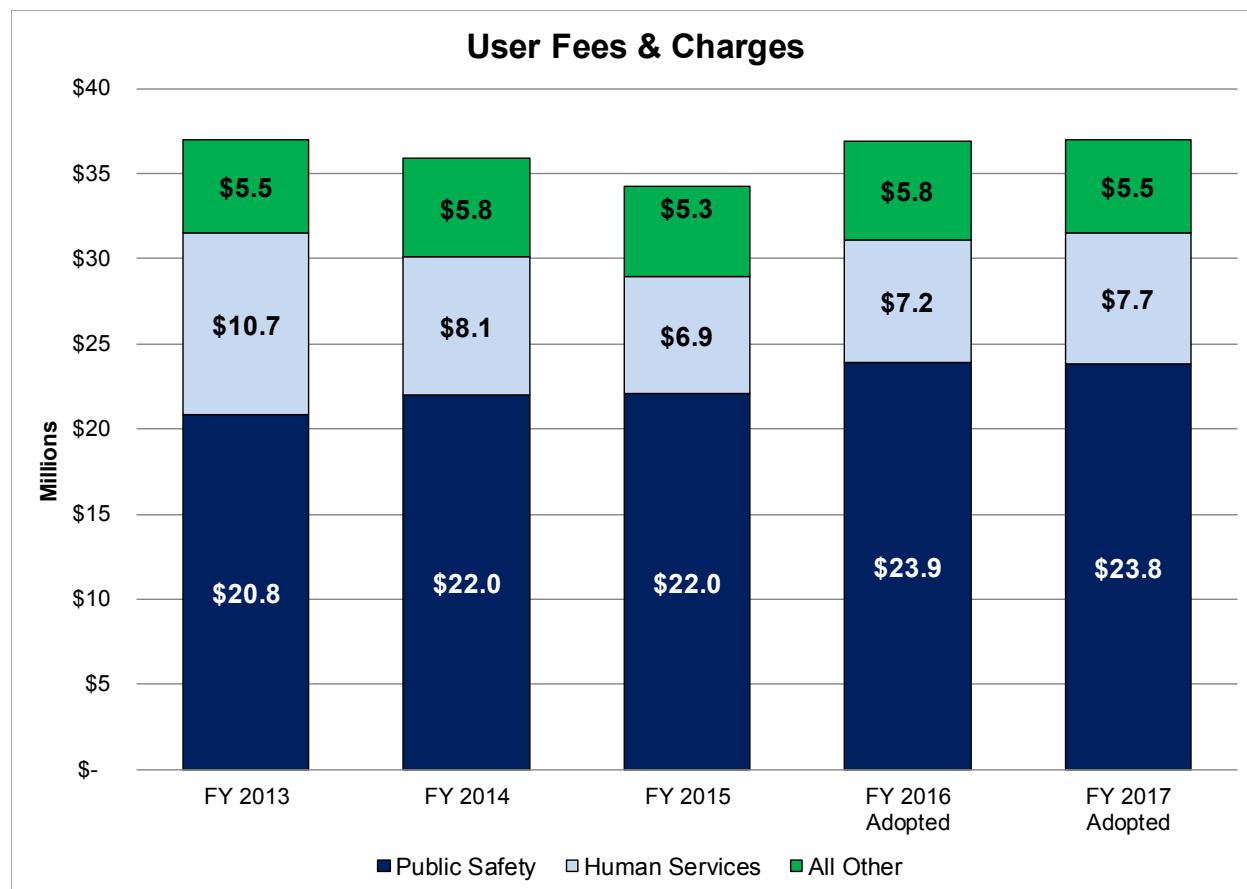
User Fees and Charges

\$37.0 million

County departments expect to generate approximately \$37.0 million from fees and other charges for services, such as fees for ambulance transportation and medical visits to the Health Department. Most user fees and charges are collected by Public Safety and Human Services departments. Other fees include inspections and permitting charges, fees received from the state for housing out-of-county inmates, fees paid to the Register of Deeds for various documents and transactions, and park fees. Revenue from user charges and fees accounts for 6% of total county revenues.

Total user fees and charges for FY 2016-17 are expected to be about \$68,000 more than the amount adopted for the 2015-16 fiscal year. Human Services fee revenues, including Public Health clinic and Social Services Medicaid administration fees, are anticipated to increase by \$457,000. Adoption fees of approximately \$250,000 are anticipated from the County's operation of the animal shelter.

These revenue increases are offset by an \$356,000 reduction in Election reimbursement revenues as a result of no scheduled municipal elections in FY 2016-17.

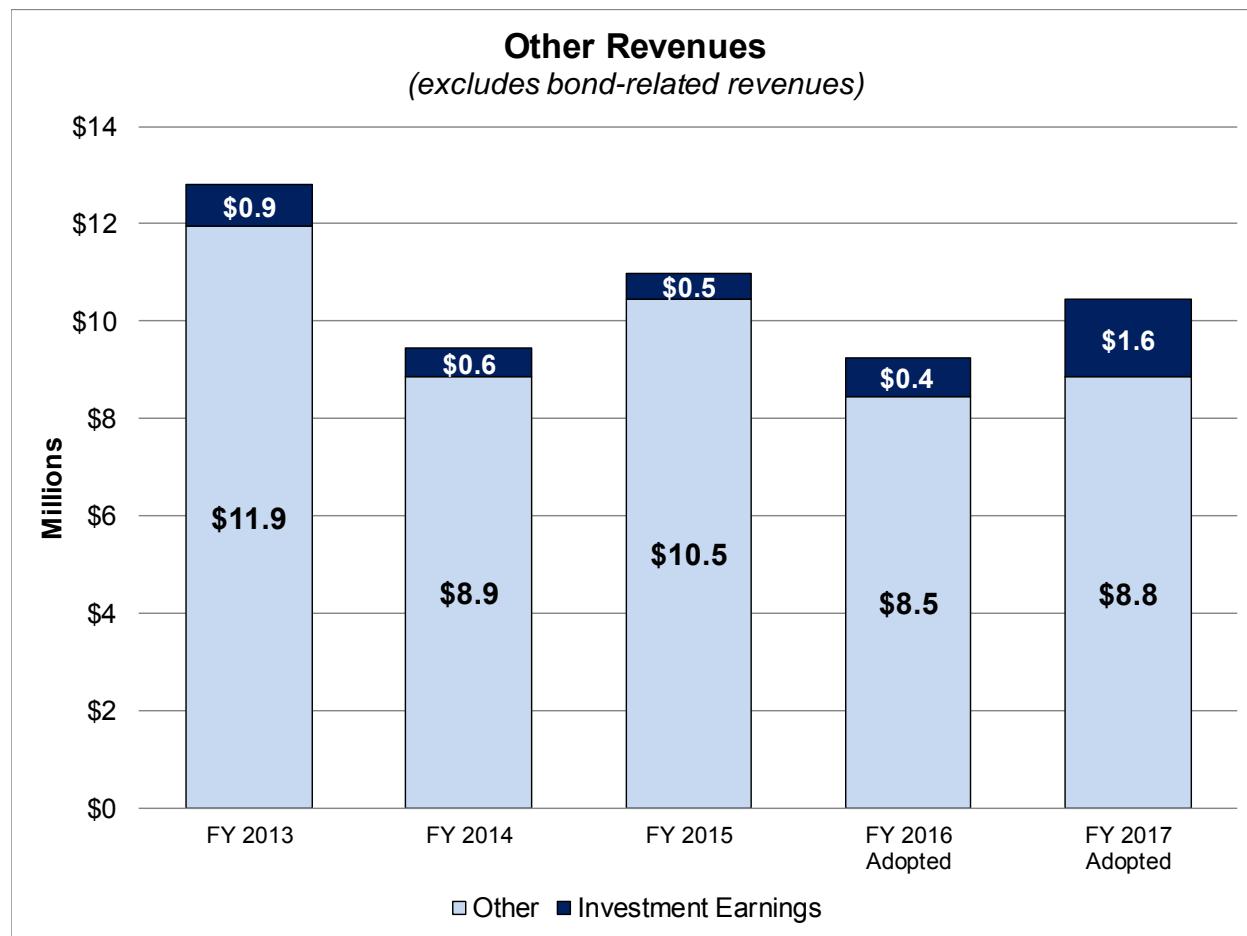


Other Revenues

\$10.4 million

Next year, Guilford County expects to receive approximately \$10.4 million in Other Revenues for the General Fund. These revenues are from a number of sources, including investment earnings, penalties for late payment of property taxes, certain taxes paid to the Register of Deeds, cable television franchise revenues, and grants and donations from various organizations.

Investment earnings are expected to increase by \$817,000 as a result of the issuance of additional school and college bonds and the investment of proceeds during the construction periods.



Fund Balance (all General Fund sources)

\$27.5 million

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

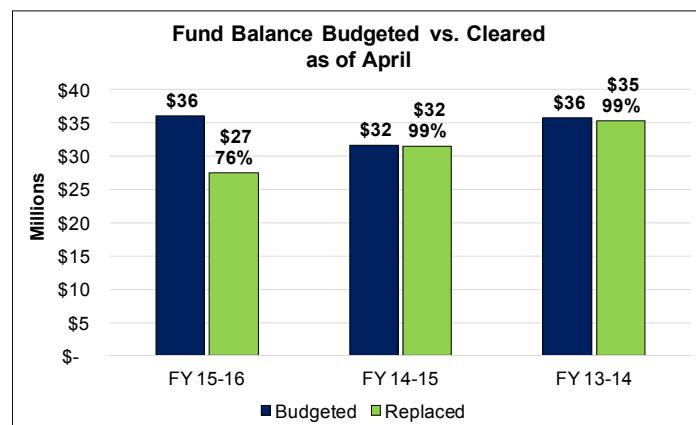
...the sum of cash and investments minus the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts, as those figures stand at the close of the fiscal year next preceding the budget year.

Fund Balance is important for several reasons. First, it provides cash to pay expenditures in the early part of the fiscal year before taxes are collected. In addition, it provides a source of funds during the year that can be accessed if significant unplanned expenditures or revenue shortfalls occur. Like a savings account, fund balance may also be saved to build a “reserve” that can be used to pay for future large, one-time expenses, like a new ambulance base. Finally, as a last resort, it may be used by the Board during the budget process to help fund certain other items in the county budget or when budgeted revenues do not match budgeted expenses.

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

Using Fund Balance to Close the Gap

If fund balance is used in the budget to “close the gap” between budgeted revenues and expenses, it is important that the county generate enough expense savings or extra revenue during the year to replace the fund balance that was used. If the budgeted fund balance is not replaced, then the county’s operations are structurally imbalanced (meaning recurring revenues do not meet or exceed recurring expenses) and the amount of available fund balance for future use will decrease. The FY 2015-16 amended budget includes a planned use of \$36 million of fund balance. As of April 2016, the county had replaced about \$27 million (76%) of this amount. Last year, the county had replaced about 99% of the budgeted fund balance with expense savings and extra received revenues by April and added about \$12 million to its fund balance by the end of the year. Based on estimates for the current fiscal year, the county may not be able to fully replace all of the budgeted fund balance



by June 30, 2016 and may need to use about \$3 million of its savings. Despite the expected use of fund balance, the county will still exceed the LGC's recommended fund balance level.

FY 2016-17 Budget

The FY 2016-17 General Fund budget includes a fund balance (from all sources) appropriation of \$27.5 million to help balance the budget – about \$425,000 more than the amount needed to balance the adopted budget in FY 2015-16. An appropriation of this amount leaves an available fund balance equal to approximately seven weeks of projected General Fund expenditures (13.8% vs. the minimum 8% reserve amount recommended by the Local Government Commission and required by the Board of Commissioners). This level is below the Government Finance Officers Association (GFOA) recommended level of 16.7% or about 8.5 weeks of reserves.

Included in the \$27.5 million of total appropriated fund balance are the following amounts of restricted fund balance that can only be used for specific purposes:

- **Public Health - \$1.14 million** to offset expenses in Medicaid and Environmental Health program areas.
- **Law Enforcement - \$267,495** of restricted Federal Forfeiture Funds and Unauthorized Substance Abuse Tax Funds. The Forfeiture and Substance Abuse Tax funds will be used to purchase various program supplies and equipment for Law Enforcement purposes. By law, these funds may only be used for law enforcement expenses.
- **Register of Deeds (ROD) Automation Funds - \$62,384** of funds restricted for technology and automation enhancements for the ROD department. These funds are generated from a state-mandated set-aside of certain ROD fees.

FUND BALANCE COMPONENTS			
	Adopted Budget		
	FY 2015-16	FY 2016-17	% chg
Total Fund Balance by Source and Planned Use			
General Amounts:			
General	\$ 25,384,042	\$ 26,011,370	2.5%
PLUS Amounts Restricted for Specific Uses:			
Public Health - Medicaid programs, Hazardous Materials	\$ 1,193,163	\$ 1,127,558	-5.5%
Public Health - Environmental Health - Well Drillers' Fees	\$ 7,000	\$ 16,630	--
Law Enforcement - Federal Forfeiture Funds	\$ 220,000	\$ 217,495	-1.1%
Law Enforcement - Unauth Substance Tax Funds	\$ 50,000	\$ 50,000	--
Law Enforcement - Inmate Welfare Funds	\$ -	\$ -	--
Mental Health Court - Inmate Welfare Funds	\$ 136,207	\$ -	-100.0%
Register of Deeds - Automation Funds	\$ 70,041	\$ 62,384	--
	\$ 27,060,453	\$ 27,485,437	1.6%

LAST FIVE FISCAL YEARS ACTUAL & 2016 PROJECTION AS OF 04/21/2016 WITH FINAL ADOPTED BUDGET

	2011	2012	2013	2014	2015	PROJ 2016
Categories of Fund Balance:						
Restricted for Encumbrances (1)	8,068,526	10,225,699	7,871,704	4,876,926	7,652,129	6,800,253
Non Spendable & Restricted for State Statute (1)	31,923,101	38,655,963	36,921,109	36,236,524	38,773,439	37,525,247
Other Restricted, Committed & Assigned Sources (2)	7,453,942	6,741,815	7,530,707	4,230,463	4,617,666	5,282,815
Appropriated in Subsequent Year's Budget:						
From Restricted, Committed & Assigned Sources (2)	5,354,966	5,013,870	4,026,015	3,764,502	1,676,411	1,474,067
From Unassigned Sources	24,258,750	25,824,217	23,236,330	22,548,776	25,384,042	26,011,370
Unassigned	55,209,633	53,990,425	58,714,232	79,472,632	84,929,054	82,982,216
Total Fund Balance	132,268,918	140,451,989	138,300,097	151,129,823	163,032,741	160,075,968
Subsequent Year's Budget (Original Adoption)	<u>579,851,333</u>	<u>587,512,243</u>	<u>558,515,708</u>	<u>567,611,780</u>	<u>586,356,630</u>	<u>600,599,707</u>
Ratio of Unassigned Fund Balance to Subsequent Year's Budget	<u>9.52%</u>	<u>9.19%</u>	<u>10.51%</u>	<u>14.00%</u>	<u>14.48%</u>	<u>13.82%</u>
8 Percent of Subsequent Year's Budget (3)	46,388,107	47,000,979	44,681,257	45,408,942	46,908,530	48,047,977
Excess Unassigned Over 8 Percent	8,821,526	6,989,446	14,032,975	34,063,690	38,020,524	34,934,239
Increase (Decrease) in Fund Balance (4)	(7,277,343)	8,183,071	(2,151,892)	12,829,726	11,902,918	(2,956,773)
GO Bond Issue Premiums (not in original budget)	0	5,530,151	0	0	0	0
Increase (Decrease) in Fund Balance excluding Premiums	<u>(7,277,343)</u>	<u>2,652,920</u>	<u>(2,151,892)</u>	<u>12,829,726</u>	<u>11,902,918</u>	<u>(2,956,773)</u>

Notes:

- (1) Fund balances restricted for encumbrances, non spendable and restricted for State Statute are not available for appropriation under N.C. General Statutes.
- (2) Other restricted, committed & assigned fund balances are available for appropriation for the restricted, committed or assigned purposes.
- (3) Board policy and LGC recommendation is to maintain a minimum unassigned fund balance of 8% of the subsequent year's budget.
- (4) Available fund balance remains a continuing funding source only to the extent it is not actually expended by the end of the fiscal year.





Vision, Mission & Priorities

Guilford County Vision

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

Guilford County Mission

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

FY 2016-17 Priorities & Focus Areas

Economic Development



Working with all economic development stakeholders to attract and retain businesses to create quality jobs and expand and diversify the local and regional economy.

Focus Areas:

- a. Implement new economic development guidelines.
- b. Support Guilford County Economic Development Alliance's (GCEDA) development of an economic development strategic plan.
- c. Workforce development programs.
- d. Support Greensboro-Randolph Megasite Development
- e. Support site development at the Piedmont Triad International Airport (PTIA).
- f. Refine construction permitting process to be more business friendly.

Education

Partner with public schools to develop a system that produces graduates with high academic achievement and skill levels to compete successfully on the job market.

Focus Areas:

- a. Work with Guilford County Schools (GCS) to address education achievement disparities in the County.
- b. Collaborate with GCS and Guilford Technical Community College (GTCC) to develop capital project and funding plans.
- c. Coordinate and align services with GCS to identify and eliminate any duplication.
- d. Work with SAY YES Guilford to create a successful program.

Healthy People

Supporting programs that ensure the availability of quality social, physical, and behavioral health services in the community.

Focus Areas:

- a. Human Services Consolidation Priorities
- b. Increase the timeliness of Food & Nutrition Services and Medicaid applications.
- c. Partner with Sandhills Center to enhance public education about mental health services.

Infrastructure

To provide safe and adequate public facilities that support the service, access, and technological needs of the public while optimizing the utilization of all properties.

Focus Areas:

- a. Develop a strategy for funding “pay-as-you-go” capital improvements.
- b. Select site, design, and construct a new animal shelter.
- c. Energy conservation strategy for all County facilities.

Public Safety

Maintain safe and secure communities through strategically coordinated and professional public safety services.

Focus Areas:

- a. Increasing security at high profile and Human Services County facilities.
- b. Firearm safety initiative.
- c. Old Jail options for more efficient Sheriff Department Services.
- d. Site and construct EMS Maintenance & Logistics facility.
- e. Improve evaluation process for overlay fire tax funding.

Organizational Excellence

Provide the highest possible level of services by maintaining a fiscally sound organization that values a high performing, professional, and innovative workforce.

Focus Areas:

- a. Internal and external communication.
- b. Employee Wellness
- c. Employee Recognition

Recreation & Culture

Enhance the quality of life in the community by supporting leisure, physical activities and culture opportunities.

Focus Areas:

- a. Development and public use of open space properties.
- b. Initiatives to increase tourism to the County.



Education

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

Education expenditures support:

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

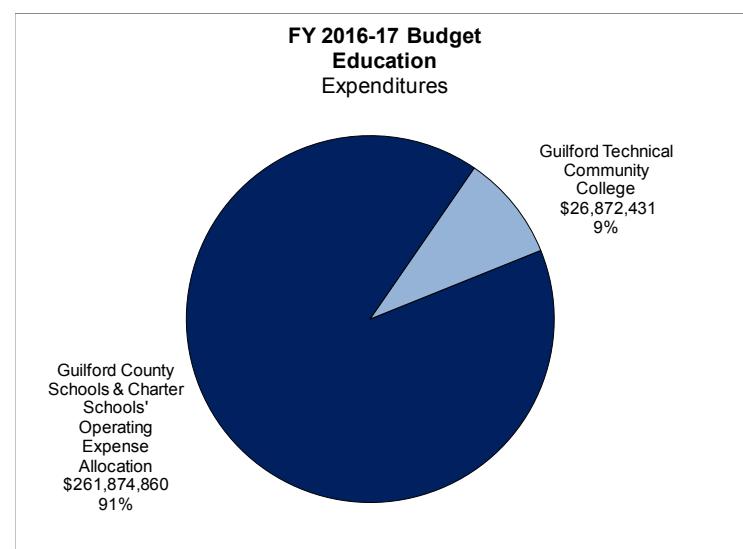
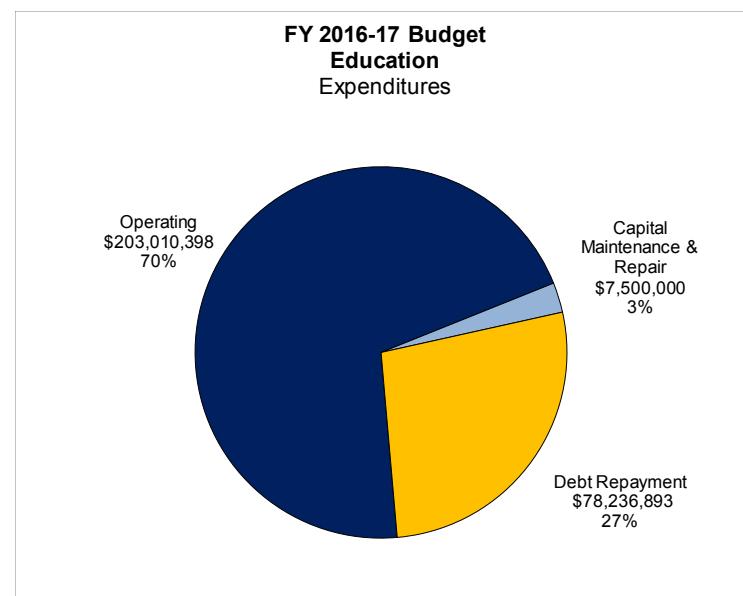
Expenditures

The FY 2016-17 Adopted Budget includes approximately \$288 million for Education and Education Debt Repayment, an increase of \$7.46 million. 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 2016-17 Adopted Budget increases **operating funding for GCS by \$5 million and for GTCC by \$300,000**. For GCS, this appropriation increases the County's projected per pupil funding from \$2,373 to \$2,419.

The budget also includes capital maintenance and repair allocations of \$6 million for GCS and \$1.5 million for GTCC.

Education-related **debt repayment** is expected to increase by \$1,163,147 in FY 2016-17, totaling \$78,236,893. This represents the payments on existing and planned issues of voter-approved debt and Qualified School Construction Bonds approved by the Board of Commissioners for school and community college capital needs.

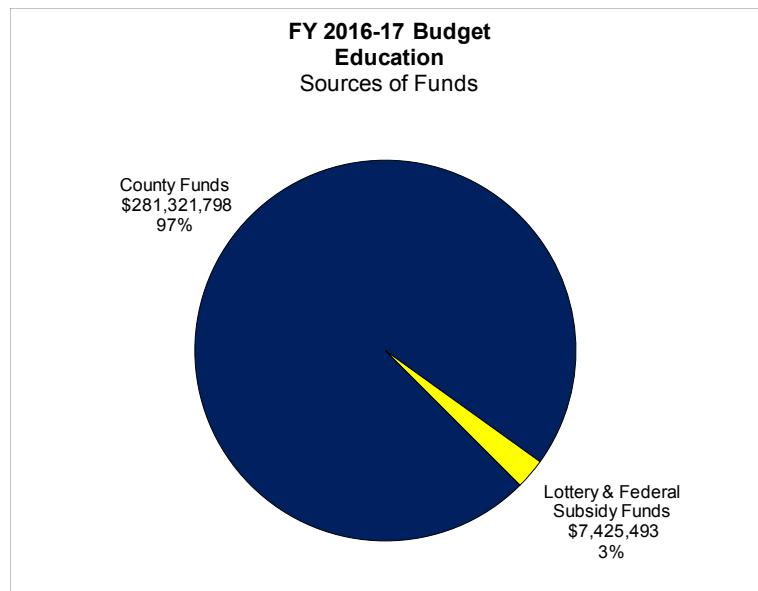


For more information on existing and future bond issues is included in the Debt Service section of this document.

Revenues

Most (97%) Education expenditures are funded with general county revenues. The County expects to receive \$4.8 million from the state education lottery. These funds must be used for the capital and/or debt service needs of the Guilford County School System.

A portion of the debt used for school needs was authorized under the American Recovery and Reinvestment Act (ARRA). As a result, the County receives a "rebate" (\$2.6 million) based on the cost of repaying ARRA-related debt.



	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Request	FY17 Adopted	vs. FY16 Adopted \$ chg	vs. FY16 Adopted % chg
Guilford County Schools (GCS) including Operating Expense Allocations for Charter Schools							
Operating Expenses	\$179,360,398	\$183,360,398	\$183,360,398	\$192,506,347	\$188,360,398	\$5,000,000	2.7%
Capital Maintenance	\$3,770,000	\$5,000,000	\$5,000,000	\$11,000,000	\$6,000,000	\$1,000,000	20.0%
Debt Repayment	\$58,003,232	\$66,296,870	\$66,312,295	\$67,514,462	\$67,514,462	\$1,217,592	1.8%
Total	\$241,133,630	\$254,657,268	\$254,672,693	\$271,020,809	\$261,874,860	\$7,217,592	2.8%
Guilford Technical Community College (GTCC)							
Operating Expenses	\$13,297,690	\$14,350,000	\$14,350,000	\$14,658,018	\$14,650,000	\$300,000	2.1%
Capital Maintenance	\$1,500,000	\$1,500,000	\$1,500,000	\$2,450,000	\$1,500,000	\$0	0.0%
Debt Repayment	\$10,200,064	\$10,776,876	\$10,776,897	\$10,722,431	\$10,722,431	-\$54,445	-0.5%
Total	\$24,997,754	\$26,626,876	\$26,626,897	\$27,830,449	\$26,872,431	\$245,555	0.9%
Total Education	\$266,131,384	\$281,284,144	\$281,299,590	\$298,851,258	\$288,747,291	\$7,463,147	2.7%
Sources of Funds							
Federal & State Funds							
Lottery Funds	\$ 4,799,500	\$ 4,799,500	\$ 4,799,500	\$ 4,799,500	\$ 4,799,500	\$0	0.0%
American Rec/Reinvest Act	\$ 2,613,314	\$ 2,611,906	\$ 2,611,906	\$ 2,625,993	\$ 2,625,993	\$14,087	0.5%
County Funds	\$ 258,718,570	\$ 273,872,738	\$ 273,888,184	\$ 291,425,765	\$ 281,321,798	\$7,449,060	2.7%
Sources of Funds	\$ 266,131,384	\$ 281,284,144	\$ 281,299,590	\$ 298,851,258	\$ 288,747,291	\$7,463,147	2.7%

GUILFORD COUNTY SCHOOLS

Nora Carr, Interim Co-Superintendent
Terrence Young, Interim Co-Superintendent

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

Education

Partner with public schools to develop a system that produces graduates with high academic achievement and skill levels to compete successfully on the job market.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY 2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Guilford County Schools	241,133,630	254,657,268	254,672,693	271,020,809	261,874,860	8,217,592	3.2%
EXPENSE							
Operating Expenses	179,360,398	183,360,398	183,360,398	192,506,347	188,360,398	5,000,000	2.7%
Capital Maintenance	3,770,000	5,000,000	5,000,000	11,000,000	6,000,000	1,000,000	20.0%
Debt Repayment	58,003,232	66,296,870	66,312,295	67,514,462	67,514,462	1,217,592	1.8%
Total Expense	241,133,630	254,657,268	254,672,693	271,020,809	261,874,860	7,217,592	2.8%
REVENUE							
Federal & State Funds							
<i>Lottery Funds</i>	4,799,500	4,799,500	4,799,500	4,799,500	4,799,500	0	0.0%
<i>American Rec/Reinvest Act</i>	2,407,034	2,405,737	2,405,737	2,418,712	2,418,712	12,975	0.5%
County Funds	233,927,096	247,452,031	247,467,456	263,802,597	254,656,648	7,204,617	2.9%
Total Revenue	241,133,630	254,657,268	254,672,693	271,020,809	261,874,860	7,217,592	2.8%
County Funds	233,927,096	247,452,031	247,467,456	263,802,597	254,656,648	7,204,617	2.9%

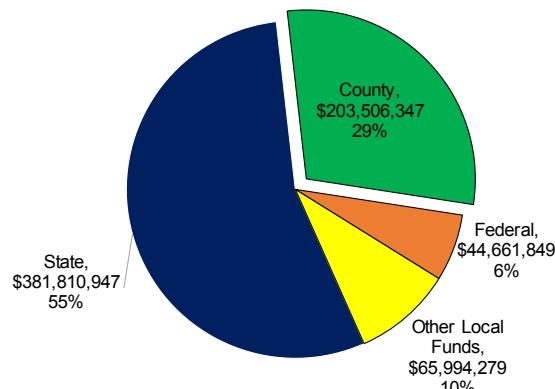
DEPARTMENTAL PURPOSE

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.

Guilford County Schools
FY 2016-17 Requested Total Budget
\$695,973,422



The Superintendent must present a recommended budget to the Board of Education by May 1st of each year. The Board of Education must present its formal request budget to the county by May 15th of each year. The Board of Education requested a total of \$203,506,347 from Guilford County -- \$192,506,347 for operating expenses and \$11 million for capital needs.

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

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The FY 2017 Adopted Budget increases operating funding for the Guilford County Schools by \$5 million or 2.73% to a total of \$188,360,398. This appropriation increases the County's per pupil funding from \$2,373 to an estimated \$2,419.
- A total of \$6 million is included for capital outlay for the Guilford County School System. The FY 2017 Adopted Budget provides an additional \$1 million for the school system's growing capital needs.
- The increase to the operating budget is at a level where the Guilford County Schools will receive approximately \$2.82 million and charter schools, which are funded by the school system based on the estimated per pupil amount, will receive an additional \$2.18 million.
- The FY 2017 Adopted Budget also includes \$67,514,462 in debt service related to Guilford County Schools. This represents an increase of \$1.2 million.

County Allocation for Guilford County Schools				
	FY 2015-16	FY 2016-17		
	Adopted Budget	Adopted Change	Adopted Budget	% Change
Operating Funds	\$ 183,360,389	\$ 5,000,000	\$ 188,360,398	2.73%
Capital Maintenance & Repair Funds	\$ 5,000,000	\$ 1,000,000	\$ 6,000,000	20.00%
	\$ 188,360,398	\$ 6,000,000	\$ 194,360,398	3.19%
Student Population - GCS + Charter	77,265		77,855	0.76%
Per Pupil Operating Allocation	\$ 2,373		\$ 2,419	1.95%

GUILFORD COUNTY SCHOOLS

Board of Education's Recommended 2016-17 Budget

ACHIEVING
EDUCATIONAL
EXCELLENCE

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

Letter of Transmittal

May 13, 2016

The Honorable Jeff Phillips, Chairman
Guilford County Commissioners
P. O. Box 3427
Greensboro, NC 27402

Dear Mr. Phillips:

In accordance with the provisions of GS 115C-429, the Board of Education has met its responsibility to determine the fiscal needs of the Guilford County Schools and to prepare the budget request for the 2015-2016 school year.

This request represents our financial plan for, among other things, stabilizing our workforce by providing a 3 percent salary increase for locally paid employees and/or matching anticipated state salary increases for locally paid employees; meeting anticipated increases in state retirement and health insurance rates for locally paid employees; addressing teacher and principal shortage by providing funding for recruitment and retention incentives; retaining school personnel previously funded by private donations and/or grants; meeting anticipated growth in charter school enrollment; and, increasing school allotments for custodial supplies.

In preparing our 2016-17 budget, we continue to be concerned, like your Board, about local, state and federal economic conditions. In each of the past seven years, we have gone through a thoughtful and deliberate budgeting process. We approached budget development in a conservative and fiscally prudent manner. These efforts have been affirmed by a number of outside research entities, most recently by Schoolhouse Partners, a national consulting group that focuses on educational institutions.

According to a five-year fiscal analysis by Schoolhouse Partners, GCS “spends nearly all of its annual revenues – 95.9 percent – on program activities” that directly benefit children. Schoolhouse Partners defines these activities as including “teaching and direct services to students, teacher training and supervision, and operating and managing school campuses.” Few businesses,

non-profit organizations and educational institutions can make such a claim, let alone back it up with a five-year analysis of expenditures that has been reported and discussed publicly. While Schoolhouse Partners has identified several potential areas for reinvestment in our educational program, the lead partner cautioned the school board that he viewed GCS as a “capital starved organization,” and indicated that their recommendations needed additional study to determine feasibility and practicality. We are undertaking that process now. (See Appendices for more information.) Unfortunately, some of their recommendations have already been used by district administration to offset budget cuts rather than reinvestment in services to children.

While the proposed request does not include funding for all the needs in the district, it does reflect our continued commitment to fiscal responsibility, and excellence in academics, character development, and all that we do. We will work diligently to ensure that student performance continues to improve, and that quality programs are maintained for students and teachers. We believe that an emphasis on academic achievement and the quality of our schools is critical to our County’s economic growth. As our budget request indicates and as the Schoolhouse Partners analysis confirms, our resources are spent wisely. We simply do not have enough to meet the growing needs of the students we are so honored and privileged to serve.

We are at a point in time when we need to make a strong statement that Guilford County is a child-centered community. Providing the financial support to our public schools will allow us to better serve our students, and affirms for our educators and families that we collectively put students first. We thank you for your past support and appreciate your desire to promote the best interest of the children and young people of Guilford County. We look forward to discussing our budget request and needs with you and the County Commissioners as you work through your budget process.

With best personal regards, I am

Alan W. Duncan

Alan W. Duncan
Chairman

LETTER FROM THE SUPERINTENDENTS

April 12, 2016

Dear Guilford County Board of Education Members:

Education is a people business, one that is both an art and a science. Our experience in Guilford County and countless research studies show that when it comes to getting the best out of each and every child, people matter most.



Children simply do not learn from you if they don't trust you and have a relationship with you; families are the same way. And, while GCS prides itself on using data and research to inform its decision-making, we risk losing the heart and soul of our schools if we focus only on the science, and not on the art, of education.

That's why, as we present our budget recommendations for your consideration for the 2016-17 school year, our priority is our people. Our people represent our greatest strength and our most critical competitive advantage. From our bus drivers and carpenters to our classroom teachers and clerical workers, our people make things happen for children.

Two recent studies by outside analysts have confirmed that GCS "runs lean." According to Schoolhouse Partners, which analyzed GCS spending for five consecutive years, the district spends nearly all of its annual revenues – 95.9 percent – on program activities. These include teaching and direct services to students, teacher training and supervision, as well as operating and managing school campuses.

Within this challenging context, we are recommending that the Board requests an increase of \$8.5 million in local funding from the Board of County Commissioners for a total request of \$191.9 million in operating funds (does not include capital outlay) for 2016-17.



The majority of these dollars – \$8.3 million – would go to:

- Salary and benefit cost increases for locally paid personnel (\$3.5 million);
- Recruitment, retention and performance incentives for teachers (\$1.4 million);

- The expansion of proven, cost-effective employee recruitment, onboarding and retention strategies (\$180,000);
- \$485,000 to keep our promises to our students, families and employees by absorbing personnel costs previously covered by grants and private donations; and,
- \$559,000 in strategic plan initiatives, including Twilight West in High Point and the health technologies career program at Northeast High School.

The proposed increase includes \$2.2 million that would also pay for the additional 880 students expected to enroll in charter schools for 2016-17.

We have remarkable young people in GCS and they deserve the very best we can give them. Investing more in the people who make great things happen for our students represents our most powerful lever for improving their academic learning and future life opportunities.

Respectfully,



Nora K. Carr
Interim Superintendent



Terrence O. Young
Interim Superintendent

VISION

Achieving educational excellence – the successful combination of high academic achievement, strength of character, service to others and excellence in all that we do – comes only when our students, parents, employees, school board leaders and members of the community work together for our schools. When we are united, we can ensure each student receives the personalized learning experience necessary for success in school and in life. This is the vision that drives GCS' Strategic Plan 2016 and the vision that is supported by the superintendents' 2016-17 budget recommendation to the Guilford County Board of Education.

As we personalize learning for all our students, we will continue our commitment to excellence in academics, character development, service-learning and all that we do. We will do this, even as our state and community struggles with tough economic conditions and high unemployment rates. While we acknowledge the challenges and they are reflected in this request, we must not let financial difficulties lead us from our goal of preparing our students to be leaders in the classroom and the community.

MISSION

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

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

“An investment in education pays the best interest.” - Benjamin Franklin

VALUES

Diversity

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

Empathy

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

Equality

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

Innovation

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

Integrity

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

“There are many problems, but I think there is a solution to all these problems. It’s just one, and it’s education.” - Malala Yousafzai

EXECUTIVE SUMMARY

By the Numbers 2016-17

Total operating budget: \$622,282,567

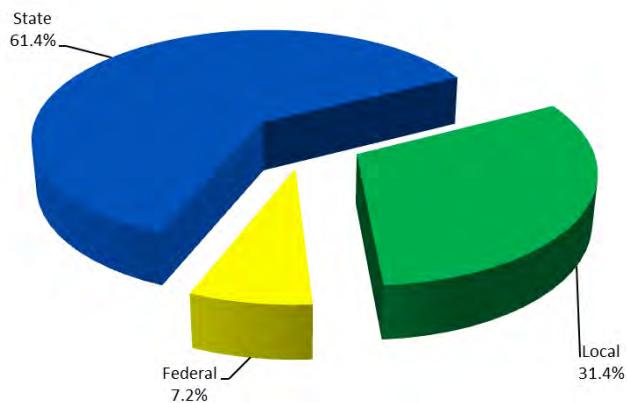
This excludes capital outlay, special revenue and enterprise funds. Special revenue funds are restricted in purpose and not intended for the general K-12 population in the district (i.e. NC Pre-K funds). GCS has two enterprise funds, child nutrition and ACES (After-School Care Enrichment Services).

Total budget: \$695,973,422 (*Includes capital outlay, special revenue and enterprise funds.*)

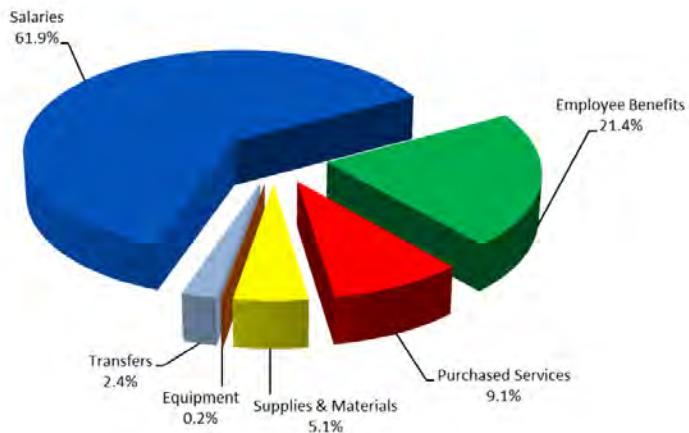
Projected student enrollment for 2016-17: 71,710. GCS is projecting enrollment be slightly less than the 2015-16 school year.

GCS Operating Budget

2016-17 Operating Budget Revenues/Sources Where The Money Comes From	
State	\$381,810,947
Local	195,809,771
Federal	44,661,849
Total	\$622,282,567



2016-17 Operating Budget Expenditures/Uses Where the Money Goes	
Salaries	385,099,995
Employee Benefits	133,031,442
Purchased Services	56,691,169
Supplies & Materials	31,636,942
Equipment	975,986
Transfers	14,847,033
Total	\$622,282,567



Budget Development Process

Serving as the district's financial plan, the budget aligns GCS resources with vision, mission, goals, and objectives. This budget recommendation for the 2016-17 school year, reflects that our priority is our people. Our people represent our greatest strength and our most critical competitive advantage. From our bus drivers and carpenters to our classroom teachers and clerical workers, our people make things happen for children.

Potential GCS Budget Increases

Following five years of relatively flat funding, the superintendent's recommended budget includes a request for additional funding from the County Commissioners in five areas: 1) salary & benefit increases and recruitment, 2) strategic plan initiatives, 3) school personnel – formerly privately/grant funded, 4) increases in operating costs and 5) growth in charter school enrollment. The recommended budget also includes \$11 million in capital outlay for facilities.

Salary & Benefit Increases and Recruitment include:

- Increase of 3% in pay for teachers and other certified school based staff = \$1.23 million
- A 3% increase for principals and assistant principals = \$262,000
- Classified staff to receive a 3% increase = \$1.12 million
- Additional dollars to match potential state salary increase/bonus payments, address pay scales for certain classified positions = \$600,000
- Incentives for teachers = \$1.42 million

- Increase in employer retirement and health insurance costs = \$916,000
- Additional dollars to be used to recruit high performing employees for the classroom = \$180,000

Subtotal for salary & benefit increases and recruitment = \$5.7 million

Strategic Plan costs for 2016-17:

- Fund Twilight West to serve students in High Point = \$492,000
- Place a Health Information Technology Academy at Northeast High School = \$67,000

Subtotal for strategic plan initiatives = \$559,000

School Personnel – formerly privately/grant funded include:

- Continue the turnaround efforts at Parkview Elementary School that were formerly funded with federal School Improvement Grant dollars = \$135,000
- Sustain previously grant funded extended day and extended year at Allen Jay Middle School, a Preparatory Academy = \$350,000

Subtotal for school personnel – formerly privately/grant funded = \$485,000

Increases in operating costs for 2016-17:

- Additional funds for schools to purchase custodial supplies = \$143,000
- Increases in liability insurance = \$66,000

Subtotal for increases in operating costs = \$209,000

Growth in Charter School Enrollment:

- Growth in charter school enrollment (+880 charter school students) = \$2.17 million

Subtotal for growth in charter school enrollment = \$2.17 million

Achieving Educational Excellence

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

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

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



ACHIEVING
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STRATEGIC PLAN 2016

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

The plan is built on a vision of excellence in academics, character and operations. It includes a greater emphasis on personalized learning, virtual learning, increased arts integration, equity, increased character development opportunities and recognition programs, strengthened school safety and security, a greater focus on communications, service and responsiveness and increasing efficiency district-wide.

Each of the four focus areas of the 2016 Strategic Plan includes specific strategies designed to achieve the plan goals. The 2016 Strategic Plan has 44 goals and 99 strategies that build on the foundation laid by the district's first strategic plan, which debuted in 2009 and was completed in December of 2012.

Since 2009, GCS has made significant progress on graduation rates, increasing student access to college-level courses, improving ACT scores, expanding visual and performing arts opportunities and reducing in-school suspensions.

Operational measures such as restoring parent and community trust and satisfaction with GCS and its schools, keeping parents and the public informed, and increasing volunteer hours and donations.

Other operational goals included improving energy efficiencies, completing 2008 bond projects and starting each school year fully staffed are also going in the right direction. Some areas – such as communications and parent satisfaction with GCS – show significant growth.



Sadly, budget cuts also have taken a toll. Thus far, 22 of 99 strategies have been placed on hold due to financial constraints since 2013. While GCS secured increases in private philanthropy and state/federal grants that have helped keep the district moving forward in a positive direction, these efforts can't replace – and aren't intended to replace – adequate public funding.

Area I – Personalized Learning

Literacy – Reading, Understanding, Analyzing, Writing, Editing and Speaking

During the 2015-16, GCS students in kindergarten through third grade participated in daily word study to help them learn to read, write and spell, using a literacy program called Fundations. This was the second full year of implementation in K-3 classrooms.

Fundations is a phonics, spelling and handwriting program. Students learn by mastering a series of skills, then building on those skills to further develop vocabulary and comprehension. Early literacy data has shown that using systematic word study instruction is likely to result in improved student outcomes in literacy. In 2017, students who have had Fundations instruction since Kindergarten will be in third grade and will have the opportunity to demonstrate the benefits of mastering phonics skills early.

Teachers, parents, and students have recognized the benefit of having a word study program that is the same at every elementary school in GCS. When a student moves from one school to another, the structures of Fundations remain the same, and students are able to smoothly transition into their new classrooms with familiar routines as they learn to become strong readers.

PACE Project – Personalizing Teaching and Learning

In December 2012, GCS received a \$30 million grant from the U.S. Department of Education for its Personalized Achievement Curriculum Environment (PACE) initiative designed to personalize learning in middle schools.



GCS was one of 16 winners of the Department's Race to the Top-District competition. A month later, GCS was also awarded another \$5.2 million in supplemental funding, including approximately \$2 million for Guilford Parent Academy, \$1.7 million for the African-American Male Achievement Initiative, and \$1.6 million for a GCS Virtual Public Middle School.

That brought the total Race to the Top grant funding to just over \$35 million. After a shortened deployment in 2013-14, when concerns regarding the safety, durability, and connectivity of the devices being used at the time led to a suspension of their use, PACE rebounded in 2014-15.

During that year, PACE deployed a new fleet of devices that were much more durable and had much improved connectivity. These improvements helped restore teacher and student confidence in the use of technology. PACE's 12 Personalized Learning Coordinators also provided coaching and professional development to teachers to accelerate this confidence and the adoption of technology-enabled learning.

Early in the 2015-16 year, news emerged that the company providing the devices and associated software would be exiting the business at the end of the school year. While this news threatened the nascent growth in confidence and adoption, GCS took proactive steps to assure teachers of a smooth transition to new devices.

GCS negotiated an agreement with the current vendor to provide devices and other services through the remainder of the 2015-16 year without any further payment. GCS also implemented a highly inclusive selection process that identified a replacement device that is

generating enthusiasm and that will be ready for deployment when school resumes in the 2016-17 year. These proactive steps are expected to mute the device transition's impact on teacher confidence and adoption.

Based on the experience gained over the previous two years, GCS also chose to use the device transition as an opportunity to move away from an all-in-one solution to a solution made up of a constellation of interoperable components. The interoperable constellation reduces the lock-in and dependence on any given device or vendor, which affords GCS much greater flexibility and fluidity.

The largest component in this constellation is the learning management system, Canvas. Canvas is an online space that can be used to gather together all the digital teaching and learning tools and resources that students and teachers use.

Some of the tools and resources are inside Canvas, others are external to Canvas but can be incorporated seamlessly, and most other digital tools and resources can simply be linked to from within Canvas.

Thus, Canvas is designed to be the one-stop-online-shop where students find all the digital resources they need for a class. Canvas also offers tools for professional learning and collaboration to teachers, school administrators, and central office staff. Some school administrators have even found it helpful in coordinating school communications.

During the 2015-16 school year, PACE offered each school five days of paid professional development. Each school could tailor the timing and the use of those days around the school's specific needs and instructional direction.

Based on positive experiences in previous years, PACE once again coordinated with 11 other GCS departments to offer a training menu from which schools could choose professional development to incorporate into their training days. Schools used their days in various ways, but many invested them in training on Canvas and in collaborative planning time during which teachers constructed their Canvas platforms and prepared course materials to include this learning and communication tool.

Overall, the most significant changes in teaching and learning are expected to come in the future once teachers have had time to learn, practice and gain confidence with personalized learning. In classrooms, however, where teachers were already personalizing learning or have been quicker to change, significant differences are already visible.

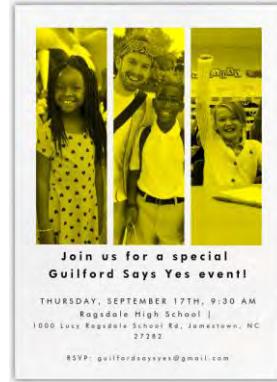
Say Yes to Education Guilford

With the announcement in September of 2015, Guilford County became the first community in North Carolina, the first outside of the Northeast and only the third in the country named as a Say Yes to Education community.

GCS and Guilford Education Alliance are partners in this effort and submitted the original application to Say Yes to Education. So far, more than \$35 million toward a \$70 million goal has been raised.

Starting with the Class of 2016, eligible GCS graduates who are accepted to and attend a public two- or four-year college or university in North Carolina can apply for last-dollar tuition scholarships. GCS graduates who attend any of the more than 100 private colleges and universities that are part of the national Say Yes to College Compact can also apply for choice scholarships of up to \$5,000 per year.

This bold initiative is not only creating a future for young people that will include a more diverse and educated labor force, but it will also bring benefits to the entire community. By offering free college tuition to public school graduates at North Carolina public institutions of higher education, local leaders believe the Say Yes initiative will attract new families and businesses to Guilford County.



Expanding Options for Students through Virtual CTE Courses

Providing students with additional options to take CTE courses through online courses allows students the flexibility to obtain technical skills and knowledge in a virtual environment. Students who might not be able to access some CTE courses not offered at their school or due to scheduling conflicts are now able to enroll and complete these courses.

Participation in CTE virtual courses provides options for students to earn technical credits, gain valuable industry recognized credentials and become a CTE concentrator. The benefits of virtual CTE courses help prepare more students to be college and career ready.

GCS online course catalog and enrollment in CTE courses have grown since the 2012-13 school year. GCS CTE staff has developed and maintained 10 virtual courses in a variety of CTE program areas including business, marketing, drafting and scientific and technical visualization. These local courses supplement the virtual courses offered through NCVPS, which also provides additional options for students.

As GCS continues to expand and supplement CTE course offerings, strategies must be implemented to include the purchase of courses from outside vendors. Purchasing curriculum from outside vendors will allow GCS to keep pace with the rapid changes in CTE course standards and continue to expand the number of courses in the virtual course catalog.

GCS students have enrolled in virtual courses over the past three years. Enrollment growth has been steady with 184 course enrollments in the 2012-13 school year, 196 in 2013-14, and 224 enrollments in 2014-15. This growth could be attributed to the increased access through additional course offerings and through increased emphasis placed on the use of virtual courses as a viable option for students.

Creating Partnerships that Will Open Doors for Students

GCS CTE staff continues to work to develop partnerships that will provide opportunities for students. Working with community partners such as Junior Achievement, Guilford Workforce Development Board, Community Foundation of Greater Greensboro and the Chambers of Commerce for both Greensboro and High Point has allowed the district to connect with business partners and establish a variety of work-based learning options and program support that enhance the learning experience for students.

Work-based learning experiences include job shadowing, internships, apprenticeships and cooperative education. Work-based learning occurs beyond the traditional classroom, allowing students to enter the workplace and observe or participate in job tasks. This helps students better understand the expectations and demands of an industry and the skills and knowledge needed to enter and succeed in a specific career field.

Job shadowing experiences, such as the Junior Achievement program or the Students@Work job shadow program are short-term (a half day to five days), allow students to observe and



interact with career professionals in a career area. Students are able to see the daily routines of the professional and ask questions about what they are seeing and students also receive information about how to prepare for entry into the career area.

Internships and apprenticeships are expanding in GCS, providing paid work experiences for students while in high

school and simultaneously earning academic credit. The Aviation Academy at Andrews High School has used grant funding to provide such paid experiences for students at HAEKO in the aviation industry.

The Guilford Apprenticeship Partners (GAP) is a group of industry partners in the advanced manufacturing industry. GAP offers apprenticeship opportunities to GCS seniors that will continue after graduation and will lead to the completion of an AS degree at GTCC and a NC Department of Commerce Journeyman's Certificate.

As we continue to develop new partnerships, and grow existing partnerships, we expect to see increases in the career opportunities that impact students both during their academic career and beyond graduation. We fully expect our growing business partnerships will continue to support our goal of graduating career ready students.

Virtual Middle School Courses

As part of the Race to the Top-District supplemental grant that continues through 2016-17, GCS offers virtual learning courses and online learning resources to middle school students.

During the fall of each year, Virtual Learning has provided students with adaptive online math resources for a personalized approach to mastering grade-level, remediation and enrichment concepts. In the ensuing spring and summer, the adaptive math program continues; however, additional online course options are offered to support the pacing of our district curriculum expectations.

The virtual middle school courses have evolved over the past two years. In 2014, two online bridge courses were offered to allow 6th and 7th grade students the opportunity to enroll in a higher level math the following school year.

In 2015, five math remediation courses were offered to students in grades 6-8. For 2016, course options for Math 6 and 7th grade English Language Arts were developed to align to GCS' instructional framework focus areas for middle school.

Enrollment in online courses continues to increase on the high school and college levels, and middle school students in Guilford County have the opportunity to prepare for this non-traditional method of teaching and learning. Students are being introduced to skills that will help them be successful in the online environment and prepare them for future online courses that they may take.

To date, over 1,900 middle school students have completed these online courses. About 12,000 middle school students are currently using the adaptive online math resource to improve their foundational math skills.

GCS Virtual Learning

Through Guilford County Schools Virtual Public School (GCSVPS), middle and high school students may take courses for original high school credit. More than 50 online course options are available in various content areas, and all courses are taught by licensed GCS teachers.

The course content areas include: English, math, science, social studies, world languages, career and technical education (CTE) and arts. Students also have the option to take courses through the NC Virtual Public School (NCVPS).

The 2014-15 school year marked the highest number of students enrolling in online courses ever for GCS. In 2014-15, about 2,368 students enrolled in online courses as compared to 2,098 students in 2012-13 and 1,945 students in 2013-14.

Students may also complete online credit recovery courses for classes they may have failed. If a student passes the credit recovery course, they receive course credit towards graduation. In 2014-15, approximately 1,500 students enrolled in credit recovery courses.

Area II – Character, Service and Safety

Character Development

As GCS strives to ensure students are college and career ready, we equally stress the importance of strong moral character.

The preparation for college and career readiness extends beyond textbook knowledge to include essential skills like teamwork, communication, solving problems and project planning as well as important attributes like creativity, integrity and perseverance.

These attributes – what most employers and colleges simply refer to as grit – often make the



critical difference between ability and skill, talent and success, or setting goals vs. achieving them. GCS students acquire these essential skills through character development, a key district initiative since 2010.

All schools focus on three fundamental areas: character education, civic education and service-learning throughout their classroom practices, student clubs and other student extracurricular activities.

Service-learning is a driving force of our character development efforts as it allows each and every student to use the character traits, confidence and knowledge they gain in the classroom to create positive changes in the world around them. Through service-learning, students gain employable skills that prepare them for college and career.

Last year, our students across the district demonstrated how service-learning can have a great impact on the community by tackling one of the biggest issues facing Guilford County - hunger. In 2015, a Gallup Poll ranked the Greensboro-High Point area as number one in the country for food insecurity.

To help feed families, GCS students led service-learning experiences to educate the community about this issue and to provide sustainable solutions like school and community gardens and food pantries. Through the efforts of students across the district, over 17,600 pounds of food was collected resulting in three of our schools establishing food pantries to support the needs of their school families. GCS students and staff also support over 70 school/community gardens to provide sustainable food sources to their school families.

GCS continues to earn state and national recognition for its robust character development initiatives. GCS is the only district in the state and one of only 21 school districts in the nation to receive a National District of Character honor.

Three additional schools were named State Schools of Character during the 2015-16 school year, totaling 10 schools in our district that now carry this recognition. Four schools have also been named a National School of Character and our district has 45 Promising Practice recognitions for outstanding innovative character development practices.

School Security and Emergency Management

The School Safety Office has continued to support the district by developing a comprehensive program to mitigate, prevent, prepare for, respond to and recover from any hazardous event.

The School Safety Office also has worked with technology services, maintenance and facilities to address the recommendations for improvements made by the Board of Education's School Security Task Force in the wake of the Sandy Hook Elementary School shooting. The office has partnered with both internal and external agencies to ensure safety is paramount with all stakeholders.

Our strategies for 2016-17 are:

- Ensure site-based safety assessments are on-going and that emergency plans are patented;
- Continue to work with principals in providing in-service crisis planning for school personnel;

- Continue to work with local law enforcement agencies in establishing mentoring programs at individual schools;
- Develop the first comprehensive table-top exercise for an elementary school;
- Upload existing building plans and blueprints on a secured online site for easy responder access - 100% complete;
- Complete inspection of fire monitoring systems at 79 identified sites - 100% complete - effort led by the technology and maintenance departments;
- Continue to improve doors and locks at 46 identified sites - an effort led by the maintenance department;
- Continue to update life, safety and security equipment at both site-base schools and facilities;
- Continue to evaluate site-based school plans to increase safety preparedness;
- Continue to work closely with the Guilford County Emergency Management team to improve both single and multi-site crisis planning;
- Implement a state level crisis plan;
- Conduct site-based crisis planning for GCS administrative sites and their personnel;
- Review violence risk threat assessment protocols;
- Coordinate joint training opportunities with administrators and school resource officers;
- Coordinate annual cultural diversity training for school resource officers;
- Continue the partnership with the exceptional children department to develop training modules for the School Resource Officers Program; and,
- Host joint trainings and meetings with local law enforcement agencies and school personnel.

The following recommendations from the Board of Education's School Security Task Force have been completed:

- Fire monitoring system upgrades were completed during the 2014-15 fiscal year
- Outfitted telecommunications equipment at 7 sites during the 2014-15 fiscal year
- Intrusion Detection/Alarms installed at 13 sites
- 4 sites have been completed and two additional sites are nearing substantial completion
- Door replacement projects are either completed or underway at several locations - electronic door fob access and door buzzers (front doors) are installed with the new doors.
- Panic alarms at 91 sites were completed in response to new state requirements and with the assistance of a state grant designated for this purpose.

Area III – Parent, Family and Community

Guilford Parent Academy Expansion

Guilford Parent Academy (GPA) continues to provide information and training on a variety of topics for parents, grandparents and family members caring for children and young people in Guilford County.

Planned by parents and a diverse team of educators and community members, GPA continues to provide a platform for learning that inspires excellence and raises student achievement at school and in life.

Through generous in-kind donations of time and expertise from more than 70 community partners, GPA continues to offer free resources and workshops to parents.

During the 2015-16 school year, attendance at GPA workshops and events exceeded 22,000. When accounting for all programs done since the inception of GPA in 2011, participation in programs and services total exceed 100,000.



GPA offers powerful online resources, workshops and registration for family events through their online portal. This unique learning environment is unlike any other comprehensive program in the nation.

All classes, learning experiences, online content and videos are free and access is available to the full suite of resources once a parent joins and completes the online registration process.

This spring, GPA will be adding a new parent resource, Parent Engagement On-Demand, which will provide virtual access to workshops and trainings sessions on relevant topics that parents and families can view from various locations throughout the county.

Thanks to a \$5 million Race to the Top - District supplemental grant provided through the United States Department of Education and contributions from a variety of businesses and community partners, GPA continues to expand offerings for parents.

Brainfuse, the 24/7 free online tutoring service provided through GPA, continues to be a favorite resource for GCS parents and students and usage is on the rise. Each month, users go through an average of 4,500 skill surfer lessons and activities and 215 live tutoring sessions. As an extension of Guilford Parent Academy, two parent leader programs, Grassroots Parent Coordinators (GPCs) and Title I Parent Ambassadors (TIPAs), have continued to grow and develop.



Both groups of volunteers attend monthly professional development sessions to learn about high-yield parent engagement strategies that result in increased student success, and they also are very involved with planning and publicizing parent workshops, leading outreach activities and engaging with other parents about the variety of resources available to them. The volunteers receive various incentives for participation.

In addition to expanding its presence within Guilford County, GPA was recently recognized nationally at the National Family Engagement Summit in Richmond, Virginia. Several other national organizations and publications have highlighted the research-based work GPA is doing to create meaningful home-school partnerships that will increase students' success in the classroom and beyond.

GPA strategies for effective parent engagement have been shared with other schools districts across the country through national presentations and publications such as Getting Smart, THE Journal and the National School Public Relations Association.

Area IV – Educators and Organizational Excellence

Expanding Recognition of Success

Recognition and appreciation is a fundamental need of most employees. It confirms for them that they are a valued member of the team and their work is appreciated.

The team conducted an internal survey to determine the kinds of recognition employees would prefer as well as individual recognition already in place. Many schools and department offer their own recognition programs for individual accomplishments. There was an identified gap in district-wide employee recognition. The decision was made to expand to include district-wide success.

Human Resources co-sponsored with Belk an inaugural GCS Employee Appreciation Event to celebrate the achievements of employees. Approximately 1,286 employees and family members attended and enjoyed an evening of food, fun music, store discounts (40% approx.) and valuable prizes (\$7,000 approx.) donated by community partners.

Human Resources also rebranded the employee discount program from Employee Express to GCS 4 LE\$\$. The website will be redesigned and additional vendors will be added with seasonal discount programs.

Employee Survey 2015

The 2015 Employee Survey, an online survey was administered using K-12 Insight between March 20, 2015 and June 20, 2015, generated 2,730 responses.

The response rate, while low at roughly 26% of an estimated 10,256 full-time and part-time employees, is in alignment with previous employee surveys. During the last survey administration in 2013, for example, GSC received 2,323 responses out of 10,351 full- and part-time employees for a 22.4% participation rate.

While the survey overall still indicated that the majority of respondents feel positively about the district, their jobs and their schools or workplaces in 2015, affirmative responses were down across the board when this year's survey was compared to results from 2013.

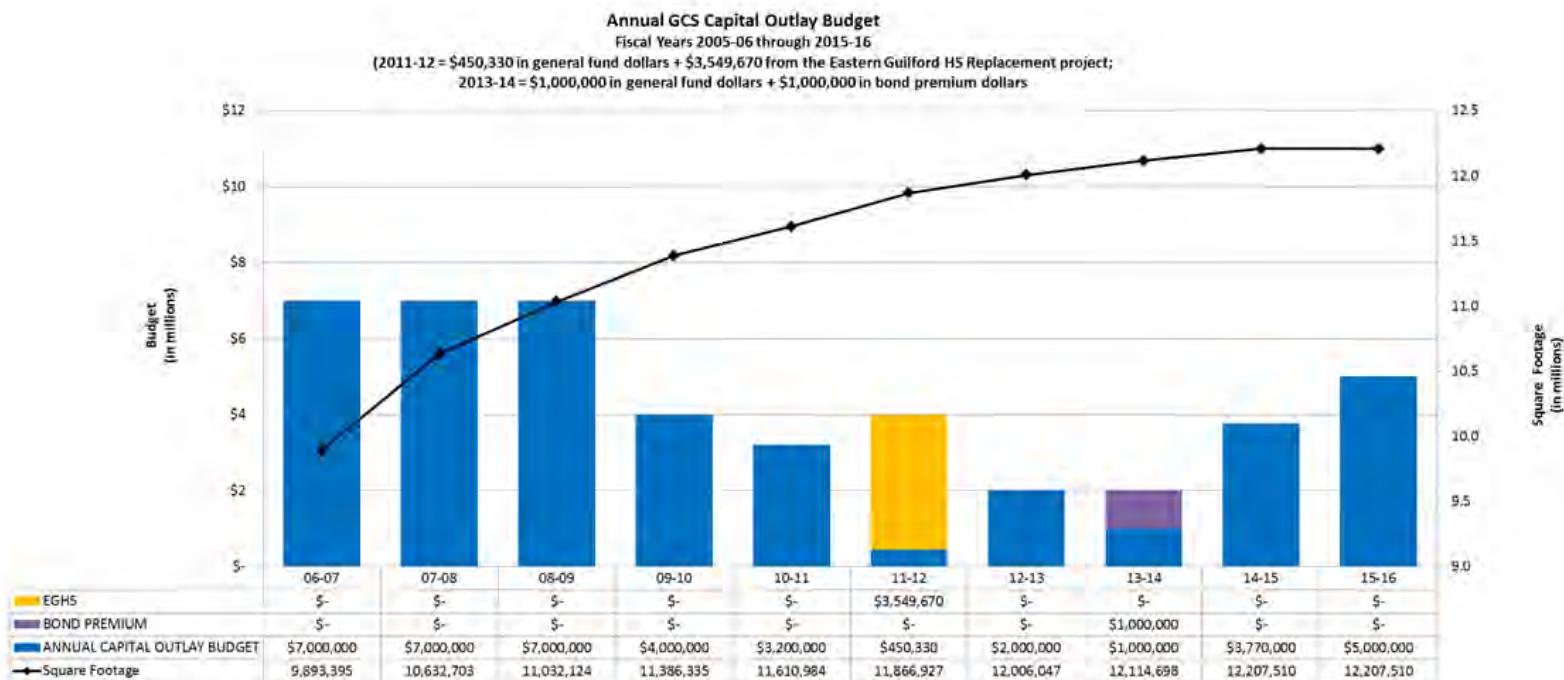
Some questions and areas experienced relatively minor drops in positive responses while other questions and areas experienced fairly significant drops in positive responses. In most cases, the drop represented 3-4 percentage points.

While this is perhaps not unexpected, given the current climate for education in North Carolina, GCS' employee surveys previously have trended upwards in a more positive direction. The decline in employee morale and job satisfaction is cause for concern and merits additional attention.

Allocation of County Appropriation for Public Schools



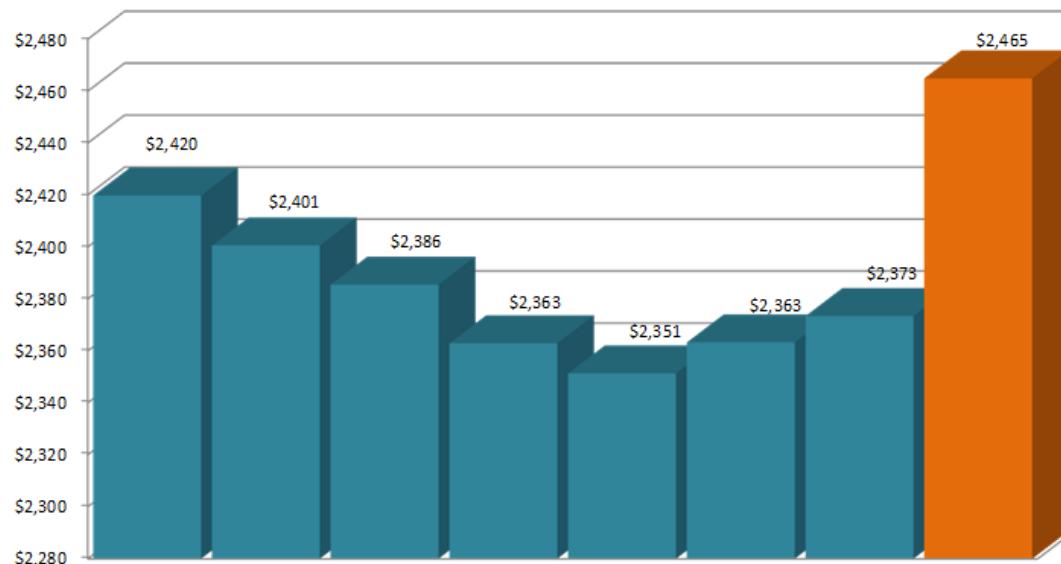
GCS Capital Outlay 2006-07 to 2015-16



GCS Per-Pupil Funding Changes 2009-10 to 2016-17

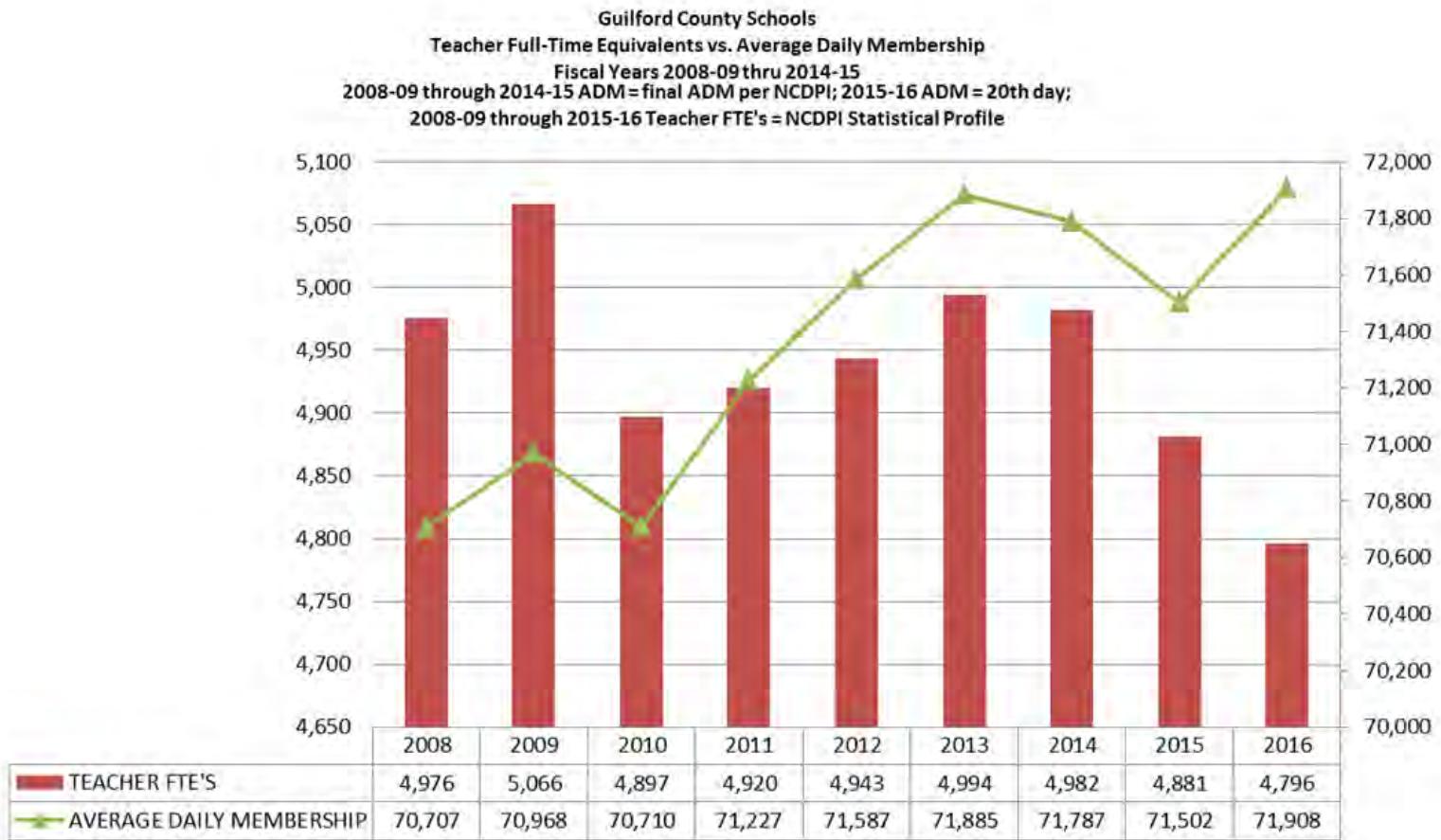
Guilford County Schools
Per Pupil County Appropriation for Local Current Expense Fund
Fiscal Years 2009-10 thru 2015-16

(2009-10 through 2014-15 GCS = final ADM per NCDP; 2009-10 thru 2014-15 Charter = Average monthly billing
2015-16 GCS = 20th day; 2015-16 Charter = Average monthly billing through February 2016)
2016-17 = Co-Interim Superintendents' Budget Recommendation



	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
County Appropriation	\$175,165,521	\$175,165,521	\$175,165,521	\$175,630,398	\$177,130,398	\$179,360,398	\$183,360,398	\$191,906,347
Guilford County Schools	70,710	71,227	71,587	71,885	71,787	71,502	71,908	71,710
Charter Schools	1,678	1,740	1,840	2,442	3,543	4,393	5,347	6,145
Total	72,388	72,967	73,427	74,327	75,330	75,895	77,255	77,855
Per Pupil Appropriation Amount	\$2,420	\$2,401	\$2,386	\$2,363	\$2,351	\$2,363	\$2,373	\$2,465

Changes in GCS Teacher FTEs 2009-10 to 2015-16



Changes in State Funding Allocations

When we apply the state funding formulas that were in place in FY 2008-09 to the FY 2015-16 allotted ADM, the following areas are examples of what has been reduced.

INSTRUCTIONAL PERSONNEL AND SUPPORT SERVICES	Positions	Amount	Change
CLASSROOM TEACHERS	(122.49)	(\$7,321,766.81)	-3.66%
TEACHER ASSISTANTS		(6,750,418.52)	-28.51%
INSTRUCTIONAL SUPPORT	(30.34)	(2,052,144.55)	-8.44%
PRINCIPALS	(1.00)	(81,662.83)	-0.79%
ASSISTANT PRINCIPALS	(16.91)	(1,150,513.36)	-18.81%
CLASSROOM MATERIALS/INSTRUCTIONAL SUPPLIES/EQUIPMENT		(2,185,557.63)	-51.31%
TEXTBOOKS		(2,740,037.70)	-56.74%
SUPPORT			
NONINSTRUCTIONAL SUPPORT PERSONNEL		(2,356,720.09)	-11.97%
CATEGORICAL PROGRAMS			
MENTOR POSITIONS (DOLLAR ALLOTMENT)		(605,670.00)	-100.00%
STAFF DEVELOPMENT		(424,215.00)	-100.00%
TOTAL	111	(\$25,668,706.49)	

Enrollment

Enrollment projections are used to prepare the proposed expenditure budget. The North Carolina Department of Public Instruction enrollment for 2016-17 is 71,710, which reflects a decrease of 198 students from the 20th day enrollment for the fall of 2015.

Personnel

Personnel needs are determined based on the enrollment projections and the personnel allotment formulas. The teacher allotment formulas meet state mandated maximum average class size requirements. The personnel allotment formulas indicated below were used in conjunction with the projected membership to determine the state-funded positions for fiscal year 2015-16:

- Principals - one per school with at least 100 ADM or at least seven state paid teachers or instructional support personnel
- Assistant Principals - one month of employment per 98.53 students in average daily membership (ADM) rounded to the nearest whole month
- Regular Classroom Teachers
 - Kindergarten 1 per 18 students
 - Grade 1 1 per 16 students
 - Grades 2-3 1 per 17 students
 - Grades 4-6 1 per 24 students
 - Grades 7-8 1 per 23 students
 - Grade 9 1 per 26.50 students
 - Grades 10-12 1 per 29 students
- Math/Science/Computer Teacher - one per county
- Teacher Assistants - The number of classes is determined by a ratio of 1:21. K – 2 TAs per every 3 classes; Grades 1 and 2 – 1 TA for every 2 classes; and Grade 3 – 1 TA for every 3 classes.
- Children with Special Needs - \$3,985.24 per funded child count (Child count is the lesser of the April 1 handicapped

child count or 12.5% of the allotted ADM.)

- Preschool Handicapped – base funding of \$59,462 per LEA, remaining funds distributed based on December 1 child count of ages 3, 4, and pre-K-5 (\$3,162.24) per child
- Academically or Intellectually Gifted - \$1,295.31 per child for 4% of ADM
- Career Technical Education - Months of Employment - base of 50 months per unit, remaining months allocated based on ADM in grades 8-12
- Instructional Support Personnel - one position per 218.55 ADM
- Non-instructional Support Personnel - \$240.93 per ADM; \$6,000 per Textbook Commission member for clerical assistants
- Central Office Administrators –allotment equal to 2015-16 allotment.

Local positions are budgeted based upon need as determined by the superintendent and the board of education. Federal employees are budgeted in accordance with grant award specifications.

Salaries

- Budget anticipates a 3% salary increase for teachers and other certified staff; a 3% salary increase for school based administrators; and a 3% increase for classified employees.
- There is no change to Master's and other advanced degree pay. Teachers who had a master's or other advanced degree or had completed one class prior to August 1, 2013 are grandfathered under rules in place prior to that date. Master's and other advanced degree pay will be allowed if the job requires it.
- The budget maintains the 12 percent pay differential for National Board Certified teachers.

Benefits

Employer's costs of benefits for 2016-17 were calculated using the following rates:

- | | |
|------------------------|--------------------------------|
| • Social Security Cost | 7.65% of subject salaries |
| • Retirement Cost | 15.93% of subject salaries |
| • Hospitalization | \$5,660 per FTE per year |
| • Life Insurance | \$ 0.58 per month per employee |

Longevity

Principals, assistant principals and classified, regular full-time and part-time employees (20 hours or more a week) are eligible for yearly longevity payments after completing 10 years of State of North Carolina service. **As of the 2014-15 school year, teachers and instructional support no longer earn longevity benefits. The NC General Assembly incorporated these funds in to the salary schedules to provide higher salaries at each step.**

Longevity payment is made the last working day of the employee's anniversary month. The payment is calculated according to a scale based upon annual state salary and years of qualifying service:

Years Completed Longevity Percentage

- 10 but less than 15 1.50%
- 15 but less than 20 2.25%
- 20 but less than 25 3.25%
- 25 or more years 4.50%

Non-personnel Items

The following guidelines were used for budgeting nonpersonnel items:

- Equipment, furniture and vehicle budgets are zero-based

each year.

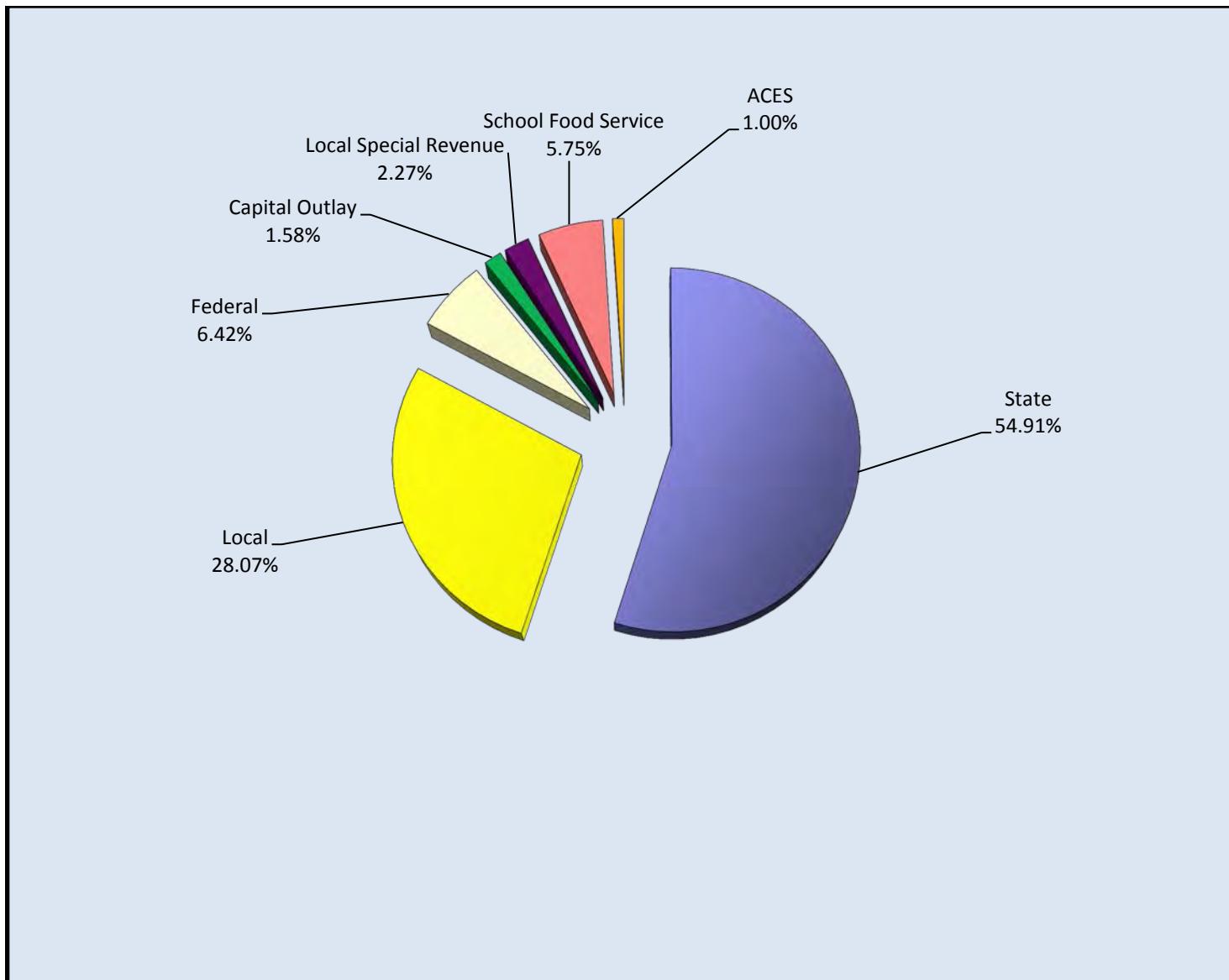
- New facilities and renovations of existing facilities are funded through the capital outlay budget request.
- Indirect cost is computed on applicable grant expenditures except contract services and purchase of equipment.
- The state allotment for textbooks is \$34.81 per ADM in grades K-12.
- The classroom material, instructional supplies, and equipment state allotment is \$28.38 per ADM plus \$2.69 per ADM in grades 8 and 9 for PSAT Testing.



Description	(A)	(B)	(C)	(D)	(E)	(F)
	Audited 2013-14	Audited 2014-15	Budget ¹ 2015-16	Budget Request 2016-17	Dollar Change (D-C)	Percent Change (E/C)
State Public School Fund	\$374,074,966	\$385,692,944	\$387,485,278	\$381,810,947	\$ (5,674,331)	-1.46%
Local Current Expense Fund						
County Appropriation	177,130,398	179,360,398	183,360,398	191,906,347	8,545,949	4.66%
Other Sources	3,026,151	3,131,978	4,284,220	3,303,424	(980,796)	-22.89%
Local Special Revenue Fund	25,956,103	27,719,284	29,232,490	15,768,249	(13,464,241)	-46.06% ²
Federal Grant Fund	51,361,289	46,735,027	61,071,062	44,661,849	(16,409,213)	-26.87% ²
Capital Outlay Fund						
Regular Projects	8,953,285	15,210,708	14,988,272	11,000,000	(3,988,272)	-26.61%
Capital Improvement Plan (CIP)	42,388,678	19,006,703	117,408,803	-	(117,408,803)	-100.00% ²
School Food Service	37,982,185	40,089,448	34,419,175	39,994,692	5,575,517	16.20%
After School Enrichment Services	6,227,112	6,200,294	6,661,863	6,927,914	266,051	3.99%
Grand Total	\$727,100,167	\$ 723,146,784	\$ 838,911,561	\$ 695,373,422	\$ (143,538,139)	-17.11%

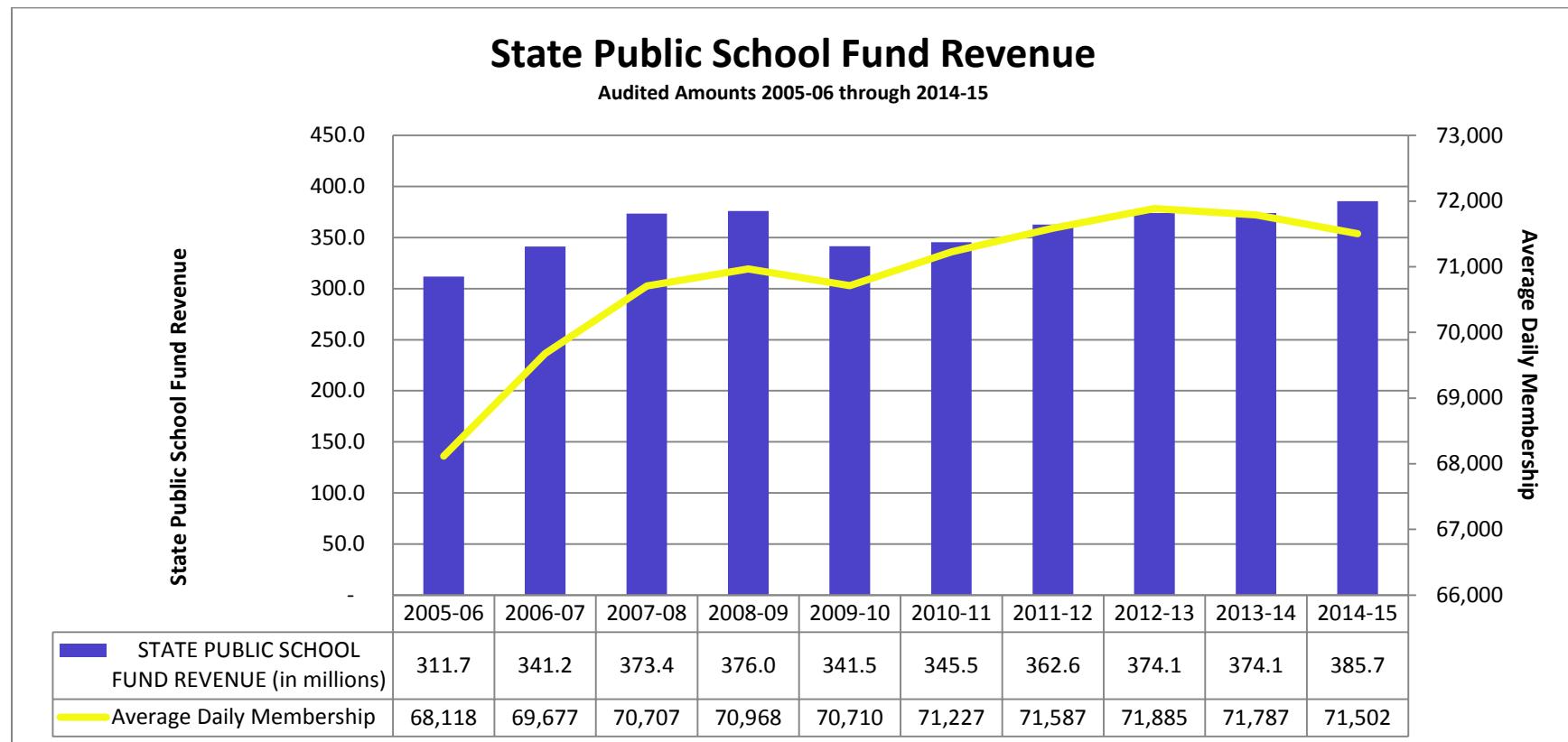
¹ As amended @ 02/29/16

² 2016-17 budget will be amended to reflect carryover amounts after June 30, 2016



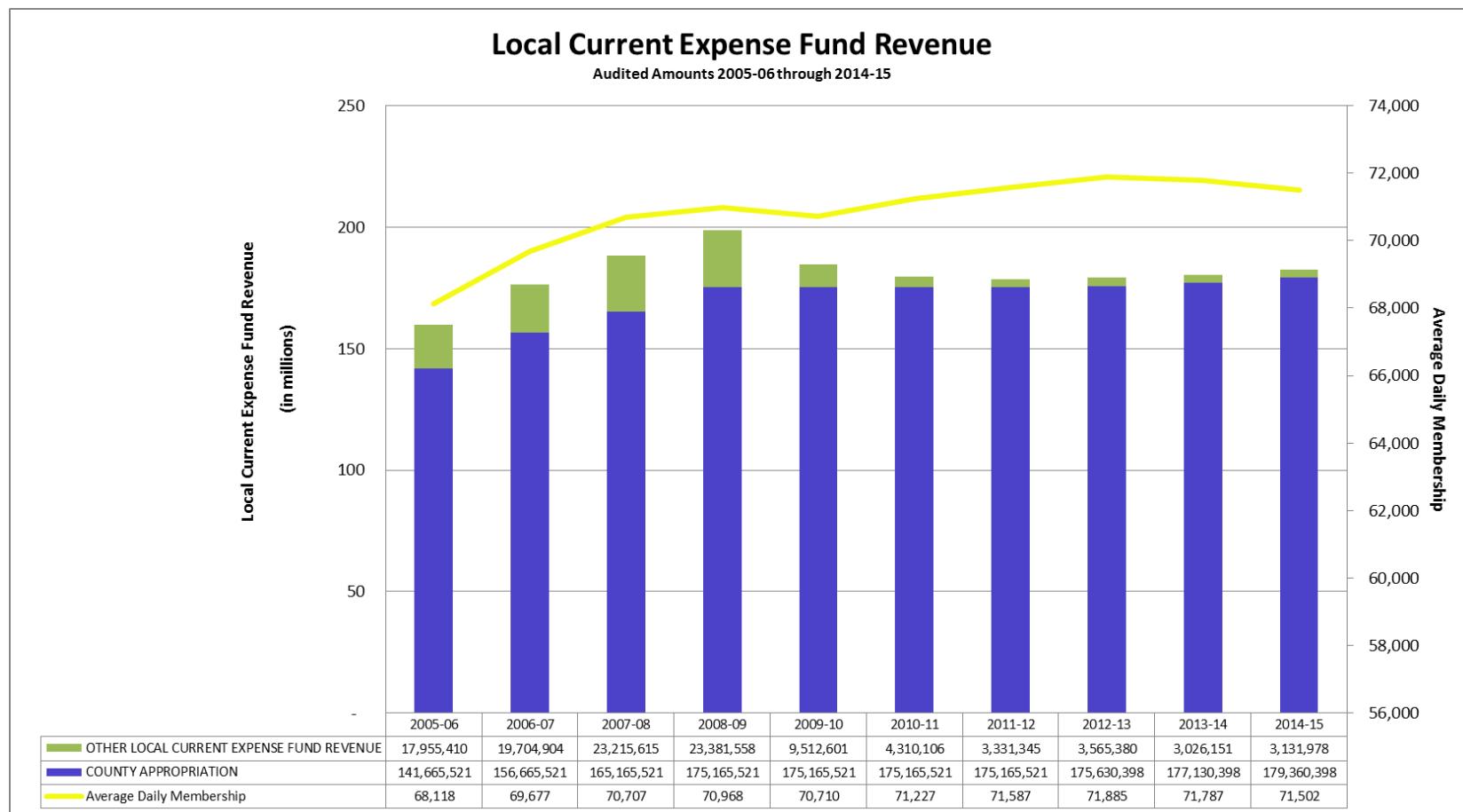
The State Public School Fund includes appropriations from the North Carolina Department of Public Instruction for the current operating expenditures of the public school system. Variations in state funding are generally due to growth in average daily membership (ADM) and legislated salary increases and/or employee benefit amount/rate adjustments. The narrative provided specifies the purpose for which each allotment category or program report code (PRC) is to be used and the allotment

formulas used to develop 2016-17 state budget estimates. A tabular summary provides trend data based on audited figures for fiscal years 2013-14, 2014-15 and the amended budget for 2015-16. The footnotes contain additional information regarding some underlying assumptions associated with these revenue estimates.



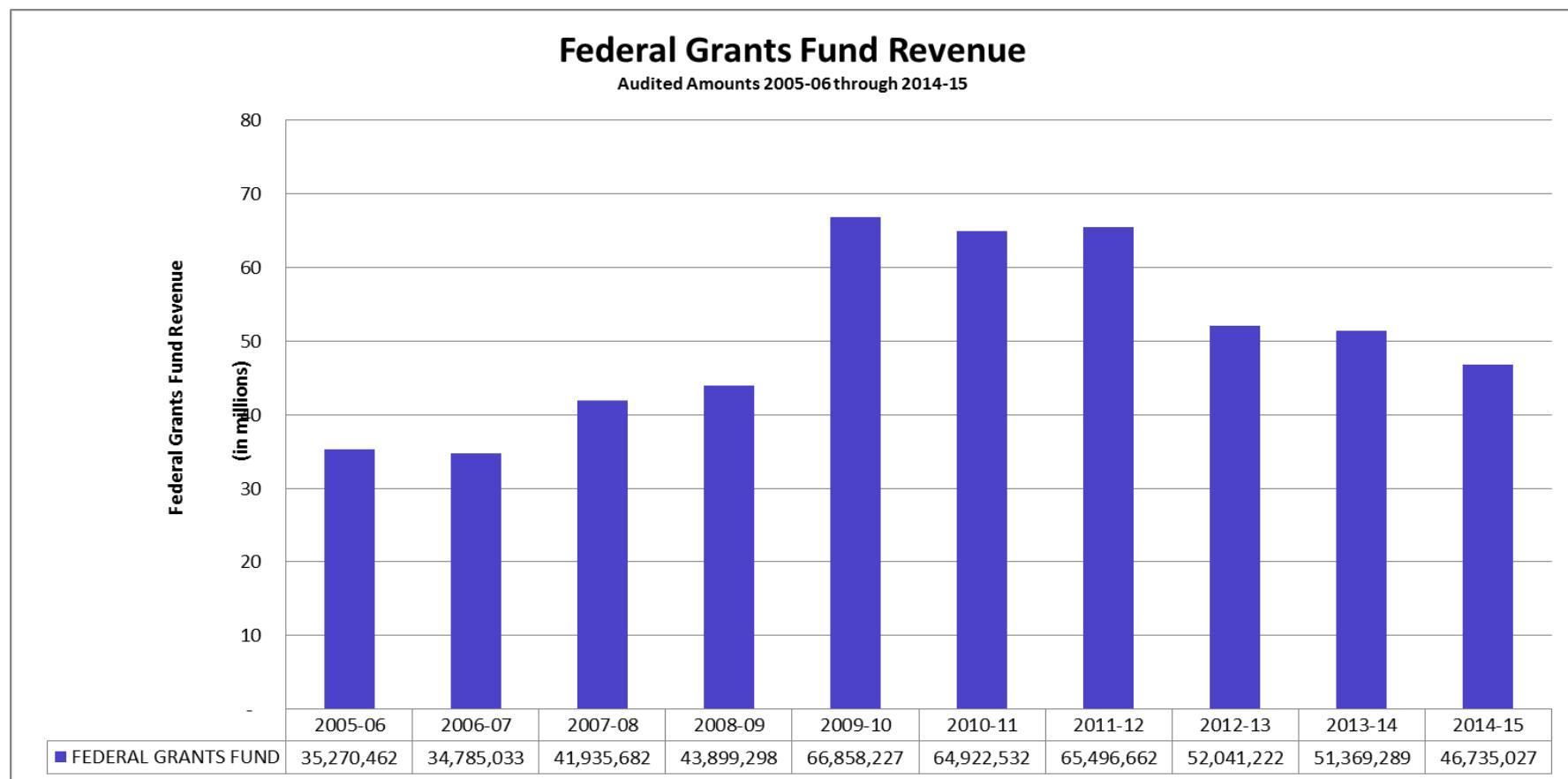
The Local Current Expense Fund is the general operating fund of the Board. This fund accounts for all financial resources except those that are required to be accounted for in another fund. The major revenue sources available in the Local Current Expense Funds include, but are not limited to, county appropriation; fines and forfeitures and interest earned on investments. The narrative

provides an explanation of each major revenue source and a tabular summary of revenue projections. This summary provides trend data based on audited figures for fiscal years 2013-14, 2014-15 and the amended budget for 2015-16.



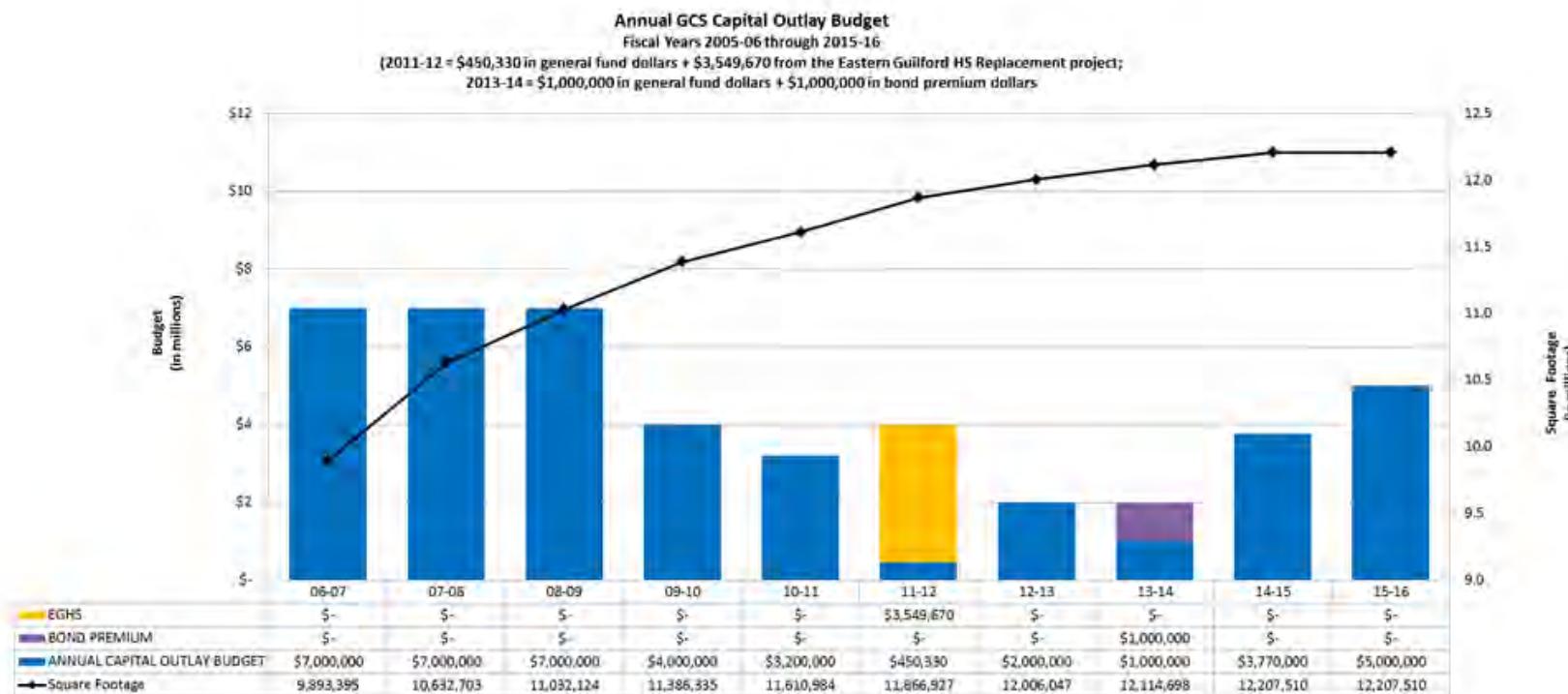
The Federal Grant Fund includes appropriations for the expenditure of federal categorical grants made by the North Carolina Department of Public Instruction. Variations in federal funding are generally driven by the number of students within the targeted populations to be served (i.e., children with disabilities, children at risk of not meeting academic standards, children who reside in areas with high concentrations of poverty, etc.) and legislated salary increases and/or employee benefit amount/rate

adjustments. The narrative provided specifies the purpose for which each grant or program report code (PRC) is to be used and the allotment formulas used to develop 2016-17 federal budget estimates. A tabular summary of these projections by PRC is included in the narrative. This summary provides trend data based on audited figures for fiscal years 2013-14, 2014-15 and the amended budget for 2015-16.



The major revenue sources available in the Capital Outlay Fund include the county appropriation; proceeds of Guilford County bonds issued for school construction and state assistance. The narrative presented provides an explanation of each major

revenue source. A tabular summary of projections by revenue source is included in the narrative. This summary provides trend data based on audited figures for fiscal years 2013-14, 2014-15 and the amended budget for 2015-16.



The School Food Services Fund major revenues include meal charges as well as federal meal subsidies and donated commodities. The narrative provides an explanation of each major revenue source. A tabular summary of projections by revenue is included with the narrative. This summary provides trend data based on audited figures for fiscal years 2013-14, 2014-15 and the amended budget for 2015-16.

Fees charged to parents/guardians make up the major revenue in the After School Enrichment Services (ACES). The summary provided includes trend data based on audited figures for fiscal years 2013-14, 2014-15 and the amended budget for 2015-16.

In 2009-10, Guilford County Schools established a special revenue fund to account for reimbursements, including fees for actual costs, gifts and grants restricted as to use, trust funds, federal appropriations made directly to local school administrative units, funds received for prekindergarten programs, and special programs.



PRC	Program	(A)	(B)	(C)	(D)	(E)	(F)
		Audited 2013-14	Audited 2014-15	Budget ¹ 2015-16	Budget Request 2016-17	Dollar Change (D-C)	Percent Change (E/C)
001	Classroom Teachers	\$ 170,768,590	\$ 185,690,464	\$ 190,891,230	\$ 192,903,746	\$ 2,012,516	1.05%
002	Central Office Administration	2,317,684	2,286,175	2,293,897	2,293,897	-	0.00%
003	Non-Instructional Support Personnel	19,156,218	19,472,590	19,338,938	17,283,090	(2,055,848)	-10.63%
005	School Building Administration	15,063,331	15,442,673	15,175,675	15,166,760	(8,915)	-0.06%
007	Instructional Support	20,456,712	21,642,963	22,184,481	21,666,696	(517,785)	-2.33%
008	Dollars for K-3 Teachers	2,300,381	-	-	-	-	0.00% ²
009	Non-Contributory Employee Benefits	10,291,627	4,887,403	-	-	-	0.00% ³
010	Dollars for Certified Personnel	-	2,991,891	3,000,000	-	(3,000,000)	-100.00%
011	NBPTS Educational Leave	5,015	2,369	-	-	-	0.00% ³
012	Driver Training	1,244,032	1,195,581	1,202,079	1,348,259	146,180	12.16%
013	Career Technical Education - Months of Employment	18,349,485	19,336,425	19,666,520	20,314,722	648,202	3.30% ⁴
014	Career Technical Education - Program Support Funds	1,318,389	1,554,203	1,748,005	994,536	(753,469)	-43.10% ⁴
015	School Technology Fund	1,024,857	1,207,327	838,839	-	(838,839)	-100.00% ⁵
016	Summer Reading Camps	197,443	815,546	2,155,630	-	(2,155,630)	-100.00% ⁵
020	Program Enhancement Foreign Exchange	666,552	1,113,932	1,336,676	-	(1,336,676)	-100.00% ⁶
024	Disadvantaged Student Supplemental Funding	2,262,999	2,385,733	2,435,957	2,438,302	136,059	6.01%
025	Indian Gaming Fund	121,255	-	-	-	-	0.00% ⁸
027	Teacher Assistants	18,550,214	17,876,740	16,862,868	16,740,753	(1,629,500)	-8.78% ²
029	Behaviorial Support	246,357	221,376	153,462	-	(153,462)	-100.00% ⁵
030	Digital Learning	783,794	-	-	-	-	0.00% ⁸

PRC	Program	(A) Audited 2013-14	(B) Audited 2014-15	(C) Budget ¹ 2015-16	(D) Budget Request 2016-17	(E) Dollar Change (D-C)	(F) Percent Change (E/C)
032	Children with Special Needs	37,181,390	38,890,733	39,300,344	39,199,185	(101,159)	-0.26%
034	Academically/Intellectually Gifted	3,558,238	3,678,314	3,715,133	3,715,467	334	0.01%
041	FIE-Low Perfoming Schools	-	35,843	-	-	-	0.00%
045	Compensation Bonus	-	298,511	-	-	-	0.00% ³
046	IB Test Fees	-	260,155	-	-	-	0.00% ³
054	Limited English Proficiency (LEP)	4,056,992	4,171,875	4,050,255	4,050,255	-	0.00%
055	Learn & Earn	1,579,115	1,587,560	1,583,230	-	(1,583,230)	-100.00% ⁵
056	Transportation of Pupils	26,448,552	26,557,931	24,118,467	23,539,524	(578,943)	-2.40%
061	Classroom Materials/Instructional Supplies/ Equipment	3,026,119	27,880	1,929,035	2,066,509	137,474	7.13%
063	Special Program Funds - EC	2,452	2,553	-	-	-	0.00%
066	Assistant Principal Intern	131,866	65,925	50,496	-	(50,496)	-100.00% ⁷
067	Assistant Principal Intern-MSA	41,208	41,208	-	-	-	0.00% ⁷
068	Alternative Programs and Schools	1,376,431	700,909	250,433	321,716	71,283	28.46%
069	At-Risk Student Services	10,632,579	10,648,270	12,648,957	15,271,305	2,622,348	20.73%
073	School Connectivity	409,972	400,784	372,960	-	(372,960)	-100.00% ⁵
085	Mclass Reading 3D	70,301	81,716	-	-	-	0.00% ⁵
096	Special Position Allotment	165,390	100,441	-	-	-	0.00% ⁵
130	State Textbook Account	269,427	18,945	181,711	2,496,225	2,314,514	1273.73%
Total(s)		\$ 374,074,966	\$ 385,692,944	\$ 387,485,278	\$ 381,810,947	\$ (5,674,331)	-1.46%

¹ As amended @02/29/16.

² Effective July 1, 2014, local education agencies are no longer allowed to transfer funds into this program report code from teacher assistant funding.

³ Funds allotted based on actual expenditures.

⁴ 2013-14, 2014-15 audited amounts and 2015-16 budget reflect conversion of months of employment funds to program support.

⁵ Allotment not included on 2016-17 planning allotment.

⁶ ABC transfer required in 2016-17.

⁷ Allotment will be made for eligible individuals working on a master's degree in a school administration program and serving in an approved intern program.

⁸ Category no longer funded.

Classroom Teachers (PRC 001)**\$192,903,746**

This allotment makes up over 50% (50.52%) of the revenue received from the state for 2016-17. It provides guaranteed funding for salaries for classroom teachers. To qualify as a classroom teacher and to be charged against this allotment, an individual must spend a major portion of the school day providing classroom instruction and shall not be assigned to administrative duties in either the central office or school offices.

Classroom teachers were allotted to schools based on one per the following number of students (based on allotted ADM) and rounded to the nearest one-half position.

<u>Grades</u>	<u>Number of Students</u>
K	18
1	16
2-3	17
4-6	24
7-8	23
9	26.5
10-12	29

Class Size Requirements

Class	All Classes Within LEA		Individual
	<u>Grades</u>	<u>Maximum Average</u>	
K-3	21	24	
4-9	*	*	
10-12	*	*	

***Session Law 2013-363 House Bill 112, Sections 3.3(a) and (d)**

Notwithstanding G.S. 115C-301 or any other law, local school administrative units shall have the maximum flexibility to use allotted teacher positions to maximize student achievement in grades 4-12.

NOTE: Preschool student ADM is not used in the teacher allotment formula. For allotment purposes TMH and self-contained children are included in their appropriate grades as determined by school administrators. Allotted ADM for each LEA is the higher of the first two months total projected ADM for the current year or the higher of the first two months total prior year ADM.

Central Office Administration (PRC 002)**\$2,293,897**

Allotment provides funds for salaries and benefits for central office administration. For 2016-17, the allotment is equal to the 2015-16 allotment. This category is used to pay for personnel including:

- Superintendent
- Directors/Supervisors/Coordinators
- Associate and Assistant Supervisors
- Finance Officer
- Community Schools Coordinators/Directors
- Athletic Trainers
- Health Education Coordinators
- Maintenance Supervisors
- Transportation Directors

Each LEA receives a base allotment which is graduated based on allotted ADM.

Non-Instructional Support (PRC 003)

\$17,283,090

Allotment provides funding for non-instructional support personnel and associated benefits. These funds may be used at the central office or at individual schools and make up 4.53% of the total state allotment. The funds may be used for:

- Clerical Assistants
- Custodians
- Liability Insurance
- Substitutes
- Textbook Commission – Clerical Assistant

Funds are distributed on the basis of \$240.93 per ADM, plus \$6,000 per Textbook Commission member for clerical assistance.

School Building Administration (PRC 005)

\$15,166,760

Allotment provides funding for salaries including benefits for principals and assistant principals. Each school with 100 or more pupils in final ADM and/or seven or more full-time state allotted/paid teachers is entitled to twelve months of employment for a principal. One month of employment per 98.53 allotted ADM rounded to the nearest whole month is allotted for assistant principals.

Instructional Support (PRC 007)

\$21,666,696

Allotment provides for salaries for certified instructional support personnel to implement locally designed initiatives which provide services to students who are at risk of school failure as well as

the students' families. It is the intent of the General Assembly that the positions must be used first for counselors, then for social workers and other instructional support personnel which have a direct instructional relationship to students or teachers to help reduce violence in the public schools. They shall not be used as administrators, coordinators, supervisors, or directors. These positions are allotted on the basis of one per 218.55 allotted ADM.

Non-Contributory Employee Benefits (PRC 009)

This allotment provides guaranteed funding for annual leave, longevity and disability payments. Eligible expenditures are covered as reported through the Uniform Education Reporting System. Funds are received as expenses are incurred.

NBPTS Educational Leave (PRC 011)

Allotment provides funding for substitutes for teachers who are being tested to become nationally board certified teachers. Eligible expenditures are covered as reported through the Uniform Education Reporting System. Funds are received as expenses are incurred.

Driver Training (PRC 012)

\$1,348,259

Allotment provides funding for the expenses necessary to install and maintain a course of training and instructing eligible persons in the operation of motor vehicles. Each LEA must serve all students enrolled in a public or private high school (including charter schools) within the LEA boundaries who have not previously enrolled in the program. All available funds are distributed to LEAs based on ninth grade ADM, including private, charter and federal schools.

Career Technical Education – Months of Employment (PRC 013)**\$20,314,722**

Allotment provides funding for salaries plus benefits for instructional support, and administrative personnel assisting LEAs in expanding, improving, modernizing, and developing quality vocational education programs. Each LEA will receive a base of 50 months. Remaining months will be allotted based on allotted ADM in grades 8-12.

Career Technical Education – Program Support Funds (PRC 014)**\$994,536**

Allotment provides funding to assist LEAs in expanding, improving, modernizing, and developing quality vocational education programs. Each LEA is eligible for a base amount of \$10,000. Remaining funds are distributed based on \$34.02 per allotted ADM in grades 8-12.

School Technology Fund (PRC 015)

Allotment provides funding to LEAs for the development and implementation of a local school technology plan. This allotment was not funded for the 2016-17 school year.

Summer Reading Camps (PRC 016)

Allotment provides funding to LEAs for additional educational programs outside of the instructional calendar to any student who does not demonstrate reading proficiency. This allotment was not funded for the 2016-17 school year.

Program Enhancement Foreign Exchange (PRC 020)

Allotment provides funding in a separate account into which LEAs may transfer teacher positions to cover a contract for a visiting international faculty member.

Disadvantaged Student Supplemental Funding (PRC 024)**\$2,438,302**

Allotment provides funding to address the capacity needs of LEA to meet the needs of disadvantaged students. The LEAs receiving Disadvantaged Student Supplemental funding must implement a plan jointly developed by the local administrative unit and the Local Education Agency Assistance Program (LEAAP) team.

Indian Gaming Fund (PRC 025)

In June 2012, SB 582 was approved to authorize the lawful activity of additional Class III games on Indian lands and to create the Indian Gaming Education Revenue Fund. Section 1 of Senate Bill 582 states, funds received in the Indian Gaming Education Revenue Fund to be allotted to LEAs, Charter Schools, and Regional Schools. This allotment was not funded for the 2016-17 school year.

Teacher Assistants (PRC 027)**\$16,740,753**

Allotment provides funding for salaries and benefits for regular and self-contained teacher assistants. The number of classes is determined by a ratio of 1:21. Kindergarten- 2 TAs per every 3 classes; grades 1-2 1 TA for every 2 classes; and Grade 3 - 1 TA for every 3 classes.

Behavioral Support (PRC 029)

Allotment provides funding for appropriate educational programs to students under the age of 18 who suffer from emotional, mental or neurological handicaps accompanied by violent or assaulting behavior. Funds are received based on actual vs. projected enrollment.

Digital Learning (PRC 030)

Delivering educator professional development related to Home Base systems. The Home Base related training must be focused on using digital and other instructional technologies to provide high-quality, integrated digital teaching and learning to all students, and acquiring quality digital content to enhance instruction. This allotment was not funded for the 2016-17 school year.

Children with Special Needs (PRC 032)

\$39,199,185

Allotment provides funding for special educational needs and related services of Children with Disabilities. These funds are to be used for:

- Children with Disabilities
- Preschool Handicapped – State Funding
- Group Homes, Foster Homes or Similar Facilities

Funds for Community Residential Centers and Developmental Day Centers are allotted in PRC 063, Children with Disabilities – Special Funds. Allotment is based on Children with Disabilities headcount, ages 5-21. \$3,985.24 per funded child count. Child count is comprised of the lesser of the April 1 handicapped child count or 12.5% of the allotted ADM. For Pre-K, each LEA receives a base of \$59,946 and the remainder is distributed based on December 1 headcount child count of ages 3, 4, and Pre-K 5 at \$3,162.24 per child.

Academically/Intellectually Gifted (PRC 034)

\$3,715,467

Funds allocated for academically or intellectually gifted students may be used only (1) for academically or intellectually gifted students; (2) to implement the plan developed under G.S. 115C-

150.7; (3) for children with special needs; or (4) in accordance with an accepted school improvement plan, for any purpose so long as that school demonstrates it is providing appropriate services to academically or intellectually gifted students assigned to that school in accordance with the local plan developed under G.S. 115C-150.7. Funds cannot be used for Special Needs, unless moved with an ABC transfer. Each LEA receives \$1,295.31 per child for 4% of their allotted ADM, regardless of the number of children identified as academically or intellectually gifted in the LEA.

Limited English Proficiency (LEP) (PRC 054)

\$4,050,255

Allotment provides additional funding to LEAs and Charter Schools with students who have limited proficiency in English. Each LEA will receive a base of a teacher assistant (\$32,226) and the remainder is based 50% on the number of LEP students (\$388.42) and 50% on a LEA's concentration of LEP students (\$4,255.89).

Learn and Earn (PRC 055)

Allotment provides funding is to create rigorous and relevant high school options that provide students with the opportunity and assistance to earn an associate degree or two year of college credit by the conclusion of the year after their senior year in high school.

These funds shall be used to establish new high schools in which a local school administrative unit, two and four-year colleges and universities, and local employers work together to ensure that high school and postsecondary college curricula operate seamlessly and meet the needs of participating employers.

Transportation of Pupils (PRC 056) \$23,539,524

Allotment provides funding for all transportation related expenses for "yellow bus" use for eligible school age (K-12) students for travel to and from school and between schools. Examples of these expenses are contract transportation, transportation personnel (other than director, supervisor and coordinator), bus drivers' salaries, benefits, fuel and other costs as defined in the Uniform Chart of Accounts. Allotment is based on a "budget rating" funding formula using the following factors: pupils transported; total eligible operating expenditures (local and state funds); number of buses operated. The initial allotment shall consist of a portion of the projected final allotment. The initial allotment will be adjusted within available funds, by December 1. This adjustment is derived from establishing a final budget rating, calculated annually from the three factors cited above.

Classroom Materials/Instructional Supplies and Equipment (PRC 061) \$2,066,509

Allotment provides funds for instructional materials and supplies, instructional equipment and testing support. Funds for instructional materials, supplies and equipment are distributed based on \$28.38 per allotted ADM. Funds for each student to take the Preliminary Scholastic Aptitude Test (PSAT) are allotted based on \$2.69 per allotted ADM in grades 8 and 9.

Assistant Principal Intern (PRC 066)**Assistant Principal Intern - MSA (PRC 067)**

Funding for principal fellows to serve as assistant principal interns. Provides funding for stipends to full-time students working on a master's degree in school administration programs who are serving in an approved intern program. Stipends are allotted for the duration of the internship. The stipend will be equivalent to the beginning salary of a certified assistant principal, less any fellowships received by the intern, plus social security as specified by the North Carolina Public School Personnel State Salary Schedule. These individuals are not recognized as full-time employees of the school system and are not eligible for hospitalization or retirement contributions. Funds are received as expenses are incurred.

**Alternative Programs and Schools (PRC 068)
\$321,716****At-Risk Student Services (PRC 069) \$15,271,305**

Allotment provides funding to identify students likely to drop out and to provide special alternative instructional programs for these at-risk students. Also provides funding for summer school instruction and transportation, remediation, alcohol and drug prevention, early intervention, safe schools and preschool screening. These funds may not be used to supplant dropout prevention programs funded from other state and federal sources. Each LEA receives the dollar equivalent of one resource officer (\$37,838) per high school. Of the remaining funds, fifty-percent is distributed based on ADM (\$90.22 per ADM) and fifty-percent is distributed based on number of poor children, per the federal Title 1 Low Income poverty data (\$342.43 per poor child). Each LEA receives a minimum of the dollar equivalent of two

teachers and two instructional support personnel, including benefits (\$254,450).

School Connectivity (PRC 073)

Allotment provides funding are appropriated in this act to support the enhancement of the technology infrastructure for public schools.

mClass Reading 3d (PRC 085)

Allotment provides funding to LEAs and Charters to purchase evaluation devices and kits to be used with diagnostic software (grades K-3).

Special Position Allotment (PRC 096)

Funding provides for a teacher from an LEA to serve in a statewide capacity with the Department of Public Instruction. Eligible expenditures are covered as reported through the Uniform Education Reporting System. Funds are received as expenses are incurred.

State Textbook Account (PRC 130)

\$2,496,225

Allotment provides funding for the purchase of textbooks. Funds for Textbooks are distributed based on allotted ADM (\$34.81 per ADM) in grades K-12.



Revenues/Sources	(A)	(B)	(C)	(D)	(E)	(F)
	Audited 2013-14	Audited 2014-15	Budget ¹ 2015-16	Budget Request 2016-17	Dollar Change (D-C)	Percent Change (E/C)
Other State Allocations	\$ 177,701	\$ 99,644	\$ 200,000	\$ -	\$ (200,000)	-100.00% ²
County Appropriation	177,130,398	179,360,398	183,360,398	191,906,347	8,545,949	4.66%
Fines and Forfeitures	2,296,397	2,380,595	3,000,000	3,000,000	-	0.00%
Interest Earned on Investments	59,864	38,889	303,424	303,424	-	0.00%
Tuition and Fees - Regular	61,834	85,379	37,126	-	(37,126)	-100.00% ²
Rental of School Property	84,203	115,485	39,332	-	(39,332)	-100.00% ²
Contributions and Donations	700	500	28,551	-	(28,551)	-100.00% ²
Miscellaneous Local Operating Revenue	332,364	391,043	123,153	-	(123,153)	-100.00% ²
Disposition of School Fixed Assets	13,088	20,443	147,157	-	(147,157)	-100.00% ²
Fund Balance Appropriated			405,477	-	(405,477)	-100.00% ²
Total Revenues/Sources	\$ 180,156,549	\$ 182,492,376	\$ 187,644,618	\$ 195,209,771	\$ 7,565,153	4.03%

¹ As amended @02/29/16.

² Amounts are budgeted in the Special Revenue Fund in 2016-17.

Purpose Function Code	Description	(A) Audited 2013-14	(B) Audited 2014-15	(C) Budget ¹ 2015-16	(D) Budget Request 2016-17	(E) Dollar Change (D-C)	(F) Percent Change (E/C)
5000	Instructional Programs						
5100	Regular Instructional Services	\$ 52,035,321	\$ 56,305,429	\$ 51,257,317	\$ 58,256,233	\$ 6,998,916	13.65%
5200	Special Populations Services	9,406,514	9,918,370	9,440,313	8,838,066	\$ (602,247)	-6.38%
5300	Altenative Programs and Services	4,216,675	4,082,993	5,306,068	3,840,224	\$ (1,465,844)	-27.63%
5400	School Leadership Services	18,530,016	15,882,153	17,913,255	16,908,225	\$ (1,005,030)	-5.61%
5500	Co-Curricular Services	4,289,019	4,246,494	4,444,236	4,484,836	\$ 40,600	0.91%
5800	School-Based Support Services	15,930,229	14,093,058	14,129,258	14,725,044	\$ 595,786	4.22%
	Subtotal Instructional Programs (5000)	104,407,774	104,528,497	102,490,447	107,052,628	4,562,181	4.45%
6000	Systemwide Support Services						
6100	Support & Development Services	2,405,470	3,304,562	2,803,452	2,901,827	\$ 98,375	3.51%
6200	Special Populations Support & Development Services	1,295,916	1,921,212	1,340,838	1,277,560	\$ (63,278)	-4.72%
6300	Alternative Programs & Services Support & Development Services	173,969	170,651	210,721	215,020	\$ 4,299	2.04%
6400	Technology Support Services	8,593,244	8,062,987	7,785,965	7,880,434	\$ 94,469	1.21%
6500	Operational Support Services	46,076,472	42,504,695	48,453,718	48,498,054	\$ 44,336	0.09%
6600	Financial & Human Resource Services	5,866,069	6,331,060	6,982,436	6,574,751	\$ (407,685)	-5.84%
6700	Accountability Services	1,294,610	1,264,480	1,272,503	1,291,846	\$ 19,343	1.52%
6800	Systemwide Pupil Support Services Policy, Leadership & Public Relations	894,700	960,590	929,308	882,653	\$ (46,655)	-5.02%
6900	Services	3,497,786	3,804,975	3,749,962	3,762,876	\$ 12,914	0.34%
	Subtotal Supporting Services (6000)	70,098,236	68,325,212	73,528,903	73,285,021	(243,882)	-0.33%

Purpose Function Code	Description	(A) Audited 2013-14	(B) Audited 2014-15	(C) Budget ¹ 2015-16	(D) Budget Request 2016-17	(E) Dollar Change (D-C)	(F) Percent Change (E/C)
7000	Ancillary Services						
7100	Community Services	8,958	11,697	11,950	12,250	\$ 300	2.51%
7200	Nutrition Services	17,796	19,711	22,085	12,839	\$ (9,246)	-41.87%
	Subtotal Community Services (7000)	26,754	31,408	34,035	25,089	(8,946)	-26.28%
8000	Non-Programmed Charges						
8100	Payments to Other Govt. Units and Indirect Cost Assessments	8,159,487	10,586,929	11,386,864	14,722,033	\$ 3,335,169	29.29%
8400	Interfund Transfers	146,789	33,198	204,369	125,000	\$ (79,369)	-38.84%
	Subtotal Non-Programmed Charges (8000)	8,306,276	10,620,127	11,591,233	14,847,033	3,255,800	28.09%
	Total Expenditures/Uses	\$ 182,839,040	\$ 183,505,244	\$ 187,644,618	\$ 195,209,771	\$ 7,565,153	4.03%

¹As amended @ 02-29-16

Description	(A) Audited 2013-14	(B) Audited 2014-15	(C) Budget ¹ 2015-16	(D) Budget Request 2016-17	(E) Dollar Change (D-C)	(F) Percent Change (E/C)
<hr/>						
Salaries	\$ 92,084,925	\$ 93,538,651	\$ 92,499,792	\$ 95,272,124	2,772,332	3.00%
Employee Benefits	29,730,070	30,427,685	29,132,418	31,032,476	1,900,058	6.52%
Purchased Services	37,455,844	35,126,144	39,562,801	39,376,524	(186,277)	-0.47%
Supplies & Materials	15,097,296	13,629,050	14,077,854	14,632,514	554,660	3.94%
Capital Outlay	164,628	163,586	111,515	49,100	(62,415)	-55.97%
Transfers	8,306,277	10,620,128	12,260,238	14,847,033	2,586,795	21.10%
Total Expenditures/Uses	\$ 182,839,040	\$ 183,505,244	\$ 187,644,618	\$ 195,209,771	\$ 7,565,153	4.03%

¹ As amended @ 02/29/16

PRC	Program	(A)	(B)	(C)	Budget Request 2016-17	(E) Dollar Change (D-C)	(F) Percent Change (E/C)
		Audited 2013-14	Audited 2014-15	Budget ¹ 2015-16			
017	Career Technical Education - Program Improvement	\$ 835,365	\$ 936,995	\$ 1,032,772	\$ 1,066,923	\$ 34,151	3.31%
026	McKinney-Vento – Homeless Assistance Act	78,848	36,224	115,763	75,000	(40,763)	-35.21% ³
049	IDEA VI-B Pre-School	349,300	374,158	276,273	276,273	-	0.00%
050	ESEA Title I – Basic Program	23,985,682	24,624,350	35,263,215	24,700,283	(10,562,932)	-29.95% ³
058	CT Capacity Building	-	3,000	-	-	-	-
060	IDEA Title VI-B	15,371,608	14,282,723	18,773,758	15,357,875	(3,415,883)	-18.19% ³
082	State Improvement Grant	23,501	14,480	13,783	-	(13,783)	-100.00% ²
100	Reward School Mini-Grants	101,067	(896)	896	-	(896)	-100.00% ²
103	Title II - Improving Teacher Quality	1,930,939	2,053,265	2,693,652	2,082,857	(610,795)	-22.68% ³
104	Title III - Language Acquisition	403,140	663,132	1,544,143	732,070	(812,073)	-52.59% ³
105	Title I - School Improvement	716,089	1,016,354	251,946	-	(251,946)	-100.00% ²
111	Title III - Language Acquisition - Significant Increase	-	-	160,449	160,449	-	0.00%
114	Children with Disabilities - Risk Pool	401,100	282,052	210,120	210,119	(1)	0.00%
117	ESEA Title I School Improvement	1,371,741	799,283	423,684	-	(423,684)	-100.00% ²
118	IDEA-VI-B Special Needs Targeted Assistance	57,383	119,024	307,324	-	(307,324)	-100.00% ²

PRC	Program	(A)	(B)	(C)	(D)	(E)	(F)
		Audited 2013-14	Audited 2014-15	Budget ¹ 2015-16	Budget Request 2016-17	Dollar Change (D-C)	Percent Change (E/C)
119	IDEA-Targeted Assitance for Preschool Grant	1,144	4,086	3,284	-	(3,284)	-100.00%
143	ARRA - School Improvement 1003 (G)	1,619,043	879,488	-	-	-	-
154	Governor's Teacher Network	-	345,237	-	-	-	-
156	Race to the Top ARRA	3,699,759	(21,142)	-	-	-	-
158	Race to the Top Recruitment Incentive	332,159	282,996	-	-	-	-
159	Race to the Top STEM	83,420	40,218	-	-	-	-
Total(s)		\$ 51,361,289	\$ 46,735,027	\$ 61,071,062	\$ 44,661,849	\$ (16,409,213)	-26.87%

¹ As amended @ 02/29/16.

² Allotment will be made when/if competitive grant is received.

³ 2016-17 budget will be amended to reflect carryover amounts after June 30,2016.

Career Technical Education – Program Improvement Grant (PRC 017)**\$1,066,923**

Funds are provided to assist in developing the academic, vocational and technical skills of students who elect to enroll in career and technical education programs that will prepare them for high skill, high wage, high demand and emerging technical occupations. (Grant term = 12 months; grant type = state plan)

McKinney-Vento – Homeless Assistance Act (PRC 026)**\$75,000**

Funds are provided to help LEAs meet the special education needs of homeless children. (Grant term = 27 months; grant type = state plan)

IDEA VI-B Pre-School Grant (PRC 049)**\$276,273**

IDEA's Special Education – Preschool Grants Program provides grants to States, and through them to LEAs, to assist them in: (1) providing special education and related services to children with disabilities ages three through five (and at a State's discretion, providing a free appropriate public education to two-year old children with disabilities who will reach age three during the school year); (2) planning and developing a statewide comprehensive delivery system for children with disabilities from birth through five years; and, (3) providing direct and support services to children with disabilities ages three through five. (Grant term = 27 months; project period = 27 months; grant type = state plan)

ESEA Title I –Basic Program Grant (PRC 050)**\$24,700,283****CT Capacity Building PRC (058)****IDEA Title VI-B Grant (PRC 060)****\$15,357,875**

Funds are provided to initiate, expand, and continue special education and related services to children with disabilities ages 3 through 21

State Improvement Plan (PRC 082)**Rewards School Mini-Grants (PRC 100)**

Funds are provided to the top 10% of all Reward Schools in the state. Allocations are based allotment of \$20,000 and additional funding per the school's ADM (average daily membership).

Title II - Improving Teacher Quality (PRC 103)**\$2,082,857**

Funds are provided to increase student academic achievement through strategies such as improving teacher and principal quality and increasing the number of highly qualified teachers in the classroom and highly qualified principals and assistant principals in schools and hold local educational agencies and schools accountable for improvements in student academic achievement. (Grant term = 27 months; grant type = formula)

Title III - Language Acquisition Grant (PRC 104)**\$732,070**

This formula grant assists school districts in teaching English to limited English proficient students and is helping these students meet the same challenging State standards required of all other students. (Grant term = 27 months; grant type = formula)

ESEA Title I – School Improvement Grant (PRC 105)

The objective of Title I, Part A of the Elementary and Secondary Education Act (ESEA), as amended by the Improving America's Schools Act (IASA), is to improve the teaching and learning of children who are at risk of not meeting challenging academic standards and who reside in areas with high concentrations of children from low-income families. (Grant term = 27 months; project period = 27 months; grant type = direct)

Title III - Language Acquisition Grant – Significant Increase (PRC 111)**\$160,449**

To provide funds for enhanced instructional opportunities for immigrant children and youth designed to assist them in achieving in elementary and secondary schools, including activities designed to assist parents in becoming active participants in the education of their children and activities designed to support personnel to provide services specifically to immigrant children and youth. Also provides funds for additional basic instructional services that are directly attributable to the presence of eligible immigrant children and youth.

Children with Disabilities – Risk Pool (PRC 114) \$210,119

This grant provides IDEA, Title VI, Part B funds to "high need" students with disabilities served in local education agencies (LEAs). These funds are to be used for the student's special education and related services needs. (Grant term = 12 months; grant type = formula)

ESEA Title I School Improvement (PRC 117)

This grant provides assistance for schools, which have been identified for corrective action or restructuring and have shown progress in improving student performance. (Grant term = 27 months; grant type = formula)

IDEA VI-B Special Needs Targeted Assistance (PRC 118)

The purposes of the Individuals with Disabilities Education Act (IDEA) are to: (1) ensure that all children with disabilities have available to them a free appropriate public education which emphasizes special education and related services designed to meet their unique needs; (2) ensure that the rights of children with disabilities and their parents or guardians are protected; (3) assist States, localities, educational service agencies and Federal agencies to provide for the education of all children with disabilities; and (4) assess and ensure the effectiveness of efforts to educate children with disabilities. The Assistance for Education of All Children with Disabilities Program (IDEA, Part B) provides grants to States, and through them to LEAs, to assist them in meeting these purposes. (Grant term = 27 months; project period = 27 months; grant type = state plan)

IDEA Targeted Assistance for Pre-School (PRC 119)**ARRA – School Improvement 1003 (PRC 143)**

These grant funds provide assistance for schools, which have been identified for Corrective Action or Restructuring and have shown progress in improving student performance. (Grant term = up to 27 months; grant type = formula)

Race to the Top Governor's Teacher Network (PRC 154)

ARRA – Race to the Top (PRC 156)

Funds provided under the American Recovery and Reinvestment Act (ARRA) to create comprehensive strategies for addressing four key areas of reform that drive school improvement: adopting international benchmarked standards and assessments that prepare students for success in college and workplace; recruiting, developing, retaining and rewarding effective teachers and principals; building data systems that measure student success and inform teachers and principals how they can improve their practices; turning around the lowest-performing schools. North Carolina is one of only 12 recipients nationwide.

Race to the Top Recruitment Incentive (PRC 158)

Race to the Top - Science, Technology, Engineering and Math (STEM) (PRC 159)

Grant Types:

Direct

Minimum flexibility. Funds are appropriated by the Federal Government and allocations are based on federal formulas.

State Application

Based on applications for funding filed directly from the Department and or Governor.

State Plan

Based on specific federal grant criteria. The State Board approves the State Plan.

Competitive

The State Board approves the application and selection processes.



<i>Revenues/Sources</i>	(A) Audited 2013-14	(B) Audited 2014-15	(C) Budget ¹ 2015-16	(D) Budget Request 2016-17	(E) Dollar Change (D-C)	(F) Percent Change (E/C)
Public School Building Capital Fund	\$ 27,643	\$ -	\$ 566,849	\$ -	\$ (566,849)	-100.00% ²
Lottery Distribution	-	-	60,064	-	(60,064)	-100.00% ²
LEA Purchase of School Buses	2,065,222	1,918,004	621,228	-	(621,228)	-100.00% ²
County Appropriation	3,016,266	5,177,295	9,241,838	11,000,000	1,758,162	19.02%
County Appropriation-Advantage Model Middle School	15,000	3,545	4,498,293	-	(4,498,293)	-100.00% ²
County Bond Premium	1,000,027	-	-	-	-	0.00%
County Bond Proceeds	41,361,008	19,006,703	117,408,803	-	(117,408,803)	-100.00% ²
QSCB Bonds (ARRA)	3,856,797	8,111,864	-	-	-	0.00%
Total Revenues/Sources	\$ 51,341,963	\$ 34,217,411	\$ 132,397,075	\$ 11,000,000	\$ (121,397,075)	-91.69%

¹ As amended @02/29/16

² 2016-17 budget will be amended to reflect carryover amount after June 30, 2016

	(A) Audited 2013-14	(B) Audited 2014-15	(C) Budget ¹ 2015-16	(D) Budget Request 2016-17	(E) Dollar Change (D-C)	(F) Percent Change (E/C)
Regular Capital Outlay						
Regular Instructional Services	\$ 4,247	\$ 53,546	\$ 227,108	\$ -	\$ (227,108)	-100.00% ²
Alternative Programs and Services	55,707	10,946	255,154	-	(255,154)	-100.00% ²
Co-Curricular Services	47,292	87,309	81,768	200,000	118,232	144.59%
Technology Support Services	104,000	-	542	2,000,000	1,999,458	-
Operational Support Services	11,690,709	11,387,822	22,110,608	8,800,000	(13,310,608)	-60.20% ²
Financial & Human Resource Services	-	-	364	-	(364)	-100.00%
Systemwide Pupil Support Services	89,276	1,115,389	2,347,842	-	(2,347,842)	-100.00% ²
Subtotal Regular Capital Outlay	11,991,231	12,655,012	25,023,386	11,000,000	(14,023,386)	-56.04%
Capital Improvement Plan (CIP) Projects	\$ 39,350,732	\$ 21,244,628	\$ 107,373,689	\$ -	\$ (107,373,689)	-100.00% ²
Total Capital Outlay	\$ 51,341,963	\$ 33,899,640	\$ 132,397,075	\$ 11,000,000	\$ (121,397,075)	-91.69%

¹ As amended @ 02/29/16

² 2016-17 budget will be amended to reflect carryover amount after June 30, 2016.

	(A) Audited 2013-14	(B) Audited 2014-15	(C) Budget ¹ 2015-16	(D) Budget Request 2016-17	(E) Dollar Change (D-C)	(F) Percent Change (E/C)
Operating Revenues						
Food Sales	\$ 8,518,064	\$ 6,687,428	\$ 6,907,000	\$ 6,112,000	\$ (795,000)	-11.51%
Total operating revenues	\$ 8,518,064	\$ 6,687,428	\$ 6,907,000	\$ 6,112,000	\$ (795,000)	-11.51%
Operating Expenses						
Food costs						
Purchased food	\$ 16,510,945	\$ 17,746,001	\$ 13,530,000	\$ 18,530,000	\$ 5,000,000	36.95%
Donated commodities	2,174,525	2,085,508	-	-	-	0.00%
Salaries and benefits	15,819,356	16,452,313	15,369,175	16,069,250	700,075	4.56%
Materials and supplies	192,124	230,774	2,115,850	2,016,250	(99,600)	-4.71%
Repairs and maintenance					-	0.00%
Equipment Acquisitions	463,965	386,977	500,000	500,000	-	0.00%
Contracted services	329,706	374,038	481,150	393,170	(87,980)	-18.29%
Capital outlay	-	-	523,000	586,022	63,022	12.05%
Indirect costs	1,860,292	1,920,475	1,900,000	1,900,000	-	0.00%
Other	631,272	893,362	-	-	-	0.00%
Total operating expense	\$ 37,982,185	\$ 40,089,448	\$ 34,419,175	\$ 39,994,692	\$ 5,575,517	16.20%
Operating loss	\$ (29,464,121)	\$ (33,402,020)	\$ (27,512,175)	\$ (33,882,692)	\$ (6,370,517)	23.16%
Non-Operating Revenues						
Federal reimbursements	26,993,738	31,279,259	24,735,862	30,850,000	6,114,138	24.72%
Federal commodities	2,174,525	2,085,508	2,775,463	3,018,192	242,729	8.75%
Interest revenue	626	1,097	850	14,500	13,650	1605.88%
Indirect Cost Allocated			-	-	-	0.00%
Disposition of School Fixed Assets	-	-	-	-	-	0.00%
Other	117,182	126,340	-	-	-	0.00%
Total nonoperating revenues	\$ 29,286,071	\$ 33,492,204	\$ 27,512,175	\$ 33,882,692	\$ 6,370,517	23.16%
Excess of revenues under expenditures	(178,050)	90,184	-	-	-	-
Transfer from other fund	57,764	33,199	-	-	-	-
Capital contributions	73,047	390,041	-	-	-	-
Change in net assets	\$ (47,239)	\$ 513,424	\$ -	\$ -	\$ -	-

¹ As amended @ 02/29/16

	(A) Audited 2013-14	(B) Audited 2014-15	(C) Budget ¹ 2015-16	(D) Budget Request 2016-17	(E) Dollar Change (D-C)	(F) Percent Change (E/C)
Operating Revenue						
After school enrichment fees	\$ 5,874,698	\$ 6,067,992	\$ 6,369,568	\$ 6,585,000	\$ 215,432	3.38%
Other	58,555	60,028	2,500	2,500	\$ -	0.00%
Total operating revenues	\$ 5,933,253	\$ 6,128,020	\$ 6,372,068	\$ 6,587,500	\$ 215,432	3.38%
Operating Expenses						
Purchased food	\$ 216,498	\$ 204,622	\$ 270,922	\$ 271,122	\$ 200	0.07%
Salaries and benefits	5,264,324	5,407,087	5,644,552	5,913,992	269,440	4.77%
Materials and supplies	374,105	295,373	321,408	312,026	(9,382)	-2.92%
Depreciation	-	-	-	-	-	0.00%
Contracted services	76,653	57,016	259,865	230,993	(28,872)	-11.11%
Indirect costs	164,949	153,918	165,116	199,781	34,665	20.99%
Other	130,583	82,278	-	-	-	0.00%
Total operating expense	\$ 6,227,112	\$ 6,200,294	\$ 6,661,863	\$ 6,927,914	\$ 266,051	3.99%
Operating loss	\$ (293,859)	\$ (72,274)	\$ (289,795)	\$ (340,414)	\$ (50,619)	17.47%
Non-Operating Revenues						
Fund Balance Appropriated	\$ -	\$ -	\$ 289,795	\$ 340,414	\$ 50,619	17.47%
Total nonoperating revenues	\$ -	\$ -	\$ 289,795	\$ 340,414	\$ 50,619	17.47%
Excess of revenues over expenditures	\$ (293,859)	\$ (72,274)	\$ -	\$ -	\$ -	0.00%

¹ As amended @ 02/29/16

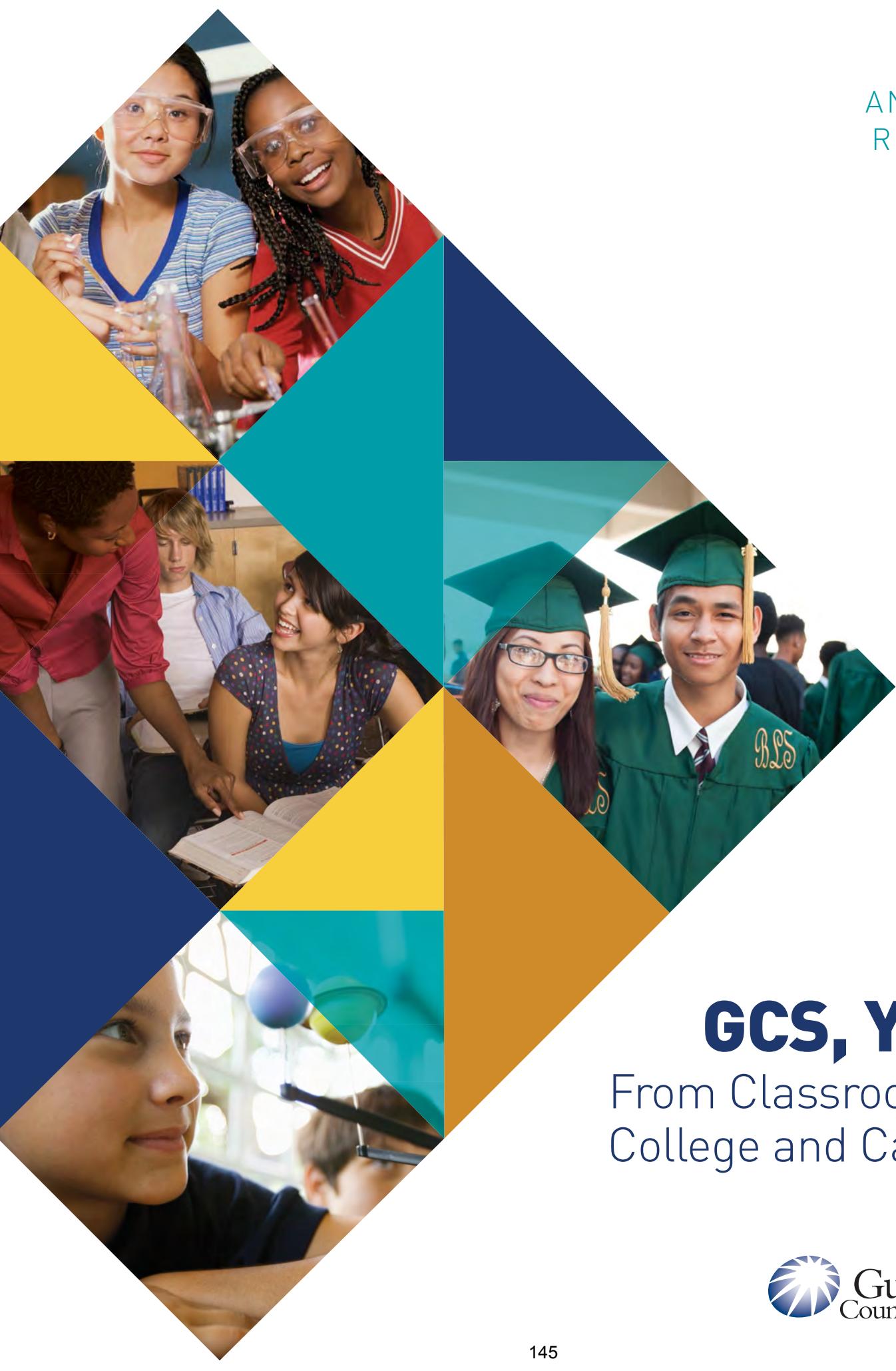
Revenues/Sources	(A)	(B)	(C)	(D)	(E)	(F)
	Audited 2013-14	Audited 2014-15	Budget ¹ 2015-16	Budget Request 2016-17	Dollar Change (D-C)	Percent Change (E/C)
ROTC	448,763	497,073	490,000	490,000	-	0.00%
Medicaid Administrative Claim (MAC) Outreach/Reimbursement Program	2,937,674	4,420,692	1,861,317	1,450,000	(411,317)	-22.10%
Indian Education Grant	45,091	59,370	52,191	52,191	-	0.00%
Smaller Learning Communities Grant	10,046	-	-	-	-	0.00%
Race to the Top	6,480,014	7,101,847	13,639,483	6,679,924	(6,959,559)	-51.03%
Partnerships in Character Education Grant	338	-	-	-	-	0.00%
Teacher Incentive Fund III	4,679,399	5,032,799	2,675,255	-	(2,675,255)	-100.00%
Teaching American History-Building Bridges	5,731	-	-	-	-	0.00%
Transition To Teaching Grant	569,291	49,962	-	-	-	0.00%
NASA Enhancing Earth System Grant	-	-	-	-	-	0.00%
Transition To Teaching Grant-STEM Academy	405,160	494,531	729,766	-	(729,766)	-100.00% ³
Tuition and Fees - Regular	49	-	-	62,126	-	0.00% ²
Singapore Math Pilot Program	30,008	40,073	41,565	(41,565)	-100.00% ³	
NC Child Development Pre-K Grant	3,716,034	3,734,780	3,744,250	3,744,280	30	0.00%
Teacher of Year	10,921	150	11,042	(11,042)	-100.00% ³	
School Impact Grant	119,133	57,765	44,352	-	(44,352)	-100.00% ³
Communities in Schools Greensboro	68,461	62,814	-	-	-	0.00% ³
Sales Tax Refund	-	-	-	100,000	100,000	0.00% ²
Disposition of School Fixed Assets	-	-	-	35,000	35,000	0.00% ²
Rental of School Property	-	-	-	39,332	39,332	0.00% ²

Revenues/Sources	(A) Audited 2013-14	(B) Audited 2014-15	(C) Budget ¹ 2015-16	(D) Budget Request 2016-17	(E) Dollar Change (D-C)	(F) Percent Change (E/C)
Miscellaneous Revenue	-	-	-	75,808	75,808	0.00% ²
Communities In Schools High Point	56,659	62,161	-	-	-	0.00% ³
Time Warner Grant	68,070	61,870	60,848	-	(60,848)	-100.00% ³
Leadership Project	163,961	-	15,330	-	(15,330)	-100.00% ³
Character Education	69,313	58,319	121,556	-	(121,556)	-100.00% ³
Commitment to Excellence	115,536	160,710	65,058	-	(65,058)	-100.00% ³
Confucius Classroom Program	13,510	18,614	72,841	-	(72,841)	-100.00% ³
Other Restricted Donations	2,352,827	2,392,022	2,568,049	-	(2,568,049)	-100.00% ³
Indirect Cost Allocated	3,590,114	3,413,732	3,038,588	3,039,588	1,000	0.03%
Total Revenues/Sources	\$25,956,103	\$27,719,284	\$29,232,490	\$15,768,249	\$(13,464,241)	-46.06%

¹ As amended @02/29/16

² Formerly budgeted in the general fund

³ 2016-17 budget will be amended to reflect carryover amounts after June 30,2016



ANNUAL
REPORT
2015

GCS, Yes!

From Classroom to
College and Career



GCS, YES! FROM CLASSROOM TO COLLEGE AND CAREER

Guilford County Schools prepares students for success in the classroom and all the way through to college and career.

The 2015 Annual Report, GCS, Yes! From Classroom to College and Career, represents just a snapshot of our progress as well as our challenges and future plans.

We hope the remarkable stories of some of our 71,908 students and 10,105 employees will inform, engage and excite you to join us on this journey, as we shape better futures for our students and our community.

MISSION

GUILFORD
COUNTY STUDENTS
WILL GRADUATE AS
RESPONSIBLE CITIZENS
PREPARED TO SUCCEED IN
HIGHER EDUCATION, OR IN THE
CAREER OF THEIR CHOICE.*

CORE VALUES

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

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

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

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

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



Dear Friends,

Every child has an answer to the question, “What do you want to be when you grow up?” The answers can range from teacher or doctor to truck driver or super scientist, and the answers will change as that child grows and learns more about what makes him or her unique.

No matter what the answer is, Guilford County Schools is dedicated to helping each and every one of our students follow those dreams from the classroom to college and that dream career. The following pages highlight some of our successes and challenges. I encourage you to review them with an eye toward how we move the district forward.

I trust our leadership to guide this district to greater success. I trust this community to continue its support of our students and to keep saying, “GCS, Yes!”

I am honored to have led this district for the last seven years. I am so grateful to you all.

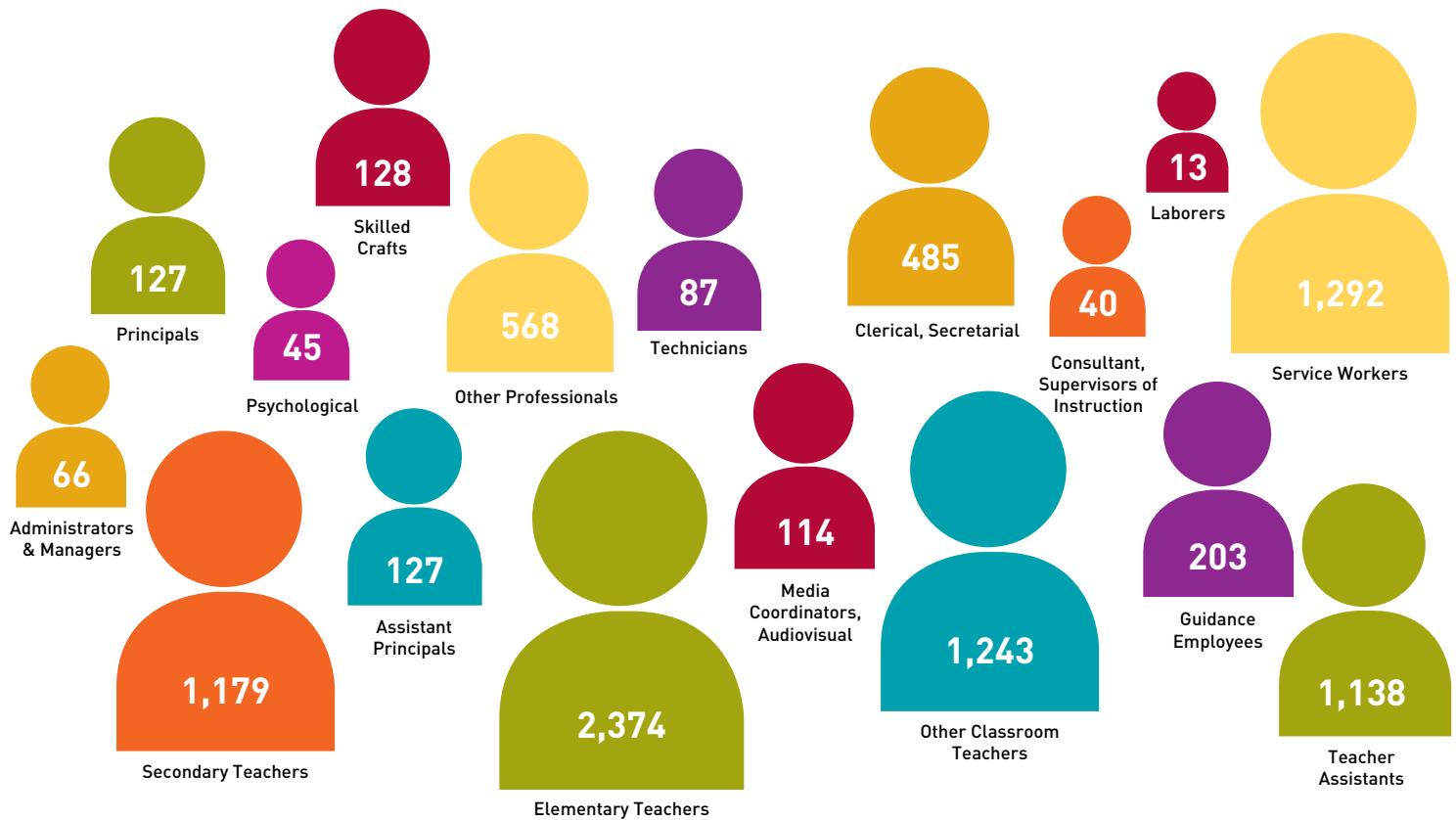
Thank you and be blessed.

A handwritten signature in blue ink, appearing to read "Maurice O. Green".

Maurice O. Green
GCS Superintendent

GCS, YES!

BY THE NUMBERS



Total full-time employees: **9,228** // Total part-time employees: **877**

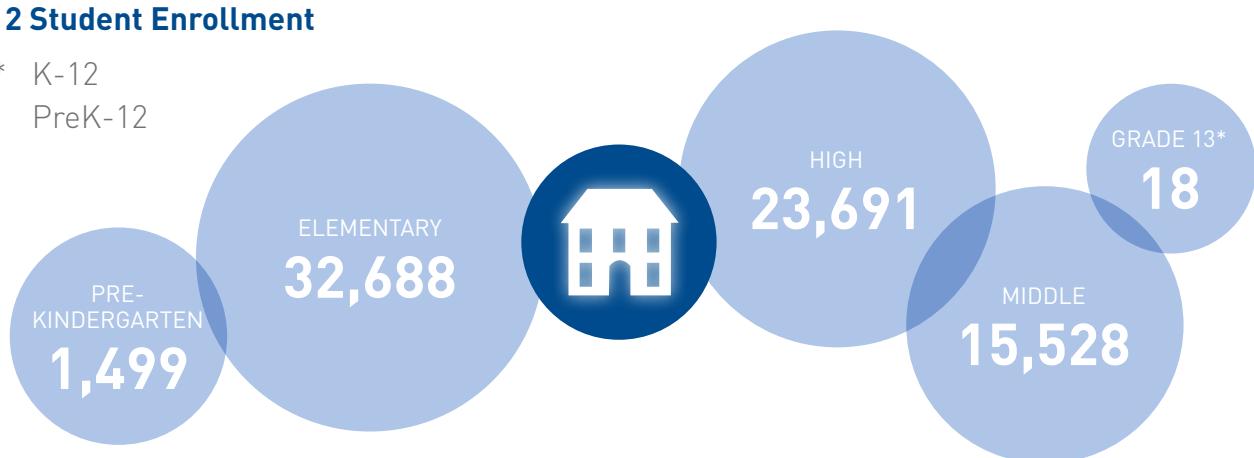
Total full-time and part-time employees: **10,105**



PreK-12 Student Enrollment

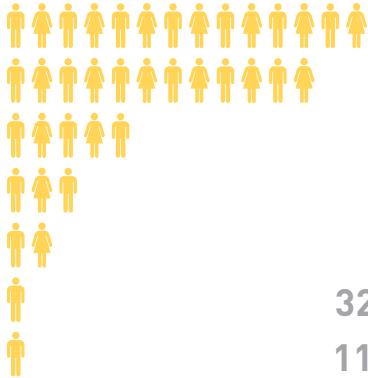
71,908* K-12

73,407 PreK-12



* Does not include pre-K or grade 13 (Special education students remain until age 23; approximately 18 students are dually enrolled in high school and college, and will graduate after a fifth year of high school with both a high school and an associate's degree.).

Student Demographics*



* Does not include pre-K or grade 13 (Special education students remain until age 23; approximately 18 students are dually enrolled in high school and college, and will graduate after a fifth year of high school with both a high school and an associate's degree).

13,792 ADVANCED LEARNERS

**10,733 SPECIAL EDUCATION
(INCLUDES PRE-K)**

67% STUDENT POVERTY RATE*

**104 WORLD LANGUAGES/
DIALECTS SPOKEN**

*Based on Community Eligibility Provision (CEP) data.

Number of Schools



ELEMENTARY

69



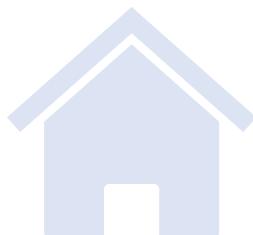
MIDDLE

23



HIGH

28



ALTERNATIVE

10

TOTAL
127*

(including GCS Newcomers School,
SCALE and High School Academy)

* Some campuses, such as Penn-Griffin School for the Arts, house both a middle and a high school.

Sources: Guilford County Schools, U.S. Census Bureau, State and County QuickFacts and Guilford County's NCGenWeb

GUILFORD COUNTY

512,119 residents

\$45,431 median household income

18.1% - persons below poverty level

12.5% - language other than English spoken at home

33.2% - Bachelor's degree or higher

645.70 – land in square miles

11 cities and towns

Browns Summit, Gibsonville, Greensboro, High Point, Jamestown, Oak Ridge, Pleasant Garden, Sedalia, Stokesdale, Summerfield and Whitsett

Parts of the towns of Archdale, Burlington, and Kernersville are located in Guilford County; Guilford also has the census-designated places of McLeansville and Forest Oaks.

GCS, YES! POINTS OF PRIDE

DISTRICT HONORS 2015

GCS graduation rate reached an all-time high of 89.3%, surpassing the state's graduation rate of 85.4 % and besting the graduation rates of the state's other top five largest and most diverse school districts.

GCS also had the highest number of schools – nine – with perfect graduation rates, a feat honored by the North Carolina State Superintendent and Board of Education.

Guilford County became the first "Say Yes to Education" community in North Carolina, first outside of the Northeast and only the third in the U.S.

GCS Board of Education and Administration won the prestigious Profiles in Courage Award from the Council of the Great City Schools

GCS employees and students earned the United Way Spirit of North Carolina Award for the third year in a row for leading one of the state's most successful campaigns, raising more than \$384,000.

GCS was one of only 11 school districts selected to partner with 100Kin10, a national initiative to place 100,000 superior STEM teachers, including 150 in GCS, in public schools by 2020.

STANDOUT SCHOOLS

The Early College at Guilford College was ranked as the top public high school in North Carolina by Niche, a research company, and 34th best in the U.S.

Nine high schools achieved 100% graduation rates. An additional 10 schools, including seven traditional high schools, had graduation rates above 90%

15 high schools on the 2015 Washington Post's America's Most Challenging High Schools list - GCS schools also took 3 of the top 10 spots in the state

Three high schools among the top 10 in the state on the U.S. News and World Report 2015 Best High Schools list and 10 schools recognized overall.

ENRICHING EXPERIENCES: SUCCESS BEYOND THE CLASSROOM

GCS students are:

Receiving free college tuition to attend two- and four-year colleges across the state and around the nation through scholarships funded locally by Say Yes to Education

Performing at Carnegie Hall, Disney World and the Vatican

Presenting at the 2015 National Service Learning Conference in Washington, D.C.

Winning state championships for real-world design and engineering

Reading more than 10 million minutes every month, and collecting books to help other students do the same

Building energy-efficient electric cars and competing in the Shell Eco-Marathon

Having their artwork displayed in the halls of Congress

Qualifying to compete for the International Science Olympiad

Taking virtual classes in middle school to accelerate their math skills

GCS, YES! ACADEMIC EXCELLENCE

In Guilford County Schools, we strive for excellence each and every day, in a variety of ways. From the biology teacher who takes students through a muddy creek to investigate water quality and marine animals habitats to the custodian who makes sure every nook and cranny at a school gleams to the students who tackle college-level classes while giving back to their communities as Eagle Scouts and volunteers, GCS pursues excellence with a passion.



"I WOULD DEFINITELY SAY WHAT HELPED ME WAS THE AP CLASSES. THE WORK LOAD IN COLLEGE IS KIND OF SIMILAR, SO IT HELPED ME GET READY FOR THAT."

Christina Harris, Western Guilford, Class of 2015
Winston-Salem State University Freshman

GCS, YES! RECORD GRADUATION RATE

2015 was a record-breaking year for Guilford County Schools, especially for the Class of 2015. The district's graduation rate reached a new high of 89.3 percent, surpassing the state average of 85.4 percent.



In addition, nine high schools achieved 100 percent graduation rates, and another 10 schools, including seven traditional high schools, had graduation rates above 90 percent. Seventy percent of GCS high schools had a better than 90 percent graduation rate.

State Superintendent June Atkinson and the North Carolina State Board of Education recognized the nine schools

with 100 percent graduation rates, as well as Northwest High, which was recognized as one of the top two schools in the state with the highest graduation rate for its size (400-499 graduates).

One of the schools posting a 100 percent graduation rate was The Middle College at UNCG, which graduated its first class in 2015. Among the graduates of this medical-focused school was Christian Prescott, who enrolled in Harvard University to study nursing, and Sarah Atta, who received a full scholarship and early admission into medical school at the University of Pittsburgh.

Schools With 100 Percent Graduation Rates

- Greensboro College Middle College
- The Middle College at GTCC – Greensboro
- The Middle College at NC A&T
- Penn-Griffin School for the Arts
- The Academy at Central
- The Academy at Smith
- The Early College at Guilford
- The Middle College at UNCG
- Weaver Academy

Schools with 90 percent or higher graduation rates

- The Middle College at Bennett
- The Middle College at GTCC – High Point
- The Middle College at GTCC – Jamestown
- Northeast High
- Northern High
- Northwest High
- Page High
- Ragsdale High
- Southeast High
- Southwest High

CLOSING THE NATIONAL GRADUATION GAP

GCS has made great strides in closing the achievement gap in high school graduation rates among racial and ethnic groups.

In 2015, 88 percent of African-American students graduated within four years, up from 72 percent in 2008 and surpassing the national rate of 69 percent. The Hispanic population saw a similar jump, from 68.8 percent in 2008 to 84.6 percent in 2015.

This achievement in addressing one of the nation's toughest issues in public education is just one reason GCS received

the Profiles in Courage Award from The Council of the Great City Schools (CGCS), which represents the nation's largest 50 urban school districts.

According to Michael Casserly, executive director of CGCS, GCS' graduation rate for African-American and Hispanic students ranks among the highest in the country for major metropolitan areas.

"GCS' progress has narrowed the racially identifiable achievement gap in a way that most other urban school systems would love to see for themselves," Casserly says.

GCS had five schools on Newsweek magazine's Beating the Odds list of the nation's top high schools. The list identifies schools that do an excellent job of preparing students for college while also serving a high percentage of students who live in poverty. Across the U.S., socioeconomic status is closely correlated with academic achievement. The Middle College at Bennett was ranked 86th in the entire country, followed by The Academy at High Point Central, The Middle College at GTCC-High Point, The Middle College at GTCC-Greensboro and Grimsley High.

GCS, YES! COLLEGE READY

The Class of 2015, helped by the counseling staff at their respective schools, earned a record-breaking **\$156 million in scholarship offers.**

Of course, more than one-third of them had already earned some college level experience while in high school, through early and middle college programs, dual enrollment in community colleges, Advanced Placement (AP) and International Baccalaureate (IB) exams.

In fact, 37 percent of the Class of 2015 passed at least one AP/IB exam or equivalent college-level course while in high school. And 189 graduates passed at least 10 AP or IB exams and/or qualifying college courses.

Members of the Class of 2015 took 4,490 AP and IB exams and 865 college courses during their high school careers.

Studies have shown that students who succeed in this type of rigorous coursework are better prepared and more likely to earn their college degrees on time.

Even if students don't pass the AP or IB exam, the exposure to more difficult content and higher expectations is worth the effort.

Studies show such students do significantly better in college than high school students who take easier classes.



PROFILE OF A COLLEGE-READY STUDENT

Michael Wood graduated high school more prepared than most for the challenges of college thanks to the Advanced Placement courses he took at Andrews High.

He was one of 659 students who qualified to participate in GCS' annual Cool to be Smart event by passing at least five AP/IB classes and exams, or other qualifying college courses.

Michael is now studying engineering at N.C. State, and took home a new Scion tC to help him on his way, thanks to generous support from the Guilford Education Alliance and Rice Toyota.

Other top GCS scholars at Cool to Be Smart were rewarded with high-tech prizes such as iPads, iPods and Nanos.

GCS, YES! CAREER READY



Gabe Thompson turned an internship opportunity into the first step toward a new career, thanks to the skills he learned in the metals manufacturing classes offered through the Career and Technical Education (CTE) program at Weaver Academy.

Gabe, a 2015 Northwest High graduate, did so well in his classes that he was recommended for an internship at WMS Products, which manufactures parts for the kart-racing industry.

After several weeks, Lee Tucker, president of WMS, hired Gabe as a part-time employee.

"Gabe has proven to be very knowledgeable," said Tucker. Today, Gabe is still working at WMS Products and attending Forsyth Technical Community College where he hopes to earn an associate's degree in integrated machining.

"I GUESS HIGH SCHOOL FOR ME HAS KIND OF BEEN A JOURNEY FROM MOVING FROM THE CLASSROOM AND SEEING HOW THINGS WORK THERE, TO GETTING MORE REAL-WORLD EDUCATION KNOWING HOW THINGS WORK AND HOW THEY DIRECTLY AFFECT YOU."

Gabe Thompson, Class of 2015
Northwest High School

GCS, YES! **VISUAL AND PERFORMING ARTS**



GCS also prides itself on engaging and developing young people through the visual and performing arts, and our talented and creative students are getting noticed on a national level.

Kendall Holbrook, a junior at Northwest High, was selected for a Scholastic Art & Writing Awards National Medal for his photo titled, "Book." The medal is only given to 300 students around the country, out of a pool of 300,000.

Kendall says the idea, like most of his artwork, came to him spontaneously.

"I thought it'd be cool to emphasize the similarity and the difference of fire and water by bringing them up close to each other," says Kendall. "They both have their own ways of moving smoothly, though their colors contrast each other."

Kendall says he wasn't even planning to enter the photo until teacher Beth Herrick suggested it. "I'm very thankful that she did. I think it's always good to get someone else's opinion on your artwork," he says.

As a national winner, Kendall's photo was displayed at Carnegie Hall last summer.

SUMMER ARTS INSTITUTE – EXPANDING STUDENT HORIZONS

While other schools and districts across the country have cut back on the arts, GCS has expanded and strengthened its program.

One example is its Summer Arts Institute. Now in its sixth year, talented GCS students in music, drama and art have developed their skills during intensive summer camp experiences across Guilford County.

This past year, more than 1,200 students participated. Then they combined experiences by putting on several musicals, including "The Little Mermaid" in partnership with the Community Theatre of Greensboro.

Career and Technical Education (CTE) 2014-2015

5,410

Industry Certifications Earned
(Second in state)

37,465

CTE Enrollment (grades 6-12)

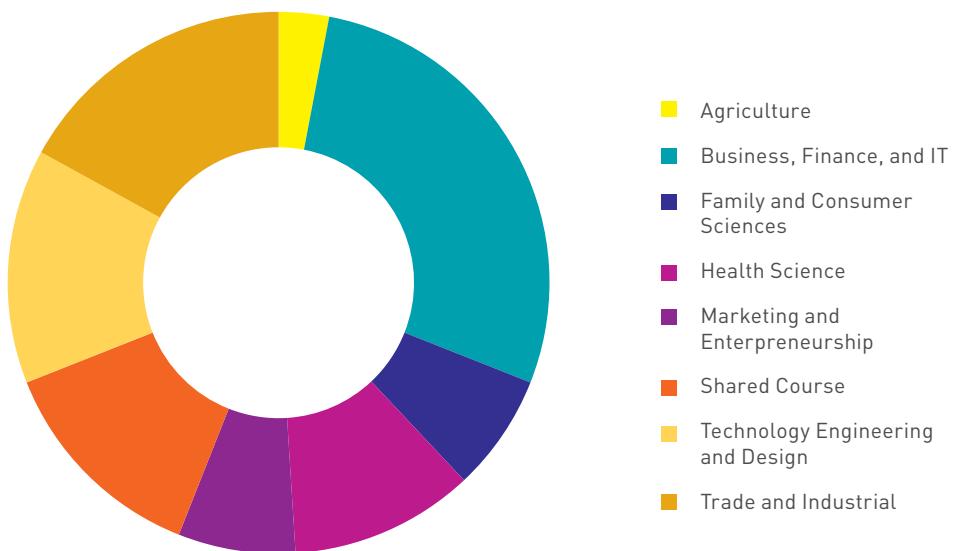
1,454

Work-Based Learning Participants

21

National Skills USA winners

CTE Enrollment by Program Area



GCS, YES! STANDOUT STAFF AND SCHOOLS

Caring teachers who are skilled at their craft and instructional leaders who know how to get the best out of every individual benefit GCS students.

GCS' award-winning and highly regarded employees include Fanisha Fuller, a teacher who isn't afraid to get "real" with her students, and Alan Parker, a gifted musician and teacher turned principal who inspires students and staff to excel.

No wonder they were named the district's 2015 Teacher of the Year and Principal of the Year at the Celebration of Excellence for GCS employees, sponsored annually by our local business community.



"I like that the Spanish Immersion program teaches another language and someday might lead to better jobs. My older brother and sisters, who have also gone through Spanish Immersion, have been very helpful to me, especially with homework assignments. I want to complete the Spanish Immersion program at Grimsley High School, and I then hope to double major in Spanish and Science and Engineering at UNC Chapel Hill. I have enjoyed this program a lot and would definitely recommend it to others."

Serenity Morgan
8th Grade, Spanish Immersion program
Aycock Middle

KNOWING STUDENTS WELL SPARKS GREATER INTEREST IN SCIENCE

Fanisha Fuller, a fifth-grade science teacher at Oak Hill Elementary, was recognized for her interactive science investigations and the high expectations she sets for all of her students.

She relates what students are learning in class to their everyday lives so they can better understand the material.

"Because I have cultivated a relationship with my students, we have real conversations that are sometimes tough, but they know these conversations are ultimately for their journey to success," says Fanisha.

PIANIST TURNED PRINCIPAL INSPIRES STUDENTS & STAFF

Principal Alan Parker's success is just one more reason for Southwest High to celebrate this year.

The class of 2015 achieved a graduation rate of 96 percent, one of the highest in the district for traditional schools, and the sixth year in a row the school had a rate above 90 percent.

The school was also named a Signature School by the Piedmont-Triad Educational Consortium and High Point Community in Schools' Community Partner of the Year.

Alan attributes the schools success to communication and teamwork between staff, students and parents.

"It is my responsibility to provide the environment and structure for open dialogue to address identified priority areas of reducing the achievement gap and all other issues around race, disparities, and poverty," says Alan.

STUDENTS BENEFIT FROM TALENTED TEACHERS, STAFF

GCS believes that all students deserve highly educated, credentialed and experienced teachers, which is why the district has invested nearly a decade in its Mission Possible program to recruit top talent for the students and schools who need them most.

Thanks to generous donations from The Phillips Foundation, GCS is also partnering with Teach For America to bring some of the nation's best educators to serve in our classrooms.

GCS is proud to note that 100 percent of its teachers are fully licensed by the state and in place by day one of each school year, and that 37.34 percent have advanced degrees.



TECH SERVICES EMPLOYEE PROVIDES TOP NOTCH SERVICE

Jake Gray works in Technology Services as the first line of defense when users have a technical issue. With more than 10,000 employees, it happens quite often, but Jake is always helpful and calm, usually solving problems in less than 24 hours.

Jake was joined by custodians, teachers, media specialists and office support personnel recognized as Employees of the Month in 2015.

GCS EDUCATOR EARNS NATIONAL HONOR

Karyn Dickerson added one more honor to her resume in 2015. The former North Carolina Teacher of the Year was one of 39 educators selected as state affiliates for this year's NEA Foundation Awards for Teaching Excellence.

The award recognizes, rewards and promotes excellence in teaching and support for the teaching profession. Nominees were judged on professional practice, advocacy for the profession, community engagement, professional development and attention to diversity.

Karyn was an English teacher at Grimsley High before she was named North Carolina Teacher of the Year in 2013-14. She returned to GCS as an academic coach for the Northern Region and now serves as the International Baccalaureate coordinator at Grimsley High.

COUNSELOR CONNECTS STUDENTS TO CARING COMMUNITY

Regardless of their role, all GCS employees contribute to student success by engaging students, developing their talents and building up confidence – employees like **Corina Campbell**.

As the only counselor at Doris Henderson Newcomers School, which serves about 300 recent immigrants, she cares for students who face a unique set of challenges most of us never see.

Her students, ranging from grades 3 through 12, are not only learning to grow up, they're learning to live in a new culture with a new language.

Her dedication to helping young people and their families navigate their new world successfully earned her the title of GCS Employee of the Month for January 2015.

In addition to all she does at her school, Corina also joined the ranks of the district's National Board Certified Teachers (NBCT), a designation that demonstrates a commitment to excellence in the education field.

By adding 18 newly board-certified teachers, Guilford County ranked ninth in the nation with 782 educators who've earned the prestigious title.

GCS also has the third highest number of NBCTs in the state. North Carolina is the top state in the nation for this designation, with 20,677 board-certified teachers.

2015 EMPLOYEES OF THE MONTH



Special thanks to Sam's Club, which has generously sponsored the Employee of the Month program since 2005.



TOP ACADEMICS, CHOICE AND DIVERSITY

Each year, GCS high schools make some of the nation's most prestigious public school rankings by offering top-notch academics tied to national and international standards such as Advanced Placement and International Baccalaureate classes and diplomas.

A state and national leader with nine early and middle colleges – an unprecedented achievement for a public school district – GCS also earns kudos from educational groups and foundations for pace-setting strategies to achieve excellence and equity.

These include the district's robust slate of high schools (28 different choices), 30 different AP/IB courses, unique online offerings, visual and performing arts, rich array of co-curricular activities and industry-certified career and technical education programs.

WASHINGTON POST – AMERICA'S MOST CHALLENGING HIGH SCHOOLS

15 GCS schools made the list (in state ranking order):

- Page High (5)
- Grimsley High (7)
- Weaver Academy (8)
- Northwest High (12)
- Northern High (14)
- Penn-Griffin School for the Arts (15)
- High Point Central High (19)
- Southwest High (23)
- Ragsdale High (26)
- Western High (32)
- Smith High (36)
- Academy at Smith (39)
- Southeast High (42)
- Southern High (45)
- Dudley High (47)
- The Early College at Guilford made the list as a "Public Elite School" (magnet or charter with selective criteria)

NEWSWEEK'S 2015 TOP HIGH SCHOOLS

- Northwest High (418th in the country), received additional recognition for economically disadvantaged students performing at or above the state average
- Recognized for Beating the Odds: The Middle College at Bennett (86th in the country), The Academy at High Point Central, The Middle College at GTCC-High Point, The Middle College at GTCC-Greensboro and Grimsley High

NICHE

- The Early College at Guilford -- No. 1 in North Carolina, 34th in the country

AWARD-WINNING SCHOOLS

U.S. NEWS AND WORLD REPORT – 2015 BEST HIGH SCHOOL RANKINGS

Early College at Guilford

2nd in the state, 40th in the nation,
7th in the nation for STEM education

Weaver Academy

4th in the state, 100th in the nation

Penn-Griffin School for the Arts

8th in the state, 240th in the nation,
46th best magnet in the nation

ALSO MAKING THE LIST:

Middle College at Bennett, Middle College at GTCC-Greensboro, Middle College at GTCC-High Point, Middle College at GTCC-Jamestown, Middle College at UNCG, The Academy at High Point Central and The Academy at Smith



GCS, YES! STEM EDUCATION



STEM STUDENTS EARN STATE, NATIONAL AWARDS

Students at the STEM Early College at North Carolina A&T State University are making their mark on the world of engineering, even before graduation.

The students of Team AeroHead won top honors in the state and took third place in the national Real World Design Challenge, an engineering contest that pitted them against students from 19 states.

The competition challenged teams to identify a strategy and design an associated unmanned aircraft system to target application of pesticides, ensuring the health of the crops while reducing the negative effects of broad-based application.

That kind of real-world experience is just what the STEM Early College is designed to provide.

The GCS magnet school allows students to complete high school courses in just two years, freeing juniors and seniors to take college courses and focus on one of three STEM pathways: biomedical sciences, renewable energy and engineering.

The first class of students will graduate in 2016 with a high school diploma and two years of college credit from N.C. A&T.

100K IN 10 – SUPERIOR TEACHERS FOR SUPERIOR STUDENTS

Preparing students for college and career requires preparing them for a rapidly changing future.

GCS is enhancing education in the science, technology, engineering and math (STEM) fields, which predict a growing need for workers and leaders with advanced skills.

To make sure teachers have what it takes to give GCS students an edge in this globally competitive environment, the district has become only one of 11 in the country to partner with 100Kin10. The goal is to provide 100,000 excellent teachers in STEM classes by 2021.

GCS is honored to join this highly selective, multi-sector network. Our shared passion is fueling the next generation of innovators and problem-solvers.

Making sure GCS students have access to inspiring and highly skilled educators is the first step. As a part of 100Kin10, GCS plans to prepare and license 150 STEM teachers by 2020 through the GCS-Alternative Certification Track (ACT) program.

GETTING MORE TEACHERS IN THE ACT

ACT, the first and only in-house licensure program in North Carolina, prepares people working in STEM, business and other professions to transfer their expertise into classrooms.

"The program has been very successful in preparing and licensing STEM teachers," says Amy Holcombe, executive director of talent development. "We are excited to share our expertise and curriculum

with other partners and add value to the overall effort to recruit, prepare and license STEM teachers."

As a 100Kin10 district, GCS will also have access to STEM resources and funding from the more than 200 other partners, which include STEM content experts, other teacher preparation models, philanthropic organizations and more.

GCS STEM TEACHER EARNS STATE, GLOBAL HONORS

GCS already has more than its share of award-winning STEM teachers, including Mark Case, science teacher at Southern High, who was honored as the District Five Outstanding High School Teacher of the Year by the North Carolina Science Teachers Association (NCSTA).

Mark served as president of the organization, which was formed in 1969 with the mission of promoting excellence in science teaching and learning in North Carolina. He is also a current fellow with the North Carolina Science Leadership Association.

In addition to teaching physical science and honors earth science at Southern High, Mark leads the school's Energy WISE team, which received recognition as the 2014 North Carolina Senior School of the Year from the National Energy Education Development (NEED) project.

Mark also was recognized as one of 18 Leadership Award winners by Discovery Educator Network (DEN), a global community of educators passionate about teaching with digital media, sharing resources, collaborating and networking.

He has served on the leadership council since 2008 and is a member of the DENvisory Board.



GCS, YES! SERVANT LEADERS



The Guilford County Board of Education typically devotes a portion of their meeting to recognizing employees and students who have achieved excellence, but in March of 2015, they received some recognition of their own.

The Council of the Great City Schools (CGCS) presented the board with its Profiles in Courage award, saying GCS serves as a model for other large urban districts.

Executive Director of CGCS Michael Casserly highlighted GCS' pioneering work in improving African-American male achievement and high school graduation rates; launching one of the nation's most robust character education and service-learning initiatives, which has helped decrease the district's dropout rate.

Michael also noted the district's nine early and middle colleges and its efforts to increasing student access to advanced, honors and college-level courses as well as the board's legal action regarding the constitutionality of recently adopted teacher tenure and voucher legislation, among other accomplishments.

BOARD CHAIRMAN RECOGNIZED BY NC BAR ASSOCIATION

Guilford County Board of Education Chairman Alan Duncan was also honored for his service to the community.

The North Carolina Bar Association awarded Alan the Dr. I. Beverly Lake Public Service Award at its annual meeting. The award recognizes an outstanding lawyer in North Carolina who has performed exemplary public service in his or her community.

SUPERINTENDENT GREEN RECOGNIZED AS SERVANT LEADER

The district's superintendent, Maurice O. "Mo" Green, also received accolades from The Council of Great City Schools (CGCS) and local groups for his work to transform students' lives and entire communities through education.

CGCS included Mo in its Profiles in Courage Award. He is the only North Carolina superintendent who added his name to the Guilford County Board of Education's lawsuit, which sought to protect tenure rights for teachers who had already earned them.

The Welfare Reform Liaison Project also awarded Mo with its Thurgood Marshall 2015 Esther Award, which recognizes a person who is a champion for change.

GCS Board Member Ed Price, who represents the High Point region, won the Esther Award in 2014.

GCS, YES! OUTSTANDING GRADUATES 2015

89.3%

Graduation rate reached an all-time high

5,323

Diplomas

\$156.1 million

Scholarship Offers

12

National Merit Scholars

40

National Merit Commended Students

11

National Merit Semi Finalists

15

National Merit Scholars Finalists

4

National Achievement Scholarship Winners

34

Presidential Awards

1,137

Qualified for Cool to Serve

603

Service Learning Diplomas

63

Military Academy Appointments

936

North Carolina Scholars

495

World Language Endorsements

659

Qualified for Cool To Be Smart

GCS, YES! SERVICE AND CHARACTER

GCS students discover how to channel what they've learned into positive change in their communities through character development, citizenship and civics, and service learning.

Research shows that students involved in service learning are far more likely to become civic-minded and involved in their communities years after they graduate. Students involved in their communities also improve their social and interpersonal skills, which are considered essential skills in today's job market.



"MY TEACHERS HAVE ALWAYS MOTIVATED ME TO DO MORE THAN JUST THE SCHOOLWORK, APPLYING LEARNING TO THE REAL WORLD. GRIMSLEY IN PARTICULAR HAS A GREAT FOCUS ON SERVICE LEARNING."

Jacob Coughlin, Senior
Grimsley High



"INTELLIGENCE PLUS CHARACTER - THAT IS THE GOAL OF TRUE EDUCATION."

– Martin Luther King Jr.

"Service learning is so important, not only because it teaches our students to be better citizens, but it also helps to increase their understanding of what they're learning in the classroom," said Yvonne Foster, GCS coordinator for character development and service learning.
"I am so proud of our students who are going above and beyond and sharing their experience and knowledge with the rest of the world."

Simply being smart isn't enough. Students also need to know how to work as a team, communicate with people from different backgrounds and cultures, and step in to help when needed.

Service learning, with its emphasis on hands-on projects that combine classroom learning with real-world applications, helps students develop these vital skills and attributes.

GCS is a national leader in integrating character development into the K-12 curriculum and using service-learning as a way to put good character to work while reinforcing core values and academic lessons taught in the classroom, at home and in the community.

The district's expertise extends to its students as well. This past year, eight GCS students were invited to Washington, D.C., as presenters for the National Service-Learning conference, including one student who was selected to serve on the National Youth Leadership Council's Youth Advisory Council.

GCS is recognized nationally for the work it does locally, where district teachers and schools are inspiring students to make a difference in their communities – and all on a volunteer basis.

One example is Jacob Coughlin, a senior at Grimsley High, who currently serves as an honorary member of the Board of Directors of Greensboro Urban Ministry.

Jacob was given the honor in recognition of his ongoing work organizing food drives, which have brought in several tons of food and thousands of dollars in donations over the last several years. He organized his first food drive in sixth grade.

"My schools, Lincoln Middle and Grimsley High, have been amazing experiences," says Jacob. "My teachers have always motivated me to do more than just the schoolwork, applying learning to the real world. Grimsley in particular has a great focus on service learning."

Jacob plans to turn his food drives over to his sisters when he graduates this year, but says he will continue to find ways to help his community.



These GCS students presented at the 27th Annual National Service-Learning conference:

(front row from left) Erin Gamba, Southwest High; Danasia Eubanks, Middle College at Bennett; and Bridgette Agbozo, Greensboro College Middle College; (back row from left) William Manneh, Andrews High; Kenneth Brown, Smith High; and Luke Strobel, The Early College at Guilford.

GCS, YES! IT'S COOL TO SERVE

In GCS, we want students who are caring and committed citizens as well as smart. That's why we recognize students who devote extra time to community service and demonstrating good character as well as academic excellence.

In 2015, 1,137 students or 23 percent of graduating seniors earned a service-learning recognition, including 603 students who recorded at least 250 hours of service and earned GCS' Service-Learning Diploma.

"I just plant the seed in my students' brains and see what they do with it," says Kathleen Saunders, English teacher at Grimsley High and one of this year's award winners. "It's amazing to see what these students can accomplish when you let them."

In the five years since the award and diploma were first established, GCS students have recorded more than

1 million hours
of service-learning time, at an estimated economic value to the community of more than

\$21 million



Dudley High graduate Lindsay James was the lucky winner of a new car at this year's Cool to Serve event, sponsored by Guilford Education Alliance and Ilderton Chrysler Dodge Jeep Ram. Most of her volunteer hours were with the Greensboro Youth Council, where she served as a counselor in training to students and worked in early childhood development programs.



GCS, YES! LEADING BY EXAMPLE

GCS' schools and staff lead by example when it comes to character and supporting the community. For the third year in a row, the United Way of North Carolina named GCS and Pearce Elementary as Spirit of North Carolina Award Winners.

"The compassion and generosity within Guilford County Schools is how we are able to impact so many lives in Greater Greensboro," said Michelle Gethers-Clark, president and CEO of United Way of Greater Greensboro. "GCS has been an incredible partner to United Way in many ways, and we are honored to recognize its leadership and demonstrated community impact."

During the 2014 campaign, GCS raised more than \$384,000 for the United Ways of Greater Greensboro and Greater High Point. Pearce Elementary donated \$12,600, making it the third year in a row the school raised more than \$10,000 for the United Way.

"We are extremely proud of our students, parents, staff and community for their efforts in helping us support many individuals who are assisted by the United Way," said Erik Naglee, principal at Pearce Elementary. "Our campaign specifically provided our students with an excellent service-learning opportunity and allowed them to give back to our outstanding community on behalf of Guilford County Schools and Pearce Elementary."

"GCS STRIVES TO SUPPORT OUR STUDENTS INSIDE THE CLASS AND OUT," SAID DR. PHYLLIS MARTIN, REGIONAL SUPERINTENDENT FOR GCS' SOUTHEASTERN REGION. "WE ARE PROUD TO PARTNER WITH UNITED WAY, WHICH SUPPORTS SO MANY IMPORTANT COMMUNITY SERVICES THAT BENEFIT OUR STUDENTS."

GCS, YES! TO CHARACTER AND CARING

Character isn't just a lesson, it is woven into the culture of our schools and district, earning state and national recognition as a result.

In 2015, three schools were recognized by the North Carolina Department of Public Instruction as state Schools of Character, and nine earned Honorable Mentions.

That's in addition to the four schools that were named state Schools of Character in 2014 and one Honorable Mention. One GCS school, The Middle College at Bennett, was also named a National School of Character, and 19 schools received Promising Practices Awards from Character.org in Washington, D.C.



In 2015, the North Carolina Board of Education recognized Joyner Elementary, Brooks Global Studies and The Middle College at Bennett as State Schools of Character.

To earn recognition as a National School or District of Character, the school must undergo a detailed evaluation process to show character education has had a positive impact on the school's academics, student behavior and school climate. Once named a National School or District of Character, the school keeps the distinction for five years.

Since the program's inception in 1998, only 312 schools have been named

National Schools of Character and only 21 districts have earned this recognition. GCS is one of the 21 and has four National Schools of Character as well.

Focusing on others can also lead to changes within. Since the GCS Character Development Initiative started in 2009, out-of-school suspensions have reduced by 45 percent and more students say they feel safe in their schools.

GCS, YES! FIGHTING FOOD INSECURITY

GCS students and staff have taken on one of the biggest issues facing our community: hunger. In 2015, GCS schools signed a district-wide pledge to fight food insecurity.

Last school year, a Gallup Poll ranked the Greensboro-High Point area as number one in the country for food insecurity. GCS students do everything from organizing food banks to holding fundraisers to donating their time and talents at local shelters.

At Northern Middle, students formed a garden club, also known as the "grub club," using a \$3,000 grant from Lowe's Toolbox for Education to expand their greenhouse and raise garden beds at the school. The food they grew was donated to Share the Harvest to help feed area families in need.

"We started the Grub Club at Northern Middle because the area is ranked as a top area in the U.S. for hunger," says Emilie Morton. "I love Grub Club because I am doing what I love while making a difference."

The Guilford County Cooperative Extension, in partnership with GCS, takes that idea one step further and shows our families how to prepare those foods so that they end up on the table instead of in the trash. Classes are already being offered in schools and through community organizations.

"EDUCATION IS FOR IMPROVING THE LIVES OF OTHERS AND FOR LEAVING YOUR COMMUNITY AND WORLD BETTER THAN YOU FOUND IT."

-Marion Wright Edelman





GCS, YES! 2015, A YEAR OF GIVING BACK

JANUARY



- **Aycock Middle** student PTSA club members received a grant to establish a food pantry to provide snacks and food to families at Aycock on weekends and school breaks.



- **Andrews High Marching Band** students assembled Winter Necessities Packets consisting of hats, gloves and personal hygiene items for unsheltered homeless individuals in the High Point area for MLK Day of Service.

FEBRUARY



- **Jamestown Elementary** students presented \$530 checks to both Open Door Ministries and Leslie's House in High Point. The students raised almost \$1,100 through a Penny Wars competition after learning about homelessness in their classes.

MARCH



- The **Northern High** Nighthawk Baseball team hosted its second annual vs. Cancer Foundation Fundraiser to cure kids' cancer and raised \$11,000. After the game, the entire team shaved their heads.

APRIL



- Early childhood education students at **Eastern High** prepared lesson plans, selected reading materials and designed follow-up questions before taking time to read to younger students at McLeansville and Sedalia Elementary schools.

MAY



- The students at **Summerfield Elementary** collected and donated more than 800 pairs of shoes to the Ntibonera Foundation. The foundation works to deliver shoes to people in Congo, most of who have no shoes and suffer from a parasite called jiggers that burrow in the foot and make standing and walking very painful.



- **Southeast Middle's** Falcon Friends Care Club provided every teacher at Foust Elementary with a classroom library of 40 or more books. The 1,000 + books were collected through a schoolwide book drive.

SUMMER



- **Pleasant Garden Elementary** students, staff, families and community members raised more than \$23,000 to buy and package more 71,280 meals for an orphanage in Haiti.



- **Weaver Academy** students are building Little Free Libraries for every GCS elementary school.



SEPTEMBER



- Erwin Montessori students and staff raised more than \$1,000 for and more than 30 members participated in Greensboro's Walk to End Alzheimer's.



- Northwest High pre-nursing students performed vision screenings at various schools. The work provided assistance to school nurses and allowed the high school students to gain valuable experience in the health field.

OCTOBER



- 5th grade students at Archer Elementary incorporated service learning with core science concepts by cleaning a stream adjacent to the school.

NOVEMBER



- Middle College at GTCC-Greensboro students collected 1,979 (890 pounds) non-perishable items and assembled more than 689 care packages for people who are homeless during their 'Sleep Out for Homelessness' event.



- Southwest High collected 3,732 pounds of food at its annual food drive.

DECEMBER



- Grimsley High students studying themes of homelessness and poverty in English class used their math and business skills to organize a toy drive for local elementary schools. They collected and delivered more than 700 toys.



- Southeast High's Occupational Course of Study class received the Salvation Army's "Doing the Most Good" award for volunteering as bell-ringers Monday through Friday from 10 a.m. to noon for three straight weeks during the last few years.



- Allen Jay Elementary, Irving Park Elementary and Hunter Elementary ACES students donated dozens of new and gently used stuffed bears to the "Officer Ted E. Bear Program." The program allows police officers to carry a few bears with them and offer them to children at crime scenes or who have experienced some type of trauma.



- Colfax Elementary donated about 200 toys to Toys for Tots.

GCS, YES! ENGAGED PARENTS, FAMILIES AND COMMUNITIES

Students do better in school and in life when parents, families and community members are actively involved in supporting their education. More than 50 research studies show a connection between effective communication, family and community engagement, and student success.



**"I THINK THAT SCHOOL IS THE
BEST PLACE TO GO! WITHOUT ANY
EDUCATION WE WOULD NOT BE ABLE TO
LEARN, GET A GOOD JOB OR CAREER."**

Muzzamimil Khan, 5th Grade
Oak Hill Elementary



GPA BY THE NUMBERS

410

410 workshops and presentations in 2014-2015 with an average of 93 participants per workshop

1,600

More than 1,600 Spanish-speaking families attended workshops

10,013

10,013 parents and community members have established GPA accounts to access online resources and videos

7,500

7,500 people attended the 5th annual Family Fun Day

85,807

Since its inception, GPA has served more than 85,807 families through 1,026 workshops, presentations and events

The most valuable partnership GCS has is with its parents. We know student success depends greatly on parental involvement, which is why the district partnered with families and community groups to create Guilford Parent Academy (GPA) in 2011.

In 2015, more than 38,254 parents participated in GPA workshops, activities and events, surpassing last year's numbers by more than 16,000. GPA also launched two new online resources through BrainFuse that give students access to 24-hour live tutoring services and also gives parents access to career planning resources to help improve their future.

An external evaluator, Leadership Solutions Group, said,

"THE ACCOMPLISHMENTS AND OFFERINGS OF GPA ARE NOTHING SHORT OF AMAZING, AND THIS PROGRAM SHOULD SERVE AS A MODEL FOR DISTRICTS ACROSS NORTH CAROLINA AND THE UNITED STATES."

ENGAGING MORE PARENTS

The value of parent involvement can also be seen as GCS works to improve its Exceptional Children's department.

The department organized and hosted its first-ever Summer Institute in 2015. The institute, titled "Empowerment, Learning and Growth," covered an array of topics.

Parents, family members, care givers and educators all learned together as they explored strategies for helping students master academic content, learn life skills and achieve greater independence.

The district partnered with the University of North Carolina at Greensboro, Cone Health, Autism Society of North Carolina and other distinguished professionals and groups around the state to offer this opportunity free of charge to educators and parents.

The department also hired a new parent liaison, who is responsible for reaching out and working with various parent and community groups in the district and Triad to help improve communication and services.

"The goal for each of our students with disabilities is to be safe and successful in a quality learning environment, and to become as independent as possible," says Vicki Simmons, adapted physical education teacher at Haynes-Inman Education Center. "And isn't that what we want for all of our students?"



GCS, YES! VOLUNTEER DEDICATION

Volunteers donate their time, skills and knowledge to helping GCS students prepare for life beyond the classroom. Their valued support makes a difference in GCS schools and the community.

In the 2014-15 school year, 17,160 volunteers served as mentors, tutored students in math and language arts, read books to individual students and groups, helped in school offices, served as lunch buddies, worked with parents, managed campus clean-up projects and talked to students about career opportunities.

Those volunteers contributed a total of 558,138 hours of service. Their time is priceless, but at the national value of an hour of volunteer time, their service totals more than \$12.8 million.

Some of those volunteers include our own students. The December 2015 Volunteer of the Month, Bryan Cao, is a 7th grade student at The Academy at Lincoln.

Bryan donates his time three mornings a week in the media center at Brooks Global Studies, having attended there previously and with younger siblings attending the school currently.

At an early age, Bryan decided to make a difference at his former school with the help of his mom, who also volunteers at Brooks Global Studies.

Not only does Bryan help students find books, but he also works the circulation desk assisting students with checkout and restocking books before heading off to his own school.



"THINGS CAN GET VERY CRAZY IN OUR LIBRARY IN THE MORNINGS, BUT BRYAN HANDLES EVERYTHING WITH A CALM PRESENCE AND A POSITIVE ATTITUDE," SAYS COLLEEN PINYAN, MEDIA SPECIALIST. "THE STUDENTS LOOK UP TO HIM, AND I NEVER HAVE TO OFFER DIRECTION."

2015 VOLUNTEERS OF THE MONTH



GCS, YES! MEASURING PARENT & COMMUNITY PERSPECTIVES

Our nearly 72,000 students, 10,000 employees and 127 schools can't thrive without the support and involvement of the parents who entrust their children to us; the investment of taxpayers, business and philanthropic leaders; and community members. When they "Say Yes" to strong public schools, students benefit.

As part of our parent and public

engagement strategy, we hire an outside research firm to conduct a statistically valid public opinion poll of GCS parents and the broader community.

The polls are conducted in English and Spanish and are paid for by private donations. This research is then used to help GCS measure several strategic plan goals while also seeking input about issues and concerns.

The trends over time show significant improvement in several key areas, with large positive shifts in parent and community perceptions when we compare the growth from 2009 to 2015. While not

reported here, measures for GCS schools in these categories are even higher.

The polls also show a gap in perceptions between those who know us the best – our parents who have children enrolled in our schools, and those who no longer have school-aged children, including the vast majority of Guilford County residents.

As this data shows, engaging parents and community members in the work of their – and our – public schools is a team effort, one that requires a great deal of ongoing support, trust and communication.

PARENT TRENDS

GCS Strategic Plan Measures	2009	2010	2011	2012	2013	2014	2015
GCS keeps me informed (% agree, strongly agree)	74%	75%	80%	83%	85%	90%	87%
GCS schools are safe (% agree, strongly agree)	69%	68%	78%	75%	76%	83%	81%
GCS is responsive to requests (% agree, strongly agree)	67%	64%	66%	72%	75%	82%	79%
GCS is doing a good job using taxpayer money to educate children (% agree, strongly agree)	49%	50%	53%	63%	67%	67%	69%
Quality of education (good, very good)	80%	81%	82%	82%	81%	86%	84%

COMMUNITY TRENDS

GCS Strategic Plan Measures	2009	2010	2011	2012	2013	2014	2015
GCS keeps me informed (% agree, strongly agree)	61%	62%	55%	75%	67%	72%	74%
GCS schools are safe (% agree, strongly agree)	49%	59%	52%	64%	67%	70%	66%
GCS is responsive to requests (% agree, strongly agree)	51%	52%	47%	64%	64%	64%	71%
GCS is doing a good job using taxpayer money to educate children (% agree, strongly agree)	43%	40%	40%	48%	58%	58%	55%
Quality of education (good, very good)	62%	68%	67%	75%	67%	68%	69%



GUILFORD COUNTY NAMED A SAY YES TO EDUCATION COMMUNITY

"This is a historic day for the children of our community and for Guilford County Schools. Entire generations of young people and their families will find their lives forever changed because our community and the Say Yes National Foundation believe in them and are willing to help them make their dreams of a college education possible." Maurice O. "Mo" Green, Superintendent

Cheers, excitement and joy filled the gymnasium of Ragsdale High, where business leaders, parents, educators and students attended the launch of Say Yes to Education Guilford.

With the announcement in September of 2015, Guilford County became the first community in North Carolina, the first outside of the Northeast and only the third in the country named as a Say Yes to Education community.

The culmination of nearly two years of planning, fundraising and a highly competitive vetting process, the new community-wide partnership with Say Yes to Education, a national non profit organization headquartered in New York City, is making the dreams of a college education a reality for thousands of GCS students.

Starting with the Class of 2016, eligible GCS graduates who are accepted to and attend a public (two- or four-year) college or university in North Carolina can apply for last-dollar tuition scholarships.

Scholarships are paid after Pell Grants, academic awards, state grants and other financial aid for tuition. Students with greater longevity in GCS will qualify for more funding than those who start with GCS in high school. Students who enroll in GCS as seniors will not qualify for assistance.

GCS diploma graduates who attend any of the more than 100 private colleges and universities that are part of the national

Say Yes to College Compact can also apply for choice scholarships of up to \$5,000 per year.

GCS students who receive full tuition awards at state public colleges and universities may qualify for an opportunity scholarship, although the amount and criteria hasn't been finalized yet.

Both the last-dollar tuition, choice and opportunity scholarships are provided by an endowment fund, which is being raised and managed locally by the High Point Community Foundation and the Community Foundation of Greater Greensboro.

GCS and Guilford Education Alliance are partners in this effort and submitted the original application to Say Yes to Education. So far, approximately \$35 million toward a \$70 million goal has been raised.

As part of a national effort, GCS students will also now be considered for scholarships provided by Compact members only to scholars from Say Yes communities. Typically, these scholarships are awarded to students whose families' income from all sources is around \$75,000 or less, although this number varies by each institution.

In addition to scholarship support, the Say Yes Guilford partnership plans to identify and remove barriers that prevent children and families from reaching their goals of a high school and college diploma.



The goal is to make access easier to school and community supports and services, while also improving teaching and learning in GCS classrooms. By wrapping its arms around students and families from early childhood to the classroom, and then on to college and career, the Say Yes to Education Guilford partnership wants to make education the top community priority.

This bold initiative is not only creating a future for young people that will include a more diverse and educated labor force, but it will also bring benefits to the entire community.

By offering free college tuition to public school graduates at North Carolina public institutions of higher education, local leaders believe the Say Yes initiative will attract new families and businesses to Guilford County.

"While the scholarships generate a lot of excitement, and understandably so, long-term, this is about educational and economic revitalization," said Winston McGregor, executive director of the Guilford Education Alliance. "This has the power to transform our entire community."

For more about Say Yes to Education Guilford, visit, www.sayyesguilford.org



GCS, YES! COMMUNITY SUPPORT

GCS works closely with Triad businesses, faith partners and community organizations to deliver relevant opportunities that connect a student's interest and skills with the future economy of our community and the world.

Business, faith, nonprofit and university partnerships continue to support GCS schools and offices. Partners team up with schools in a variety of ways, from organizing volunteer events to offering internships and donations to support school efforts.

The community also plays an important role in the district's service-learning initiative. There are 160 community partners that have made commitments to provide service-learning opportunities to high school students.

In addition to giving time, Guilford County businesses, nonprofit organizations, foundations and individuals also contributed goods, services and financial resources in excess of \$3.1 million to the district in the 2014-15 school year.

These donations are in addition to the \$35 million pledged in support of building a local endowment to fund college scholarships for GCS graduates as part of Say Yes to Education.



THANK YOU

SAY YES TO EDUCATION GUILFORD DONORS

The Edward M. Armfield, Sr. Foundation
AT&T of North Carolina
Ed and Vivien Bauman
The Joseph M. Bryan Foundation
Dr. Julian and Ann Busby
Hayes and Clem Clement
The Community Foundation of Greater Greensboro
Cone Health Foundation
Earl and Kitty Congdon Family
Charles C. and Nancy Cornelio
Rob and Susan Culp Family
Doris Deal
Nathan and Bethany Duggins
Bill and Candy Fenn
Louise Foster
David R. Hayworth
A.B. and Grace Henley Family
High Point Community Foundation
Board of Trustees
The Hillsdale Fund
Honda Aircraft Company
Ken and Sally Hughes
Ilderton Automotive
Dot Kearns
The William R. Kenan, Jr. Charitable Trust
Lincoln Financial Group Foundation
Dusty and Kay Maynard
David and Vicki Miller
Molly Millis Hedgecock
Emily Millis Hiatt
Skip and Peg Moore
Jim and Ann Morgan
Mildred Poole
Phillips Foundation
Real Kitchen & Market (Lisa and Ray Wheatley)
Claudia and David Reich
Sharon Sink
Jack and Marsha Slane Family
Summit Rotary Foundation
United Guaranty
VF Corporation
Weaver Foundation
Martha Yarborough
Anonymous (7)

GCS, YES! MAPPING SUCCESS

In order to help our students “say yes” to all that life can hold for them, we need a roadmap to take them from the classroom to college and career.



“THERE'S A CERTAIN 'DURABILITY' ONE HAS TO HAVE TO COMPLETE IB. IT'S DEFINITELY NOT THE EASIEST THING IN THE WORLD. WITH THAT BEING SAID; MY REWARD HASN'T ALWAYS BEEN THE BEST GRADE, OR THE HIGHEST SCORE. FOR ME IT LIES IN HOW MUCH I'VE LEARNED ABOUT MYSELF ALONG THE WAY. ”

Douglas McCollum, Senior, International Baccalaureate (IB) Student
High Point Central

GCS launched its roadmap for success, the Strategic Plan 2016: Achieving Educational Excellence – Personalizing Learning, in January 2013. The strategic plan is built on a vision of excellence in academics, character and service, and all that we do.

The plan includes four major areas: Personalized Learning; Character, Service and Safety; Parent, Family and Community, and Educator and Organizational Excellence.

The original plan had 44 goals and 99 strategies designed to help the district achieve excellence in all areas. Since 2009, GCS has made significant progress on graduation rates, increasing student access to college-level courses, improving ACT scores, expanding visual and performing arts opportunities and reducing in-school suspensions.

Operational measures such as restoring parent and community trust and satisfaction with GCS and its schools, keeping parents and the public informed, increasing volunteer hours and donations, improving energy efficiencies, completing 2008 bond projects and starting each school year fully staffed are also going in the right direction, with some areas – such as communications – showing significant growth.

Sadly, budget cuts have also taken a toll. Thus far, 15 of 99 strategies planned for 2013-2016 have been placed on hold due to funding constraints. While GCS secured increases in private philanthropy and state/federal grants that have helped to keep the district moving forward in a positive direction, these efforts can't replace adequate public funding.

For an updated "report card" on how the district is doing, visit www.dpi.state.nc.us/src/. For complete report on strategic plan initiatives and district accomplishments for fiscal year 2015, visit our website at www.gcsnc.com.



"MY SCHOOL IS THE BEST SCHOOL EVER!"

Isaac Cravey-5th Grade
Erwin Montessori

Strategic Plan 2016 Focus Areas	Goals	Measures	Strategies	Project Teams & Plans
I. Personalized Learning	11	29	34	9.5
II. Character, Service & Safety	6	8	17	6.5
III. Parent, Family & Community	7	12	23	6
IV. Educator & Organizational Excellence	8	11	25	7
Total = 4	32	60	99	29
Current Status			56 complete 18 on hold* 25 active	
*15 due to budget constraints; 3 due to community request/developments (avoiding duplication of effort)				

GCS, YES! COLLEGE READINESS

In addition to succeeding in college-level academics, GCS students are also improving their ACT scores. In 2015, 61.5 percent of GCS 11th grade students met the UNC minimum ACT score, up from 56.3 percent in 2013. It's also above the state average of 59.7 percent and the second highest rate of the state's five largest school districts just after Wake County (70 percent).

Seventeen percent of GCS 11th graders met all four college readiness benchmarks compared to the state average of 15 percent. North Carolina requires all 11th grade students to take the ACT free of charge as opposed to most other states where only students planning to go to college may take the exam.

GCS also reported that while state and national combined SAT scores dropped slightly in 2015, GCS scores continued on a steady increase. The district's combined score of 1440 remains below the state (1478) and national (1490) averages. However, it should be noted that almost 70% of GCS seniors took the SAT compared to 59% of seniors in the state and 52% of seniors in the US as a whole.

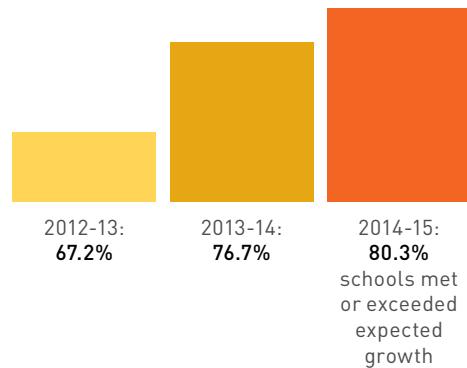
GCS does face challenges when it comes to End of Grade and End of Course test scores, which are essentially flat districtwide. Some subjects and grade levels are improving while others decreasing. Overall, 53.2 percent of GCS students are considered grade-level proficient on state tests. That's down slightly from 53.6 percent in 2014 and below the state 2015 average of 56.6 percent.

The data also show many gaps between race, gender and economic status that still persist.

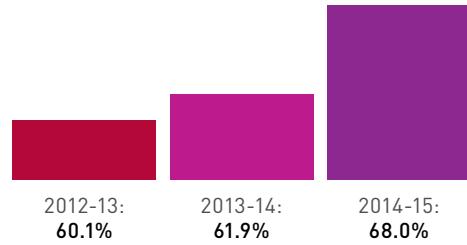
GCS' data mirror state trends. North Carolina's overall EOG/EOC composite for 2015 is essentially flat as well, showing little or no growth over 2014. Higher standards, a new curriculum and a higher bar for proficiency are contributing factors.

A recent study agrees with this assessment, ranking North Carolina's new standards among the nation's highest in terms of what students are expected to know and do at various grade levels. The study by the National Assessment of Educational Progress (NAEP) ranked North Carolina second in the country for the toughest 8th grade math standards, third in the country for 8th grade reading and fourth in the nation for fourth grade reading and math.

GROWTH INDICATORS:



ACT WORKKEYS:



11TH GRADE ACT

Year	Number Tested		Composite Score		Percent Meeting UNC System Minimum	
	GCS	NC	GCS	NC	GCS	NC
2015	5,308	97,670	18.9	18.6	61.5%	59.7%
2014	5,020	94,210	18.7	18.5	58.7%	59.3%
2013	4,997	92,816	18.4	18.4	56.3%	58.5%

OVERALL GCS PERFORMANCE COMPOSITES SINCE NEW STANDARDS

PC	2013	2014	2015
Grade Level Proficiency (Levels 3,4 and 5)	52.5*	53.6	53.2
College and Career Ready Proficiency (Levels 4 and 5)	43.2	43.9	44.0

*Re-calculated with new Levels introduced in 2014

EOG PERFORMANCE

	EOG Reading	EOG math	EOG science
2014-15	51.6%	48.5%	62.5%
2013-14	52.1%	49.2%	60.3%

EOC PERFORMANCE

	Math 1	Biology	English 2
2014-15	62.1	53.2	58.8
2013-14	60.0	56.3	61.8

PARENTS SUPPORT GCS:

92%

of parents plan to re-enroll their child in a GCS school next year

90%

of parents say GCS has good programs for gifted or advanced learners.

85%

of parents say their children's schools have high quality teachers.

87%

of parents say their children's schools values parent involvement

88%

of parents say their children's schools support the development of good character in students.

87%

of parents say their child's school is safe

GCS, YES! **RUNNING LEAN, STAYING ON TRACK**

Donor and community support is key to GCS' success, particularly as the district works to offset increased costs and cope with lower overall funding. Since 2008, GCS has cut more than 200 teaching positions and has increased class sizes three times.

In the last six years, the district has asked for an additional \$78 million from the Board of County Commissioners in an attempt to, among other efforts, replace those positions, sustain school and district operations and pay for salary increases. The district has instead received about \$9 million.

Yet, despite these funding challenges, GCS has made every effort to put as much funding as possible toward student and classroom needs.

Outside reports have confirmed that GCS runs lean, and that the district spends nearly all of its money on schools. According to the report from Schoolhouse Partners, 95.9 percent of total district spending went to teaching and providing direct services for students, training or supervising teachers, general curriculum and operating and managing school campuses.

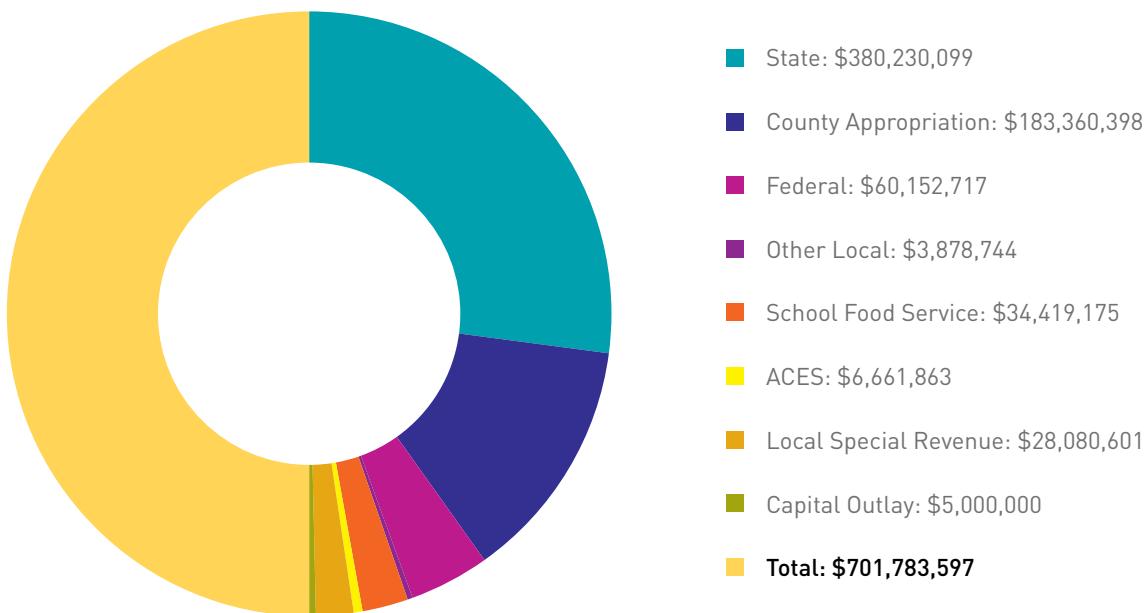
"From 2011 to the budgeted expenses from 2015, program expenses did not fall below 95.9% of total district spending." Schoolhouse

Partners also notes that "there is broad consensus that leadership has done, and is doing, what it can to get resources into the classroom, but also that many supports have been cut in the past few years, and that the District suffers from those cuts."

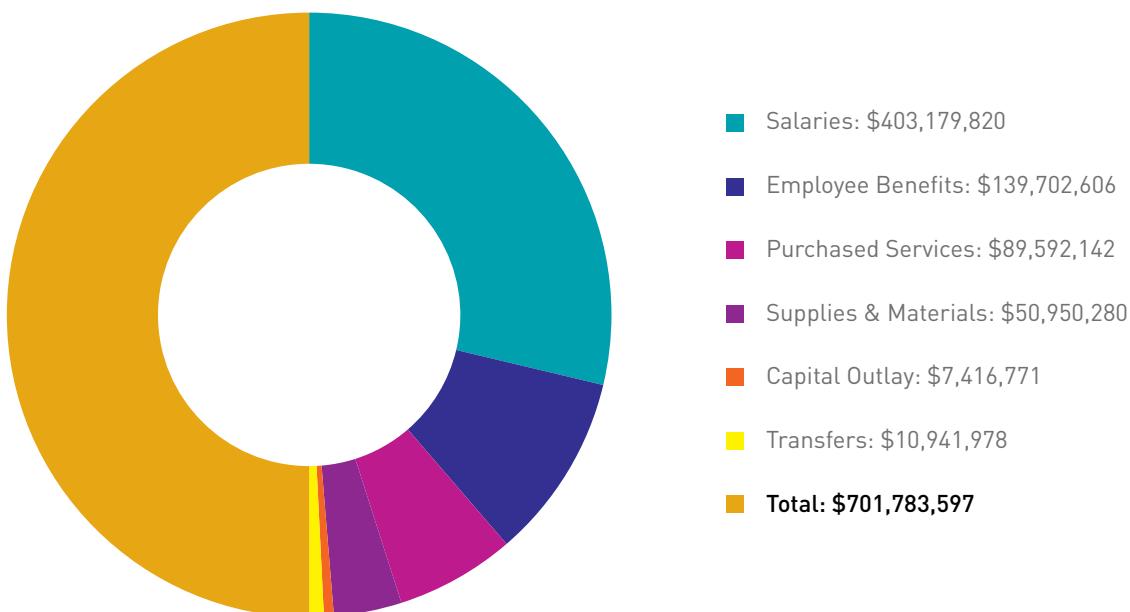


BUDGET: COUNTING EVERY DOLLAR

REVENUES/SOURCES



EXPENDITURES/USES



2015 CONSTRUCTION UPDATE

In March of 2015, the Guilford County Board of County Commissioners approved allocating \$60 million to start work on renovation and expansion at Northwood Elementary and High Point Central High, new traffic patterns at Dudley and Northwest High, renovations and upgrades at Bluford Elementary and a replacement school for Hunter Elementary.

Money was not released by county commissioners for three remaining priority projects, at Western High, Smith High and Guilford Middle, but is expected to be discussed this spring (2016).

2008 SCHOOL CONSTRUCTION BOND SPENDING THROUGH 2015

Construction Contracts

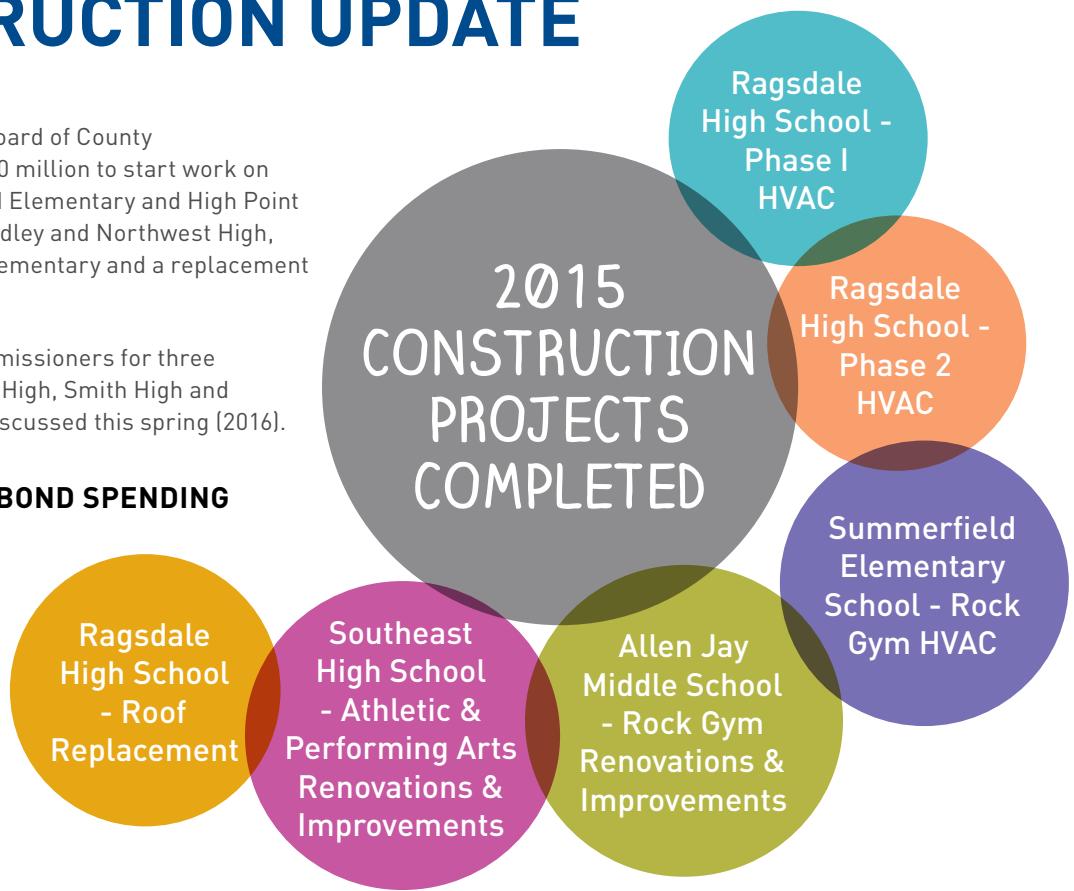
\$316,379,159

Design Contracts

\$25,181,336

Total

\$341,560,495



2015 PROJECTS IN PROGRESS:

BLUFORD ELEMENTARY SCHOOL - RENOVATIONS & ADDITIONS

DUDLEY HIGH SCHOOL - TRAFFIC IMPROVEMENTS

HIGH POINT CENTRAL HIGH SCHOOL - RENOVATIONS & ADDITIONS

HUNTER ELEMENTARY SCHOOL - REPLACEMENT SCHOOL

NORTHWOOD ELEMENTARY SCHOOL - KITCHEN EXPANSION

NORTHWEST HIGH SCHOOL - TRAFFIC IMPROVEMENTS

SMITH HIGH SCHOOL - PHYSICAL EDUCATION IMPROVEMENTS

WESTERN HIGH SCHOOL - PHYSICAL EDUCATION IMPROVEMENTS

GUILFORD MIDDLE SCHOOL - REPLACEMENT SCHOOL

ALLEN JAY MIDDLE SCHOOL - ROOF REPLACEMENT

SOUTHEAST HIGH SCHOOL - ROOF REPLACEMENT

SPECIAL THANKS FROM A SPECIAL LEADER

An excerpt from an Open Letter to the Guilford County Schools Community

December 8, 2015

Thanks for allowing me to be part of something wonderful – the education of our children – including my own. My soul is full to overflowing with gratitude.

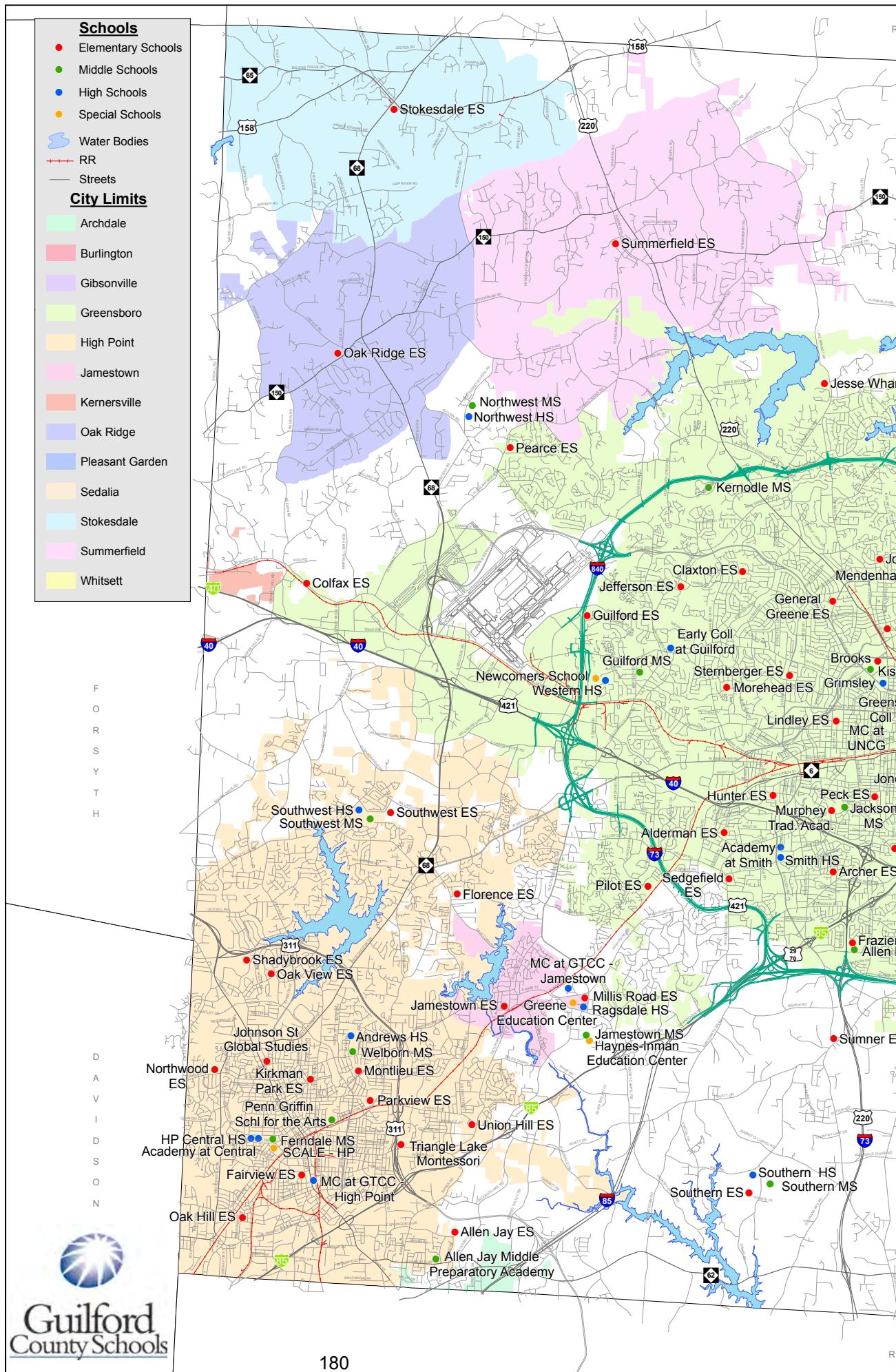
On my son's eighth birthday, July 24, 2008, the Guilford County Board of Education selected me as the Superintendent of Guilford County Schools. It was an outstanding honor for me to be selected and it has remained an incredible privilege to work on behalf of more than 72,000 students each year for the last seven plus years.

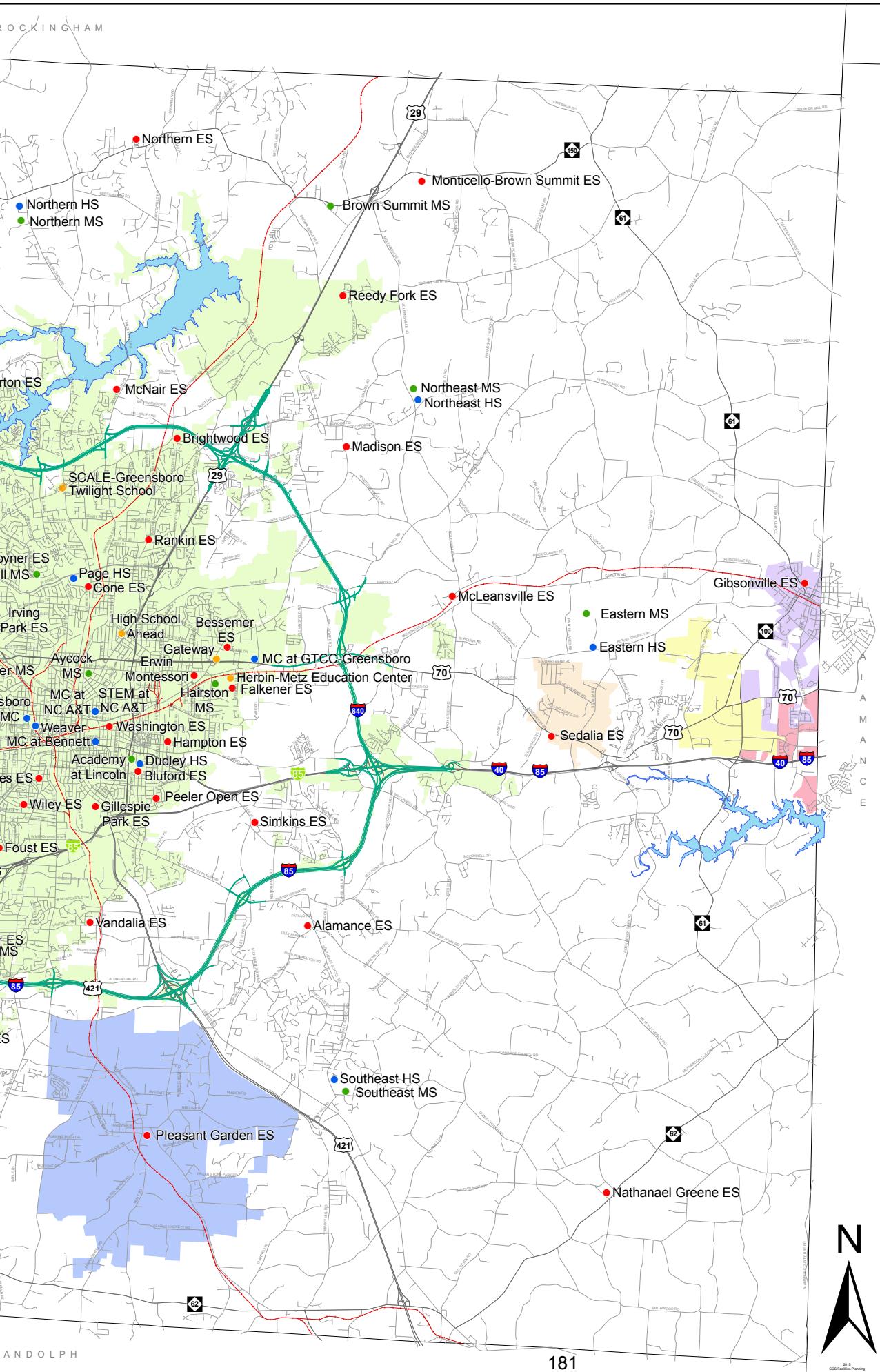
Today, I announce that I am resigning from this position to become the Executive Director of the Z. Smith Reynolds Foundation.

Read full letter at www.gcsnc.com



The Guilford County Board of Education is conducting a state and national search and plans to name a superintendent by the start of the 2016-17 school year. Until then, co-interim superintendents Dr. Nora Carr and Dr. Terrence Young, have been tapped by the board to lead the district. Together they have more than 50 years of experience in education and a diverse range of skills to keep moving GCS forward. Green's last day will be March 18, 2016.





GCS Facilities Planning

GCS, YES! EDUCATIONAL EXCELLENCE & EQUITY

As GCS continues its journey toward educational excellence – excellence in academics, character, service and all that we do, we must also focus on equity.

The quality of education a child receives is too important, too life-altering, to depend on the variances of race, ethnicity, language spoken, disability, gender, sexual orientation, homelessness, zip code, family income or other personal circumstance.

While this report shows we've made significant progress on our journey toward educational excellence, our results also tell us that we have a long way to go in terms of ensuring equity of opportunity and experience for each and every child.

The fact that GCS mirrors national and global trends and issues when it comes to the impact of race and poverty on student learning and life outcomes is of little comfort or consolation. We want to become the community and public school district that once and for all breaks free of student outcomes that are identifiable by race, class, immigration status and disability.

We want to serve as a lighthouse for the country in proving what we all know is inherently true – that all children can learn and achieve at high levels, and that it is up to us, as the adults in their lives at school, home and in the community, to make sure that every child gets what he or she needs to not only survive, but thrive now and in the future.

We believe that Say Yes to Education is a part of the solution, but not the only one. There are no magic bullets in public education. We transform lives and schools one person, one classroom, one school, one district at a time. This is a long-term effort, one that will require sustained commitment.

We can't do this alone. Families can't do this alone. Government can't do this alone. The private sector and non-profit communities can't do this alone. The faith community can't do it alone, either.

While we don't know exactly where this road will take us in the future, this much we do know: we will rise or fall together. Getting kids graduated on time and enrolled in college is only the beginning.

As Robert Frost so wisely noted, "We have miles to go before we sleep." We look forward to taking the journey from the classroom to college and career with each of you – our incredible students, families, employees and community members.

Together, we say "GCS, Yes!"

Sincerely,



Nora K. Carr
Chief of Staff &
Co-Interim Superintendent



Terrence Young
Chief Information Officer &
Co-Interim Superintendent

BOARD OF EDUCATION



DISTRICT 1

A. Keith McCullough
mcculla2@gcsnc.com
(336) 259-5782



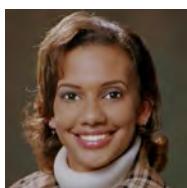
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(336) 812-3164 (fax)



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DISTRICT 9

Rev. Amos L. Quick, III
Vice-Chairman
amosquick@hotmail.com
(336) 273-5579



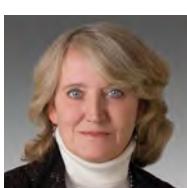
DISTRICT 4

Alan W. Duncan, Chairman
aduncan@mullinsduncan.com
(336) 645-3320
(336) 378-5400 (fax)



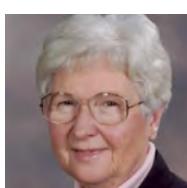
AT LARGE: ALL SCHOOLS

Dr. Sandra Alexander
alexans@gcsnc.com
(336) 790-4654
(336) 697-8155 (fax)



DISTRICT 5

Linda Welborn
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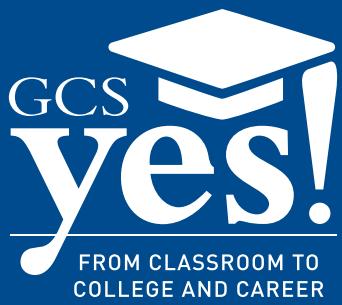
AT LARGE: ALL SCHOOLS

Dr. Nancy R. Routh
nrouth@bellsouth.net
(336) 674-7083
(336) 674-1245 (fax)



DISTRICT 6

Jeff Belton
beltonj@gcsnc.com
(336) 299-8805



STAY CONNECTED VIA:



GCS APP | WWW.GCSNC.COM | GCSTV

GUILFORD COUNTY SCHOOLS
2016-17 BUDGET DEVELOPMENT CALENDAR

Department/Individual with Primary Responsibility	Completion Date	Activity
Council	December 2015	Superintendent's Council ("Council") reviews prior year budget development process and proposed budget development calendar/process for 2016-17
Finance	January 11, 2016	Finance presents to Council 2016-17 GCS allotment formulas
Superintendent/Finance/ Human Resources	January 19, 2016	Budget discussion with Principals' Advisory Council
Council	January 25, 2016	Present DRAFT projections to Cabinet & release draft projections to Principals for review.
Strategic Planning & Project Management	On-going	Weekly SPAC meetings to include strategic planning budget work session(s) (recap strategic plan initiatives funded in prior fiscal years and determination of funds needed for strategic plan initiatives launching or having budget impacts in 2016-17)
Facilities	January 27, 2016	Principals feedback on draft projections due to Facilities
Council	February 1, 2016	Recommendation of 2016-17 allotment formulas to be used in school workbooks
Cabinet/Council	February 1, 2016	Finalize 2016-17 allotment formulas and trade guidelines
Operations-Facilities/Planning	February 3, 2016	Release 2016-17 student enrollment projections
Finance	February 4, 2016	Finance completes Weighted Student Formula (WSF) calculations and enters WSF dollars in site-based allotment workbooks for schools
Human Resources	February 5, 2016	Complete review/testing of site-based allotment workbooks for schools
Superintendent/Finance/ Human Resources	February 11, 2016	Budget discussion with Teachers' Advisory Council
Human Resources	February 11, 2016 - at Principal Meeting	HR present allotment information to Regional Superintendents, Regional Executive Directors and Principals at their scheduled Principal meetings. Presentation will include not only the tools to be used but information about allotments from the allotment stakeholders (<i>i.e. explanation of base allotments as well as Title I, CTE, AL, ESL, SW, and grant funding</i>). We will also provide instructions for Principals to begin meetings with their school leadership to determine priorities prior to receiving their allotments.
BOE	February 13, 2016	Winter Retreat (<i>agenda will include 2016-17 budget discussion and Title I school designation presentation</i>)
Human Resources	February 15, 2016	Finalize and distribute 2016-17 site-based allotment workbooks to schools
Human Resources	February 15, 2016	Notification sent to principals/BOE/cabinet that workbooks are available and significant changes, if any, from prior year workbooks/allotments
Principals		<u>Deadline for schools to review their allotment plans with Regional Superintendents</u>

GUILFORD COUNTY SCHOOLS
2016-17 BUDGET DEVELOPMENT CALENDAR

Department/Individual with Primary Responsibility	Completion Date	Activity
Regional Superintendents	February 22, 2016	and/or Executive Directors for approval via site-based allotment workbooks
Title I	February 25, 2016	Board approval of thresholds for Title I designations
Human Resources	February 22 - March 4, 2016	Finalize site-based allotment workbooks with Regional Superintendents/Executive Directors and Principals in group meetings at Washington Street computer lab. Appropriate allotment stakeholders (<i>i.e. Title I, CTE, ESOL, Magnet, etc.</i>) will be available for questions as well.
Council Cabinet	February 29, 2016	Completed central office budget worksheets due to Finance (<i>worksheets to include costs to be incurred in 2016-17 to implement strategic plan initiatives and redirected funds identified to offset such costs</i>)
Council Cabinet	February 29, 2016	Prioritized request for capital outlay items due to Finance
Finance	Mid to late February 2016	Finance completes fund balance projections for 2015-16
BOE BOCC	March 2016 (TBD)	Joint meeting(s) of the Board Of Education (BOE) and Board of County Commissioners (BOCC) or BOE and BOCC appointed budget subcommittees are scheduled to discuss factors impacting the 2016-17 budget request and, if available, preliminary 2016-17 budget numbers/calculations
Superintendent CFO	March 2016 (TBD)	Superintendent and CFO meet with County Manager and County Budget Management & Evaluation Director to discuss GCS budget request and recommendations
NCDPI	March 2016 (TBD)	NCDPI releases 2016-17 Governor's Recommended Allocations
Human Resources Academic Services	March 7- March 11, 2016	HR/Academic Services complete Art/Music/PE teacher assignment schedules and HR posts final school staffing plans
Human Resources	March 11, 2016	Complete (1) processing site-based trades/purchases submitted by schools; (2) releasing positions created by trades/purchases; and (3) updating positions in HRMS (<i>i.e., changes in subject/grade level assignments</i>)
Human Resources	March 14, 2016	Surplus list released to HR staffing personnel
Human Resources	March 14, 2016	2016-17 PS-32 process reopened – any further 2016-17 position changes processed via PS-32s versus site-based allotment workbooks
HR	March 17, 2016	Transfer/Surplus Placement Fair
HR	March 14 – April 29, 2016	Transfer Period
NCDPI	Late March to Mid April 2016	NCDPI releases 2016-17 Federal Planning Allotments
HR	March 14, 2016 forward	Surplus Placement

GUILFORD COUNTY SCHOOLS
2016-17 BUDGET DEVELOPMENT CALENDAR

Department/Individual with Primary Responsibility	Completion Date	Activity
Superintendent	April 12, 2016	Superintendent presents 2016-17 Budget Message and Budget Request to (BOE) <i>[statutory deadline for this activity is May 1]</i>
BOE	April 13 - May 9, 2016	Additional budget work sessions scheduled, if/as needed, during this timeframe
Cabinet	April 18, 2016	Planning meeting for April 21, 2016 budget work session with BOE
BOE	April 21, 2016	BOE has budget work session to review 2016-17 budget request
BOE	April 28, 2016	BOE conducts a public hearing on the 2016-17 budget request at regularly scheduled board meeting
BOE	May 2016	BOE holds 2016-17 line-item review session
BOE	May 10, 2016	BOE adopts 2016-17 budget at regularly scheduled board meeting
BOE	May 15, 2016	Statutory deadline for BOE to submit 2016-17 budget request to BOCC
County Manager	June 2016 (TBD)	County Manager presents 2016-17 budget message and recommended budget to the BOCC
BOCC	June 2016 (TBD)	BOCC has work session(s) to review BOE budget request
BOCC	June 2016 (TBD)	BOCC conducts public hearing on the 2016-17 budget
BOCC	June 2016 (TBD)	BOCC adopts 2016-17 Budget Ordinance
BOE	June 28, 2016	BOE approves an Interim Budget Resolution if the BOCC has not adopted a 2016-17 Budget Ordinance on or before July 1 and/or the state has not adopted a continuing resolution or a final budget for 2016-17 on or before July 1
BOCC	On or before July 1, 2016	Statutory deadline for BOCC to adopt the 2016-17 Budget Ordinance
BOE	TBD	BOE approves final 2016-17 budget
BOE	TBD	BOE approves 2016-17 Budget Resolution



Guilford County Board of Education's 2016-17 Budget Request

Presented to
Guilford County Board of Commissioners
May 13, 2016



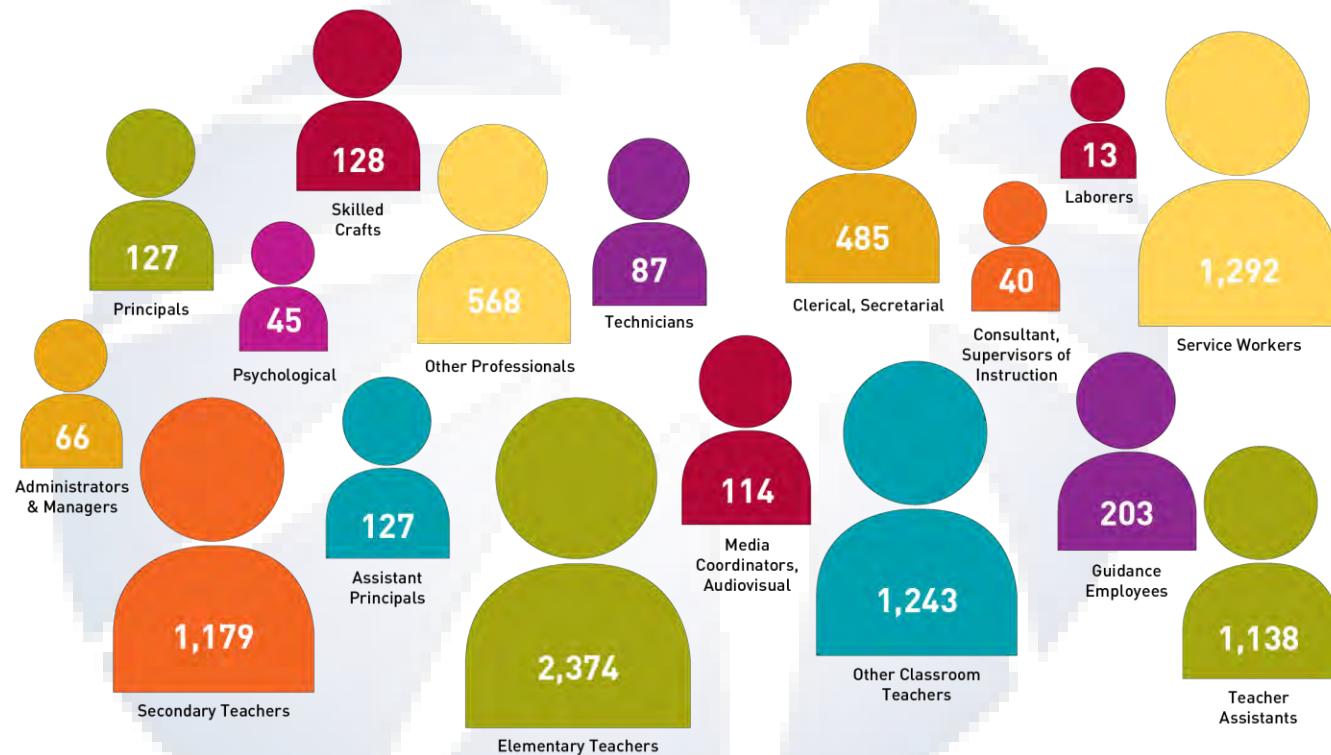
STRIVING. ACHIEVING. EXCELLING.

VISION AND MISSION





WHO WE ARE



Total full-time employees: **9,228** // Total part-time employees: **877**

Total full-time and part-time employees: **10,105**

190

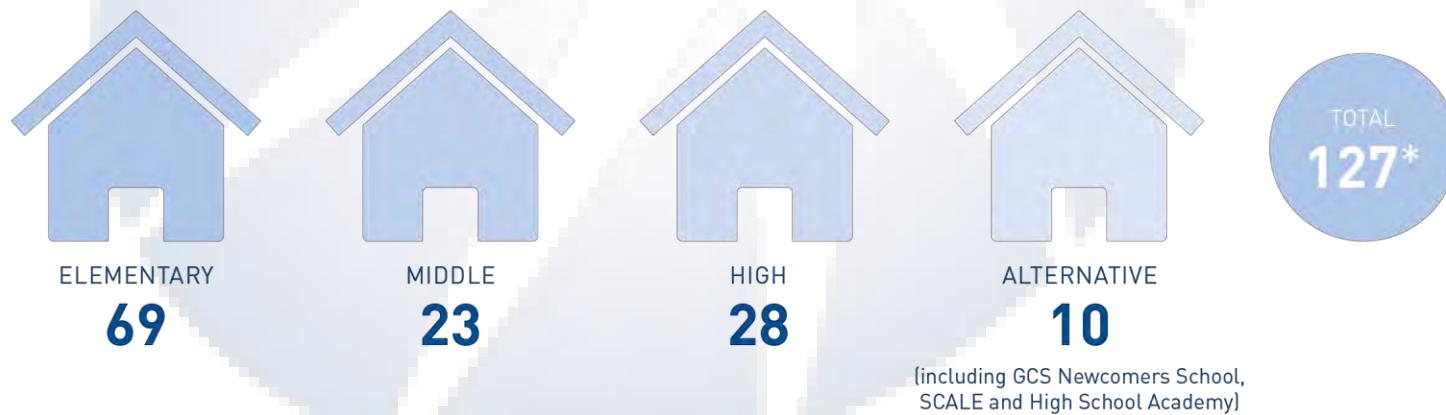


WHERE WE ARE

95.9%

The “district spends nearly all of its annual revenues – 95.9 percent – on program activities. These include teaching and direct services to students, teacher training and supervision, and operating and managing school campuses.” *Schoolhouse Partners, Fiscal Analysis, 2011 - 2015*

Number of Schools

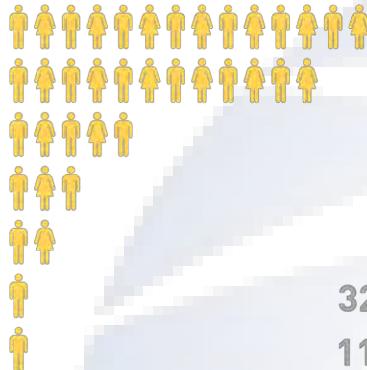


* Some campuses, such as Penn-Griffin School for the Arts, house both a middle and a high school.

Sources: Guilford County Schools, U.S. Census Bureau, State and County QuickFacts and Guilford County's NCGenWeb

WHO WE SERVE

Student Demographics*



29,400 BLACK

24,660 WHITE

10,315 HISPANIC

4,265 ASIAN

2,828 MULTI-RACIAL

326 NATIVE AMERICAN

114 PACIFIC ISLANDER

* Does not include pre-K or grade 13 [Special education students remain until age 23; approximately 18 students are dually enrolled in high school and college, and will graduate after a fifth year of high school with both a high school and an associate's degree].

13,792 ADVANCED LEARNERS

10,733 SPECIAL EDUCATION
(INCLUDES PRE-K)

62.3% STUDENT POVERTY RATE*

**104 WORLD LANGUAGES/
DIALECTS SPOKEN**

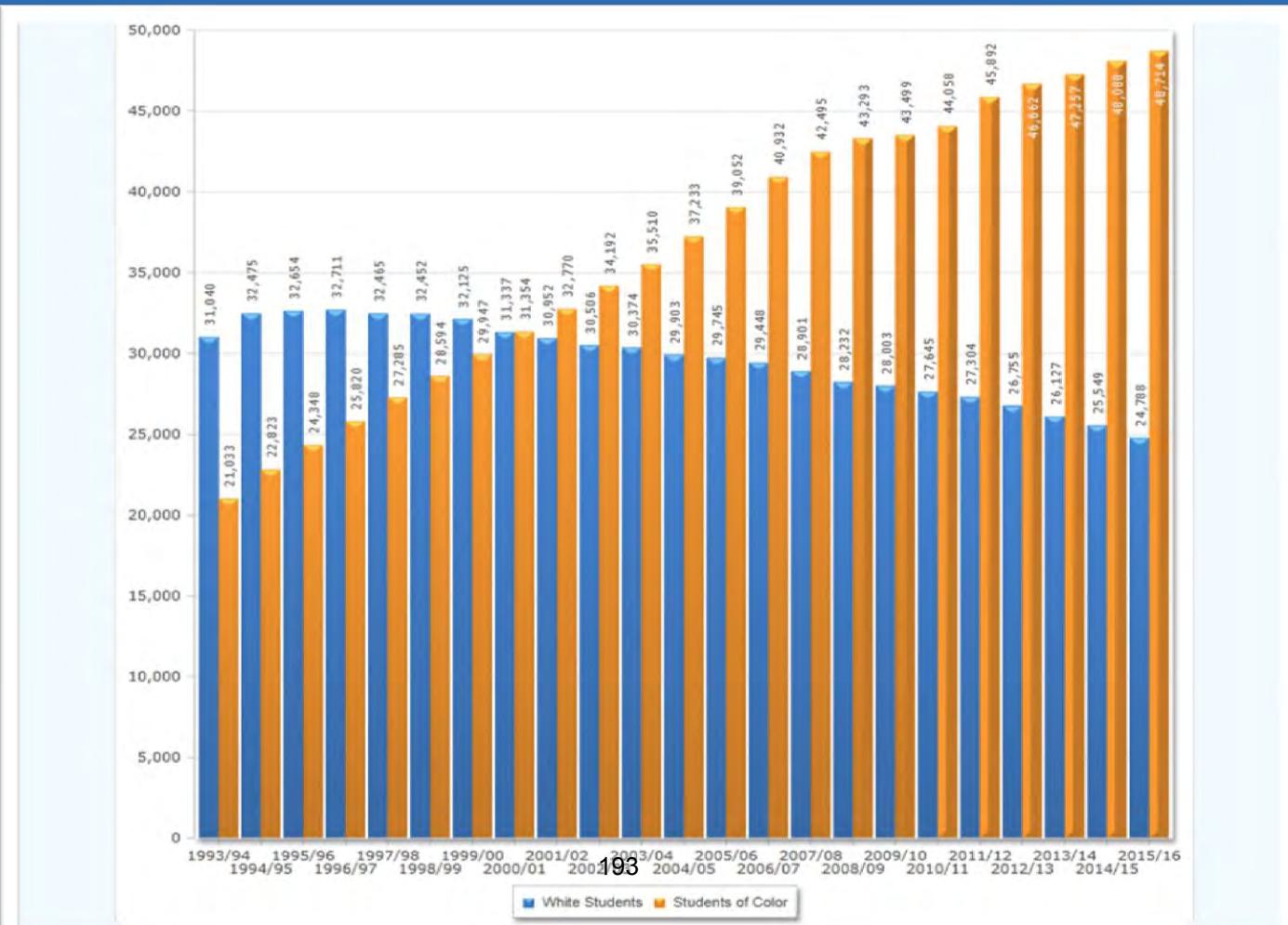
192

*Based on Community Eligibility Provision (CEP) data.

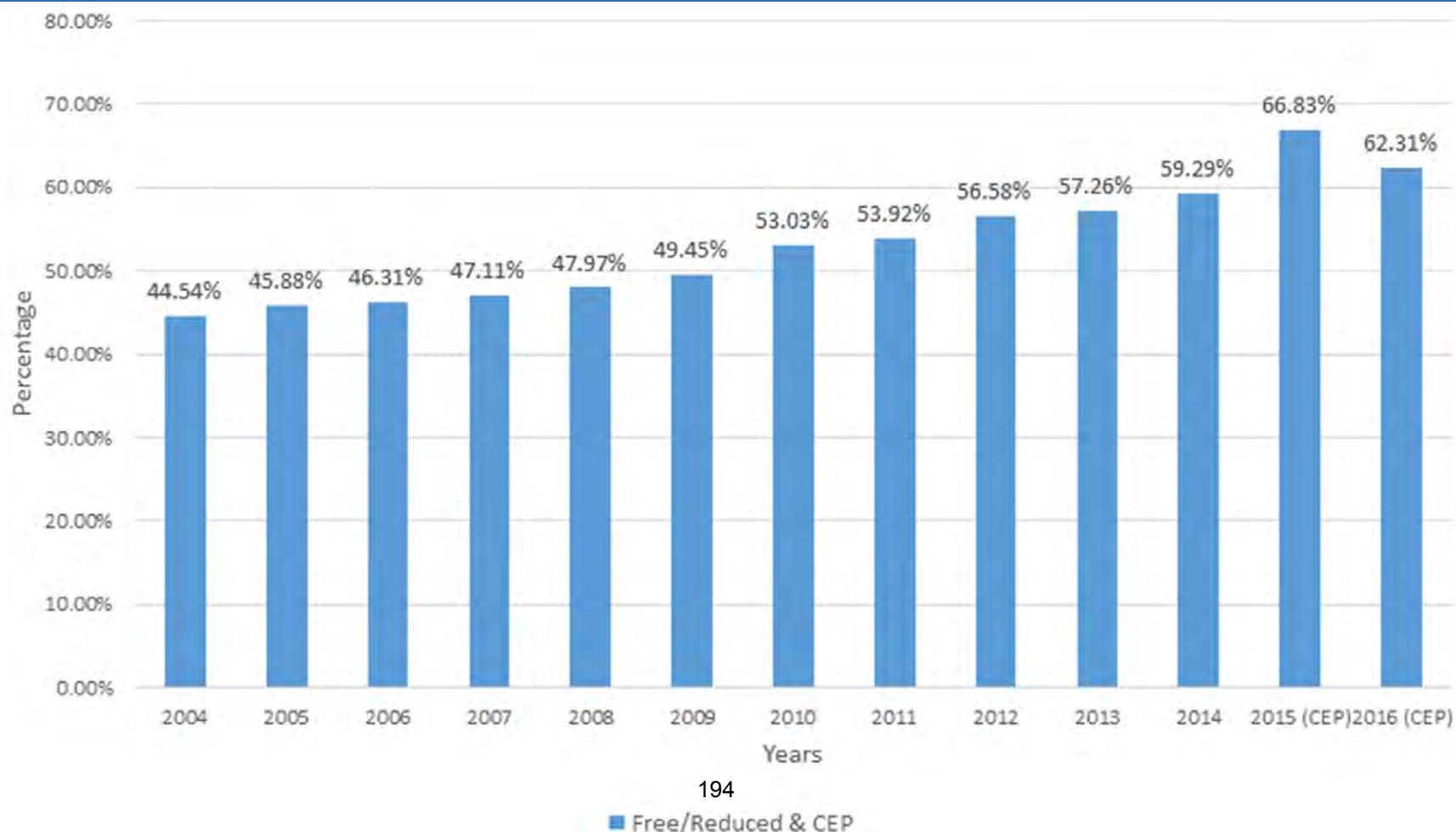




STUDENT DEMOGRAPHICS 1993-2016



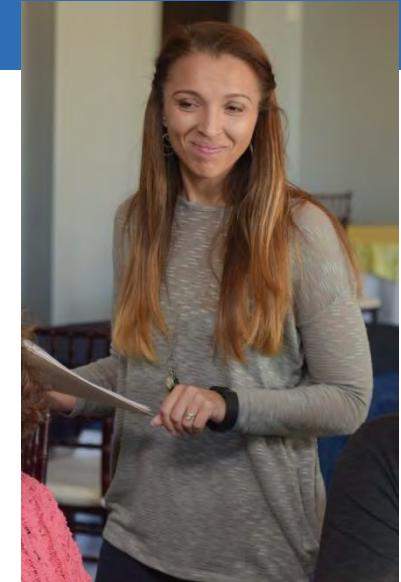
FREE-REDUCED RATES 2004-2016



2016-17 BUDGET PHILOSOPHY

Our priority is our people. Our people represent our greatest strength and our most critical competitive advantage. From our bus drivers and carpenters to our classroom teachers and clerical workers, our people make things happen for children.

GCS – A PEOPLE BUSINESS



DRIVER PAY COMPARISON

	Guilford County Schools	GTA (Employees of Transdev)	SCAT (Paratransit, Transdev)	Winston-Salem/ Forsyth County Schools
Beginning	\$11.87/hour	\$14.28/hour	\$11.86/hour	\$12.35/hour
2 nd year	\$11.87/hour	\$15.18/hour	\$13.26/hour	\$12.49/hour
3 rd year	\$12.16/hour	\$17.03/hour	\$14.87/hour	\$12.74/hour
4 th year	\$12.16/hour	\$19.07/hour	\$15.89/hour	\$13.10/hour



LOCAL MONTHLY TEACHER SUPPLEMENTS ACROSS LARGE DISTRICTS

DISTRICT	YEARS 1 - 3	YEAR 10	YEAR 15	Year 20	Year 25	Year 30
1. WAKE	603.75	710.00	793.88	871.88	1000.00	1162.50
2. CHARLOTTE-MECKLENBERG	524.65	600.80	675.56	745.40	801.50	852.50
3. DURHAM	437.50	540.00	641.63	744.00	862.50	925.00
4. GUILFORD	435.00	385.00 (drops to 5 th place)	426.00 (5 th place)	454.00	485.00	520.00
5. ALAMANCE	315.00	400.00	478.00	511.50	550.00	550.00

OUR REQUEST – OPERATING

2016-17 Local Fund = \$195,809,771

\$183,360,398 = 2015-16 county appropriation

+ 9,145,949 = increase requested for 2016-17

\$192,506,347 = 2016-17 county appropriation requested

Requested per-pupil amount for 2016-17 = \$2,473

(using NCDPI's 2016-17 allotted ADM, including charter schools)

Other Local Sources = \$3,303,424

ADDITIONAL DETAIL

Requested increase in county appropriation = **\$9,145,949**

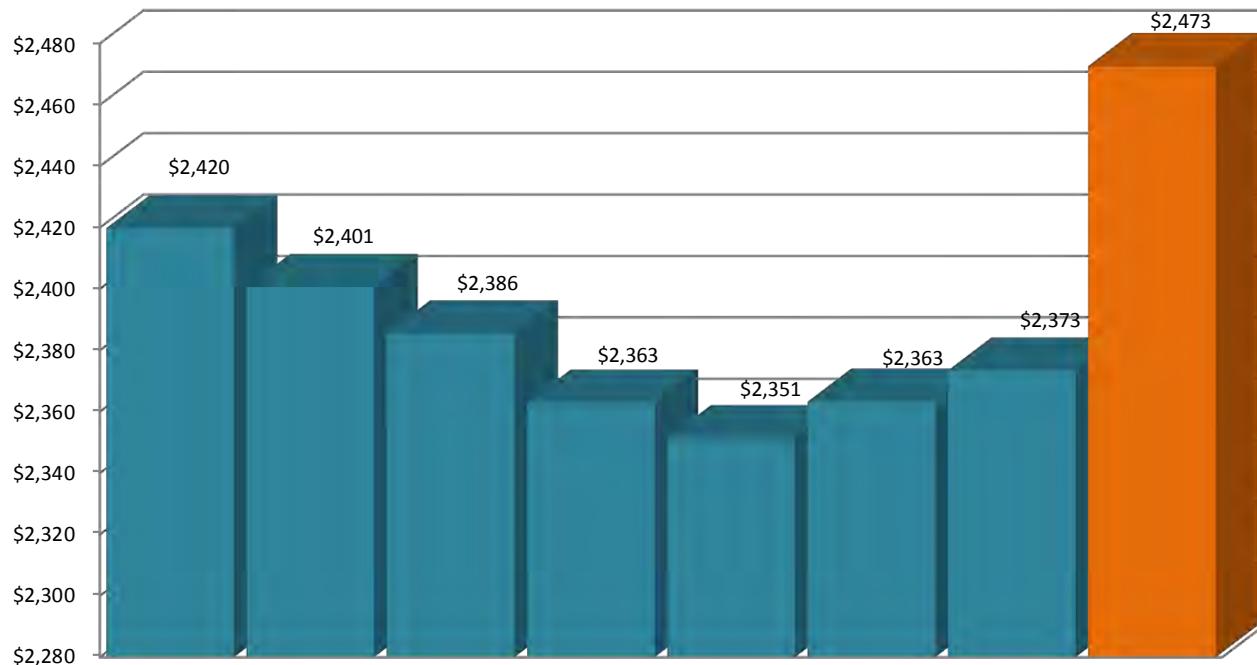
Salary & benefit cost increases, recruitment & retention	\$5,727,687
Twilight West (High Point - \$492,092) and Novant Health medical coding program at Northeast High School (\$66,648)	\$558,740
School personnel – formerly privately/grant funded (Parkview Elementary and Allen Jay Prep Academy	\$484,575
Increases in operating costs – school custodial supplies	\$209,600
Growth in charter school enrollment	\$2,165,347



**Guilford County Schools
Per Pupil County Appropriation for Local Current Expense Fund**

Fiscal Years 2009-10 thru 2015-16

(2009-10 through 2014-15 GCS = final ADM per NCDPI; 2009-10 thru 2014-15 Charter = Average monthly billing
 2015-16 GCS = 20th day; 2015-16 Charter = Average monthly billing through February 2016)
 2016-17 = Co-Interim Superintendents' Budget Recommendation



	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
County Appropriation	\$175,165,521	\$175,165,521	\$175,165,521	\$175,630,398	\$177,130,398	\$179,360,398	\$183,360,398	\$192,506,347
Guilford County Schools	70,710	71,227	71,587	71,885	71,787	71,502	71,908	71,710
Charter Schools	1,678	1,740	1,840	2,442	3,543	4,393	5,347	6,145
Total	72,388	72,967	73,427	74,327	75,330	75,895	77,255	77,855
Per Pupil Appropriation Amount	\$2,420	\$2,401	\$2,386	\$2,363	\$2,351	\$2,363	\$2,373	\$2,473

State Fund

2016-17 Projected State Budget = \$381,810,947

- Built using allotment formulas provided by NC Department of Public Instruction (updated to included funding changes included in second year of final 2015-16 state budget passed in September 2015).
- Further adjustments for changes in allotted ADM will be included in the state planning allotment
 - 2015-16 allotted ADM = 71,917
 - 2016-17 allotted ADM = 71,710

Federal Fund

2015-16 Actual Federal Allotment = \$44,661,849

- 2016-17 federal planning allotments from NCDPI are not yet scheduled to be released.

SPECIAL REVENUE FUND

Funding Source :

	Amount
Race to the Top PACE and sub-grants	\$6,679,924
NC Pre-K	\$3,744,280
Indirect Cost	\$3,039,588
Medicaid Administrative Outreach	\$1,000,000
ROTC Revenue	\$490,000
Medicaid Direct Services Reimbursement	\$450,000
Sales tax refund – state fund	\$100,000
Miscellaneous revenue	\$75,808
Tuition & fees	\$62,126
Indian Education	\$52,191
Rental of school property	\$39,332
Disposition of school fixed assets	\$35,000
Total	204 \$15,768,249

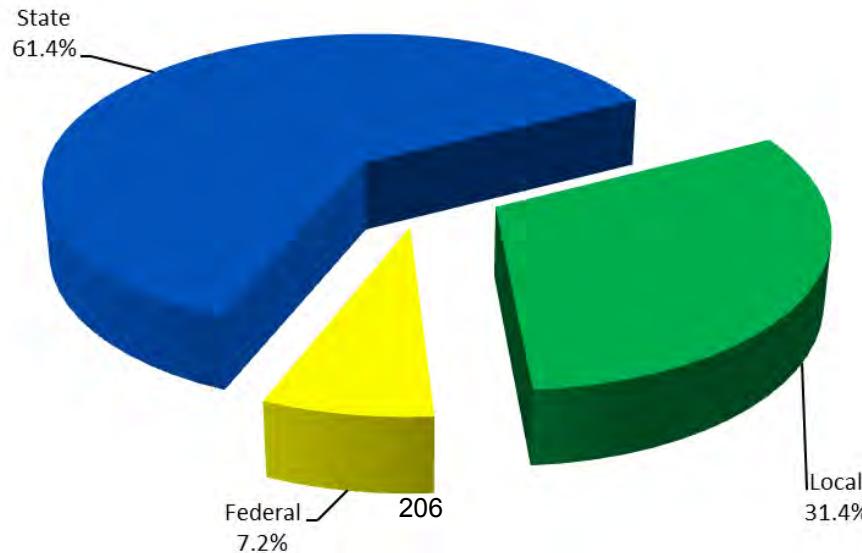
2016-17 BUDGET RECOMMENDATION

- **2016-17 Total Recommended Operating Budget = \$622,282,567**

- Funding sources:
 - State Fund = **\$381,810,947**
 - Local Fund = **\$195,809,771**
 - County Appropriation = **\$192,506,347**
 - Other Local Sources = **\$3,303,424**
 - Federal Fund = **\$44,661,849**

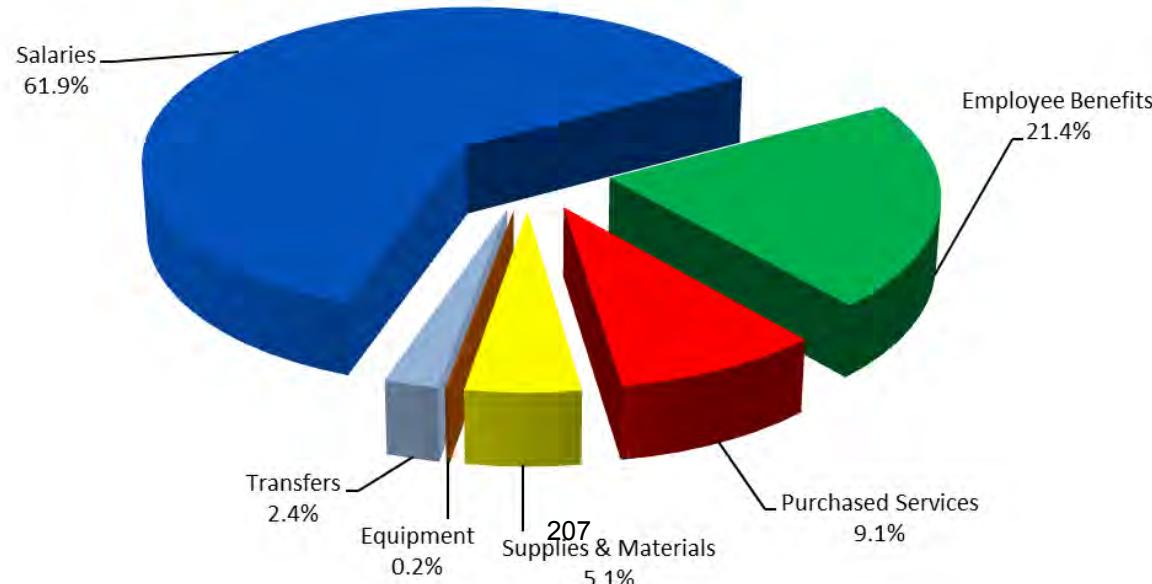
2016-17 FUNDING SOURCES

2016-17 Operating Budget Revenues/Sources	
Where The Money Comes From	
State	\$381,810,947
Local	195,809,771
Federal	44,661,849
Total	\$622,282,567



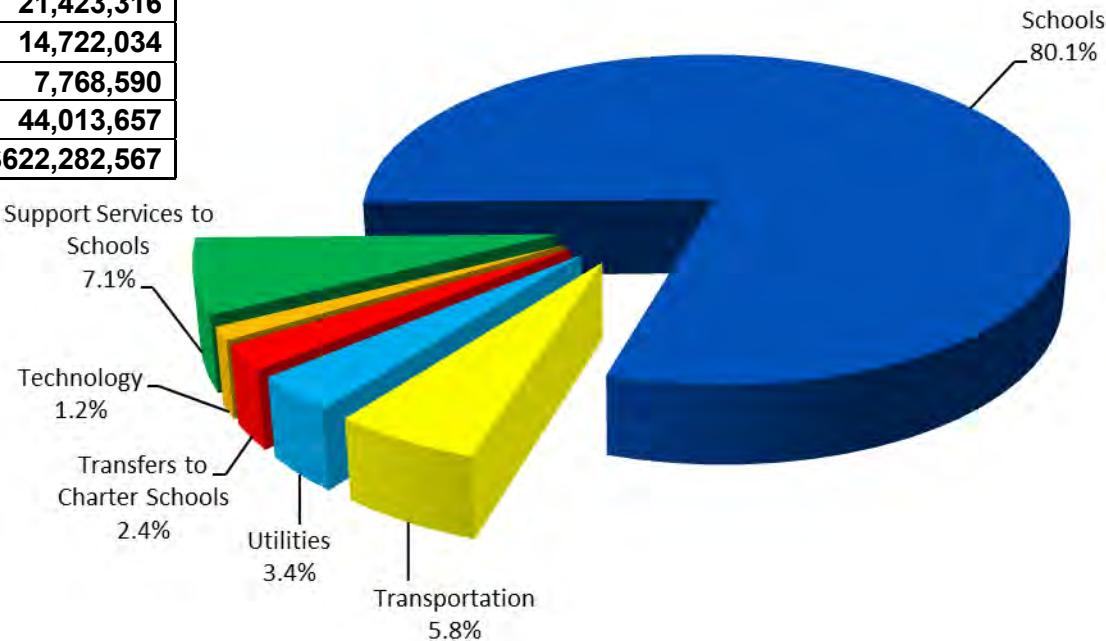
2016-17 EXPENSES

2016-17 Operating Budget Expenditures/Uses Where the Money Goes	
Salaries	385,099,995
Employee Benefits	133,031,442
Purchased Services	56,691,169
Supplies & Materials	31,636,942
Equipment	975,986
Transfers	14,847,033
Total	\$622,282,567



2016-17 EXPENSES BY NC PURPOSE CODES

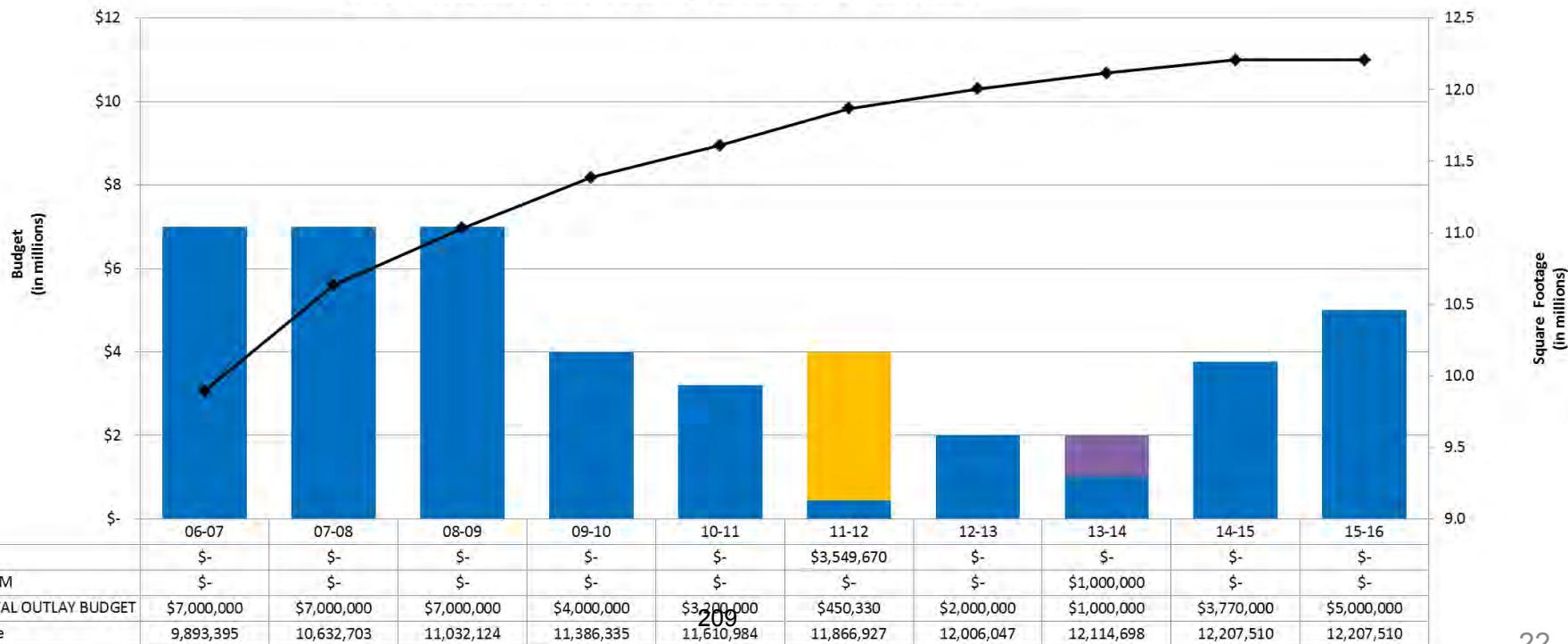
SUMMARY OF 2016-17 OPERATING BUDGET	
Schools	\$498,446,506
Transportation	35,908,464
Utilities	21,423,316
Transfers to Charter Schools	14,722,034
Technology	7,768,590
Support Services to Schools	44,013,657
Total	\$622,282,567



CAPITAL OUTLAY FUND

Capital Request from County Commissioners = \$11,000,000

Annual GCS Capital Outlay Budget
 Fiscal Years 2005-06 through 2015-16
 (2011-12 = \$450,330 in general fund dollars + \$3,549,670 from the Eastern Guilford HS Replacement project;
 2013-14 = \$1,000,000 in general fund dollars + \$1,000,000 in bond premium dollars)



2016-17 BUDGET RECAP

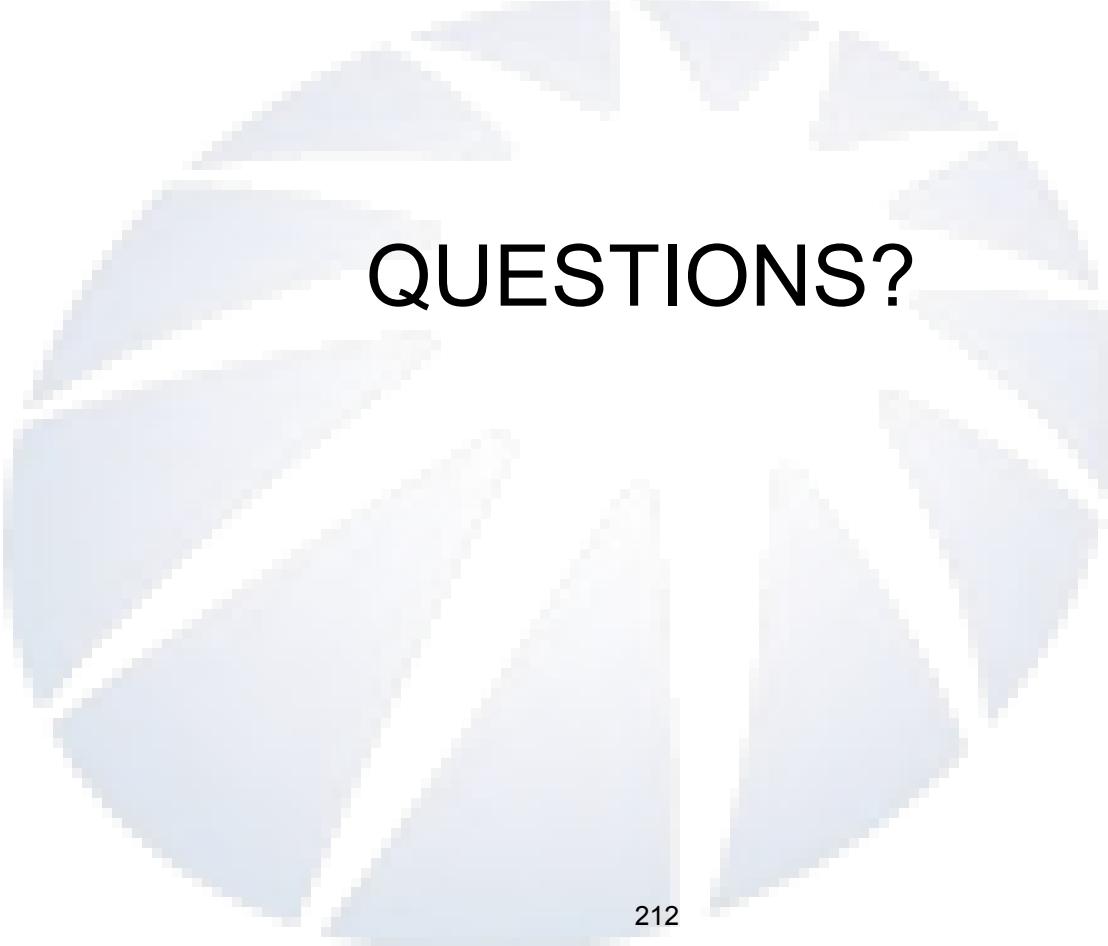
- **2016-17 Total Recommended Budget = \$695,973,422**
- Funding sources:
 - State Fund = **\$381,810,947**
 - Local Fund = **\$195,809,771**
 - County Appropriation = **\$192,506,347**
 - Other Local Sources = **\$3,303,424**
 - Federal Fund = **\$44,661,849**
 - Capital Outlay Fund = **\$11,000,000**
 - Enterprise Funds:
 - Child Nutrition Fund = **\$39,994,692**
 - ACES Fund (After School Care Enrichment Services) = **\$6,927,914**
 - Special Revenue Fund = **\$15,768,249**

2016-17 BUDGET DEVELOPMENT

- BOE conducts budget work session(s) (*April 21, 2016*) and holds public hearing (*April 28, 2016 BOE meeting*)
- BOE adopts 2016-17 budget request (*May 10, 2016*)
- BOE submits 2016-17 budget request to BOCC (*no later than May 15, 2016*)
- BOCC has work session(s) to review budget
- BOCC adopts 2016-17 Budget Ordinance (*on or before July 1 statutory deadline*)
- BOE approves Interim Budget Resolution if BOCC has not adopted a 2016-17 Budget Ordinance on or before July 1 and/or the state has not adopted a final budget for 2016-17 before July 1
- BOE approves final 2016-17 budget and 2016-17 Budget Resolution



2016-17 BUDGET RECOMMENDATION



QUESTIONS?

Compensation Increases

Teachers and State Employees

Fiscal Year	State Employees	Teachers	Consumer Price Index *
1994-95	4.0% b.	7.0% c.	2.6%
1995-96	2.0%	2.0%	2.8%
1996-97	4.5%	5.5%	3.0%
1997-98	4.0%	7.5% d.	2.3%
1998-99	3.0% b.	7.5% d.	1.6%
1999-00	3.0% b.	7.5% d.	2.2%
2000-01	4.2% e.	6.5% d.	3.4%
2001-02	0.0% f.	2.9%	2.8%
2002-03	0.0% g.	1.8%	1.6%
2003-04	0.0% h.	1.8%	2.3%
2004-05	2.5% i.	2.5%	2.7%
2005-06	2.0% k.	4.2%	3.4%
2006-07	5.5%	8.0%	3.2%
2007-08	4.0%	5.0%	2.8%
2008-09	2.8% l.	4.0% d.	3.8%
2009-10	0.0%	0.0%	-0.4%
2010-11	0.0%	0.0%	1.6%
2011-12	0.0%	0.0%	3.2%
2012-13	1.2% m.	1.2%	2.1%
2013-14	0.0% m.	0.0% m.	1.5%
2014-15	1.86% n.	7.0%	1.6%
2015-16	0.0% p.	2.1%	0.1%

Notes:

- a. Flat rate amounts are not included in the percentage accumulation total.
- b. Plus a one-time bonus of 1% to each permanent employee (0.5% bonus in 1999-2000). Salary increases for teachers ranged from 5% for teachers with 3 years or less experience or at the 30 year maximum, to 7% for teachers with over 3 years experience. Principals and Assistant Principals received a 9% increase. School bus drivers received an 8% increase.
- c. Teachers received varying increases depending on their years of experience.
- d. Plus a one-time bonus of \$500 to each permanent employee.
- e. An across-the-board flat rate of \$52.08 per month was provided for all employees.
- f. Full-time State Employees received an additional 10 days vacation.
- g. Full-time State Employees received an additional 10 days vacation plus a one-time bonus of \$550.
- i. State Employees received the greater of \$1,000 or 2.5%.
- k. State Employees received the greater of \$850 or 2.0%.
- l. State Employees received the greater of \$1,100 or 2.75%
- m. Full-time State Employees received an additional 5 days vacation.
- n. Full-time State agency employees received \$1,000. 1.86% is the calculated average increase.
(This did not include school district employees)
- p. State employees received \$750 one time bonus pay.

2016-17 ELEMENTARY SCHOOL ALLOTMENT FORMULAS

DESCRIPTION	FORMULA (SEE NOTES AT BOTTOM)
Total ADM Per School	Current Year ADM Projections (Includes EC)
Free & Reduced Percent	Most Recent Available Data (Unofficial)
Classroom (Core) Teachers	Equity 3 Schools 52.5+% CEP = Grades K-3 = 17.3:1; Grades 4-5 = 26.55:1; totaled, then rounded to nearest whole number. Non Equity Schools Grades K-3 = 22.55:1; Grades 4-5 = 26.55:1; totaled, then rounded to nearest whole number.
Specials Teachers - Art, Music, PE & Foreign Language	Specials teachers able to teach up to 7 sections per day - 5 day rotation - allotment to cover 4 days (at least 1 day art, at least 1 day music, at least 1 day PE, and 1 day of choice (art, music or PE).
Teacher Assistants	Based on distributing total available (calculated as State Dollar allotment divided by Average Salary and Benefits) at the rate of 1 per K classroom and remainder allocated based on Grades 1-3 ADM.
Counselors	1-800 ADM = 1, 801-1200 ADM = 2, 1200+ ADM = 3
Psychologists	Allotment Based on Student Case Load as determined by Psychological Services
Social Workers	Equity Plus Schools = .50, Non-Equity Plus Allotment as determined by SW Services
Media Specialists	0-1000 ADM = 1, 1000+ = 2
Assistant Principal	1-584 ADM = 0, 585-1165 ADM = 1, 1166-1749 ADM = 2, 1750+ ADM = 3
ESOL Teachers	ESOL Teachers required to meet LEP enrollment
Curriculum Facilitator	.5 per school
Treasurer	1 per School
Data Manager I - Student Information	.5 per School
Media Assistant	None Allotted for 2009-10
General Assistant	1 per School
Office Support II	.5 per 510+
Office Support I	.5 per 1020+

Note: Schools with Weighted Student Formula and/or Title I Funds may use same to purchase additional positions within approved guidelines.

Note: Positions with range distributions (e.g. Counselor) are subject to a 2% rule. The ADM must exceed the cut off by 2% to gain the next position allotment and must fall below the cut off by 2% to lose the position.

2016-17 MIDDLE SCHOOL ALLOTMENT FORMULAS

DESCRIPTION	FORMULA (SEE NOTES AT BOTTOM)
Total ADM Per School	Current Year ADM Projections (Includes EC)
Free & Reduced Percent	Most Recent Available Data (Unofficial)
Teachers	Grades 6-8 = 22.55:1 calculated by grade level, totaled and then rounded up at 0.7.
Counselors	0-400 = 1, 401-875 ADM = 2, 876-1100 ADM = 2.5, 1101-1325 ADM = 3, 1326-1550 ADM = 3.5, 1551+ ADM = 4
Psychologists	Allotment Based on Student Case Load as determined by Psychological Services
Social Workers	.50 per school
Media Specialist	1-1000 ADM = 1, 1000+ ADM = 2
Assistant Principal	0-300 ADM = 0, 301-582 ADM = 1 583-1165 ADM = 2, 1166-1749 ADM = 3, 1750+ ADM = 4
ESOL Teacher	ESOL Teachers required to meet LEP enrollment
ESOL Teacher	Additional portion of ESOL Teacher required to meet LEP enrollment
Band/Orc Teacher	Allotment Based on Registration
Instructional Technology Specialist	None Allotted for 2014-15
Health Education Teacher	Itinerant Teachers as assigned by Central Office
Reading Teacher	None Allotted for 2014-15
Curriculum Facilitator	1 Per School
SRO	1 Per School
Treasurer	1 Per School
Data Manager II - Student Information	1 Per School
Media Assistant	None Allotted for 2014-15
Office Support II-Guidance	.5 Per School
Office Support II	1-550 ADM = 1 550+ ADM = 1.5
Office Support I	1020 + ADM = .5

Note: Schools with Weighted Student Formula and/or Title I Funds may use same to purchase additional positions within approved guidelines.

Note: Positions with range distributions (e.g. Counselor) are subject to a 2% rule. The ADM must exceed the cut off by 2% to gain the next position allotment and must fall below the cut off by 2% to lose the position.

2016-17 TRADITIONAL HIGH SCHOOL ALLOTMENT FORMULAS

DESCRIPTION	FORMULA (SEE NOTES AT BOTTOM)
Total ADM Per School	Current Year ADM Projections (Includes EC)
Free & Reduced Percent	Most Recent Available Data (Unofficial)
Teachers	Grades 9-10 = 25.55:1; Grades 11-12 = 27.55:1 Calculated by Grade Level and then Rounded up at 0.7.
Advanced Placement Teacher	1 Per School
Counselors	0-350 ADM = 1, 351-500 ADM = 1.5, 501-650 ADM = 2, 651-800 ADM = 2.5, 801-950 ADM = 3, 951-1100 ADM = 3.5, 1101-1250 ADM = 4, 1251-1400 ADM = 4.5, 1401-1550 ADM = 5, 1551-1700 ADM = 5.5, 1701+ ADM = 6
Psychologists	Allotment Based on Student Case Load as determined by Psychological Services
Social Worker	.50 Per School
Media Specialist	1-775 ADM = 1, 775+ ADM = 2
Assistant Principal	1-900 ADM =1, 901-1400 ADM=2, 1401-1649 ADM=3, 1650+ADM=4
Behavior Modification Technician	1 per school
Band/Orchestra Teachers	Allotment Based on Registration
Curriculum Facilitator	1 Per High School
Graduation Coach	None Allotted for 2014-15
ESOL Teachers	ESOL Teachers required to meet LEP enrollment
Athletic Director	.50 per school + 2 months
SRO	1 per school
Testing Coordinator/Intermittent Substitute	None Allotted for 2014-15
Secretary/Treasurer	1 per School
Data Manager II - Student Information	1 per School
Media Assistant	None Allotted for 2014-15
Office Support II Guidance	1 per School
Office Support II Attendance	1 per school
Office Support II	1-550 ADM = 1, 550+ ADM = 1.5
Office Support II-Registrar	1-1000 ADM = 0, 1001 - 1500 ADM = .5, 1501+ ADM = 1
Office Support I	1-1200 ADM = 0, 1201+ ADM = .5

Note: Schools with Weighted Student Formula may use them to purchase additional positions within approved guidelines.

Note: Positions with range distributions (e.g. Counselor) are subject to a 2% rule. The ADM must exceed the cut off by 2% to gain the next position allotment and must fall below the cut off by 2% to lose the position.

GUILFORD COUNTY SCHOOLS
2016-17 WSF Funds Distribution - Workbook calcs

(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)	(S)
School Number	School Name	2016-17 Projected Enrollment Adjusted for Weaver	Identified Students January 2016	2016-17 Projected Free & Reduced Count	2016-17 Projected Non-Free & Reduced Count	2016-17 ESOL Enrollment	2016-17 Instructional Supply \$	2016-17 LOCAL Staff Development \$	2016-17 Local Equity \$	2016-17 Local Instructional Supply \$	2016-17 Local Staff Development \$	2016-17 Local Office of the Principal \$	2016-17 Local Level I&II \$	2016-17 Total Weighted Student Formula Using CEP	100% of Protected Instructional Supply Allotment	100% of LOCAL Staff Development Allotment	95% of the Balance of WSF \$ Allotment	Total to be included on Workbooks
				(C*D)	(C-E)									(H+I+J+K+L+M+N)	(O*.20)	(+I)	((O-P-Q)*.95)	(P+Q+R)
304	Alamance Elementary	487	24.55%	120	367	10	6,266	971	2,666	17,439	1,497	531	1,531	30,901	6,180	971	22,205	29,356
307	Alderman Elementary	401	48.60%	195	206	67	5,941	921	2,528	16,535	1,420	503	1,452	29,300	5,860	921	21,054	27,835
310	Allen Jay Elementary	419	51.43%	216	203	121	6,481	1,004	2,757	18,037	1,549	549	1,584	31,961	6,392	1,004	22,967	30,363
311	Allen Jay Ms A Preparatory Academy	100	44.22%	44	56	-	1,389	215	591	3,865	332	118	339	6,849	1,370	215	4,922	6,507
322	Archer Elementary	385	53.77%	207	178	95	5,939	920	2,527	16,529	1,419	503	1,451	29,288	5,858	920	21,046	27,824
328	Bessemer Elementary	477	71.84%	343	134	68	7,652	1,186	3,256	21,298	1,829	648	1,870	37,739	7,548	1,186	27,118	35,852
331	Bluford Elementary	281	65.10%	183	98	16	4,304	667	1,831	11,978	1,028	364	1,052	21,224	4,245	667	15,251	20,163
334	Brightwood Elementary	566	53.19%	301	265	55	8,375	1,298	3,563	23,308	2,001	709	2,046	41,300	8,260	1,298	29,677	39,235
337	Brooks Global Studies	413	23.66%	98	315	6	5,283	819	2,248	14,702	1,262	447	1,291	26,052	5,210	819	18,720	24,749
340	Monticello-Brown Summit Elementary	376	41.77%	157	219	28	5,285	819	2,249	14,709	1,263	447	1,291	26,063	5,213	819	18,728	24,760
343	Claxton Elementary	595	21.30%	127	468	38	7,647	1,185	3,254	21,282	1,827	647	1,869	37,711	7,542	1,185	27,098	35,825
346	Colfax Elementary	596	21.80%	130	466	24	7,619	1,181	3,242	21,206	1,821	645	1,862	37,576	7,515	1,181	27,001	35,697
349	Cone Elementary	498	73.20%	365	133	51	7,949	1,232	3,382	22,123	1,900	673	1,942	39,201	7,840	1,232	28,169	37,241
361	Erwin Montessori	311	38.55%	120	191	15	4,283	664	1,822	11,919	1,023	363	1,047	21,121	4,224	664	15,177	20,065
364	Fairview Elementary	398	70.34%	280	118	96	6,506	1,008	2,768	18,108	1,555	551	1,590	32,086	6,417	1,008	23,057	30,482
366	Falkener Elementary	540	69.34%	374	166	140	8,833	1,369	3,758	24,583	2,111	748	2,158	43,560	8,712	1,369	31,301	41,382
370	Florence Elementary	672	18.66%	125	547	50	8,560	1,326	3,642	23,823	2,046	725	2,092	42,214	8,443	1,326	30,335	40,103
373	Foust Elementary	338	61.92%	209	129	83	5,367	832	2,284	14,938	1,283	454	1,312	26,470	5,294	832	19,021	25,147
376	Frazier Elementary	296	52.65%	156	140	54	4,472	693	1,903	12,447	1,069	379	1,093	22,056	4,411	693	15,849	20,953
382	Gibsonville Elementary	464	30.93%	144	320	13	6,153	953	2,618	17,124	1,470	521	1,504	30,343	6,069	953	21,804	28,826
385	Gillespie Park Elementary	260	74.01%	192	68	11	4,096	635	1,743	11,400	979	347	1,001	20,201	4,040	635	14,516	19,191
388	General Greene Elementary	513	21.96%	113	400	6	6,506	1,008	2,768	18,108	1,555	551	1,590	32,086	6,417	1,008	23,057	30,482
400	Guilford Elementary	586	45.24%	265	321	67	8,445	1,309	3,593	23,504	2,018	715	2,064	41,648	8,330	1,309	29,927	39,566
403	Hampton Elementary	300	71.85%	216	84	47	4,831	749	2,056	13,446	1,155	409	1,181	23,827	4,765	749	17,121	22,636
409	Hunter Elementary	470	61.71%	290	180	138	7,550	1,170	3,212	21,013	1,804	639	1,845	37,233	7,447	1,170	26,755	35,371
412	Irving Park Elementary	611	44.62%	273	338	92	8,875	1,375	3,776	24,700	2,121	751	2,169	43,767	8,753	1,375	31,450	41,579
418	Jamestown Elementary	406	42.49%	173	233	30	5,725	887	2,436	15,935	1,368	485	1,399	28,235	5,647	887	20,289	26,823
423	Jefferson Elementary	627	37.41%	235	392	99	8,869	1,374	3,774	24,683	2,119	751	2,167	43,737	8,747	1,374	31,429	41,550
424	Jesse Wharton Elementary	494	22.79%	113	381	16	6,330	981	2,693	17,617	1,513	536	1,547	31,217	6,243	981	22,432	29,656
427	Johnson Street Global Studies	310	51.02%	158	152	36	4,571	708	1,945	12,722	1,092	387	1,117	22,542	4,508	708	16,199	21,415
430	Jones Elementary	686	36.80%	252	434	9	9,278	1,438	3,948	25,823	2,217	786	2,267	45,757	9,151	1,438	32,880	43,469
436	Joyner Elementary	278	50.00%	139	139	32	4,083	633	1,737	11,363	976	346	998	20,136	4,027	633	14,469	19,129
439	Kirkman Park Elementary	308	70.03%	216	92	26	4,839	750	2,059	13,467	1,156	410	1,182	23,863	4,773	750	17,147	22,670
448	Lincoln Middle	105	27.10%	28	77	-	1,354	210	576	3,770	324	115	331	6,680	1,336	210	4,800	6,346
451	Lindley Elementary	501	39.96%	200	301	36	6,984	1,082	2,972	19,438	1,669	591	1,707	34,443	6,889	1,082	24,750	32,721
454	Madison Elementary	237	42.54%	101	136	5	3,292	510	1,401	9,163	787	279	805	16,237	3,247	510	11,668	15,425
4																		

GUILFORD COUNTY SCHOOLS
2016-17 WSF Funds Distribution - Workbook calcs

(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)	(S)
School Number	School Name	2016-17 Projected Enrollment Adjusted for Weaver	Identified Students January 2016	2016-17 Projected Free & Reduced Count	2016-17 Projected Non-Free & Reduced Count	2016-17 ESOL Enrollment	2016-17 Instructional Supply \$	2016-17 LOCAL Staff Development \$	2016-17 Local Equity \$	2016-17 Local Instructional Supply \$	2016-17 Local Staff Development \$	2016-17 Local Office of the Principal \$	2016-17 Local Level I&II \$	2016-17 Total Weighted Student Formula Using CEP	100% of Protected Instructional Supply Allotment	100% of LOCAL Staff Development Allotment	95% of the Balance of WSF \$ Allotment	Total to be included on Workbooks
				(C*D)	(C-E)									(H+I+J+K+L+M+N)	(O*.20)	(+I)	((O-P-Q)*.95)	(P+Q+R)
586	Washington Elementary	349	63.98%	223	126	5	5,261	815	2,239	14,644	1,257	446	1,286	25,948	5,190	815	18,646	24,651
598	Wiley Elementary	325	78.57%	255	70	15	5,210	807	2,217	14,501	1,245	441	1,273	25,694	5,139	807	18,464	24,409
	Total Elementary	32,555		13,695	18,860	3,468	462,307	71,639	196,710	1,286,694	110,482	39,145	112,979	2,279,956	455,822	71,638	1,637,696	2,165,156
311	Allen Jay Ms A Preparatory Academy	298	44.22%	132	166	8	4,330	671	1,842	12,051	1,035	367	1,058	21,354	4,271	671	15,345	20,286
313	Southern Middle	708	43.84%	310	398	80	10,540	1,633	4,485	29,335	2,519	892	2,576	51,980	10,396	1,633	37,352	49,381
316	Allen Middle	639	55.10%	352	287	56	9,932	1,539	4,226	27,643	2,374	841	2,427	48,982	9,796	1,539	35,198	46,533
325	Aycock Middle	599	52.67%	315	284	39	9,147	1,417	3,892	25,457	2,186	774	2,235	45,108	9,022	1,417	32,414	42,853
341	Brown Summit Middle	244	5.39%	13	231	-	2,866	444	1,220	7,977	685	243	700	14,135	2,827	444	10,157	13,428
367	Ferndale Middle	709	53.75%	381	328	92	11,091	1,719	4,719	30,868	2,650	939	2,710	54,696	10,939	1,719	39,303	51,961
391	Penn-Griffin School For The Arts	470	40.28%	189	281	28	6,768	1,049	2,880	18,837	1,617	573	1,654	33,378	6,676	1,049	23,985	31,709
397	Guilford Middle	639	43.55%	278	361	43	9,368	1,452	3,986	26,072	2,239	793	2,289	46,199	9,240	1,452	33,197	43,889
402	Hairston Middle	669	71.04%	475	194	83	11,237	1,741	4,781	31,274	2,685	951	2,746	55,415	11,083	1,741	39,820	52,644
415	Jackson Middle	518	67.23%	348	170	68	8,582	1,330	3,652	23,886	2,051	727	2,097	42,325	8,465	1,330	30,414	40,209
421	Jamestown Middle	1,000	31.87%	319	681	43	13,757	2,132	5,853	38,288	3,288	1,165	3,362	67,845	13,569	2,132	48,752	64,453
427	Johnson Street Global Studies	134	51.02%	68	66	-	1,990	308	847	5,538	475	168	486	9,812	1,962	308	7,051	9,321
437	Kernodle Middle	758	13.47%	102	656	11	9,374	1,453	3,989	26,091	2,240	794	2,291	46,232	9,246	1,453	33,221	43,920
442	Kiser Middle	767	42.65%	327	440	31	11,105	1,721	4,725	30,906	2,654	940	2,714	54,765	10,953	1,721	39,353	52,027
448	Lincoln Middle	582	27.10%	158	424	8	7,740	1,199	3,293	21,542	1,850	655	1,891	38,170	7,634	1,199	27,429	36,262
460	Eastern Middle	888	40.80%	362	526	64	12,871	1,995	5,477	35,823	3,076	1,090	3,145	63,477	12,695	1,995	45,613	60,303
463	Mendenhall Middle	729	33.52%	244	485	30	10,101	1,565	4,298	28,112	2,414	855	2,468	49,813	9,963	1,565	35,795	47,322
487	Northeast Middle	722	48.88%	353	369	39	10,806	1,675	4,598	30,076	2,582	915	2,641	53,293	10,659	1,675	38,295	50,628
488	Northern Middle	853	13.87%	118	735	9	10,556	1,636	4,492	29,379	2,523	894	2,580	52,060	10,412	1,636	37,409	49,457
493	Northwest Middle	970	7.84%	76	894	14	11,624	1,801	4,946	32,351	2,778	984	2,840	57,324	11,465	1,801	41,192	54,458
550	Southeast Middle	947	24.55%	232	715	12	12,418	1,924	5,284	34,562	2,968	1,051	3,035	61,242	12,248	1,924	44,008	58,180
565	Southwest Middle	1,053	26.84%	283	770	53	14,160	2,194	6,025	39,409	3,384	1,199	3,460	69,831	13,966	2,194	50,179	66,339
592	Welborn Middle	385	62.08%	239	146	13	6,074	941	2,584	16,904	1,451	514	1,484	29,952	5,990	941	21,523	28,454
	Total Middle	15,281		5,674	9,607	824	216,437	33,539	92,094	602,381	51,724	18,324	52,889	1,067,388	209,458	32,920	752,548	994,926
319	Andrews High	871	55.72%	485	386	43	14,177	2,197	6,032	39,457	3,388	1,200	3,464	69,915	13,983	2,197	50,239	66,419
355	Dudley High	1,306	56.26%	735	571	82	21,373	3,312	9,094	59,486	5,108	1,810	5,223	105,406	21,081	3,312	75,743	100,136
358	Eastern High	1,169	37.23%	435	734	52	17,167	2,660	7,305	47,780	4,103	1,454	4,195	84,664	16,933	2,660	60,838	80,431
391	Penn-Griffin School For The Arts	170	40.28%	68	102	-	2,515	390	1,070	7,001	601	213	615	12,405	2,481	390	8,914	11,785
394	Grimsley High	1,704	27.93%	476	1,228	36	23,561	3,651	10,025	65,576	5,631	1,995	5,758	116,197	23,239	3,651	83,497	110,387
406	High Point Central High	1,429	44.83%	641	788	141	22,139	3,431	9,420	61,616	5,291	1,875	5,410	109,182	21,836	3,431	78,456	103,723
484	Northeast High	1,031	40.85%	421	610	34	15,426	2,390	6,564	42,933	3,686	1,306	3,770	76,075	15,215	2,390	54,666	72,271
489	Northern High	1,351	12.38%	167	1,183	1												

GUILFORD COUNTY SCHOOLS
2016-17 WSF Funds Distribution - Workbook calcs

(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)	(S)
School Number	School Name	2016-17 Projected Enrollment Adjusted for Weaver	Identified Students January 2016	2016-17 Projected Free & Reduced Count	2016-17 Projected Non-Free & Reduced Count	2016-17 ESOL Enrollment	2016-17 LOCAL Staff Development \$	2016-17 Local Equity \$	2016-17 Local Instructional Supply \$	2016-17 Local Office of the Principal \$	2016-17 Local Staff Development \$	2016-17 Local Level I&II \$	2016-17 Total Weighted Student Formula Using CEP	100% of Protected Instructional Supply Allotment	100% of LOCAL Staff Development Allotment	95% of the Balance of WSF \$ Allotment	Total to be included on Workbooks	
				(C*D)	(C-E)								(H+I+J+K+L+M+N)	(O*.20)	(+I)	((O-P-Q)*.95)	(P+Q+R)	
326	The Middle College at Bennett	101	31.07%	31	70	1	1,417	220	603	3,944	339	120	346	6,989	1,398	220	5,022	6,640
390	Greensboro College Middle College	121	17.89%	22	99	-	1,565	243	666	4,356	374	133	382	7,719	1,544	243	5,546	7,333
395	The Early College at Guilford	202	5.53%	11	191	-	2,393	371	1,018	6,661	572	203	585	11,803	2,361	371	8,481	11,213
396	High School Ahead Academy	100	64.29%	64	36	1	1,687	261	718	4,696	403	143	412	8,320	1,664	261	5,979	7,904
399	The Middle College at GTCC - Greensboro	120	27.73%	33	87	-	1,648	255	701	4,586	394	140	403	8,127	1,625	255	5,840	7,721
401	The Middle College at GTCC - Jamestown	180	22.58%	41	139	-	2,399	372	1,021	6,676	573	203	586	11,830	2,366	372	8,501	11,239
407	The Academy at Central	142	39.72%	56	86	2	2,100	325	894	5,845	502	178	513	10,357	2,071	325	7,443	9,839
408	The Middle College at GTCC - High Point	125	42.06%	53	72	1	1,878	291	799	5,227	449	159	459	9,262	1,852	291	6,656	8,799
483	The Middle College at NC A&T	111	28.83%	32	79	2	1,542	239	656	4,293	369	131	377	7,607	1,521	239	5,466	7,227
398	Doris Henderson Newcomers School	277	62.08%	172	105	277	5,409	838	2,302	15,056	1,293	458	1,322	26,678	5,336	838	19,171	25,344
545	The Academy at Smith	208	26.19%	54	154	3	2,837	440	1,207	7,896	678	240	693	13,991	2,798	440	10,053	13,291
569	The Stem Early College at NC A&T	197	13.23%	26	171	-	2,464	382	1,049	6,859	589	209	602	12,154	2,431	382	8,734	11,546
579	The Middle College at UNCG	187	19.02%	35	151	2	2,422	375	1,030	6,740	579	205	592	11,943	2,389	375	8,582	11,346
589	Weaver Academy	495	11.11%	55	440	2	6,109	947	2,600	17,004	1,460	517	1,493	30,130	6,026	947	21,651	28,624
	Total ALT 1	2,566		685	1,880	291	35,870	5,559	15,264	99,839	8,574	3,039	8,765	176,910	33,472	5,259	120,260	158,990
379	Gateway Education Center	60	38.03%	23	37	-	814	126	346	2,265	194	69	199	4,013	803	126	2,884	3,812
457	Herbin-Metz Education Center	70	43.48%	30	40	-	967	150	412	2,693	231	82	236	4,771	954	150	3,428	4,532
458	Joyner Greene Education Center	82	44.44%	36	46	-	1,138	176	484	3,168	272	96	278	5,612	1,122	176	4,033	5,331
464	Haynes-Inman Education Center	80	27.74%	22	58	-	1,036	161	441	2,883	248	88	253	5,110	1,022	161	3,672	4,855
533	Scale Greensboro	-	54.17%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
534	Dean B Pruette Scale Academy	-	60.61%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total ALT 2 and 3	292		111	181	-	3,955	613	1,683	11,009	945	335	966	19,506	3,825	601	13,744	18,170
	Total All	71,741		26,858	44,883	5,540	1,018,001	157,750	433,159	2,833,310	243,284	86,199	248,772	5,020,475	1,003,766	157,752	3,606,371	4,767,889

*includes adjustment for Weaver students

Next Steps Regarding Schoolhouse Partners' Recommendations for Reinvestment

SAY YES UPDATE – REVIEW PROCESS AND TIMELINE

GCS Board of Education Presentation
February 9, 2016

Schoolhouse Partners Post-Secondary Pathway Analysis Recap – BOE Retreat Fall of 2015

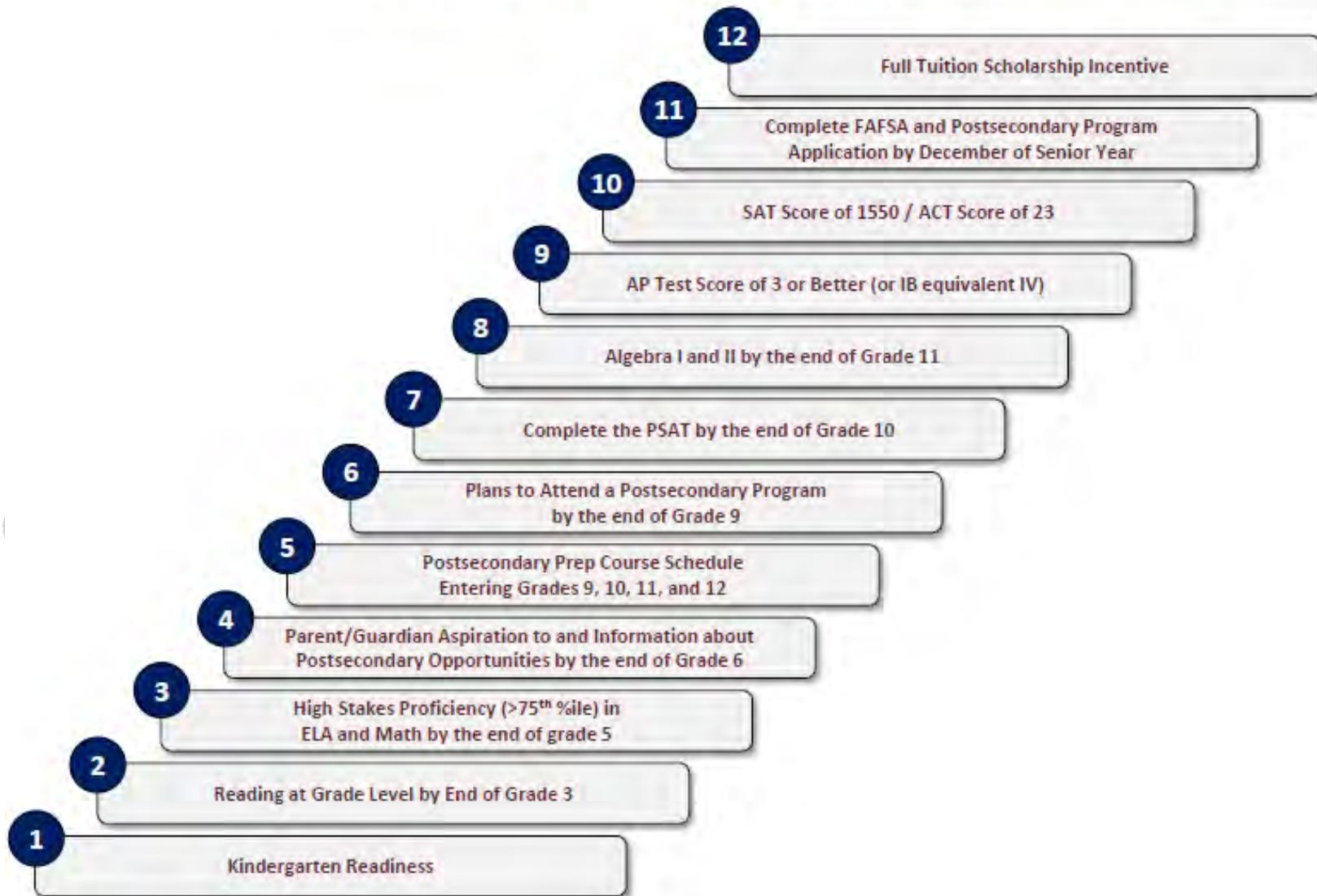
Reviewed data student outcomes and measures from 2013-14

- Confirmed that GCS is doing well in certain areas, including graduation rates, college prep scheduling and providing access to college-level courses, getting students back on track
- Confirmed opportunities for improvement in other areas, including concerns re. widening gaps by race and poverty as students progress through school
- Noted significant need for improvement in the instructional core – including curriculum content and teaching strategies, effectiveness
- Recommended making K-8 instruction an investment priority
- Recommended formation of 3 task forces: PreK-Grade 5; Parent Engagement; AP & ACT; BOE added achievement gaps and racial disparities



**Guilford
County Schools**

A Pathway to Postsecondary Education and Career



Schoolhouse Partners Budget Analysis Recap

Reviewed the district's budget and expenses for several years:

- Confirmed that GCS operates efficiently, runs “lean”
- Defines program expenses as tied to providing direct service to students; training & supervising teachers; general curriculum, operating & managing school campuses

“District spends nearly all of its annual revenues on program activities. From 2011 to the budgeted expenses for 2015, program expenses did not fall below 95.9% of total district spending.”

- Noted that cuts in spending have hurt district's ability to support students and schools
- Lead consultant referred to GCS as a “capital starved organization”



Guilford
County Schools

Schoolhouse Partners Budget Analysis Recap

Identified up to 4% or up to \$24.6 million of GCS operating budget for potential reinvestment to address pathway concerns

- Reducing low-enrollment middle and high school courses
- Reducing low-enrollment elementary school classrooms
- Accelerating the move to cash-free school transactions
- Reducing the size of the Technology Services team
- Decentralizing curriculum and instruction support to schools
- Outsourcing roofing and painting
- Shifting focus of character development department from monitoring and compliance to service and support
- Reducing Purchasing Department headcount
- Reducing overpayments and collecting those that are outstanding
- Integrating data manager responsibilities with school leadership positions

Schoolhouse Partners Budget Analysis Recap

- 85% of suggestions would change school resource levels
- 60% of proposed reallocations tied to reducing low enrollment in middle and high school courses and reducing low enrollment elementary school classrooms

Next Steps Identified at BOE Fall 2015 Retreat

- Staff to review SHP reports and provide recommendations to school board for consideration



Guilford
County Schools

GCS Review Process Since Fall 2015 BOE Retreat

- Developed process for initial reviews
- Assigned executive leadership to specific recommendations
- Completed initial reviews; discussed findings
- Identified areas meriting further study/analysis
- Identified team members to serve on project teams
- Developed timelines

SPRING
ACHIEVING
EXCELLENCE

STRATEGIC BUDGET ANALYSIS

Process for evaluating and, if appropriate, implementing the various recommendations and sub recommendations

Each Recommendation will have its own section outlining the recommendation, rationale and financial opportunity to reallocate resources to support efforts to improve academic outcomes

Council Members/“Owner(s)”

Timeline for evaluating, deciding and, if appropriate, implementing the recommendation

Date to start evaluation

Date to made decision

Date to implement decision

Research that must be done before evaluating the recommendation

(e.g., review of solutions by other districts, discussions with appropriate staff, parents, community)

GCS response to the recommendation

Accept, Modify, Reject, Further Review

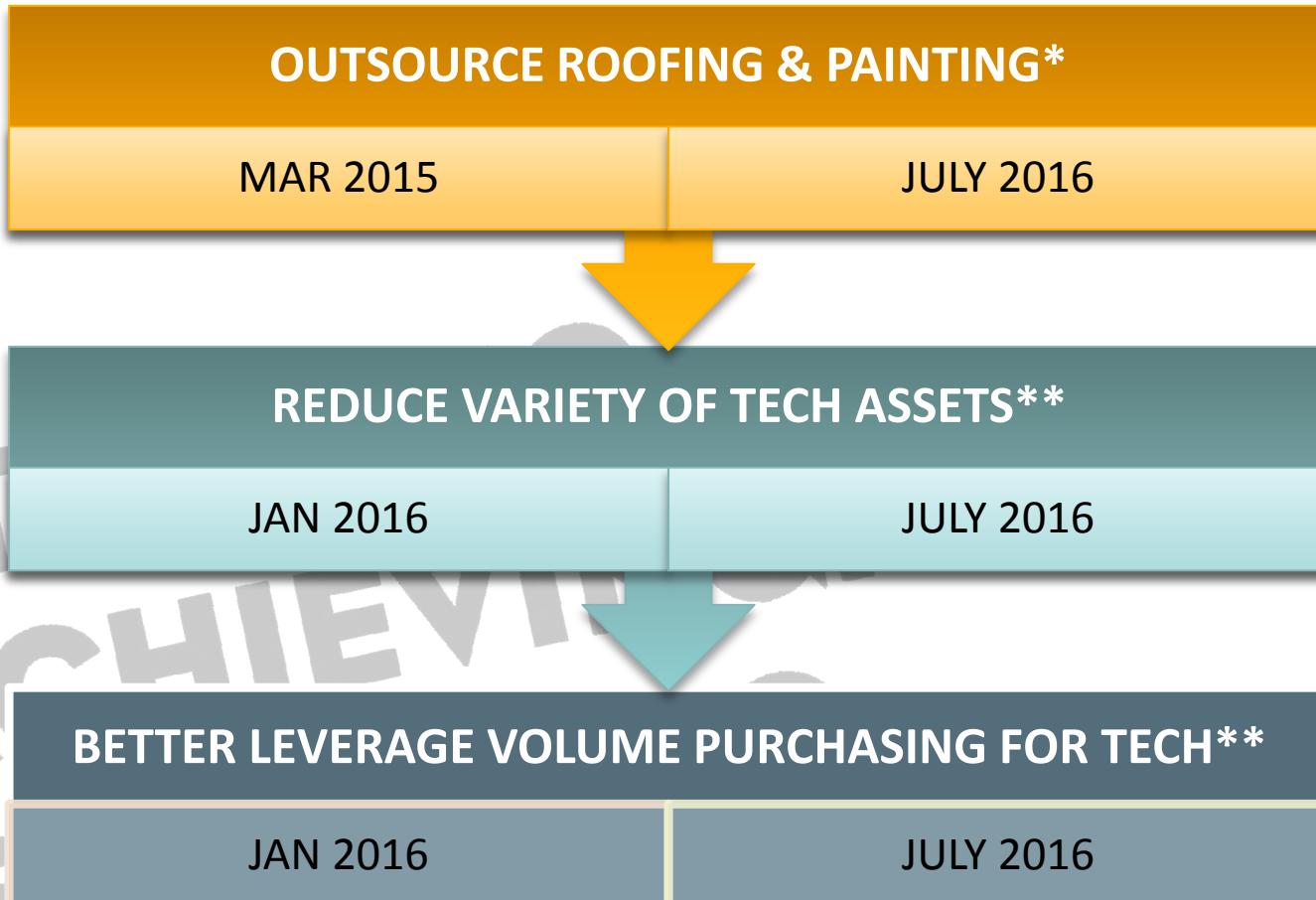
Rationale

Funds to be reallocated, if any



ENACTED OR CURRENTLY UNDERWAY

Reinvestment Opportunity: Up to \$600,000*



*Used as budget cut for 2015-16; **Part of \$1.3 million identified by SHP in potential Tech Services reinvestment opportunities.

REDUCE LOW-ENROLLMENT CLASSES

Reinvestment Opportunity: Up to \$15 Million

LOW-ENROLLMENT COURSES – MIDDLE SCHOOLS

JAN 2016

MAY 2016

LOW-ENROLLMENT COURSES – HIGH SCHOOLS

OCT 2016

FEB 2017

LOW-ENROLLMENT CLASSES – ELEMENTARY SCHOOLS

OCT 2017

FEB 2018



Guilford
County Schools

ACADEMIC SERVICES

Reinvestment Opportunity: Up to \$1.2 Million

DECENTRALIZE C&I SUPPORT TO SCHOOLS

SPRING 2015

AUG 2015

RE-FOCUS TITLE I EXPENDITURES

JAN 2016

AUG 2016

RE-FOCUS CHARACTER EDUCATION DEPARTMENT

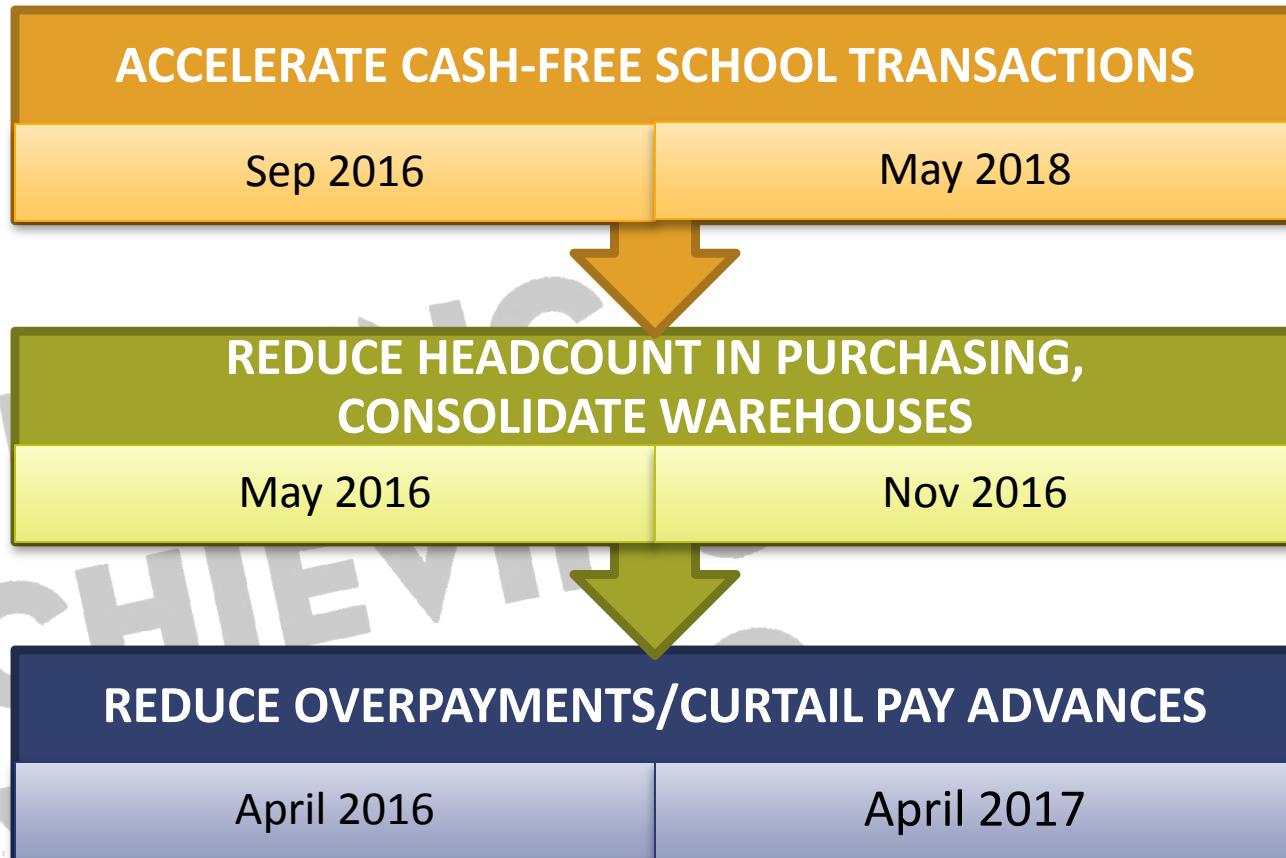
FEB 2016

JULY 2016



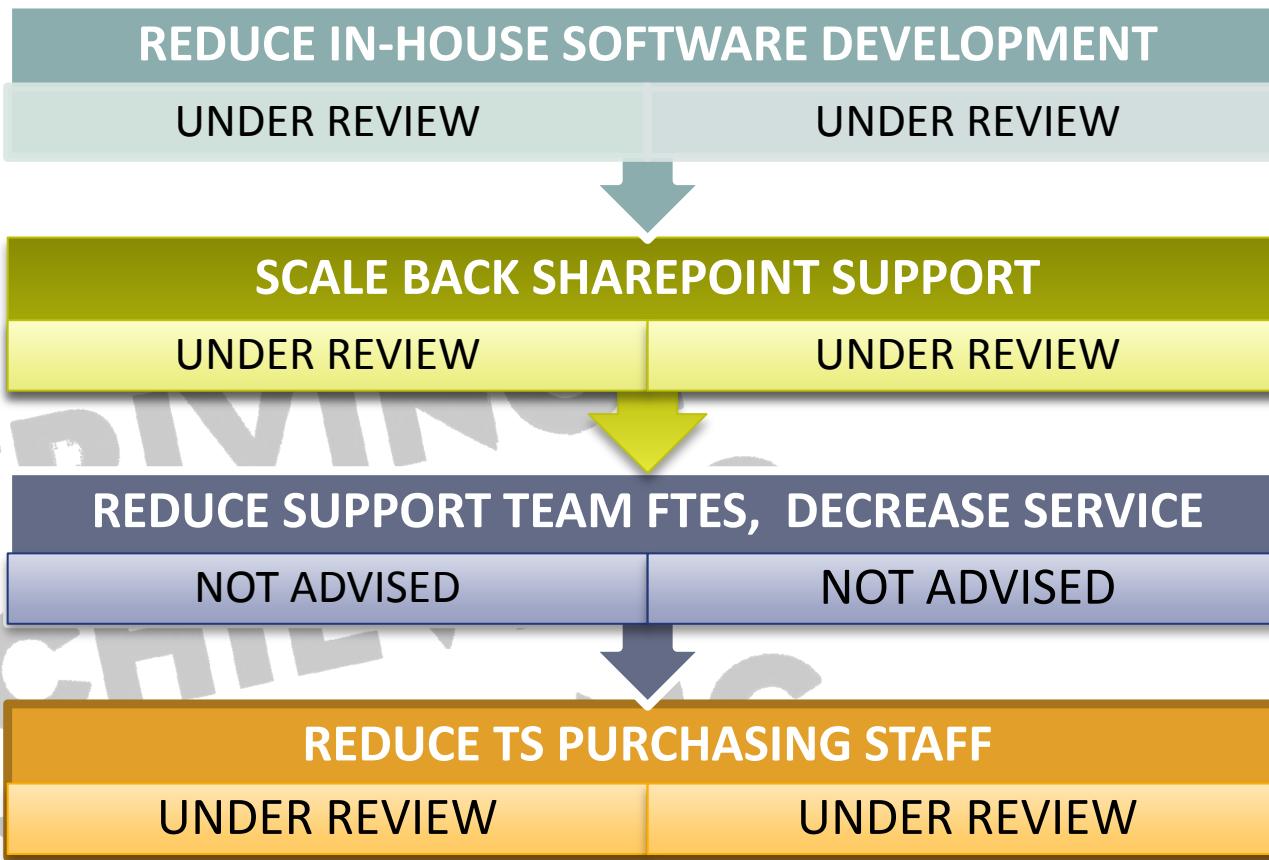
FINANCIAL SERVICES

Reinvestment Opportunity: Up to \$2.8 Million



TECHNOLOGY SERVICES

Reinvestment Opportunity: Up to \$1.3* Million



*GCS executive leadership team does not recommend decreasing technology services to schools, which reduces available \$ for reinvestment

TECHNOLOGY SERVICES

Reinvestment Opportunity: Up to \$1.3 Million*

REPLACE WAREHOUSE FTES WITH TEMP WORKERS

UNDER REVIEW

UNDER REVIEW

REDUCE CABLING, REPAIR, MOBILE SUPPORT FTES

UNDER REVIEW

UNDER REVIEW

REDUCE SCHOOL SUPPORT TEAM FTES,
DECREASE SERVICE

NOT ADVISED

NOT ADVISED

*GCS executive leadership team does not recommend decreasing technology services to schools, which reduces available \$ for reinvestment

STUDENT INFO SERVICES

Savings Estimate: Up to \$3.7 Million

INTEGRATE DATA MGT IN PRINCIPAL RESPONSIBILITIES

NOT ADVISED

NOT ADVISED

PHASE OUT SCHOOL DATA MANAGER POSITIONS;
REDUCE SCHOOL OFFICE FTES

NOT ADVISED

NOT ADVISED



Next Steps

- Convene project (deployment) teams to conduct further analysis, refine recommendations, plan implementation
- Use deployment plan process and tools
- Fold project teams into SPAC (Strategic Plan Advisory Committee) process to keep things on track
- Finalize recommendations for strategic reinvestment(s) of resources
- Update the Board of Education and others regarding progress, recommendations and reinvestments
- Use phased approach for implementation

STRIVING.
ACHIEVING.
EXCELLING.



Guilford
County Schools

**STRIVING.
ACHIEVING.
EXCELLING.**

QUESTIONS & ANSWERS

GUILFORD COUNTY NAMED A SAY YES TO EDUCATION COMMUNITY

Thanks to the support of the community, Say Yes Guilford offers the opportunity for eligible GCS graduates to attend college, beginning with the Class of 2016. Awarding last-dollar tuition scholarships, Say Yes Guilford will also offer a range of supports and services while students are in elementary, middle and high school. www.sayyesguilford.org



Guilford County Schools is proud of each of our more than 72,000 K-12 students and 10,200 employees. Their hard work and dedication to educational excellence have propelled GCS to the top, leading to state and national recognition in academics, character education, athletics and more. **We are GCS and proud.**

GUILFORD COUNTY SCHOOLS – A PROUD STATE AND NATIONAL LEADER:

DISTRICT HONORS:

- **A Say Yes to Education Community**
- **National District of Character**
- North Carolina **District of Character**
- **Profiles in Courage Award** from the Council of the Great City Schools
- 2013, 2014 and 2015 **United Way Spirit of North Carolina Award**
- During the past five years, **state championships** in football, basketball, men's and women's indoor and outdoor track, tennis, golf, wrestling, lacrosse and swimming

STANDOUT SCHOOLS:

- In 2015, GCS' graduation rate reached an **all-time high of 89.3%**
- **Nine high schools achieved 100% graduation rates.** An additional 10 schools, including seven traditional high schools, had graduation rates above 90%
- **15** high schools on the 2015 Washington Post's **America's Most Challenging High Schools** list. GCS schools also took 3 of the top 10 spots in the state
- Three high schools among the top 10 in the state on the U.S. News and World Report 2015 **Best High Schools** list and 10 schools recognized overall
- Four schools named **National Blue Ribbon Schools** by the U.S. Department of Education since 2011

- One school named a **National School of Character** and three schools named **North Carolina Schools of Character** in 2015
- The state's only **Advanced Placement Capstone program**
- One school named **2015 Magnet School of Excellence** by Magnet Schools of America
- Two schools named **Title I Reward Schools** by the state Board of Education

TOP EDUCATORS:

- North Carolina **Teacher of the Year** in 2013 and **Principal of the Year** in 2012
- 778 National Board Certified Teachers – ranking **ninth in the country**
- One teacher named a 2014-15 **Kenan Fellow** and another educator who received the **NEA Foundation Award for Teaching Excellence**
- One of only 11 districts nationally to partner with **100Kin10**, a commitment to preparing and licensing 150 STEM teachers by 2020.

SUPERIOR STUDENTS:

- **22** 2014-15 **National Merit Scholarship** semi-finalists; at least six winners
- **4** 2014-15 National Achievement Scholarship winners
- **31** students selected for 2015 **Governor's School** of North Carolina, the nation's oldest statewide summer residential program for academically gifted students
- 2013 North Carolina High School **Athlete of the Year**

STRIVING. ACHIEVING. EXCELLING.

GCS STUDENTS ARE...

- ✓ Receiving last-dollar tuition scholarships to attend two- and four-year colleges across the state and around the nation through Say Yes to Education
- ✓ Performing at Carnegie Hall, Disney World and the Vatican
- ✓ Earning more than \$156 million in college scholarships
- ✓ Presenting at the 2015 National Service Learning Conference in Washington, D.C.
- ✓ Winning state championships for real-world design and engineering
- ✓ Reading more than 10 million minutes every month, and collecting books to help other students do the same
- ✓ Building energy-efficient electric cars and competing in the Shell Eco-Marathon
- ✓ Having their artwork displayed in the halls of Congress
- ✓ Qualifying to compete for the International Science Olympiad
- ✓ Taking virtual classes in middle school to accelerate their math skills

...GCS AND PROUD.

GCS, a Say Yes to Education community, is known across North Carolina and the United States as an example of what's working in public education. We are proud of our staff, students, families and community. From the first day of pre-kindergarten through graduation day, we are focused on our mission: **Guilford County students will graduate as responsible citizens prepared to succeed in higher education, or in the career of their choice.**

PERSONALIZING LEARNING

GCS is a national leader in personalizing programs to meet the needs of our diverse student body:



- 46 magnet and choice schools with 54 programs
Students can study Science, Technology, Engineering and Mathematics (STEM), aviation, Spanish immersion, health sciences, Montessori and more
- 192 Career and Technical Education (CTE) courses in 50 schools
CTE programs include culinary arts, business, nursing, computers and automotive technology, among others
- Two nationally recognized visual and performing-arts high schools
- Nationally recognized programs for students with autism, developmental, physical or intellectual disabilities, and other needs

- **POINT OF PRIDE:** A \$35.2 million federal grant puts tablet computers in the hands of nearly 19,000 middle school students and staff. The PACE project allows students to personalize learning.

ADVANCED ACADEMICS

GCS students are achieving educational excellence. Each is prepared to succeed in a globally competitive world, benefiting from a district that offers challenging and exciting programs and courses:



- More challenging courses for academically gifted students and a separate school for very advanced learners
- 30 different Advanced Placement (AP) courses offered districtwide
- Challenging International Baccalaureate (IB) programs at four GCS high schools
- Members of the Class of 2015 took 4,490 AP and IB exams and 865 college courses during their high school careers
- 37 percent of the Class of 2015 passed at least one AP/IB exam or college course while in high school
- In 2015, 189 graduates passed at least 10 AP or IB exams and/or qualifying college courses

- **POINT OF PRIDE:** In 2015, 659 graduates qualified for Cool To Be Smart, a celebration of students passing a combination of at least five AP or IB exams or five qualifying college courses with a B or above while in high school

CHARACTER AND SERVICE

GCS knows today's young people must be citizens of the world, as well as leaders in their own community. We focus on educating the whole child, linking learning with meaningful action.



- In the past five years, students have completed more than 1 million service-learning hours, or more than \$21 million in economic impact
- GCS was named a 2013 National District of Character and the 2013 North Carolina District of Character
- All 127 schools focus on a monthly character trait, from courage to perseverance to self-respect
- Since 2012, more than 40 GCS programs have been recognized as Promising Practice recipients
- In 2015, three State Schools of Character and one National School of Character were named from GCS, totaling 7 State Schools of Character and four National Schools of Character since 2014.

- **POINT OF PRIDE:** In 2015, 1,137 graduates qualified for Cool to Serve, a celebration of students who record at least 100 hours of service learning. 599 seniors earned a service-learning diploma for completing at least 250 hours of service-learning while in high school, and 538 graduates earned an exemplary award for completing at least 100 hours.

2016-17 GCS Capital Outlay Budget Request

HVAC		ESTIMATED COSTS
Academy @ Lincoln	HVAC Renovation	\$500,000
Wiley Elementary	Boiler & Pipe Replacement	\$500,000
Grimsley High	Replace heat piping/pumps	\$500,000
Shadybrook Elementary	Replacement of Chillers (3) and Boilers (2)	\$1,000,000
	Total	\$2,500,000
ROOFING		ESTIMATED COSTS
Parkview Elementary	Replace classroom roofs	\$745,000
Southwest Middle	Replace classroom roofs	\$1,278,000
Murphy Elementary	Replace Café and Kitchen Roofs	\$124,000
Brown Summit Middle	Replace Gym Roof	\$104,000
Aycock Middle	Replace Multi-purpose Roof	\$149,000
	Total	\$2,400,000
PAVING		ESTIMATED COSTS
Montlieu Elemtary	Pave front loop	\$80,423
Penn-Griffin Middle School	Pave main drive and loop	\$304,145
Ferndale Middle	Pave front loop and main drive	\$115,432
	Total	\$500,000
MAINTENANCE REPAIRS		ESTIMATED COSTS
	Waste and Recycling Vehicles	\$600,000
	Grounds Equipment	\$50,000
	Custodial Equipment	\$50,000
	Replacement Furniture, Equipment Band Uniforms and Instruments	\$200,000
	System Wide Renovations	\$2,700,000
	Total	\$3,600,000
SAFETY, SECURITY & TECHNOLOGY		ESTIMATED COSTS
	Systemwide Safety, Security & Technology	\$2,000,000
Total 2016-2017 Capital Budget Request		\$11,000,000

GUILFORD TECHNICAL COMMUNITY COLLEGE

Dr. George Parker, President

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

Education

Partner with public schools to develop a system that produces graduates with high academic achievement and skill levels to compete successfully on the job market.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY 2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Guilford Tech. Comm. College	24,997,754	26,626,876	26,626,897	27,830,449	26,872,431	245,555	0.9%
EXPENSE							
Operating Expenses	13,297,690	14,350,000	14,350,000	14,658,018	14,650,000	300,000	2.1%
Capital Maintenance	1,500,000	1,500,000	1,500,000	2,450,000	1,500,000	0	0.0%
Debt Repayment	10,200,064	10,776,876	10,776,897	10,722,431	10,722,431	-54,445	-0.5%
Total Expense	24,997,754	26,626,876	26,626,897	27,830,449	26,872,431	245,555	0.9%
REVENUE							
Federal & State Funds							
<i>American Rec/Reinvest</i>							
Act	206,280	206,169	206,169	207,281	207,281	1,112	0.5%
County Funds	24,791,474	26,420,707	26,420,728	27,623,168	26,665,150	244,443	0.9%
Total Revenue	24,997,754	26,626,876	26,626,897	27,830,449	26,872,431	245,555	0.9%
County Funds	24,791,474	26,420,707	26,420,728	27,623,168	26,665,150	244,443	0.9%

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 \$17,108,018 from Guilford County for FY 2017 (\$14,658,018 in operating funds and \$2,450,000 in capital outlay funds). This request is \$1,258,018 or 7.9% higher than the 2015-16 budget.

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The FY 2017 Adopted Budget increases operating funding for the community college by \$300,000 or 2.1% to a total of \$14,650,000. This additional funding will be used for ongoing operating costs of new facilities, as well as other college expenses for which the county is responsible for funding.

- The budget also continues the \$1.5 million of capital funding from the county's general fund to replace capital fund reserves that was used in FY 2014 to fund the community college's capital needs.

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.

As a part of the Connect NC bond, approved by voters in March 2016, GTCC will receive \$9,519,543 to repair and renovate existing buildings.

**GUILFORD TECHNICAL COMMUNITY COLLEGE
2016-17 COUNTY BUDGET**

	PROPOSED			
	2015-16 <u>BUDGET</u>	2016-17 <u>BUDGET</u>	+(-)	%
I. PLANT OPERATION & MAINTENANCE				
CUSTODIAL SERVICES	\$ 2,753,550	\$ 2,775,577	\$ 22,027	0.8%
BUILDINGS MAINTENANCE	3,297,654	3,331,135	33,481	1.0%
UTILITIES	2,023,718	2,016,647	(7,071)	-0.3%
CAMPUS POLICE	2,378,618	2,405,946	27,328	1.1%
RENT/INSURANCE (includes \$150k USC)	955,647	1,142,489	186,841	19.6%
GROUNDS MAINTENANCE	685,873	690,345	4,472	0.7%
CONSTRUCTION	140,662	135,599	(5,063)	-3.6%
	<u>\$ 12,235,722</u>	<u>\$ 12,497,738</u>	<u>\$ 262,016</u>	
II. INSTITUTIONAL SUPPORT				
SALARY SUPPLEMENT/DENTAL	\$ 1,123,430	\$ 1,123,430	\$ -	0.0%
AUXILIARY SERVICES	254,743	258,163	3,420	1.3%
BUSINESS OFFICE	250,578	249,525	(1,053)	-0.4%
INFORMATION TECHNOLOGY SERVICES	234,789	265,640	30,851	13.1%
GENERAL ADMINISTRATION	221,088	233,872	12,784	5.8%
HUMAN RESOURCES	29,650	29,650	-	0.0%
	<u>\$ 2,114,278</u>	<u>\$ 2,160,280</u>	<u>\$ 46,002</u>	
TOTAL COUNTY BUDGET	<u>\$ 14,350,000</u>	<u>\$ 14,658,018</u>	<u>\$ 308,018</u>	2.1%

Requested Annual Capital Projects 2016-17

Projects	2016-17
Repair Masonry/Water Intrusion H4	\$ 375,000
Koury Kitchen Enhancement for Baking Program/Dining	450,000
Medlin Campus Center Repairs	500,000
HVAC Upgrades	400,000
Public Safety Renovations	325,000
Replace Failing High Traffic Floor Finishes (Jamestown, AV1, GSO)	200,000
Phase 2 of Jamestown Front Campus Grounds Master Plan	200,000
TOTAL	\$ 2,450,000

Mailing Address:

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

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

TTY (336) 841-2158

www.gtcc.edu

Jamestown Campus

Aviation Center

Cameron Campus

Greensboro Campus

High Point Campus

Small Business Center

March 29, 2016

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

Re: 2016-17 County Budget Proposal

Dear Michael:

Attached is GTCC's 2016-17 budget request as approved by our Board of Trustees on February 18, 2016. This represents our assessment of the College's needs for operations and maintenance of existing facilities. The operating budget totals \$14,658,018, an increase of 2.1%, or \$308,018 over the current fiscal year.

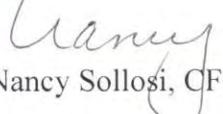
We are projecting a 3% cost of living adjustment and have included a request equal to a 1% salary increase next year. The cost of living adjustment and benefit rate increases may be adjusted based on action by the General Assembly. The rent increase includes \$150,000 for Union Square Campus. The increases in utilities, insurance, and rent are hard costs that are not currently budgeted.

Since this is the first year in a while that we are not bringing a new building on line, we are working to establish a new baseline and determine what level of service we can provide within the existing budget. We are moving forward to fill and train those positions and assess whether we have returned to our former standard of care prior to the budget reductions during the recession. Emphasis on funding to maintain and operate facilities at appropriate service levels will continue to be a focus for College leadership. I remind you that we have one large operating request projected for 2017-18 when the Center for Applied Manufacturing is scheduled to open. I would add that the Connect NC bond which just passed, includes \$9,519,543 for GTCC to repair and renovate an existing building, so we do not anticipate requesting additional operating dollars as a result of that project.

The 2016-17 annual capital projects list found on the second tab includes projects to address replacement of building systems at or near end of life cycle and facilities repairs and renovations to repurpose existing space for instructional and other needs.

Please let me know if you have any questions.

Sincerely,


Nancy Sollosi, CFO

cc: Randy Parker
Rae Marie Smith



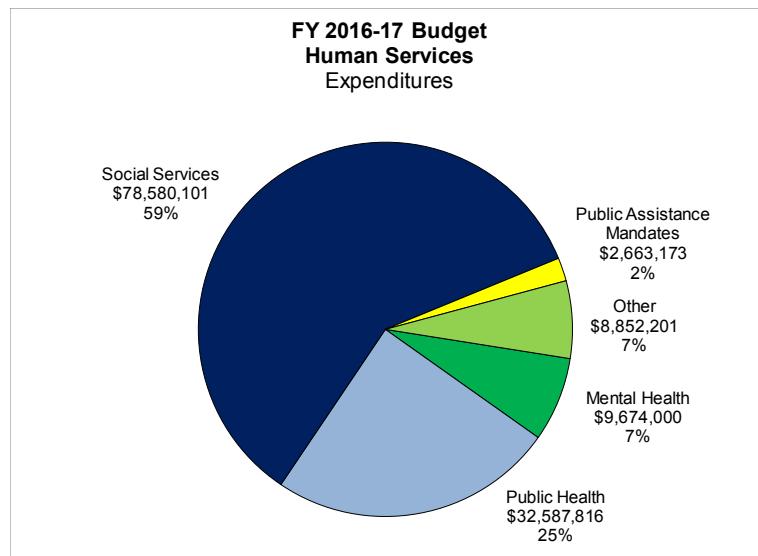
Human Services

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 (Temporary Assistance for Needy Families)
- Medical Assistance

Expenditures

Guilford County will spend approximately \$132.2 million for Human Services expenditures in FY 2016-17, an increase of approximately \$3.1 million or 2% more than the FY 2015-16 Adopted Budget. Net County fund use will only increase by approximately \$1.0 million or 2% as the remainder of the increase will be funded through other sources including state and federal programs. Human Services is the second largest service area after Education and accounts for approximately 22% of the total expenditures for the County.



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

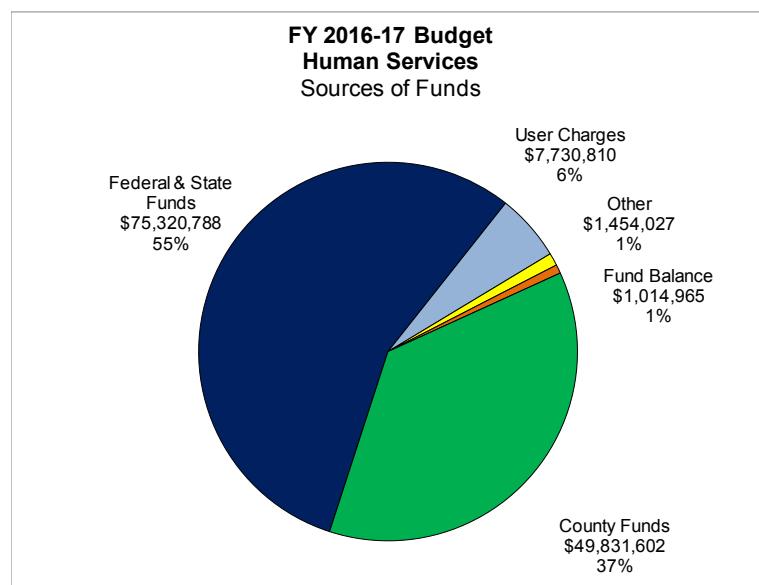
The Social Services expenditure budget has increased by approximately \$5.2 million or 7% and includes an additional Eligibility Caseworker as well as County funding for a Mental Health Practitioner to address demand and to meet State cases per worker levels that ensure effective service for clients. The budget also includes full-year funding for an additional 11 positions added in the FY 2015-16 budget and 30 Medicaid Eligibility and Economic Services positions added mid-year in FY 2015-16. Overtime funds remain in the budget due to the ongoing transition to NC FAST, though the overall eligibility application and renewal processes have improved as staff gain experience with the system. The budget also includes the annualizing of new State-funded social worker positions added in FY 2016-17 and several programs funded entirely by the State so the net impact on the County is significantly less than the total increase. Finally, the Veterans' Services department was restructured by the Board under Social Services; this change is not anticipated to negatively impact veterans' services operations.

The Public Health expense budget will increase by approximately \$357,000 or 1% in FY 2016-17. The majority of the increase is personnel related including three new Certified Nursing Assistant positions for schools, though three grant funded positions were also eliminated as funding ended. Public Health funding is also influenced by State-mandated funding levels for county Health Departments throughout North Carolina; the statute states that counties shall provide (using ad valorem property tax dollars) net-county funding for public health services equal to that appropriated during FY 2011. Like Social Services, Public Health receives multiple grants and similar funding from non-County sources that impact funding.

Lastly, Child Support Enforcement added one NC Fast/Data Reliability Audit Coordinator to improve compliance and accuracy with NC FAST. The budgets for most other Human Services departments will remain largely the same or decrease slightly in FY 2016-17.

Revenues

For 2016-17, total Human Services revenues have increased \$3.2 million or 3% due primarily to an increase in the rate of federal and State reimbursement for certain programs and positions. Federal & State Revenues support 55% of the Human Services Budget. County Funds 37%, User Charges 6%, and Other Revenues and Fund Balance 1% each.



	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Request	FY17 Adopted	vs. FY16 Adopted	
						\$ chg	% chg
Department							
Child Support Enforcement	\$5,897,906	\$6,227,568	\$6,229,124	\$6,496,794	\$6,275,096	\$47,528	0.8%
Coordinated Services	\$1,482,417	\$1,476,114	\$1,526,114	\$1,498,049	\$1,269,639	(\$206,475)	-14.0%
Mental Health	\$9,747,609	\$9,674,000	\$9,674,000	\$9,174,000	\$9,674,000	\$0	0.0%
Public Assistance Mandates	\$5,000,072	\$4,797,456	\$6,097,456	\$4,908,265	\$2,663,173	(\$2,134,283)	-44.5%
Public Health	\$29,812,115	\$32,229,993	\$32,774,255	\$32,905,443	\$32,587,816	\$357,823	1.1%
Social Services	\$69,096,834	\$73,270,883	\$75,681,737	\$78,936,278	\$78,580,101	\$5,309,218	7.2%
Transportation	\$1,522,397	\$1,325,611	\$1,425,158	\$1,308,536	\$1,307,466	(\$18,145)	-1.4%
Veterans Services	\$117,428	\$127,273	\$127,273	\$124,827	\$0	(\$127,273)	-100.0%
Total Expenditures	\$122,676,778	\$129,128,898	\$133,535,117	\$135,352,192	\$132,357,291	\$3,228,393	2.5%
Sources of Funds							
Federal & State Funds	\$70,743,862	\$71,751,522	\$75,460,171	\$75,320,788	\$73,471,184	\$1,719,662	2.4%
User Charges	\$6,891,658	\$7,243,393	\$7,243,393	\$7,730,810	\$7,699,024	\$455,631	6.3%
Other	\$1,498,658	\$1,537,415	\$1,712,095	\$1,454,027	\$1,454,027	(\$83,388)	-5.4%
Fund Balance	\$4,326,368	\$1,200,163	\$1,253,947	\$1,014,965	\$1,144,188	(\$55,975)	-4.7%
County Funds	\$39,216,232	\$47,396,405	\$47,865,511	\$49,831,602	\$48,588,868	\$1,192,463	2.5%
Sources of Funds	\$122,676,778	\$129,128,898	\$133,535,117	\$135,352,192	\$132,357,291	\$3,228,393	2.5%
Permanent Positions	1,053.500	1,066.500	1,099.200	1,112.200	1,101.200	34.700	3.3%

CHILD SUPPORT ENFORCEMENT

Angela Liverman, Director

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

Healthy People

Supporting programs that ensure the availability of quality social, physical, and behavioral health services in the community.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Child Support Enforcement	5,897,906	6,227,568	6,229,124	6,496,794	6,275,096	47,528	0.76%
Child Support Enforcement	5,897,906	6,227,568	6,229,124	6,496,794	6,275,096	47,528	0.76%
EXPENSE							
Personnel Services	5,407,927	5,691,955	5,691,955	5,933,664	5,759,904	67,949	1.19%
Supplies & Materials	69,290	65,004	66,906	85,293	79,743	14,739	22.70%
Other Services & Charges	420,689	470,609	470,263	477,837	435,449	-35,160	-7.50%
Total Expense	5,897,906	6,227,568	6,229,124	6,496,794	6,275,096	47,528	0.76%
REVENUE							
Intergovernmental	6,061,185	6,100,894	6,100,894	6,200,891	6,115,105	14,211	0.23%
Charges for Services	50,083	57,252	57,252	57,252	50,252	-7,000	-12.20%
Miscellaneous Revenues	51,773	54,000	54,000	54,000	54,000	0	0.00%
Total Revenue	6,163,041	6,212,146	6,212,146	6,312,143	6,219,357	7,211	0.12%
County Funds	-265,134	15,422	16,978	184,651	55,739	40,317	261.43%
Positions	0	91.85	91.85	95.85	92.85	1	1.10%

DEPARTMENTAL PURPOSE

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

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

FY 2017 GOALS & OBJECTIVES

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

FY 2017 ADOPTED BUDGET HIGHLIGHTS

Expenses

- The FY 2017 Adopted Budget is an increase of \$47,528 or about 0.76%. Most of this increase is driven by personnel services.
- The requested budget includes \$10,169 for technology upgrades at both the Greensboro and High Point offices. These scanners and printers will allow agents to be more effective in their job.
- The department received one new position in the FY 2017 budget, the NC Fast/Data Reliability Coordinator will help troubleshoot the department's use of NC FAST.

Revenues

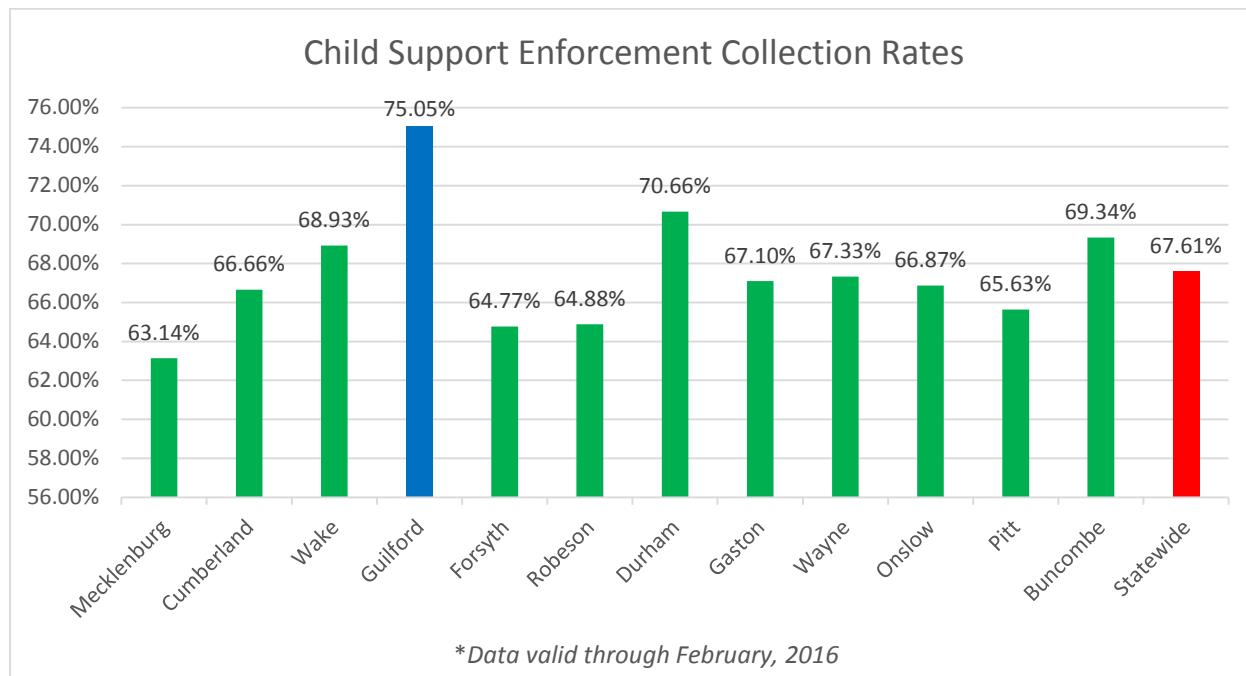
- The overall revenue budget for FY 2017 has increased by \$7,211. The largest revenue source in the budget, IV-D Administration, is a federal grant that reimburses the County at a rate of 66% for eligible expenditures. Because of increases in the department's budget this line item has increased as well, but the State of North Carolina is keeping a portion of these funds this year which means revenues did not increase as much as they could have.
- Federal reimbursement revenues comprise 93% of the total revenues.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- The department collected \$35,956,323 during FY15-16. Approximately 98% of the collections were disbursed directly to families.
- The agency maintains the largest current support collection rate when compared to the 12 largest counties in the State.
- Child Support implemented the Compass Pilot software system in order to increase the efficiency of the program by providing a document management system in an electronic document environment.
- The Agency created a new position for a Trainer to provide newly hired employees with intensive hands on training in the essential duties and responsibilities of child support including training in the case management system (ACTS) and NC FAST.

KEY PERFORMANCE MEASURES

	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Projected	Target
Collection Rate	75.30%	74.6%	74.7%	74.7%	74.7%
Cases Under Order	87.98%	88.5%	89.0%	89.0%	89.0%
Paternity Establishment Rate	102.05%	100.0%	100.0%	100.0%	100.0%
Payment to Arrears	69.76%	69.5%	69.5%	69.5%	69.5%
Total Collections	\$35,956,323	\$35,800,000	\$36,500,000	\$36,500,000	\$36,500,000
Total Caseload	19,974	20,442	20,000	20,000	20,000
Total Caseload per FTE	219	217	217	217	217
Total Caseload per Agent	407	417	400	400	400



FUTURE OPPORTUNITIES & CHALLENGES

- Agency revenues will decrease due to House Bill 940 Section 12E.7, passed July 1, 2015, that allows the state DHHS to retain 15% of the Federal incentives monies. The Counties statewide will receive 85% of the Federal incentives.
- The agency will place an increased emphasis on working with the unemployed and underemployed by directing resources to provide intensive case management to noncustodial parents that need assistance in this area.
- North Carolina Families Accessing Services through Technology (NC FAST) is a program designed to improve and streamline the application process for people receiving benefits. NC FAST has been a challenge and has had a negative impact on the Child Support Agency creating backlogs and numerous trigger errors in our ACTS system.

COORDINATED SERVICES

Clarence Grier, Deputy County Manager

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

Healthy People

Supporting programs that ensure the availability of quality social, physical, and behavioral health services in the community.



Public Safety

Maintain safe and secure communities through strategically coordinated and professional public safety services.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY 2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Administration	29,204	42,904	42,895	34,839	34,829	-8,075	-18.82%
General Services	383,900	363,900	363,901	393,900	165,500	-198,400	-54.50%
JCPC Services	1,069,313	1,069,310	1,119,318	1,069,310	1,069,310	0	0.00%
Coordinated Services	1,482,417	1,476,114	1,526,114	1,498,049	1,269,649	-206,475	-13.99%
EXPENSE							
Personnel Services	3,370	14,070	14,066	6,005	5,995	-8,075	-57.39%
Other Services & Charges	1,479,047	1,462,044	1,512,048	1,492,044	1,263,644	-198,400	-13.60%
Total Expense	1,482,417	1,476,114	1,526,114	1,498,049	1,269,639	-206,475	-13.99%
REVENUE							
Intergovernmental	1,171,628	1,153,277	1,203,277	1,153,277	1,153,276	-1	0.00%
Appropriated Fund Balance	60,606	0	0	0	0	0	0.00%
Miscellaneous Revenues	144	150	150	150	150	0	0.00%
Total Revenue	1,232,379	1,153,427	1,203,427	1,153,427	1,153,426	-1	0.00%
County Funds	250,038	322,687	322,687	344,622	116,213	-206,474	-63.99%
Positions	0.15	0.15	0.1	0.1	0.1	-0.05	-33.30%

DEPARTMENTAL PURPOSE

Coordinated Services works to improve the quality of life for children and adults by collaborating with nonprofit and public agencies to offer variety of 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 through JCPC (Juvenile Crime Prevention Council) agencies.

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- FY 2017 is the first year without funding for Human Services CBOs. This change results in a decrease of \$198,400 in the total Coordinated Services budget. The remaining decrease in personnel services is from Coordinated Services administration.
- The budget maintains funding for the E-Civis grant locator software utilized by county departments and non-profit agencies to locate grant funds.
- Revenues remain relatively flat from the FY 14 Adopted Budget. The allocation from the North Carolina Department of Public Safety in the amount of \$987,776 remains unchanged from the FY 16 Adopted Budget.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- Continued 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

A County Administration staff member with assistance from the Budget Management & Evaluation Department serves 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 thought targeted prevention programming efforts.

The Juvenile Crime Prevention Council is evaluated funding proposals received for the upcoming fiscal year and below is its recommendation to the Board of Commissioners for the FY 2017 JCPC County Funding Plan, which must be approved by the Board of Commissioners upon the adoption of the budget.

JCPC Program Applicants for FY 2016-17

Program	Type of Service	Total Request Amount	JCPC Rec Funds	County Match Funds	Projected to Serve 2016-2017	Served YTD 2015-2016
Act Together	Temp Shelter	\$ 57,000	\$ 57,000	\$ -	150	15
Barium Springs	Sex Offender Treatment	\$ 49,718	\$ 49,718	\$ 4,268	30	33
BEST Mentoring Program	Mentoring	\$ 48,810	\$ -	\$ -	8	New Program
Big Brothers Big Sisters	Mentoring	\$ 15,000	\$ 7,500	\$ -	25	-
Changing Faces Interpersonal	Interpersonal Skill	\$ 42,911	\$ 25,000	\$ 11,243	40	19
Changing Faces Mentoring	Mentoring	\$ 40,031	\$ 30,000	\$ 12,043	40	27
Changing Faces Vocational	Vocational Skill	\$ 55,173	\$ 44,582	\$ 12,743	40	15
JCPC Administration	Administration	\$ -	\$ 5,000	\$ -		
One Step Further Community Service-Restitution	Restitution/ Community Service	\$ 98,000	\$ 98,000	\$ 10,000	280	166
One Step Further Guilford County Jr Life Skills	Interpersonal Skill	\$ 35,000	\$ 35,000	\$ 1,400	380	147
One Step Further Guilford County Teen Court	Teen Court	\$ 69,125	\$ 69,125	\$ 9,100	300	226
One Step Further Juvenile Mediation	Mediation/Conflict Resolution	\$ 38,240	\$ 34,241	\$ 11,843	80	16
Operation Xcel	Tutoring/Academic Enhancement, Mentoring	\$ 32,000	\$ 32,000	\$ -	100	New Program
People and Paws Second Chance	Interpersonal Skill	\$ 109,280	\$ 95,108	\$ 11,743	80	-
Youth Focus Active Parenting of Teens	Parent Skill	\$ 37,000	\$ 37,000	\$ -	50	17
Youth Focus ASAP	Substance Abuse Treatment	\$ 100,000	\$ 80,000	\$ -	18	-
Youth Focus Counseling	Individual Counseling	\$ 175,000	\$ 85,500	\$ -	500	541
Youth Focus Mell-Burton Structured Day	Juvenile Structured Day	\$ 100,000	\$ 70,000	\$ -	120	93
Youth Focus On-Site Assessor	Assessments	\$ 50,000	\$ 50,000	\$ -	400	New Program
Youth Focus Psychological Testing	Assessments	\$ 27,000	\$ 27,000	\$ -	36	18
Youth Focus Rites of Passages	Interpersonal Skills	\$ 31,000	\$ 31,000	\$ -	60	32
Youth Focus: Ready to Work	Vocational Skills	\$ 33,000	\$ 25,000	\$ -	100	170
TOTAL		\$ 1,243,288	\$ 987,774	\$ 84,383	2,687	1,520

The Sandhills Center

Local Center

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

Healthy People

Supporting programs that ensure the availability of quality social, physical, and behavioral health services in the community.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY 2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Local Management Entity	7,047,609	6,974,000	6,974,000	6,474,000	6,974,000	0	0.0%
Safety Net Services	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	0	0.0%
Mental Health	9,747,609	9,674,000	9,674,000	9,174,000	9,674,000	0	0.0%
EXPENSE							
Personnel Services	73,609	0	0	0	0	0	0.0%
Other Services & Charges	9,674,000	9,674,000	9,674,000	9,174,000	9,674,000	0	0.0%
Total Expense	9,747,609	9,674,000	9,674,000	9,174,000	9,674,000	0	0.0%
REVENUE							
County Funds	9,747,609	9,674,000	9,674,000	9,174,000	9,674,000	0	0.0%

DEPARTMENTAL PURPOSE

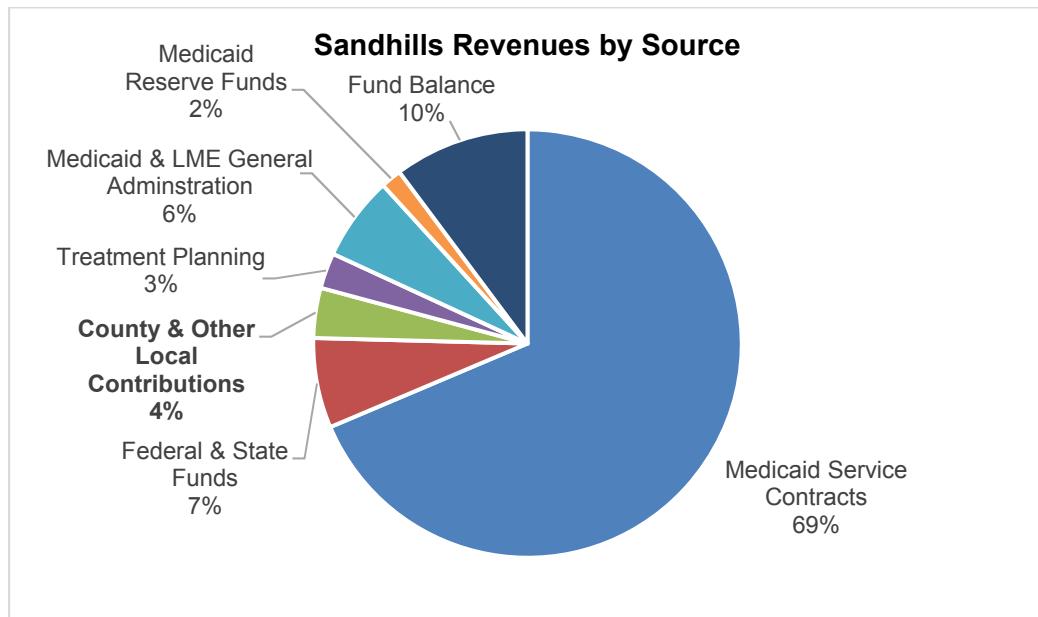
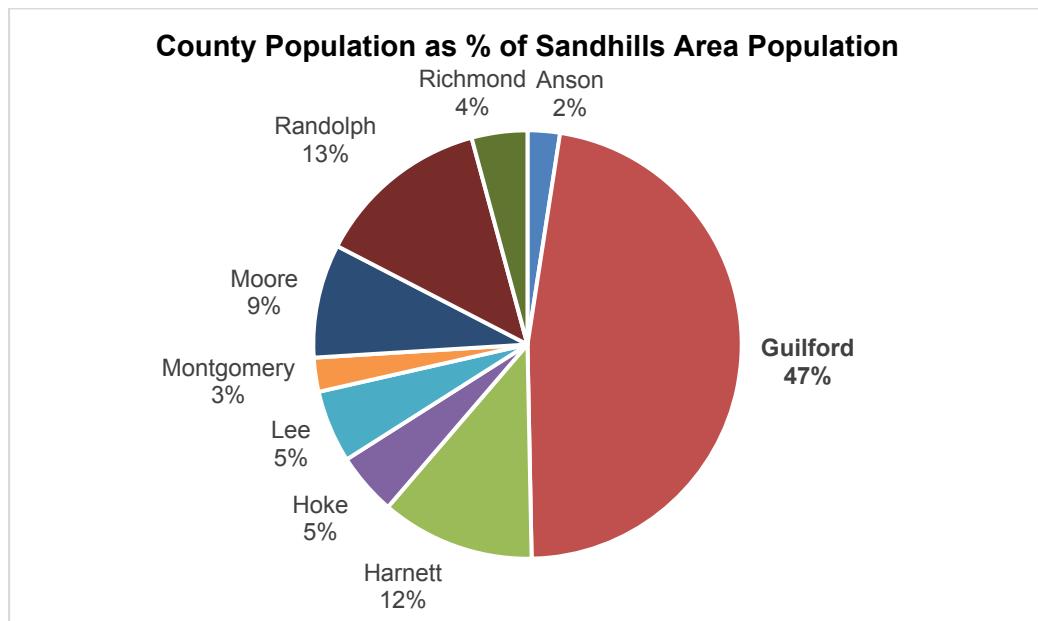
The mission of Sandhills Center Local Management Entity - Managed Care Organization is to assure that persons in need have access to quality mental health, developmental disabilities services and substance abuse services. The Sandhills Center acts as an agent of the North Carolina Department of Health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

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The FY 2017 budget maintains County funding at the same level as the FY 2015-16 adopted budget.
- County funding helps to support Sandhills' 24-hour County Walk-In/ Crisis Service and The Guilford County Substance Abuse Treatment Center on Wendover Avenue.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- Sandhills continues to maintain a strong local presence in Guilford County.
- Guilford County holds 4 of 23 Board of Directors positions on the Sandhills Center Board.
- Continue to assist service providers with process of getting necessary credentials.
- Continue monitoring standards for claims, appeals, and incoming calls
- Conducted Quarterly Community Needs Assessment Survey
- Presented quarterly community reports that focus on community, members served, and provider network



PUBLIC ASSISTANCE MANDATES

Heather Skeens, Social Services Div. Director

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

Healthy People

Supporting programs that ensure the availability of quality social, physical, and behavioral health services in the community.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Adults	2,644,406	2,531,988	2,436,988	2,642,797	2,642,797	110,809	4.40%
Families	4,056	20,376	65,376	20,376	20,376	0	0.00%
Medical	2,351,610	2,245,092	3,595,092	2,245,092	0	-2,245,092	-100.00%
Public Assistance Mandates	5,000,072	4,797,456	6,097,456	4,908,265	2,663,173	-2,134,283	-44.50%
EXPENSE							
Human Services Assistance	5,000,072	4,797,456	6,097,456	4,908,265	2,663,173	-2,134,283	-44.50%
Total Expense	5,000,072	4,797,456	6,097,456	4,908,265	2,663,173	-2,134,283	-44.50%
REVENUE							
Intergovernmental	2,352,085	2,245,092	3,545,092	2,245,092	0	-2,245,092	-100.00%
Total Revenue	2,352,085	2,245,092	3,545,092	2,245,092	0	-2,245,092	-100.00%
County Funds	2,647,987	2,552,364	2,552,364	2,663,173	2,663,173	110,809	4.30%

DEPARTMENTAL PURPOSE

This group of expenditures reflects the local budgets for certain mandated public assistance programs. The following two programs encompass the public assistance mandates budget:

- The **Special Assistance to Adults** program primarily provides cash assistance for low-income elderly adults in adult care homes or other residential settings, and also for adults age 18-64 with disabilities who are in domiciliary care facilities and meet state eligibility requirements for Special Assistance. The county has budgeted \$2,663,173 for its share of the estimated cost of this service. Funding is based upon the most recent State estimate provided to the county
- The **Emergency Temporary Assistance for Needy Families (TANF)** is intended to provide cash and non-cash assistance to eligible families for help with basic needs and help mitigating crisis situations. This service is estimated to cost \$20,376 in FY 2017, which is aligned with prior year actual expenditures.

In previous years, the County's Medical Assistance Program has also been included in this section of the budget. County Medical Assistance accounts for reimbursement-eligible medical transportation services provided by the County's Human Service Transportation Department. For FY 2017 and moving forward, funds for this program will be included in Social Service's budget.

PUBLIC HEALTH

Merle Green, Public Health Div. Director

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

Healthy People

Supporting programs that ensure the availability of quality social, physical, and behavioral health services in the community.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Administration*	2,689,593	2,518,862	2,536,773	2,570,704	2,472,037	-46,825	-1.90%
Community Health	8,288,399	8,712,729	8,670,678	9,100,889	9,049,109	336,380	3.90%
Health Education*	1,733,837	1,810,379	2,026,999	1,794,726	1,800,946	-9,433	-0.50%
Clinical Health*	8,545,821	9,754,308	10,040,457	10,052,665	10,063,933	309,625	3.20%
Environmental Health*	3,264,962	3,473,142	3,477,161	3,605,504	3,461,858	-11,284	-0.30%
Allied Health*	5,129,438	5,853,034	5,875,544	5,671,468	5,630,518	-222,516	-3.80%
Preparedness*	123,524	107,539	146,643	109,486	109,415	1,876	1.70%
UNASSIGNED	36,541	0	0	0	0	0	0.00%
Public Health	29,812,115	32,229,993	32,774,255	32,905,443	32,587,816	357,823	1.10%
EXPENSE							
Personnel Services	25,130,214	26,568,973	26,645,309	27,172,515	26,941,809	372,836	1.40%
Supplies & Materials	1,689,480	2,273,293	2,199,661	2,156,744	2,056,800	-216,493	-9.50%
Other Services & Charges	2,971,086	3,331,513	3,860,819	3,408,872	3,372,895	41,382	1.20%
Human Services Assistance	64,632	123,264	127,070	167,312	171,312	48,048	39.00%
Capital	34,915	13,008	21,454	0	45,000	31,992	245.90%
Other	-78,212	-80,058	-80,058	0	0	80,058	-100.00%
Total Expense	29,812,115	32,229,993	32,774,255	32,905,443	32,587,816	357,823	1.10%
REVENUE							
Licenses and Permits	677,390	670,308	670,308	700,250	685,250	14,942	2.20%
Intergovernmental	6,582,549	6,796,918	7,135,223	6,702,085	6,701,336	-95,582	-1.40%
Charges for Services	5,737,031	6,365,317	6,365,317	6,738,196	6,728,410	363,093	5.70%
Appropriated Fund Balance	4,265,762	1,200,163	1,253,947	1,014,965	1,144,188	-55,975	-4.70%
Miscellaneous Revenues	683,333	650,808	825,488	772,412	772,412	121,604	18.70%
Total Revenue	17,946,065	15,683,514	16,250,283	15,927,908	16,031,596	348,082	2.20%
County Funds	11,866,051	16,546,479	16,523,972	16,977,535	16,556,220	9,741	0.10%
Positions	387.5	389.5	389.75	390.75	389.75	0.00	0.00%

DEPARTMENTAL PURPOSE

The Department of Public Health provides clinical, community-based, environmental, patient 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.

Additional mandated 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, environmental health, and wellness education. Environmental Health oversees chemical spill investigations, conducts on-site water and sewage inspections, food and lodging inspections, lead poisoning investigations, and mosquito control. The 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 2017 GOALS & OBJECTIVES

- Continue appropriate actions related to Human Services Consolidation.
- Maintain in-home services for disabled children (CAP/C) and disabled adults (CAP/DA) and reduce the waiting lists from 40 and 450 respectively by 10% each by December 31, 2017 as funding allows.

- Seek funding to increase the number of School Nurses by up to 6 in order to reduce the nurse to student ratio from 1:2000 nearer the generally accepted standard of 1:1200.
- Maintain high percentage of children \leq 24 months of age who receive required childhood immunizations at 98% by sponsoring various outreach education activities.
- Increase compliance with required wastewater system inspection from 60% to 65% by June 30, 2017.
- Maintain teenage health promotion and disease prevention interventions via school programs, community centers, colleges, community health fairs, and other venues.
- Maintain average number of days for filing birth certificates at 4.9 and decrease filing times for death certificates from 6.9 days to 5.0 days by June 30, 2017.

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The Public Health budget increased by a net of \$9,741 due to a combination of aligning expenditures more closely with past spending and an increase in revenues through various grants and MedMax fund balance appropriation.
- Overall revenues increased by \$348,082 or 2% due to increases in Clinical and Community Health revenues.
- Personnel costs increased by \$372,836 or 1.4% due to general personnel costs as well as the addition of three Certified Nursing Assistant positions for a pilot program intended to increase medical coverage in schools as well as the removal of one grant funded position and two WIC positions due to reductions in Federal funding. The net budget impact of these position changes is a reduction of approximately \$160,000.
- Supplies & Materials decreased by \$216,493 or 10% primarily because technology projects planned for FY 2016 will be completed by the end of the fiscal year and no new projects will be added in FY 2017.
- Services & Charges increased slightly by \$41,382 or 1% due to the anticipation of additional staff travel and training needs as well as other minor adjustments to reflect actual spending trends.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- Public Health assisted with the return of Animal Control to the Animal Services Department under the Animal Services director and the department continues to assist with administration of rabies testing and vaccinations.
- The Health and Environmental Risk Assessment Team successfully restructured service delivery processes to maintain efficiencies as demand for services increased.
- The Billing department increased efficiencies as NC TRACKS Medicaid Billing System fixed many glitches at the state level.

- Upgraded electronic medical records processes that will allow better interfacing with other local medical providers and hospitals, resulting in improved client experiences as well as diagnostic capabilities.

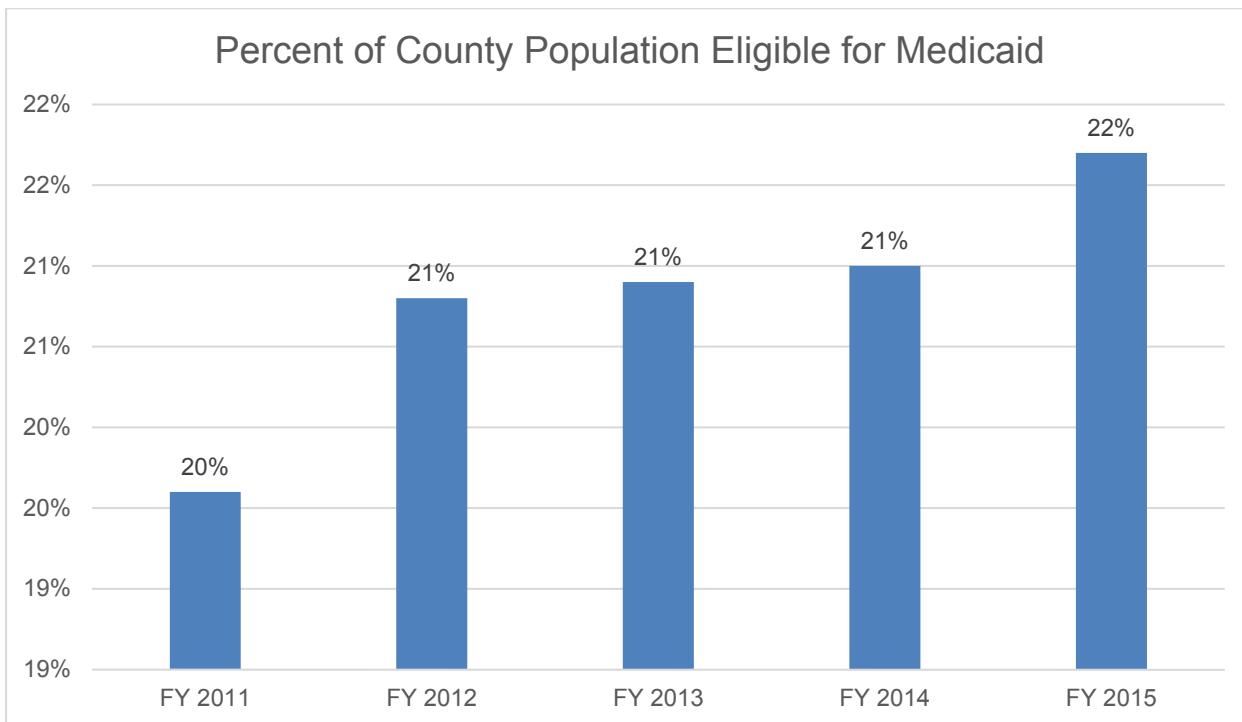
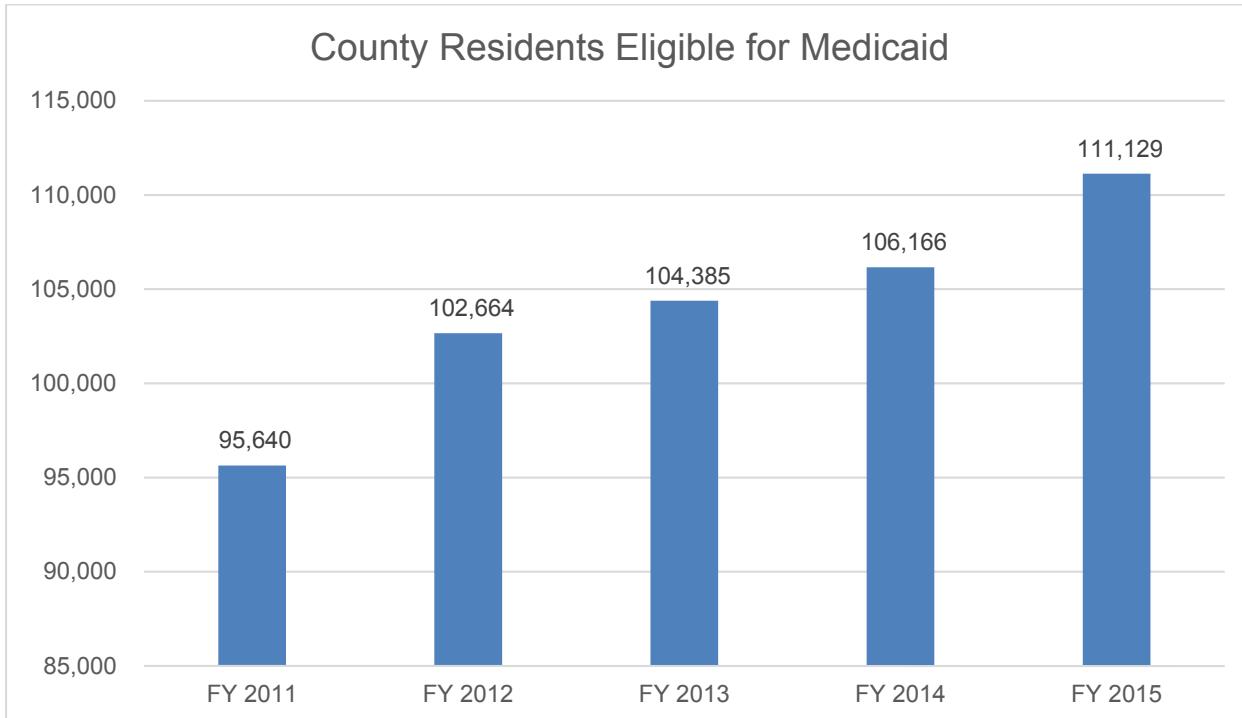
KEY PERFORMANCE MEASURES

	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Projected	Target
Adult Health					
Community Alternative Program for Disabled Adults -(CAP/DA) served/ waiting list	350	370	284/450	284/300	300
Community Alternative Program for Disabled Children - (CAP/C) served/ waiting list	30	40	49/45	49/25	49
School Health Nurse / Student Ratio	1:2,000	1:2,000	1:2,000	1:2,200	1:2,000
Newborn Home Visiting	5,000	5,000	5,500	5,000	5,000
Clinical Services					
General Clinical Visits Completed	27,088	27,000	27,000	27,000	27,000
Dental Visits Completed	5,580	5,500	6,675	6,675	6,675
Laboratory Tests Performed	194,894	185,000	195,000	195,000	195,000
Prescriptions Filled by Pharmacy	45,540	44,000	44,000	44,000	44,000
% of Children 24 Month of Age or Below Receiving Required Childhood Immunizations (State Goal is 85%)	67%	98%	98%	98%	98%
Women, Infant and Children (WIC) % of "Base Caseload" within County (State Mandated 97%)	100%	97%	100%	100%	100%
Maternity Clients Visit Counts	11,384	11,500	11,500	11,500	10,000
Family Planning Patient Visit Counts	13,348	13,500	13,500	13,500	12,000
Communicable Disease					
STD Clients that Obtain Clinical Services	12,057	12,000	12,000	12,000	12,000
Tuberculosis Cases	20	17	16	16	17
Reportable Communicable Diseases Reported	5,542	5,600	5,600	5,600	5,600
Refugee Clients Assisted within Clinic	7,000	8,000	8,000	8,000	6000
Refugees Health Assessments Completed	573	500	500	500	500
Refugees Health Assessments Completed within State Mandated 90 Day Timeframe	100%	100%	100%	100%	100%
Food and Lodging					
Required Food and Lodging Inspections Conducted	5,073	5,123	5,174	5,174	5,226
Compliance with Required Inspections by Establishments	75%	80%	90%	90%	92%

	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Projected	Target
Reported Food-Borne Illnesses	99	95	94	94	94
Restaurant Employees attended Servsafe	100	64	75	75	75
Restaurant Employees Successfully Completing Serve Safe	68%	65%	70%	70%	75%
Water Quality Program					
Required Wastewater System Inspections (Pump Systems) Conducted	256	466	600	600	650
Compliance with Required Wastewater System Inspections	26%	48%	61%	61%	66%
Health Education					
Teen Girls Reached Through Teen Pregnancy Prevention Efforts	850	668	850	850	850
Citizens Contacted Through STD Outreach Activities	500	684	600	550	600
Citizens Tested During STD Outreach Activities	4,450	3,642	4,450	4,000	4,450
Citizens That Tested Positive for Any STD Through Health Ed Outreach Program	5%	8%	5%	5%	5%
Media Contacts Made to Promote Public Health Prevention Goals and Messaging	7,900	3,483	5,500	5,000	5,500
Vital Records					
Average Number of Days for Death Registration (Filed Within 5 Days)	6.6	6.6	6	6	5
Average Number of Days for Birth Registration (Filed Within 5 Days)	4.8	4.8	4.9	4.9	4.6

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.



FUTURE OPPORTUNITIES & CHALLENGES

- With the official full rollout of the Affordable Care Act, including the requirement that all citizens must have health insurance or pay a penalty, all health care entities are constantly monitoring their statistics of new patients entering their various markets. Public Health will continue to assist patients with accessing Insurance in order that they will have a pay source assuring more comprehensive timely health care.
- Having finished a dental clinic management consultation process, we will continue to increase the number of services provided in our pediatric dental clinics.
- Medicaid Reform legislation has been approved by the NC General Assembly and the new procedures are under development between the State and the federal Centers for Medicare & Medicaid Services. Public Health will continue to monitor changes and contribute expert information on patient need for clinical services and serve as an advocate for the County's interests in this process.
- Communicable diseases from Ebola to Zika require a Public Health response. We will continue to keep abreast of emerging infections and respond timely and effectively.

SOCIAL SERVICES

Heather Skeens, Social Services Div. Director

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

Healthy People

Supporting programs that ensure the availability of quality social, physical, and behavioral health services in the community.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Administration	40,971,026	45,320,350	45,896,711	49,519,857	49,041,043	3,720,693	8.21%
Family Supportive Services	26,000,141	25,867,044	27,525,738	27,351,048	27,349,048	1,482,004	5.73%
Older Adults	2,091,508	2,011,981	2,187,780	2,018,877	2,143,514	131,533	6.54%
Community Alternatives	15,000	15,000	15,000	15,000	15,000	0	0.00%
County Financial Assistance	19,158	56,508	56,508	31,496	31,496	-25,012	-44.26%
Social Services	69,096,834	73,270,883	75,681,737	78,936,278	78,580,101	5,309,218	7.25%
EXPENSE							
Personnel Services	33,194,054	36,000,277	36,008,226	38,778,991	38,480,418	2,480,141	6.89%
Supplies & Materials	500,796	252,755	204,908	259,096	159,392	-93,363	-36.94%
Other Services & Charges	5,117,760	6,189,504	6,533,198	7,383,578	7,425,678	1,236,174	19.97%
Human Services Assistance	30,284,224	30,828,347	32,865,420	32,514,613	32,514,613	1,686,266	5.47%
Capital	0	0	69,985	0	0	0	0.00%
Total Expense	69,096,834	73,270,883	75,681,737	78,936,278	78,580,101	5,309,218	7.25%
REVENUE							
Intergovernmental	53,530,295	54,548,249	56,470,278	58,069,315	58,554,243	4,005,994	7.34%
Charges for Services	399,739	110,520	110,520	204,112	204,112	93,592	84.68%
Miscellaneous Revenues	763,408	832,457	832,457	627,465	627,465	-204,992	-24.62%
Total Revenue	54,693,443	55,491,226	57,413,255	58,900,892	59,385,820	3,894,594	7.02%
County Funds	14,403,391	17,779,657	18,268,482	20,035,386	19,194,281	1,414,624	7.96%
Positions	550	561	598.5	606.5	599.5	38	6.68%

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 administers numerous Federal economic assistance programs, including access to safe child care for families.

- The **Children's 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.

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

FY 2017 GOALS & OBJECTIVES

- Continue to focus on the seven (7) DHHS Consolidation priorities identified by the Board of County Commissioners:
 - Monitor the consolidated DHHS call center
 - Develop a centralized customer care center (portal of entry)
 - Continue the DHHS new employee orientation and in-service training for staff
 - Develop and implement a centralized DHHS intake process for Aging Service
 - Continue to review DHHS Children's Services for opportunities to strengthen services provided to families
 - Review DHHS contracts for improved rates and services
 - Monitor the consolidated DHHS purchasing process
- Continue to monitor and transition all eligibility activities and Children's Services (August 2017) to the NC FAST system
- Continue to utilize technology to maximize efficiency and effectiveness of agency.

- Continue partnership/collaboration with Family Justice Center
- Continue in the Elder Justice Committee (formerly G.A.I.N) to assure protection of rights for adults who may be at risk for abuse, neglect and exploitation.
 - *Goal 1:* Ensure the safety and rights of older and vulnerable and disabled adults providing services needed to prevent abuse, neglect and exploitation by promoting awareness through community outreach and collaboration.
 - *Goal 2:* Prepare Guilford County for an aging population.
 - *Goal 3:* Empower older adults, their families and other consumers to make informed decisions and to easily access existing health and long term care options.
 - *Goal 4:* Enable older adults to age in their place of choice with appropriate services and supports.

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The FY 2017 adopted budget for Social Services has a net increase in County funding of \$1,520,551 or 8.6% compared to FY 2016. Total revenue is projected to increase by \$4,101,738 or 7.4%. Total expense is projected to increase by \$5,622,289 or 7.7%.
- The largest increase in FY 2017 expenditures is in the personnel budget which is \$2,778,714 or 7.7% more than the FY 2016 adopted budget. Personnel expenses include the addition of 7 Food Stamp Program Staff, 1 Eligibility Caseworker, and County funding for a Mental Health Senior Practitioner that was previously grant funded. FY 2017 personnel expenditures also capture the full year impact of 30 positions that were added in Medicaid Eligibility and Economic Services during FY 2016.
- Supplies & Materials is decreasing by \$80,148 or 31.7%. This sharp reduction is in an effort to more closely align budgeted expenditures with prior year actuals.
- The Other Services & Charges category is increasing by \$1,237,457 or 20%. This increase is primarily due to the integration of Non-Emergency Medicaid Transportation (NEMT) vendor contracts, equating to \$2,500,000. All NEMT vendor contract expenditures are 100% reimbursable.
- The Human Services Assistance category is increasing by \$1,686,266 or 5.5%. This increase is directly attributable to a sharp increase in Foster Care expenses.
- An increase of \$30,000 is also included in the FY 2017 Social Services budget to assist non-profit warming centers in offering shelter during cold weather events.

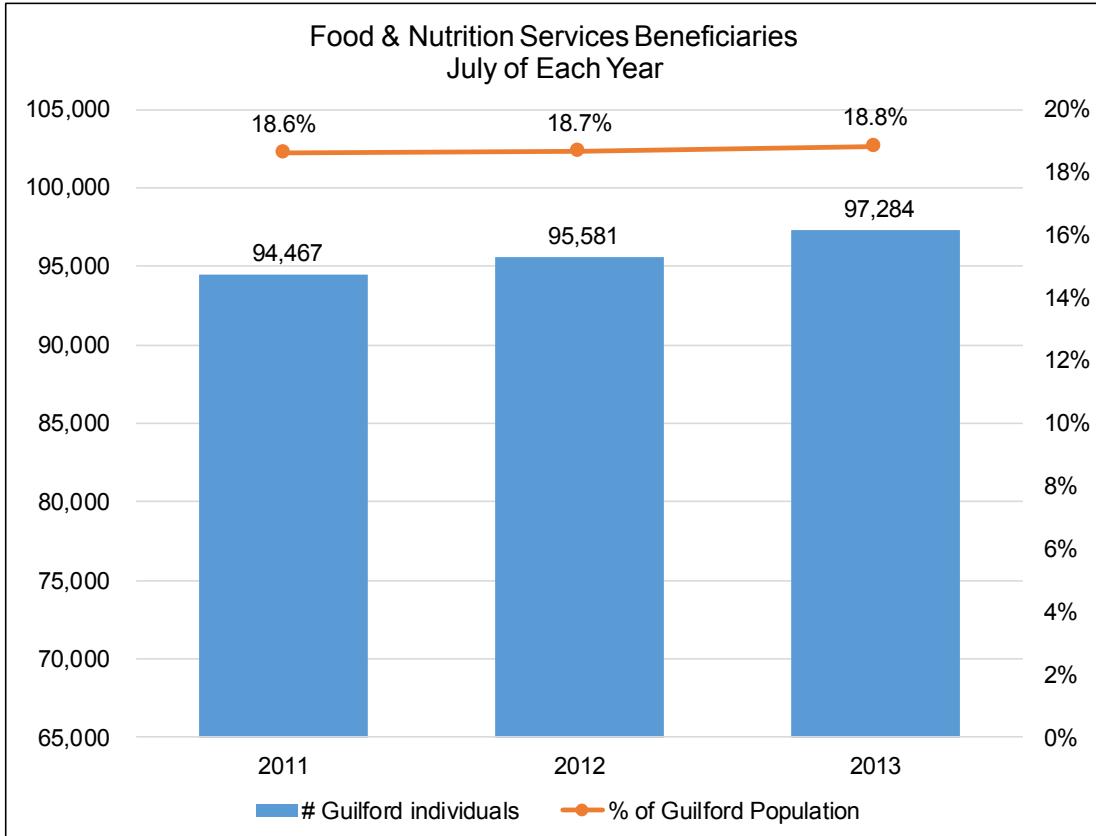
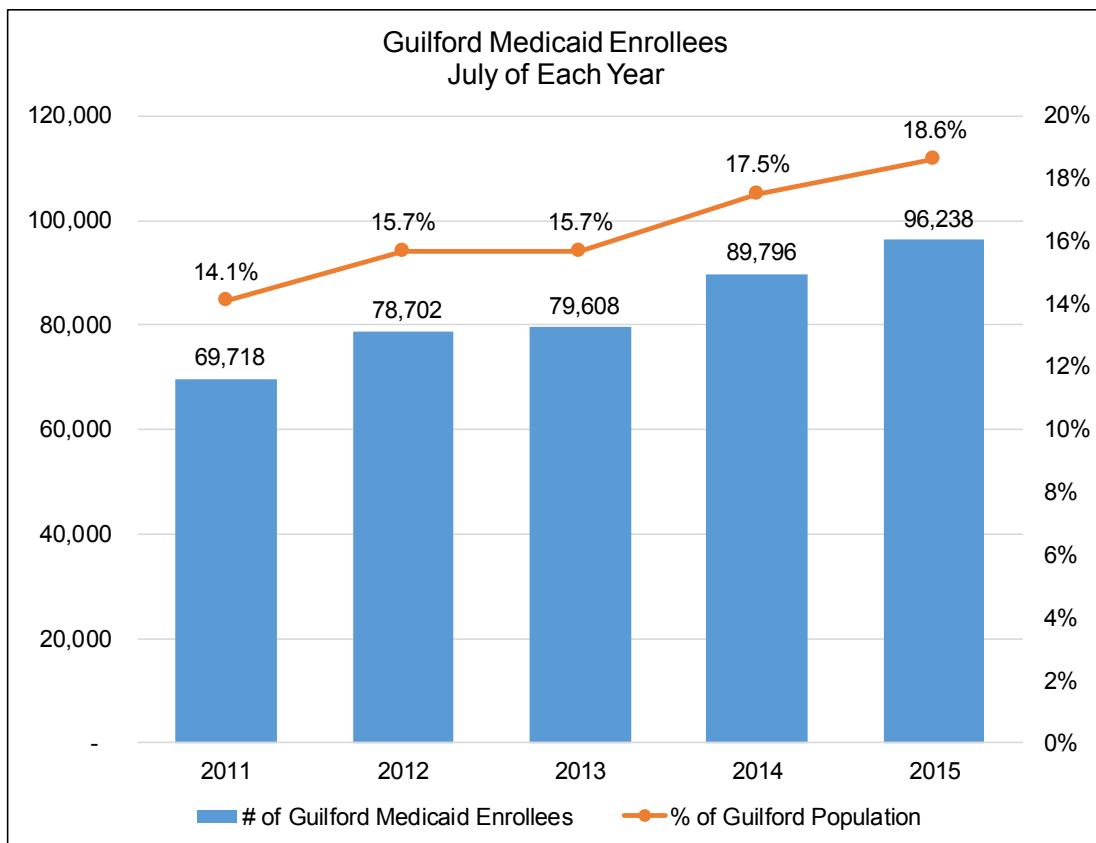
FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- Ten (10) new foster homes have been licensed and nine (9) licenses are pending as a result of increased recruitment efforts through radio ads and the new DSS Landing Page.

- CPS Assessments caseload ratios have been reduced to 10:1, and foster care caseloads have been reduced to 14:1.
- The backlog of overdue CPS cases was reduced to less than 200.
- Continuing in partnership with the Piedmont Triad Regional Council of Governments in planning of the World Elder Abuse Awareness Day Walk- June 18, 2016.
- Adult Guardianship provided comprehensive case management/protective services up to 250 adult wards during FY 15/16, to date.
- Increased the number of adult wards who had rights restored (3) and who had their guardianship transferred to an individual (16) from DSS.
- In FY 2015, 62 children were adopted. 68 children were adopted in FY 2014.
- In Adult Protective Services (APS), follow-up has been provided to 77% (143 out of 187) of APS reports that do not meet the statutory criteria.
- Adult Protective Services (APS) reports have increased by 23.6 % to date in FY 2016.
- Submitted Grant proposal to The Women's Professional Forum (WPF) in order to promote leadership skills in our social work student interns as part of the is **G.I.R.L.S** program, which is an acronym for **G**enerating **I**ntegrity **R**ecognizing **L**eadership **S**kills.
- Assessed 22 adults for signs/symptoms of depression and made appropriate referrals as continued part of the Healthy IDEAS grant that is through the Kate B. Reynolds Foundation in partnership with UNC-Chapel Hill School of Nursing.

COMMUNITY NEEDS

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



KEY PERFORMANCE MEASURES

	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Projected	Target / State Standard
Administration					
Estimated Agency Efficiency Increases from Technology Initiatives In Progress	25%	50%	80%	80%	n/a
Adult & Aging Services					
Adult Foster Care Guardianship caseload per SW	53	58	63	63	25-30
Adult Homes caseload per SW	19	20	22	22	12
Adult Protective Service apps per SW	28	38	50	50	-
Adult Protective Service caseload per SW	16	16	26	26	12
In-Home Aide Caseload per SW	40	40	40	40	40
In-Home Aide/Adult Day Care Initial Visit Timeliness (Goal: 100% of assignments within 7 business days)	100%	100%	100%	100%	100%
Children, Youth & Families					
Foster Care caseload per SW	14	15	15	15	15
Adoption caseload per SW	20	16	15	15	15
Abuse Assessment Cases per SW	10	8	10	10	10
In-Home Services Cases per SW	12	15	10	10	10
Number of Homes per Licensing/Placement Social Worker	20	17	22	22	15
Rate of repeat maltreatment	4%	3%	3%	3%	7%
Economic Services					
Average FNS applications per month	2,431	2,723	2,700	2,700	demand
Average FNS recertification cases per month	N/A	3,536	3,500	3,500	demand
Percent of FNS applications processed timely	N/A	96%	96%	97%	95%
Percent of FNS recertification cases processed timely	N/A	94%	96%	96%	95%
Average Medicaid recertification cases per month	N/A	6,092	6,000	6,000	Demand

Note: Effective November 2014, Medicaid application and recertification was moved to NC FAST and old statistics are no longer applicable. Processing time in the new system takes up to 2 hours vs. 30 minutes average in the previous system.

FUTURE OPPORTUNITIES & CHALLENGES

- 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.

		Funding	
		Capped ⁽¹⁾	Un-Capped ⁽²⁾
Mandated	Yes	<ul style="list-style-type: none"> • Work First Family Assistance • Family Reunification • SSBG Services • NC Links • TANF • Emergency Energy Assistance • Crisis Intervention Program (NCF) ⁽³⁾ • Subsidized Child Care Program (NCF) • Adult Guardianship • Home & Community Based Services • At Risk Case Management • Child Protective Services • Home and Community Based Services • Adult Protective Services • Low Income Energy Assistance Program (NCF) 	<ul style="list-style-type: none"> • Food & Nutrition Services • Adoption Services • Foster Care Services • Refugee Cash/Medical Assistance • Medicaid Administration • Child Support Enforcement
	No		<ul style="list-style-type: none"> • Special Assistance for Adult Care Home/In-Home Services

(1) **Capped:** Federal/State funding will not exceed predetermined maximum. 100% County funding beyond maximum

(2) **Un-Capped:** Funding will continue uninterrupted, regardless of demand

(3) **NCF:** No County Funds

TRANSPORTATION

Myra Thompson, Transportation Director

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

Healthy People

Supporting programs that ensure the availability of quality social, physical, and behavioral health services in the community.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Human Svcs Transportation	1,522,397	1,325,611	1,425,158	1,308,536	1,307,466	-18,145	-1.37%
Transportation-Human Serv	1,522,397	1,325,611	1,425,158	1,308,536	1,307,466	-18,145	-1.37%
EXPENSE							
Personnel Services	899,547	950,971	950,971	725,270	724,201	-226,770	-23.85%
Supplies & Materials	1,737	26,712	112,389	14,000	14,000	-12,712	-47.59%
Other Services & Charges	2,960,813	2,591,520	3,902,752	529,000	529,000	-2,062,520	-79.59%
Human Services Assistance	1,015	1,500	4,138	0	0	-1,500	-100.00%
Capital	0	0	0	40,266	40,265	40,265	0.00%
Other	2,340,716	2,245,092	3,545,092	-	0	2,245,092	-100.00%
Total Expense	1,522,397	1,325,611	1,425,158	1,308,536	1,307,466	-18,145	-1.37%
REVENUE							
Intergovernmental	1,046,119	907,092	1,005,407	948,676	948,676	41,584	4.58%
Charges for Services	27,415	39,996	39,996	31,000	31,000	-8,996	-22.49%
Total Revenue	1,073,534	947,088	1,045,403	979,676	979,676	32,588	3.44%
County Funds	448,862	378,523	379,755	328,860	327,790	-50,733	-13.40%
Positions	22	22	17	17	17	-5	-22.73%

DEPARTMENTAL PURPOSE

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

Human Service Transportation trips provide eligible citizens transportation to and from job sites, and also provides transportation to elderly citizens to ensure they receive community-based care and services such as congregate meals at nutrition sites. Eligible residents also located in rural areas of the County are also served by transportation services.

FY 2017 GOALS & OBJECTIVES

- Continue providing transportation to citizens of Guilford County
- Seek more grant funds for transportation in rural areas of county, due to increase in demand for services
- Seek funds for replacement of transportation vehicles
- Work with Non-Emergency Medicaid Transportation vendors as they transition to NC TRACKS.

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The FY 2017 adopted budget shows a decrease in total expense of \$17,076 or 1.3%. Significant reductions in personnel services overall and professional services are contributing to this reduction.
- \$40,265 has been added to capital funding as the County's match for 5 replacement vehicles and 27 replacement Mobile Data Devices (MDT/MDC).
- The FY 2017 adopted budget also shows an increase in total revenue of \$32,588 or 3.4%. An expected increase in federal revenue is the primary driver of this increase.
- Net County funds are expected to decrease by \$49,664 or 13.1% from FY 2016.
- Medicaid Transportation funds have been moved under Social Services to coincide with other Medicaid reimbursable programs.

KEY PERFORMANCE MEASURES

	FY14 Actual	FY15 Actual	FY16 Estimated	FY17 Projected	Target
Trips	187,534	148,338	160,000	180,000	200,000
Bus Tickets	31,620	35,000	37,000	35,000	35,000
Gas Vouchers	31,863	27,500	33,000	35,000	32,000
Taxi Vouchers	150	210	0	0	0
Cost per trip	\$26.52	\$26.52	\$26.52	\$26.52	\$26.52

FUTURE OPPORTUNITIES & CHALLENGES

- Maintaining and replacing the department's fleet of vehicles
- Recognizing and seizing additional opportunities for operational efficiencies
- Helping to meet the ever increasing demand for transportation assistance

VETERANS' SERVICES

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

Healthy People

Supporting programs that ensure the availability of quality social, physical, and behavioral health services in the community.



As part of the County's annual budget process, the Board of County Commissioners approved the restructure of the Veterans' Services Department to become part of the County's Department of Health & Human Services effective July 1, 2016. This restructuring is anticipated to improve the provision of services to veterans. All funding listed below is included in the FY 2016-17 Human Services - Social Services Division adopted budget.

BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Veteran Services	117,428	127,273	127,273	124,827	124,637	-2,636	-2.07%
Veteran Services	117,428	127,273	127,273	124,827	124,637	-2,636	-2.07%
EXPENSE							
Personnel Services	114,623	122,871	122,871	120,425	120,235	-2,636	-2.15%
Supplies & Materials	405	435	435	435	435	0	0.00%
Other Services & Charges	2,401	3,967	3,967	3,967	3,967	0	0.00%
Total Expense	117,428	127,273	127,273	124,827	124,637	-2,636	-2.07%
REVENUE							
Intergovernmental	0	0	0	1,452	1,452	1,452	0.00%
Total Revenue	0	0	0	1,452	1,452	1,452	0.00%
County Funds	117,428	127,273	127,273	123,375	123,185	-4,088	-3.21%
Positions	2	2	2	2	2	0	0.00%

DEPARTMENTAL PURPOSE

The Veteran's Services Office advises local veterans and their dependents of their rights, responsibilities and available resources under various federal and state laws. Department staff counsel and actively assist them with completing forms, obtaining supporting documentation, and in presenting this material to the United States Department of Veterans' Affairs.

FY 2017 GOALS & OBJECTIVES

- Continue to develop a database for tracking claims submitted by this department to VA is a goal of the department. This spreadsheet will include name of claimant, period of war,

relationship to veteran, date and type of claim, and date of VA decision and outcome/results. There will be no additional cost for this database. This goal was previously difficult to achieve because of very limited access to VA systems and databases, creating an inability to proactively follow through with claims and correspondence.

- The department also has a new employee (hired in May 2015) to train on department's administrative functions. This is another goal of the Veterans department.

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- FY 2017 adopted expenses have decreased by \$2,446 or 1.9%. This decrease is attributable to a reduction in personnel services.
- FY 2017 adopted revenues have increased by \$1,452. This is because the State of North Carolina has approved restoration of funding to County Veterans' Services offices. Although the County has actually requested \$3,000 in funding, a conservative figure was chosen to align with the County's previously granted amount.
- The restoration of state funding coupled with the expense reduction has resulted in an adopted budget that shows a decrease in County funding of \$3,898 or 3.1%.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- The Veterans' Services office continues to assist Guilford County's 33,100 veterans.
- VA benefits paid to Guilford County's Veterans total approximately \$194,676,000 for compensation, pension, education and vocational rehabilitation, medical care, and dependent benefits. These are federal, tax-free dollars spent, primarily, in Guilford County.
- The amount of veterans and dependents the Veteran's Services Department serves continues to increase not only as younger veterans from the recent wars are discharged but, aging veterans from previous wars and their surviving spouses begin to seek services.
- The Veteran's Services Department continues to increase its community outreach efforts by establishing and maintaining very close relationships with nursing homes, assisted and independent living facilities and other veterans' groups and organizations.
- As part of a joint effort with Guilford County's Information Services Department, the Veterans Services' webpage on the Guilford County site was created and updated with relevant information pertaining to Guilford County's veterans. A feature was added to contact us directly which allows veterans to securely submit inquiries with their contact information to the department for a timely response.

KEY PERFORMANCE MEASURES

	FY54 Actual	FY16 Estimated	FY17 Projected	FY18 Projected	Target
Veterans, Dependents, and Survivors Assisted	1,650	1,700	1,750	1,800	2,000
Veterans, Dependents, and Survivors Assisted with Obtaining Documentation for Claims	950	1,000	1,025	1,050	1,150
Veterans Helped with Applications for VA Veterans/Dependents Benefits	1,275	1,325	1,350	1,375	1,450
VA Forms prepared for Veterans and Dependents	2,575	2,650	2,675	2,700	2,800

Key performance measures are currently being adjusted as numbers presented on this chart are redundant and not an accurate reflection of the performance of the department.

FUTURE OPPORTUNITIES & CHALLENGES

- The department continues to operate two offices (High Point and Greensboro) with a limited staff. Budget reductions would force the closure of one of these offices.
- The number of veterans to be served will continue to increase as aging veterans seek VA services and as newly discharged veterans return from Iraq and Afghanistan and an increasing number of medical conditions, like PTSD, are becoming covered by the Department of Veterans' Affairs.
- A local veterans' office (Disabled American Veterans) has closed. This is another service organization that assisted veterans and their dependents with obtaining VA benefits and services. Since the closure of this office, Guilford County Veterans Services has seen a significant increase in the amount of calls, visits and number of appointments scheduled to both offices as these veterans and claimants are seeking assistance with VA services.



Public Safety

Several departments in Guilford County work to protect and ensure the safety of Guilford County residents and visitors. The County addresses public safety in a variety of ways, whether it is through the provision of emergency medical transportation in times of crisis, animal control services or the enforcement of criminal and civil laws and ordinances. All of Guilford County's public safety activities are organized to safeguard our residents' and visitors' well-being.

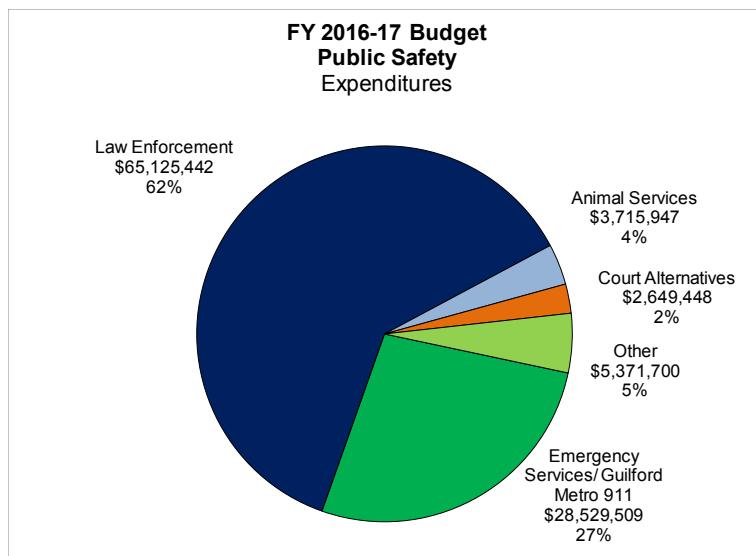
Public Safety expenditures include:

- Emergency Services
- Court Alternatives
- Inspections
- Other Protection
- Law Enforcement
- Family Justice Center
- Animal Services
- Security

Expenditures

Guilford County will spend a total of \$105.4 million for Public Safety in FY 2016-17, an increase of approximately \$2.1 million or 2% over the FY 2015-16 Adopted Budget though The net increase in County funds will be approximately \$2.2 million or 3%. Public Safety accounts for approximately 17% of the total expenditures for the county.

The FY 2016-17 budget aligns Law Enforcement budgets more closely with actual expenditures to better identify efficiencies. It also includes funds for equipment maintenance at the Greensboro and High Point Detention Centers and to replace 30 patrol and staff vehicles at the end of their service life.



The Emergency Services (ES) FY 2016-17 budget is increasing due to a combination of personnel changes and increased emergency call volume that has increased the County's share of the Guilford-Metro 911 budget. The ES budget annualizes the ten Fire Operations positions added in FY 2015-16, and adds two additional paramedic positions to support Community Paramedicine. Funds are also included in the ES budget for replacement ambulances and other vehicles to enable the department to remain on track with its fleet maintenance plans. Revenues decreased overall to better reflect actual trends, but the recommended budget standardizes fire inspection/investigation fees across the County which is anticipated to improve revenue in future years.

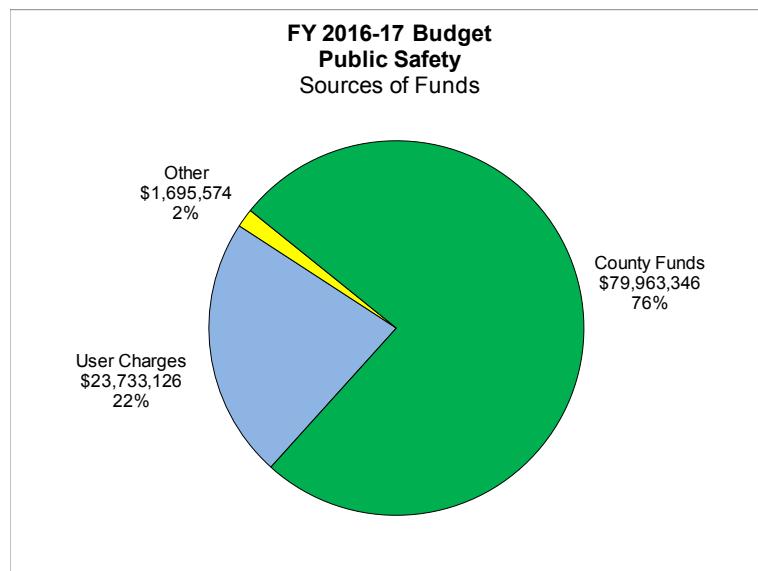
The share of calls to the Guilford-Metro 911 Emergency Communications Center (GM911) for County services increased from 35% to 37% in 2015. Consequently, the County's share of net GM911 expenses will increase in FY 2016-17 by approximately \$335,000.

The Animal Services budget increased by approximately \$300,000 as a result of the County's internalization of animal shelter operations. This transition included the addition of 29 positions to Animal Services including a veterinarian and an Animal Services Director to manage both shelter and animal control operations.

The FY 2016-17 budget also includes funding for the second full year of operation of the County's Family Justice Center where the budget has decreased due to alignment with a full year of expenditures. The Family Justice Center budget also includes a Client Services Coordinator position to assist with the high service demand at the center.

Revenues

Most (76%) 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 22% of the Public Safety revenues. The remaining funds will come from the federal and state government, fund balance, and other minor revenues.



	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Request	FY17 Adopted	vs. FY16 Adopted
						\$ chg
						% chg
Department						
Animal Services	\$2,817,453	\$3,169,109	\$3,200,118	\$3,774,843	\$3,715,947	\$546,838
Court Alternatives	\$2,224,988	\$2,606,164	\$2,786,908	\$2,656,162	\$2,649,448	\$43,284
Emergency Services	\$24,024,903	\$27,096,095	\$27,915,869	\$28,940,298	\$28,529,509	\$1,433,414
Family Justice Center	\$42,418	\$231,551	\$241,570	\$279,701	\$277,312	\$45,761
Inspections	\$1,988,069	\$2,208,958	\$2,209,700	\$2,312,452	\$2,213,658	\$4,700
Law Enforcement	\$64,920,263	\$64,878,973	\$69,223,135	\$68,154,918	\$65,125,442	\$246,469
Other Protection	\$1,326,112	\$1,452,378	\$1,542,062	\$1,467,726	\$1,041,327	(\$411,051)
Security	\$1,640,763	\$1,610,932	\$1,610,932	\$1,933,157	\$1,839,403	\$228,471
Total Expenditures	\$98,984,969	\$103,254,160	\$108,730,294	\$109,519,257	\$105,392,046	\$2,137,886
						2.1%
Sources of Funds						
Federal & State Funds	\$1,137,070	\$342,783	\$1,162,387	\$460,522	\$572,912	\$230,129
User Charges	\$22,041,286	\$23,868,737	\$23,923,237	\$24,002,076	\$23,733,126	(\$135,611)
Other	\$2,027,509	\$870,281	\$982,305	\$866,807	\$855,167	(\$15,114)
Fund Balance	\$2,526,512	\$406,207	\$1,513,580	\$407,207	\$267,495	(\$138,712)
County Funds	\$71,252,592	\$77,766,152	\$81,148,785	\$83,782,645	\$79,963,346	\$2,197,194
Sources of Funds	\$98,984,969	\$103,254,160	\$108,730,294	\$109,519,257	\$105,392,046	\$2,137,886
						2.1%
Permanent Positions	990.650	1,012.650	1,042.150	1,081.150	1,045.150	32.500
						3.2%

ANIMAL SERVICES

Logan Rustan, Director

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

Public Safety

Maintain safe and secure communities through strategically coordinated and professional public safety services.



Healthy People

Supporting programs that ensure the availability of quality social, physical, and behavioral health services in the community.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amend	FY2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Animal Shelter	1,766,531	1,935,711	1,960,722	2,578,103	2,550,099	614,388	31.7%
Animal Control	1,050,922	1,233,398	1,239,396	1,196,740	1,165,848	-64,190	-5.5%
Animal Services	2,817,453	3,169,109	3,200,118	3,774,843	3,715,947	546,838	17.3%
EXPENSE							
Personnel Services	907,547	975,540	1,106,440	2,294,498	2,291,138	1,315,598	134.90%
Supplies & Materials	15,641	39,876	303,684	394,468	394,468	354,592	889.20%
Other Services & Charges	1,857,980	2,086,409	1,717,290	1,055,877	1,000,341	-1,086,068	-52.10%
Capital	36,284	67,284	72,704	30,000	30,000	-37,284	-55.40%
Total Expense	2,817,453	3,169,109	3,200,118	3,774,843	3,715,947	546,838	17.30%
REVENUE							
Charges for Services	662,390	701,339	701,339	930,496	914,960	213,621	30.50%
Miscellaneous Revenues	3,572	40,000	40,000	102,850	74,850	34,850	87.10%
Total Revenue	665,962	741,339	741,339	1,033,346	989,810	248,471	33.50%
County Funds	2,151,491	2,427,770	2,458,779	2,741,497	2,726,137	298,367	12.30%
Positions	16.5	16.5	45	45	45	28.5	172.7%

DEPARTMENTAL PURPOSE

Guilford County Animal Services is responsible for general animal control, regulation and enforcement of animal-related ordinances in the County as well as preventing the occurrence and spread of rabies. Animals that are lost and/or seized are secured and cared for at the Animal Shelter while Animal Control manages rabies prevention programs, responds to vicious animals and animal cruelty, issues warrants and citations to violators, and seizes animals from owners found in violation.

FY 2017 GOALS & OBJECTIVES

- Complete transition of the SPOT program by the end of 2016.
- Continue the County's partnership with Project Bark by the end of 2016.
- Seek options for replacing the existing county Animal Shelter complex including identification of a new site and preliminary design in FY2017.
- Continue to monitor and handle the large volume of animals housed at the Animal Shelter that includes coordination with local rescue groups.
- Continue to educate the public about and enforce the County's animal control ordinance and other applicable laws.

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The FY 2017 Animal Services budget includes funding for both Animal Control and full funding for County operation of the Animal Shelter. The internalization of shelter operations resulted in an overall increase in County funding of \$298,367 or 12% over FY 2016.
- The Animal Shelter net budget increased by \$329,542 or 18% due to the addition of 29 employees including an Animal Services director and a veterinarian as part of the County's shelter transition from contracted to internal management and operation. FY 2017 represents the first full year of County operation.
- The Animal Control net budget decreased by \$37,171 or 6% due primarily to reductions in fuel and vehicle maintenance budgets that bring these and other budgeted totals closer to actual expenditures, a reduction in capital due to only one vehicle being scheduled for replacement in FY 2017 instead of the two replaced in FY 2016, and adjusted contract revenues from the City of Greensboro and other municipalities.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- Successfully transitioned operation of the animal shelter from United Animal Coalition (UAC) to internal County staff. This process included establishing a new Animal Services Director position that is responsible for oversight of both the shelter and control operations as well as other staffing changes.
- Continued to improve the shelter visibility through social media including the addition of an Animal Shelter Facebook page that is used to promote adoptions.
- Continued to have an aggressive adoption program by working with our community partners, social media, and rescue organizations to increase the number of adoptions.

KEY PERFORMANCE MEASURES

	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Projected	Target
Animal Control					
Dispatched Calls	15,920	15,000	17,000	17,000	demand
Dispatched Calls per Officer	1,592	1,500	1,700	1,700	demand
Calls for Animals Running Loose	3,456	3,250	3,650	3,650	demand
Trips to Animal Shelter	3,179	3,000	3,400	3,400	demand
Animal Bite Cases	682	680	680	680	demand
Positive Rabies Reports	18	20	22	22	demand
Animal Shelter					
Average Daily Population	n/a	n/a	375	375	375
Animals Adopted	n/a	n/a	2,350	2,350	2,350
Animals Rescued	n/a	n/a	3,500	3,500	3,500

FUTURE OPPORTUNITIES & CHALLENGES

- Combining animal control and shelter operations will require time to fully integrate operations but is anticipated to allow better tracking and coordination of operation of both functions through physical co-location, centralized administration, and easier sharing of information.
- The shelter population is currently at manageable levels, but current facility is often near or at capacity. A replacement shelter is anticipated to provide a more efficient facility layout that will improve operations and capacity without significantly increasing staffing, reduce the cost of maintenance, and provide more permanent facility space for animal control officers.
- There is currently strong community support for the animal shelter due in part to the transition from UAC. This support includes both monetary and in-kind donations of supplies such as food, and is a significant benefit to the County; maintaining it in future could be challenging but beneficial.

COURT ALTERNATIVES

Doug Logan, Director

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

Public Safety

Maintain safe and secure communities through strategically coordinated and professional public safety services.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY 2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Detention Services	2,224,988	2,606,164	2,786,908	2,656,162	2,649,448	43,284	1.66%
Court Alternatives	2,224,988	2,606,164	2,786,908	2,656,162	2,649,448	43,284	1.66%
EXPENSE							
Personnel Services	1,608,064	2,029,132	2,029,132	2,038,080	2,034,817	5,685	0.28%
Supplies & Materials	157,015	164,032	262,684	239,947	235,164	71,132	43.40%
Other Services & Charges	340,174	373,004	458,067	378,136	376,967	3,963	1.10%
Capital	119,735	39,996	37,025	0	2,500	-37,496	-93.70%
Total Expense	2,224,988	2,606,164	2,786,908	2,656,162	2,649,448	43,284	1.66%
REVENUE							
Intergovernmental	55,355	47,004	67,004	79,427	70,500	23,496	50.00%
Charges for Services	1,813,408	2,581,020	2,631,020	2,619,724	2,601,521	20,501	0.80%
Other Financing Sources	2,636	0	0	0	0	0	0.00%
Miscellaneous Revenues	2,070	468	468	693	693	225	48.10%
Total Revenue	1,873,470	2,628,492	2,698,492	2,699,844	2,672,714	44,222	1.70%
County Funds	351,519	-22,328	88,416	-43,682	-23,266	-938	-4.20%
Positions	33	33	33	33	33	0	0.00%

DEPARTMENTAL PURPOSE

The Court Alternatives Department provides Juvenile Detention Services, Community Outreach, and Gang Prevention & Intervention Programs. The main focus of the department is to provide safe & secure custody of court involved youth while they await adjudication.

FY 2017 GOALS & OBJECTIVES

- Through responsibility & accountability ALL employees will provide services that support the juveniles' physical, emotional, educational and social development. Court Alternatives/JDC will strive for cost effectiveness and efficiency consistent with high professional standards.

- Juvenile Detention Division will continue to offer Community Outreach & Gang Awareness throughout Guilford County Schools.
- Measure and produce quarterly reports that outline criminal & gang activities in low performing schools, utilize this information as an opportunity to apply for grants/aid that will assist with creating positive intervention programs.

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The Court Alternatives expense budget will increase by \$43,284 or about 1.66%. This increase is offset by additional revenues of \$44,222 as a result of an increase in number of children housed in the detention center.
- Current subsidy rates are \$122 in-county & \$244 out-of-county per day.
- Due to the closing of other juvenile detentions throughout the State, Guilford County Juvenile Detention Center will be available to detain 10 to 15 additional juveniles per day, at the out-of-county detention/subsidy rate.
- The Court Alternatives Juvenile Detention Center will be serving a thirteen (13) county catchment area. This increases expenditures but at the same time the department will receive increased revenues as a result of state reimbursement and federal child nutrition funds. The additional revenue that the department receives this year is expected to be continue in future years.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- Successfully completed a year of the Prison Rape Elimination Act (PREA) without any substantiated incidents. PREA is mandated by the United States Department of Justice (Juvenile Facility Standard) to eliminate sexual harassment and sexual abuse for juveniles who are held in confinement.
- Through community support and donations, the department maintained an in-house "Goodwill" program whereby juveniles may obtain free clothing and hygiene items upon release. The program was created to ensure that every child has clothing for court appearances and in many cases satisfy basic needs due to the lack of resources at home.
- Successfully established a partnership with Great Expectations, a non-profit organization, by incorporating a video visitation program. The program is designed to maintain connection between the youth and their families through "video visitation" whenever transportation hardships arise for families. The goal is to repair and heal the relationship with youth and families by encouraging visitation. This collaborative effort will, in addition, keep a woven thread for all involved in the youth's success during the reentry continuum.
- Monitored legislation that may raise the age of juvenile jurisdiction.
- Maintained the "Wellness Program" by reopening the facility's garden "Karma Garden." The garden not only allows the juvenile to "reap what they sow," but it also ensures that

every juvenile is taught how to live a healthy lifestyle through proper eating habits and exercise.

- Ongoing training and recertification for all employees – on-going.
- Provided facility tours for organizations and families as a community service to assist with early interventions & preventions with unruly or misguided youth.

KEY PERFORMANCE MEASURES

	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Projected	Target
Total admissions	420	638	638	638	638
Guilford County admissions	231	288	288	288	N/A
Admissions from outside Guilford County	189	350	350	350	350
Cost per bed day	\$252	\$210	\$210	\$210	\$210
Average length of stay	21	21	21	21	N/A
Average daily population	23	37	37	37	N/A

FUTURE OPPORTUNITIES AND CHALLENGES

- The facility was occupied in 1998; there will be some future needs to replace worn/obsolete equipment.
- Changes in the law, which would change the age jurisdiction from 16 to 18, would significantly increase the juvenile population, also pending laws that will charge students with felonies for assaulting teachers may cause an influx of juvenile detainees, therefore increasing 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.

EMERGENCY SERVICES

James L. Albright, Director

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

Public Safety

Maintain safe and secure communities through strategically coordinated and professional public safety services.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY 2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Administration	1,226,128	1,344,516	1,512,335	1,306,795	1,540,538	196,022	14.60%
Emergency Management	578,762	535,657	567,850	636,548	546,334	10,677	2.00%
Communications	2,968,921	3,375,194	3,414,116	3,736,606	3,719,606	344,412	10.20%
Garage	264,013	296,736	370,380	299,550	299,258	2,522	0.80%
Medical	17,029,014	19,035,990	19,420,201	20,133,459	19,538,889	502,899	2.60%
Fire	1,958,064	2,508,002	2,630,987	2,827,340	2,884,884	376,882	15.00%
Emergency Services	24,024,903	27,096,095	27,915,869	28,940,298	28,529,509	1,433,414	5.30%
EXPENSE							
Personnel Services	15,434,143	16,944,566	16,953,066	18,093,458	17,708,390	763,824	4.50%
Supplies & Materials	1,569,043	1,815,274	1,935,207	1,883,200	1,823,202	7,928	0.40%
Other Services & Charges	6,336,940	7,199,255	7,334,753	7,546,865	7,431,492	232,237	3.20%
Capital	685,546	1,137,000	1,692,843	1,416,775	1,566,425	429,425	37.80%
Other	-770	0	0	0	0	0	0.00%
Total Expense	24,024,903	27,096,095	27,915,869	28,940,298	28,529,509	1,433,414	5.30%
REVENUE							
Intergovernmental	210,412	75,000	81,521	75,000	75,000	0	0.00%
Charges for Services	14,154,815	15,442,031	15,446,531	15,364,825	15,095,279	-346,752	-2.20%
Other Financing Sources	36,617	25,000	25,000	15,000	15,000	-10,000	-40.00%
Miscellaneous Revenues	110,174	150,045	150,045	135,000	135,000	-15,045	-10.00%
Total Revenue	14,512,017	15,692,076	15,703,097	15,589,825	15,320,279	-371,797	-2.40%
County Funds	9,512,886	11,404,019	12,212,772	13,350,473	13,209,230	1,805,211	15.80%
Positions	235	245	245	254	247	2	0.80%

DEPARTMENTAL PURPOSE

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

FY 2017 GOALS & OBJECTIVES

- Continue to enhance the disaster resiliency by providing an all hazards, emergency management program that meets nationally recognized standards, through development of multi-agency mitigation plans and other activities in FY17.
- Continue to strive for increased efficiency and effectiveness with regards to Fire and Life Safety Inspections throughout the county.
- Continue to provide efficient and effective pre-hospital care for the victims of injury or illness within Guilford County, while evaluating the role of Guilford County EMS as a mobile integrated healthcare practice provider. The transition from traditional fee for service to population health management has begun, and will require some additional resources in FY17 and departmental focus in development of a community paramedicine program. We sincerely hope for contracts to be signed this year for some of these activities.

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The FY 2017 Emergency Services budget increased by \$1,433,414 or 5% due to a combination of personnel expenses including annualizing of firefighter positions added in FY 2016, an increase in share of Guilford-Metro 911 expenses, and a general increase in software and fleet based on County-wide plans.
- Net County expenses for Emergency Services increased approximately \$1.8 million or 16% in FY 2017 due to a slight reduction in the service charge budget to better reflect actual revenues received in prior years.
- The Emergency Services capital budget increased by \$429,425 or 38% to fund purchases of all vehicles scheduled for replacement in FY 2017. These purchases will allow the department to stay on its vehicle replacement plan.
- The FY 2017 Emergency Services budget adds two Community Paramedicine positions as well as funds for a vehicle and associated supplies; the positions are anticipated to fully reimbursed through a grant arrangement. The Community Paramedics conduct home visits for patients at high risk for hospital readmission based on physician recommendation. These visits focus on medication management, fall risk assessment, ensuring transport to routine follow-up appointments, and a general home assessment and are intended to reduce emergency call volume while improving overall outcome and quality of care and life for these patients.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- The Emergency Management Division has submitted its application and paperwork for the EM Accreditation Program (EMAP). Guilford County is the first county in NC, other than NCEM to go through this rigorous evaluation of our EM program. Results from the Commission will be forthcoming in September 2016. The initial report indicates that the program is compliant with 64 of 64 nationally recognized standards in Emergency Management.

- The Emergency Management Division coordinated or participated in 18 multi-agency exercises evaluating the community's ability to respond to and recover from major emergencies.
- The Emergency Management Division activated the Emergency Operations Center 2 times and utilized WebEOC on 22 incidents and planned events to coordinate response and recovery activities with partner agencies.
- The Emergency Management Division supported the update process of 90 Continuity of Operations Plans, and other supporting plans in Emergency Management.
- Emergency Management's WebEOC software system was successfully upgraded, both in version and platform to provide a hybrid infrastructure solution for maintenance of a high degrees of reliability during emergencies.
- During CY15, EMS Division responded to 67,809 incidents with greater than 75,000 unit responses and transported more than 44,014 patients to local healthcare facilities. EMS admin responded to over 1,000 incidents. EMS also provided coverage to special events including the Wyndham Golf Tournament, Greensboro Grasshoppers games, the High Point Furniture Market, and numerous events at the Greensboro Coliseum and Greensboro Aquatics Center.
- Emergency Services also continued the search for a temporary maintenance facility to replace the current facility on an interim basis until a master facility can be funded and built. Full programmatic design was completed on the proposed new facility, and the County has begun the process of looking for a suitable location. The current facility is severely limiting the capability of the department. Emergency Services is the only department in the County that performs its own maintenance, due to the high degree of sophistication of the vehicles it maintains.
- Continued to enhance patient outcome of cardiac emergencies and cardiac arrest incidents with the implementation of a comprehensive program of education and induced hypothermia. GCEMS was recognized by the American Heart Association with a "silver achievement award" for participation in data submission of cardiac patients, and participated in the SUDDEN study through UNC HealthCare. Given the national average for resuscitation of cardiac arrest victims is ~5%, Guilford County's rate of successful resuscitation was nearly 50%.
- The Guilford County Fire Marshal's Office had a series of significant transitions in the last several years. The void created by several retirements' impacted productivity, and currently the division is just returning to full staffing. New inspectors require a period of orientation, apprenticeship, and additional education to reach full operational capability. Fire Inspections staff conducted greater than 4,000 inspections during calendar year 2015. This currently represents a compliance rate of >80% with the state mandate for CY15. Plans examination of new construction and up fit of existing building stock totaled >200 with acceptance testing of all fire protection systems resulted in 450 additional inspections, which is clearly trending as an increase. Additionally, 439 Guilford County Schools' properties must be inspected twice annually with a compliance rate of 99%.
- Fire Investigation staff performed a total of 111 investigations which resulted in 5 charges for intentional acts.

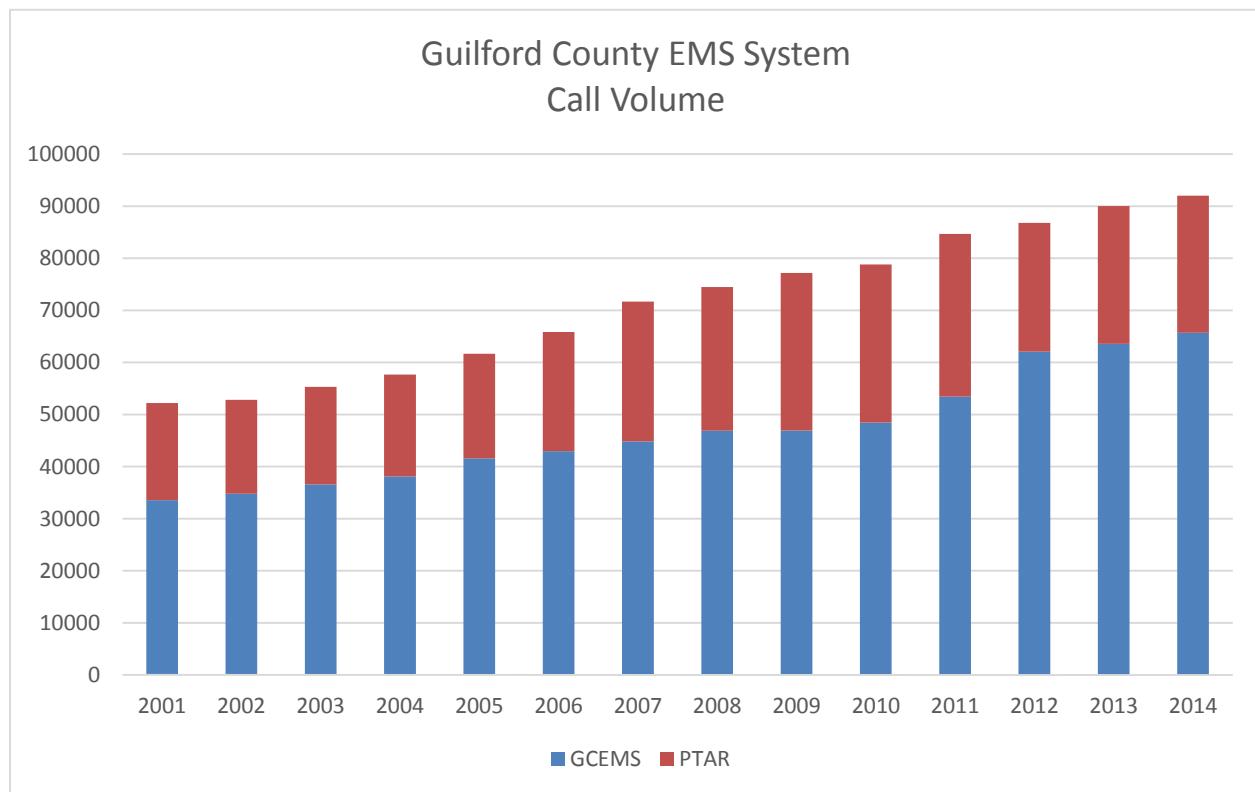
- Fire Operations has continued to provide support to the contracted fire departments in the County through response and training opportunities, as well as hazardous materials response and mitigation. The Fire Marshall's Office has also worked with the County fire chiefs and County administration to contract for and begin a comprehensive study of the County's fire protection system.

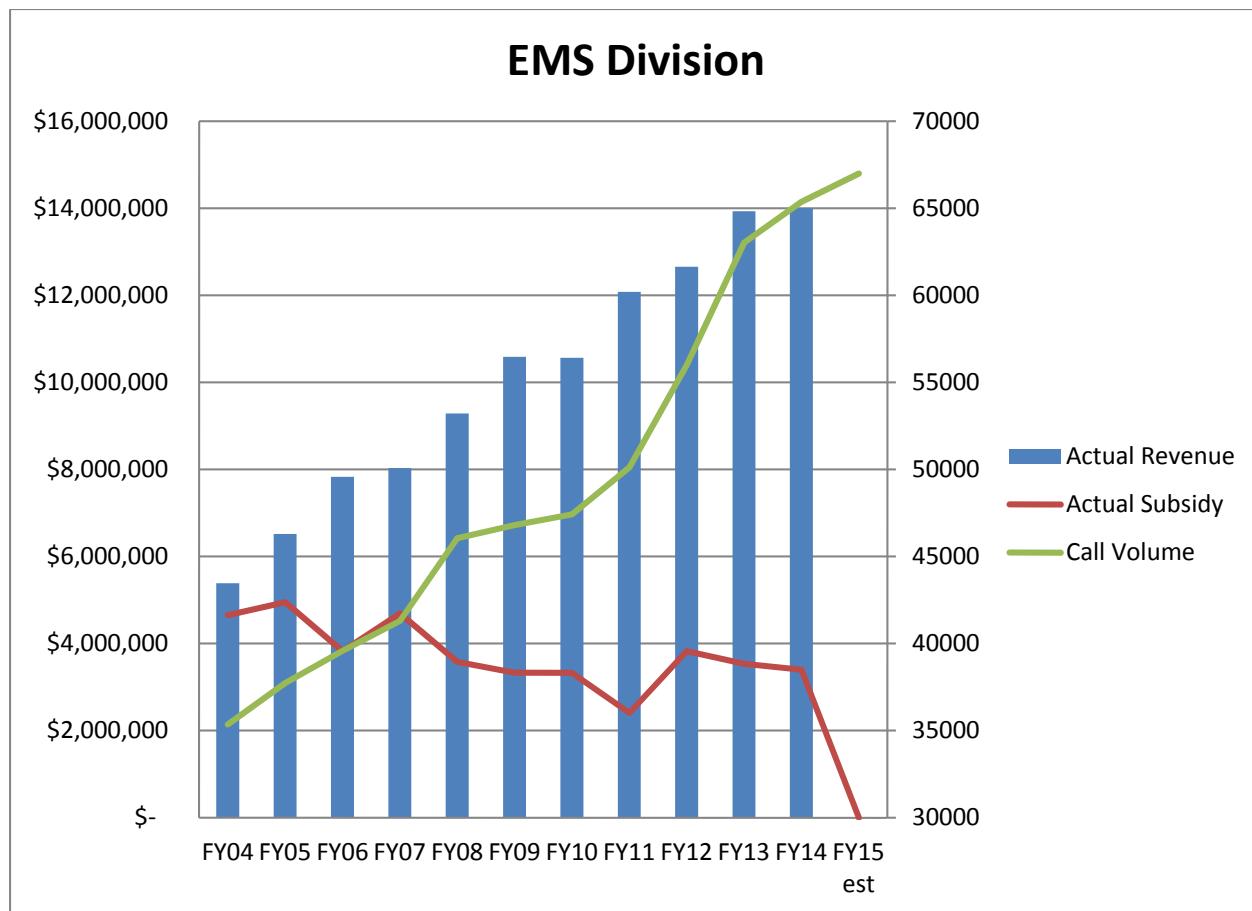
KEY PERFORMANCE MEASURES

	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Projected	Target
Administration					
Percent of EMS billings paid by customers	75%	75%	75%	75%	75%
Percent of Fire Marshal billings paid by customers	80%	80%	85%	85%	85%
Percent of operating revenue recovered	63%	63%	60%	60%	60%
Emergency Management					
Number of external emergency plans reviewed	503	475	500	500	450
Number of disaster plans for the County that are up-to-date and support for incidents that could occur in the region	86	86	86	86	86
Number of WebEOC activations	25	27	25	25	demand
Percent of time WebEOC is available for disaster response	99%	99%	99%	99%	99%
Number of community disaster exercises	15	10	10	10	5
Number of outside entities that requested and received disaster planning assistance	27	20	20	20	10
Number of training events for emergency partners and community preparedness	24	25	20	20	20
Percent of attendees of preparedness trainings or events that feel better prepared	100%	100%	100%	100%	100%
Percent of Emergency Management Accreditation Standard Compliance standards the County is in compliance with each FY	70%	100%	100%	100%	100%
Maintenance					
Number of vehicles maintained	110	110	114	115	demand
Percent of time emergency vehicles are available for duty	95%	92%	96%	96%	95%
Percent of preventative maintenance done on schedule	98%	93%	99%	99%	95%

	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Projected	Target
Percent of repairs successfully completed on first vehicle visit	99%	99%	99%	99%	99%
Percent of critical vehicle failure (Critical vehicle failure takes place during an emergency response; calculated on a basis of a 100,000 miles traveled)	<0.05%	<0.05%	<0.05%	<0.05%	<0.05%
Stretcher failure incidents per 1000 patients transported (minimizing patient accidents in transport)	<0.01%	<0.01%	<0.01%	<0.01%	<0.01%
Emergency Medical Services					
Number of continuing education training hours offered by training staff	4,000	4,000	4,200	4,400	4,000
Number of Paramedic Academy graduates	12	10	9	15	12
Number of emergency medical responses	66,910	68,917	70,985	73,114	demand
Percent of emergency calls responded to in 10 minutes or less from time of dispatch	86%	86%	88%	90%	90%
Average cost per call (total division cost/# transports)	\$60.00	\$60.00	\$60.00	\$62.00	\$75.00
Per Capita Net Operating Expense ((total expense-total revenue)/population)	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
Patient Satisfaction Rating	92%	92%	92%	92%	90%
EMS Cardiac Arrest Survival Rate to ED Discharge	32%	32%	35%	35%	35%
Fire Marshal					
Completion rate for scheduled inspections	82%	82%	85%	90%	90%
Routine Inspections	76%	80%	80%	85%	95%
Guilford County Schools Inspections	99%	99%	99%	99%	99%
Number of unscheduled fire inspections completed	125	125	125	125	125
Number of fire investigations conducted	110	110	110	110	110
Number of fire investigations closed	90	90	90	90	95
Number participants in the Guilford County Juvenile Firesetters Intervention Program	24	24	24	24	25
Fire Services					
Number of fire operations training hours offered	1,000	1,000	1,000	1,000	1,000

	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Projected	Target
Total number of calls for the fire support unit (Rescue 50)	700	700	750	750	demand
Average response time for the fire support unit (minutes)	10:00	10:00	10:00	10:00	10:00
Total number of calls for the Hazardous Materials team (HazMat 70)	12	9	12	12	demand





FUTURE OPPORTUNITIES & CHALLENGES

- The Department of Emergency Services, through provision of EMS, Fire/Hazardous Materials and Emergency Management resources, is a critical component of the County's infrastructure in providing safe and healthy communities. As such, Emergency Services continues to improve upon and utilize efficient/effective processes and best management practices that focus on placing limited resources where they truly make a difference in the lives of those we serve. The continued impacts of economic conditions, population growth, increased demands for services, aging population and congested roadways will affect Emergency Services' delivery capabilities. The department's ability to meet stated performance measures and the public's expectations are totally dependent on the fact that sufficient resources, capital assets and staffing are adequate in certain areas and expanded in others to assure the organization is capable of responding to and mitigating the potentially life-threatening incidents that impact the public on a daily basis. One of the most critical areas of need continues to be that of replacing the current outdated and inefficient maintenance/logistics facility that is utilized to support and maintain operational readiness for the services provided to the public every minute of every day.
- Lessons learned from the March 2014 Ice Storm regarding Emergency planning for Long Term Care facilities showed a vulnerability for critical facilities in Guilford County. Coupled with proposed regulatory changes from the Centers for Medicaid and Medicare (CMS) with regards to Emergency Planning for all healthcare facilities, the Emergency

Management Division may be overwhelmed with planning support requests from numerous facilities in Guilford County seeking assistance with disaster planning. It is estimated that Guilford County has over 400 facilities that meet CMS criteria for advanced disaster planning which equates to over 2,000 project hours of plans review and coordination. Depending on the final CMS regulatory changes and supporting requirements from Emergency Management, Emergency Services will need to evaluate the current fee structure and human resources allocated to healthcare facility planning.

- Contracted fire services have been under review and the County Fire Chiefs and staff are working collectively to identify continuous improvement opportunities that would impact operational efficiency and effectiveness into the future. A new comprehensive fire evaluation has been started and is anticipated to be completed by spring 2017. This study will build upon the previous study conducted in 2011 and will include evaluation of personnel, equipment, and fleet resources; response capacity, and revenue trends including potential annexation by the Cities of Greensboro and High Point through voluntary agreements. The resources to support the initiatives identified must be weighed against existing operations and direction provided on the role of Emergency Services in providing support to these essential contracted county fire services. The Fire Service must continue to be prepared to respond and mitigate all-hazard threats that include but are not limited to natural disasters, chemical and biological incidents, hazardous material incidents, technical rescues, medical first responder calls and fire calls. Today, because of factors such as decreased recruitment/retention, increased call demand, increasing equipment cost, and additional training requirements, the demands on a 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.
- 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.

Family Justice Center

Catherine Johnson, Director

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

Public Safety

Maintain safe and secure communities through strategically coordinated and professional public safety services.



Healthy People

Supporting programs that ensure the availability of quality social, physical, and behavioral health services in the community.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY 2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Family Justice Center	42,418	231,551	241,570	279,701	277,312	45,761	19.76%
Family Justice Center	42,418	231,551	241,570	279,701	277,312	45,761	19.76%
EXPENSE							
Personnel Services	37,522	209,135	209,135	260,539	260,208	51,073	24.42%
Supplies & Materials	2,629	5,508	6,027	5,508	3,500	-2,008	-36.50%
Other Services & Charges	2,267	16,908	26,408	13,654	13,604	-3,304	-19.50%
Total Expense	42,418	231,551	241,570	279,701	277,312	45,761	19.76%
REVENUE							
Miscellaneous Revenues	5,570	0	10,000	0	0	0	0.00%
Total Revenue	5,570	0	10,000	0	0	0	0.00%
County Funds	36,848	231,551	231,570	279,701	277,312	45,761	19.76%
Positions	3	3	3	4	4	1	33.33%

DEPARTMENTAL PURPOSE

The Guilford County Family Justice Center (FJC) is a community collaborative working together under one roof to provide victims of domestic violence, sexual assault, child abuse, and elder abuse a safe and secure place to get the help that they need.

The mission of the Center is to protect the vulnerable, stop the violence, restore hope, and make our community safer by empowering family violence victims to live free from violence and abuse and holding offenders accountable by providing easily accessible, coordinated, and comprehensive services in a single location.

This goal is facilitated by agencies across the County, local municipalities, and the community in an effort to provide consolidated and coordinated legal, social, and health services to families in need.

FY 2017 GOALS & OBJECTIVES

- Continue providing the public access to coordinated, streamlined services in order to support victims of domestic violence, sexual assault, child abuse, and elder abuse.
- Increase community outreach efforts through multiple forms of media marketing, including, but not limited to, radio, in-person training and education, participation in community events and programming, and social media outlets.
- Continue to engage organizations and community members throughout the County to build a diverse network of support and expand the community's support for victims of violence and abuse.
- Explore implementation of Camp HOPE America, an evidenced based camp for children who have experienced domestic violence.
- Participate in the coordination of increasing victim's access to legal services onsite at the FJC.

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The department received an additional position as a part of the FY 2017 budget process. The Client Services Coordinator will assist with getting clients through the center and connect with resources, as well as manage the volunteers used in the center. The new position is the driver for the overall increase of the department's budget of \$45,761.
- Other areas of the FY 2017 budget decreased from FY 2016; these reductions were to properly align budgets with expenses.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- FY 2016 was the first year of operations for the Family Justice Center. In total, over 5000 individuals and families sought services onsite at the Center.
- Coordination of the implementation of electronic filing for restraining orders.
- The District Attorney's Office, with the support of the FJC and Guilford County Sheriff's Office, secured funding to provide an additional Assistant District Attorney in Guilford County whose position is dedicated to working with victims of intimate partner violence and collaborating with FJC partners.
- Establishment of the VOICES Council, a committee comprised of survivors of domestic, sexual, child, and elder abuse who participate and support FJC outreach initiatives.
- Implementation of a robust volunteer program, securing student interns and community-based volunteers to support FJC operations and administrative needs. On average, volunteers provided 60 hours of support per week, totaling nearly 3000 hours of service.

- Conducted community outreach and education to 75 agencies and organization, reaching a total of 2,750 people.
- Increased partnerships with community based organizations, expanding from 17 agencies to over 40.

KEY PERFORMANCE MEASURES

	Initial Projection	FY 16 Actual	FY17 Projected	Target
Clients Served at Center	2,500	5,000	6,000	pending
Community Education Presentations & Trainings	20	70	50	pending
Total Persons Reached through Education, Training & Outreach	1,500	2,750	2,500	pending

FUTURE OPPORTUNITIES & CHALLENGES

The statistics and incidences of family violence remain high in Guilford County. The Family Justice Center will continue to work on creating systemic change that will positively impact how victims are served and supported. Systemic change happens gradually and takes time and strong efforts toward this goal have been taken over the past year while launching the Center.

Additional work in regards to building partnerships and increasing the community's awareness and response to issues of violence and abuse will continue to be both a challenge and an opportunity toward systemic change. Working with partners to determine outcome measures that move beyond number of services provided and received is an on-going challenge faced by FJCs nationwide. We plan to continue our efforts in statistical data management by utilizing the expertise from area universities as we chart new territory in data collection that we anticipate being used as a tool for other Centers.

The collective impact of the Family Justice Center will be significant and will deepen as partners and community members align to address domestic violence, sexual assault, child abuse, and elder abuse.

Finally, we must work to remain accountable to survivors and the services that they need. Creating opportunities for survivors of abuse and neglect to provide feedback and make suggestions must remain a priority. Building pathways to hope and safety must also remain a priority. Challenges arise due to the stigma associated with violence and abuse and the challenges surrounding victimization are complex; however, there is an ever-growing commitment to empower survivors and develop additional pathways to finding hope and creating a safer community for everyone.

GUILFORD METRO 9-1-1

Melanie Neal, Director

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

Public Safety

Maintain safe and secure communities through strategically coordinated and professional public safety services.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY 2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Communications-Metro 911 Center	2,276,554	2,541,542	2,541,546	2,876,576	2,876,576	335,034	13.2%
EXPENSE							
Other Services & Charges	2,276,554	2,541,542	2,541,546	2,876,576	2,876,576	335,034	13.2%
Total Expense	2,276,554	2,541,542	2,541,546	2,876,576	2,876,576	335,034	13.2%
REVENUE							
County Funds	2,276,554	2,541,542	2,541,546	2,876,576	2,876,576	335,034	13.2%

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

DEPARTMENTAL PURPOSE & GOALS

Guilford Metro 9-1-1 (GM911) was established as a joint consolidated operation of the City of Greensboro and County of Guilford governments (all GM911 employees are employed by the City of Greensboro; Guilford County contracts with the City for its services) to provide for a single point of contact for all citizens living in, doing business in and visiting the city and county in the event of a need for emergency services (law, fire, EMS or other agencies) via the 9-1-1 system.

Guilford Metro 9-1-1 receives, processes and dispatches those emergent and non-emergent requests for service and employs the utmost professional level of protocols that allow GM911 staff to provide, when needed, Dispatch Life Support instructions. It is the goal of GM911 to provide this professional level of service on a 24 hours a day, 7 days a week, basis with the most highly trained and dedicated 9-1-1 professionals possible.

FY 2017 GOALS & OBJECTIVES

- Provide exceptional customer service via EMD and EFD protocol compliance.
- Continue implementation of “Text to 911” technology to increase public access to the 911 system and other emergency response resources.
- Increase responsiveness for timely processing of public information requests.
- Work with Guilford County Emergency Services to continue integration of new radio towers into public safety communication system.

- Complete construction and renovation of main entry areas and pathways for Guilford Metro complex in FY17.
- Finalize Freedom agreement, infrastructure implementation, and begin rollout of software to end-users by January 1, 2017.

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The Guilford Metro 911 budget increased by \$335,034 or 13.6% due to an increase in the County's share of 911 calls as well as general increases in staffing as well as capital costs associated with system maintenance and building improvements.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- Completed "ASAP to PSAP" interface for fast forwarding building alarms, medical alarms, and fire alarms to GM911. Implementation of this program will continue as additional alarm providers are brought on-board with the system.
- Developed and implemented district-specific response plans for Guilford County Fire Districts in coordination with the Fire Chiefs; these plans will allow more timely and effective response that is appropriate to the situation.
- Implemented in-house servers and feeds for NC DOT traffic cameras allowing better accident evaluation and response through the GM911 call center.
- Implemented broadcasting of the GM911 computer dispatch feed to Twitter allow more rapid, real-time dissemination of information to the public.
- Added Hagan Stone Tower Site to assist with paging reception for County Fire in the Southern/Southeastern part of the county

KEY PERFORMANCE MEASURES

	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Projected	Target
911 emergency calls answered in 10 seconds or less	99%	99%	99%	99%	99%
911 non-emergency calls answered in 15 seconds or less	97%	97%	97%	97%	97%
Guilford County Fire Dispatch average dispatch time (seconds)*	20	18	18	18	18
Guilford County Sheriff High Priority Call average dispatch time (seconds)*	125	120	120	120	120

	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Projected	Target
EMS emergency medical calls average dispatch time (seconds)*	67	67	67	67	67
Public Records Requests processed in two days or less from initial request	99%	99%	99%	99%	99%
Rookie Schools conducted	3	2	2	2	2
Maintained compliance with CALEA, CAAS, and ISO dispatch standards for partner agencies.**	Yes	Yes	Yes	Yes	Yes

* dispatch time is measured from the time a call is received until dispatch

** CALEA - Commission on Accreditation for Law Enforcement Agencies (Greensboro Police, Guilford Co. Sheriff); CAAS - Commission on Accreditation of Ambulance Services (Guilford Co. EMS); ISO - Insurance Services Office (Greensboro Fire & Guilford Co. Fire Districts)

	2013		2014		2015	
	Calls	% Share	Calls	% Share	Calls	% Share
Guilford County						
Emergency Medical Services	71,657		73,736		76,356	
Fire	11,811		12,318		12,835	
Sheriff	65,872		66,541		65,167	
County Total	149,340	34%	152,595	35%	154,358	37%
City of Greensboro						
Fire	31,450		32,210		33,133	
Police	255,841		249,065		227,734	
City Total	287,291	66%	281,275	65%	260,867	63%
Overall						
Total	436,631		433,870		415,225	

- Call breakdown is evaluated on a calendar year basis. -

FUTURE OPPORTUNITIES & CHALLENGES

- *Technology/Next Generation 911:* The transition to Next Generation 911 (NG911) will mean texting, video, and photos to GM911 will be available in the future. We are approximately 12 to 18 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. Currently there are annual upgrades being done to include new equipment and tower sites which are needed to improve system coverage and capabilities.
- *Staffing & Retention:* Staffing at a 911 center is always a challenge. In 2013, our turnover rate was 8.7%, which dropped from 12% in 2012. However, for 2014, the turnover rate was back up to 12%. While employees leave for various reasons, GM911 will collaborate with HR to recruit talented and diverse candidates while focusing on employee retention.

INSPECTIONS & PERMITTING

J. Leslie Bell, AICP, Planning & Development Director

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

Economic Development

Working with all economic development stakeholders to attract and retain businesses to create quality jobs and expand and diversify the local and regional economy.



Public Safety

Maintain safe and secure communities through strategically coordinated and professional public safety services.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY 2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Inspections	1,988,069	2,208,958	2,209,700	2,312,452	2,213,658	4,700	0.21%
Inspections	1,988,069	2,208,958	2,209,700	2,312,452	2,213,658	4,700	0.21%
EXPENSE							
Personnel Services	1,928,300	2,123,302	2,117,052	2,218,356	2,157,608	34,306	1.62%
Supplies & Materials	14,247	18,396	19,138	20,821	11,750	-6,646	-36.13%
Other Services & Charges	45,523	45,264	51,514	51,275	44,300	-964	-2.13%
Capital	0	21,996	21,996	22,000	0	-21,996	-100.00%
Total Expense	1,988,069	2,208,958	2,209,700	2,312,452	2,213,658	4,700	0.21%
REVENUE							
Licenses and Permits	1,015,002	1,007,836	1,007,836	780,000	780,000	-227,836	-22.61%
Charges for Services	50,413	45,818	45,818	45,818	45,818	0	0.00%
Miscellaneous Revenues	107	215	215	215	215	0	0.00%
Total Revenue	1,065,522	1,053,869	1,053,869	826,033	826,033	-227,836	-21.62%
County Funds	922,548	1,155,089	1,155,831	1,486,419	1,387,625	232,536	20.13%
Positions	24	26	26	27	26	0	0.00%

DEPARTMENTAL PURPOSE

The Inspections and Permitting Division is a state-mandated program that falls under the Public Safety Service Area. The overall goal of the Division is to protect the lives, health and property of Guilford County citizens via enforcement of the International Building Code with North Carolina

Amendments and per North Carolina General Statute (NCGS) 153A, Article 18 (more specifically, NCGS 153A-352). The Division's responsibilities include the review of building construction plans and specifications; issuance and tracking of permit and inspection data; performing all required state and local field inspections for code compliance; and, issuance of Certificate of Occupancies (CO).

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

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

FY 2017 GOALS & OBJECTIVES

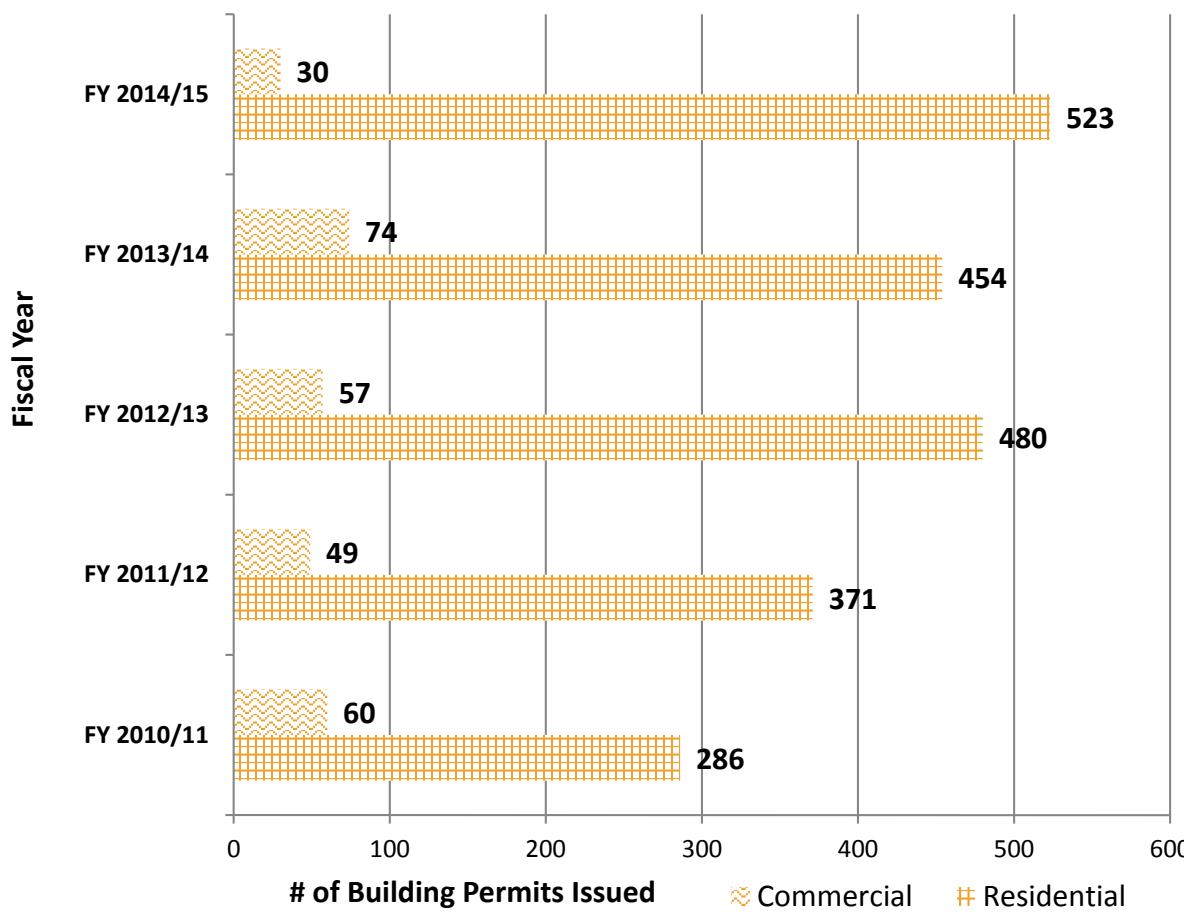
- By August 1, 2016, fully integrate Accela cashiering software upgrade and associated Standard Operation Procedures (SOP) as part of permitting cashiering function implementation.
- By September 30, 2016, work with IS and Finance in developing the report(s) that will be used to interface the Accela Permitting Accounts Receivable (AR) system with Lawson financial software.
- No later than November 1, 2016, cross-train Building and Zoning Technician staff to report mandated monthly new construction permit numbers and valuations to the U.S. Department of Commerce.
- No later than December 31, 2016, work with other Divisions/Depts., as necessary, to ensure that public information (e.g., bulletins/brochures/website), reflect recent revisions to Commercial Permit Specialist position focused on customer facilitation for the development review and permitting process.
- By September 30, 2016, collaborate with Information Services (IS), Fire Marshal, Permitting and Inspections, and Planning Divisions to implement the Accela Electronic Document Review submission and review procedure.
- No later than October 1, 2016, revise and update the residential plan review requirement bulletin and finalize the construction electronic plan review process procedure.
- By August 31, 2016, complete the post-construction manual. The manual layouts the guideline and procedure for the post-construction inspection.

- By September 30, 2016, initiate work on awarded 205(j) grant partnering with Soil and Water and at least one external agency and complete preliminary runs of GIS-based catchment prioritization model using both 1-m and 30-m resolution tree canopy data and assess differences between model results with different data inputs.
- No later than end of FY 2016/17, collaborate with IS, Fires Marshal's Office, Inspections and Permitting, and Planning Divisions to implement the Acclea Electronic Document Review submission and review procedure.
- Throughout FY 2016/17, continue to maintain digital scanning of the low density watershed files as part of Phase II Dept. scanning initiative.
- No later than end of FY 2016/17 work with IS, Plan Review/Stormwater, and Zoning, and Inspections Divisions to modify existing code enforcement module in Accela to reflect flexibility on compliance rather than enforcement and add, as necessary, modules for minimum housing and condemnation in addition to the existing zoning enforcement module.
- Ensure that no later than Fall 2016, a complete Damage Assessment Team contact list (including Duke Energy, Fire Marshal, City of Greensboro, County Security, and EMS) is updated with associated assignments based on geographic location.
- By September 30, 2016 complete transition of non-mandated plans residential plans review from Inspections Section to the Plans Review Section to improve customer service by increasing the number of building inspectors conducting field work.

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The FY 2017 budget increases County funds by \$232,536 from the FY2016 adopted budget.
- The FY 2017 budget projects an estimated decrease of \$227,836 in building permit revenue over what was projected in the FY2016 budget.
- Although residential and construction activity overall is increasing, changes in state annexation laws and termination of water and sewer agreement between the County and City of Greensboro, results in reduction in building permit revenue where public water and sewer are extended to support new development.

Single Family & Commercial Building Permit Totals by Fiscal Year*



*Permits issued for unincorporated area of Guilford County and the Towns of Jamestown, Oak Ridge, Pleasant Garden, Sedalia, Stokesdale, Summerfield, Whitsett & the Piedmont Triad International Airport.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- Successfully upgraded the Accela Land Management System from Classic to V360.
- Implemented electronic on-site e-mail notifications to General Contractors of inspection results.
- Completed continuing education for NC Building Code certification.
- Maintained staff NC Code certifications and licensure requirements for inspectors.
- Added additional Building Inspector and Plans Examiner to improve customer service as part of FY 2015-16 approved budget.
- Melvin Sutton, Inspection Services Manager, continues to serve as a North Carolina voting member of the International Code Council (ICC) on code hearings.

- Upgraded Building Inspection technology by replacing Toughbooks with iPad and smartphones.
- Casey Gerringer, Chief - Plumbing/Mechanical/Gas, serves as Ex-Officio of the North Carolina Plumbing Association.
- Casey Gerringer, Chief – Plumbing/Mechanical/Gas, represents the NC Plumbing Association on the Council of Code Officials.
- Frank Park, Chief Plans Engineer, continues to serve on NC State Building Code Adhoc Committee.
- Frank Park, Chief Plans Engineer, continues to serve as a main voting member for the American Society of Civil Engineers on Code Hearings of ASCE 7-16.
- Successfully completed the Community Rating System (CRS) Recertification, on behalf of Guilford County, resulting in the continuation of discounted community flood insurance premium rates.
- Facilitated the development of approximately 21,888 sq. ft. interior up-fit for VGFF corporation hangar addition and modifications to existing spaces in production building for Honda Aircraft using the County's "Fast Track" Program for construction plan review, permitting and inspections. Electronic plan review services rendered using Bluebeam software.
- In collaboration with the City of High Point and Town of Oak Ridge, stormwater Best Management Practice (BMP) files have been exported and uploaded into the County's BMP-GIS template. The expanded BMP-GIS template provides Guilford County citizens with immediate access to a multi-jurisdictional catalog of BMP resources.
- In collaboration with Guilford County Planning and Development Stormwater Watershed Protection/Stormwater Management Section, the Guilford Soil & Water Conservation District, and the Piedmont Triad Regional Council, the Department was selected as a recipient of a competitive 2015(j) grant award.
- Hosted a phenomenal 5K Walk to benefit the United Way of Greater Greensboro raising a total of \$1,133 with approximately 100 participants.
- Worked on the 2015 Jordan Nutrient Strategy-Stage One Adaptive Management Program Annual Report which includes the following measures: 1) 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 developments; 2) 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) Program to identify and remove illegal discharges; 4) Program to ensure maintenance of Best Management Practices (BMP) implemented by the local government; and, 5) Program to identify opportunities for retrofits and other projects to reduce nutrient loading from existing developed lands.

- Adopted a text amendment to the Guilford County Development Ordinance that allows design flexibility where site constraints or other factors make it impractical to upgrade the existing storm control device.
- Developed a draft Stormwater Post-Construction Manual that lays out the guidelines and procedures for post-construction inspection(s).
- Completed digital scanning of the existing low-density watershed files as part of Departmental Phase II scanning initiative.
- Continue to set outstanding customer service as a priority for the unincorporated area of Guilford County and the seven (7) towns for which services are provided via interlocal agreements.
- Implemented technology upgrades (I-Phones) to enhance communication and improve efficiency of evidence collection in support of documenting enforcement cases and processing investigations for Soil Erosion Section.
- Successfully completed a review and inspection by the North Carolina Division of Energy, Mining, and Land Resources (NCDEMLR) of several projects under the county's jurisdiction. Soil Erosion Division files and procedures also were reviewed by NCDEMLR staff recommending continued program delegation while commending the Soil Erosion Control staff for ongoing efforts to protect the state's waters from sedimentation.

KEY PERFORMANCE MEASURES

	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Planned	Target
Residential & Commercial Building Permits Issued	4,032	4,040	4,120	4,120	4,150
Annual Permits Issued per Technician	1,008	1,010	1,030	1,030	1,045
Building, Plumbing, Mechanical & Electrical Inspections Completed	33,797	34,548	34,548	34,548	34,548
Annual Inspections per Inspector ^[1]	2,816	2,658	2,658	2,658	2,658
Final Certificates of Occupancy Issued	929	948	948	948	948
Grading Permits Reviewed	46	54	54	54	54
Grading Permits Issued	26	36	36	36	36
% of Reviewed Plans that Received Permits	57%	67%	67%	67%	67%
Permitted Erosion Control Inspections Completed	589	650	689	689	689

	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Planned	Target
Site Plan Compliance Inspections Completed	380	425	425	425	425
Erosion Control Complaints/Violations Investigated ^[2]	393	455	455	455	455
Watershed Plans Reviewed	806	887	887	887	887
Residential Plans Reviewed	894	903	903	903	903
Commercial / Industrial Plans Reviewed ^[3]	484	489	500	500	489
BMP Construction Inspections Completed	1	10	10	10	10
Annual Watershed Pond Maintenance Inspections Completed	438	449	458	468	449
Minimum Housing Complaint Cases (Pending) ^[4]	n/a	27	23	15	22
Number of Cases Resolved	n/a	14	14	7	12
Percent of Cases Resolved	n/a	52%	61%	47%	61%
Condemnation Declaration Cases (Pending)	n/a	33	21	20	25
Number of Cases Resolved	n/a	12	15	17	15
Percent of Cases Resolved	n/a	36%	71%	85%	75%

[1] Addition of one Inspector position in FY15/16 Budget.

[2] Includes Drainage, Erosion, Floodplain and Stream Buffer complaints.

[3] Addition of one Plans Reviewer in FY15/16 Budget to assist with total workload.

[4] Minimum Housing Codes adopted by Board of Commissioners in June 2014.

FUTURE OPPORTUNITIES & CHALLENGES

- Continue to deal with shortage of certified building inspectors as many of the staff are reaching retirement age. Statistics from the North Carolina Department of Insurance (NCDOI) suggest that upwards of 1,000 building inspectors (or 30% of currently active inspectors) statewide will need replacement in the next five to ten years.
- Implementing the 205(j) grant project to support a multi-party partnership to identify priority watersheds in Guilford County for fecal coliform concerns with a GIS-based tool; ground-truth the findings of this tool through in-stream sampling and field surveys; and, engage the public at potential restoration sites on what they can do to sustainably improve and protect local streams, especially from fecal coliform bacteria. Guilford County is the third largest county in North Carolina, home to the City of Greensboro, and has a diverse landscape of heavily urbanized areas as well as large agricultural areas within the unincorporated areas. The overall purpose of the intended project is to address water quality needs of Guilford County, assisting the Planning Department's Watershed Protection/Stormwater Management Section with compliance for the Jordan Lake Rules and numerous local Total Maximum Daily Load(s) (TMDLs).

- Continue Jordan Lake Stage 1 annual reporting with identification of retrofit opportunities, watershed ID mapping, and the Jordan Existing Development State 1 Annual Reports that will be due in the summer of 2016. BMP retrofit sites are an integral component of the Stage 1 Program requirements per Strategy's Existing Development Section 15A NCAC 02B .0266 and Guilford County's Stage 1 Adaptive Management Program, with the end goal of reducing nutrient loadings from existing developed lands into adjacent streams and ultimately to Jordan Lake. These sites are preparation if implementation of Stage 2 Adaptive Management measures (also outlined in 15A NCAC 02B .0266) is required sometime in the future.
- Incorporate full-service Electronic Document Review (EDR) availability as a customer service tool.
- Recent session law requires that unincorporated Guilford County and four incorporated Towns submit their impacted stormwater ordinances or modified ordinances to the Environmental Management Commission per Session Law 2015-286.
- Continue to collaborate with City of Greensboro in an effort to export stormwater BMP files and upload into the county's recently-completed BMP-GIS template.
- Increasing workload challenges regarding enforcing soil erosion control regulations,
- processing surety bonds, grading permits, fee collections, soil erosion control plan reviews, and inspections in the unincorporated areas of Guilford County, and 7 towns via interlocal agreement with limited resources as development activity increases.
- Review and update the Soil Erosion Control Ordinance in response to new mandated statewide changes in regulations and procedures.
- Further enhance usage of new technology (IPads) in daily operations for improved internal efficiency and enhanced customer service.
- Create healthy and vibrant neighborhoods by ensuring that properties meet community and code standards through education and implementation of Minimum Housing and Abatement of Abandoned Manufactured Home Codes.
- Continue to investigate complaints regarding possible condemnation cases and where compliance under the adopted Minimum Housing Code or Abatement of Abandoned Manufactured Homes Codes are not an option.
- Work with Information Services to incorporate planning-related data to optimize Accela capabilities.
- Implementation of electrical code update cycle.
- Explore opportunities for improving/strengthening Guilford County's Community Rating System (CRS) during its annual recertification process.
- Continue to develop, through regional partnerships, a set of strategies for reducing and managing nutrients to waters of the North Carolina Piedmont.

- Continue to seek grant funding opportunities to partner/collaborate with both outside agencies/organizations and internal divisions to improve/address stormwater-related issues.
- Expand stormwater and floodplain public education and outreach program efforts by seeking partnerships with regional institutions, agency(ies) and other internal/external stakeholders.
- Maintain recently-implemented digital inventory and inspection results of Best Management Practices (BMPs) and Geographic Information Systems (GIS) layer.
- Implementing full-service cashiering function at point of transaction during permitting process that provides more efficient level of customer service and reduces customer-permitting transaction time.
- Incorporate Fire Marshal plan review activities as part of the Accela land management system beginning at intake.
- Review fee schedules for consistency for unincorporated Guilford County and those jurisdictions for which Soil Erosion Control services are rendered via interlocal agreements.
- Implementation of electronic automatic e-mail notification to Duke Energy upon approved request for a Certificate of Occupancy and for saw service requests.
- Consider including ABC Permit inspections as part of the Permitting Fee Schedule and Accela Land Management system.
- Consolidating both residential and commercial plan review functions under a consolidated Division as a primary job function.
- Succession planning in the Inspections Division.
- Streamline daily operations for certain permit application types (e.g., sign and event permit requests) in the Accela Land Management Permitting Software for intake and concurrent review by respective Divisions within the Planning and Development Dept.
- Complete cashiering migration from the Tax Department to the Planning & Development Department.
- Complete testing and conversion of Accela Report Writer Reports and Crystal Reports to Sequel Server Reporting Service.

LAW ENFORCEMENT

B.J. Barnes, Sheriff

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

Public Safety

Maintain safe and secure communities through strategically coordinated and professional public safety services.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY 2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Administration	11,630,454	12,303,176	14,501,636	12,792,457	12,375,202	72,026	0.59%
Legal Process	3,363,083	3,407,541	3,466,331	3,593,296	3,457,148	49,607	1.46%
Special Operations	5,872,706	5,292,659	6,637,797	5,446,669	5,374,929	82,270	1.55%
Aviation Tech Program	17,433	19,992	19,992	21,000	17,495	-2,497	-12.50%
Patrol	9,097,061	9,060,982	9,075,276	10,642,491	9,449,132	388,150	4.28%
Detention Services	34,939,526	34,794,623	35,522,103	35,659,006	34,451,536	-343,087	-0.99%
Law Enforcement	64,920,263	64,878,973	69,223,135	68,154,918	65,125,442	246,469	0.40%
EXPENSE							
Personnel Services	49,822,119	49,188,760	49,382,425	51,800,953	49,963,628	774,868	1.58%
Supplies & Materials	4,077,696	3,833,489	5,305,727	4,405,594	3,944,199	110,710	2.90%
Other Services & Charges	10,244,173	10,592,482	11,869,080	10,510,557	10,164,115	-428,367	-4.00%
Capital	875,887	1,264,242	2,665,903	1,437,815	1,053,500	-210,742	-16.70%
Other	-99,611	0	0	0	0	0	0.00%
Total Expense	64,920,263	64,878,973	69,223,135	68,154,918	65,125,442	246,469	0.40%
REVENUE							
Penalties, Fines & Forfeiture	821,787	0	0	0	0	0	0.00%
Intergovernmental	866,804	220,779	1,013,862	306,095	427,412	206,633	93.60%
Charges for Services	4,339,959	4,082,743	4,082,743	4,255,713	4,290,048	207,305	5.08%
Appropriated Fund Balance	2,393,587	270,000	1,377,373	271,000	267,495	-2,505	-0.90%
Other Financing Sources	128,632	65,004	120,034	65,000	65,000	-4	0.00%
Miscellaneous Revenues	902,613	573,700	620,694	533,200	549,200	-24,500	-4.30%
Total Revenue	9,453,381	5,212,226	7,214,706	5,431,008	5,599,155	386,929	7.42%
County Funds	55,466,882	59,666,747	62,008,429	62,723,910	59,526,287	-140,460	-0.24%
Positions	649	659	660	688	660	1	0.20%

DEPARTMENTAL PURPOSE

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

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

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

The Administrative Bureau is responsible for budget, purchasing, grants and contracts, fleet, IT, Special Projects, and many other administrative functions of the Department. The Administrative offices are recognized as the information center for citizens to contact when seeking information or have questions regarding services.

DUTIES OF THE SHERIFF OFFICE

DUTIES

- ADMINISTRATION
- CRIMINAL INVESTIGATIONS
- PATROL DIVISION
- K-9 UNIT
- SPECIAL EMERGENCY RESPONSE TEAMS
- VICE
- CSI
- PERSONNEL AND TRAINING
- INFORMATION SERVICES
- SPECIAL OPERATIONS DIVISION
- COMMUNITY RESOURCE UNITS
- PUBLIC INFORMATION OFFICER
- TRAFFIC ENFORCEMENT

ADDITIONAL DUTIES

- CIVIL PROCESSING
 - ALL CIVIL PROCESSES
 - CRIMINAL WARRANTS
 - 50B / 50C SERVICE
 - ISSUANCE OF PISTOL PERMITS AND CONCEALED CARRY
- COURT SECURITY
 - GREENSBORO
 - HIGH POINT
- DETENTION FACILITIES
 - GREENSBORO
 - HIGH POINT
- TRANSPORTATION UNITS
 - TRANSPORT INMATES TO HOSPITALS, OTHER COURT FACILITIES, STATE INSTITUTIONS
- AIR SUPPORT UNIT

Special Units



FY 2017 GOALS & OBJECTIVES

Reduce Crime:

- Citizens measure Law Enforcement's success by how safe they feel in their homes and in their community. The Guilford County Sheriff's Office has realized a 56% reduction in crime under the tenure of the current Sheriff. This reduction has occurred even though the population has increased and crime has increased in surrounding areas. This reduction can be attributed to the training, equipment and commitment of the men and women who make up the Guilford County Sheriff's Office. It is harder to maintain this level of crime reduction as figures get closer to zero, as any amount of crime can cause an increase. The goal is to continue to provide excellent service and safe communities.

Reduce Response Times:

- Presently response times average 10.5 minutes. This is the time it takes from the citizen making the call until the time it takes an officer to arrive on scene. Reaction time averages 8 minutes. This is the time it takes an officer to get to the call after it is dispatched. Law Enforcement is currently working toward lowering these times.

Reduce Cost:

- Open operations in the new Special Operations building. In the current building there are 52 employees, which houses increasing amounts of evidence. Previously, Law Enforcement paid \$149,508 per year in rent. This cost will be eliminated for the FY2017.

- The implementation of the new Records Management System will reduce the budget \$144,000 starting in FY 2017.

Increase Training and Salaries:

- The Guilford County Sheriff's Office remains leaders in the law enforcement community because of its staff. They are recognized as being innovative, cutting edge and are the envy of the law enforcement community. In the past, the Guilford County Sheriff's Office employed and retained high caliber personnel, because of the training, compensation and benefits the county gave its employees. Those benefits are not as attractive as they once were and in the law enforcement profession the county must continue to make sure it keeps such talent by staying competitive in all areas. Therefore, the Guilford County Sheriff's Office is planning to implement a new pay structure based on current surrounding agencies and studies that have been conducted by independent sources. The estimated additional costs for re-evaluating the current pay structure is expected to total approximately \$250,000 - \$300,000. By reviewing the pay structure, it is the hope that once again the Guilford County Sheriff's Office can become competitive in terms of recruitment and retention of law enforcement officers.

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The FY 2017 Adopted Budget increases total expense for Law Enforcement by \$246,649, but, due to increases in revenues, net county dollars actually decrease by \$140,460.
- The Adopted Budget includes an increase of \$16,840 for an audio/video interview room recording system at the District 1 office. State law has dictated that some Felony offenses and all juvenile interviews be recorded. This system will maintain the integrity of the interview has the ability to be housed on a central server.
- The Adopted Budget also includes \$125,000 for an incentive program aimed at retaining more detention officers. Officers that stay for a year and meet other qualifications are eligible for a bonus.

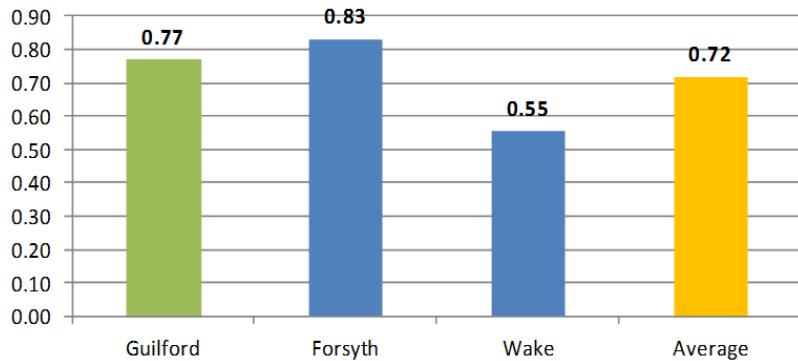
FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- The Guilford County Sheriff's Office continues to provide public safety service above the standards of most of the surrounding area. The County's crime rate continues to decrease while other jurisdictions show crime increases. In the past, the department has shown decreased crime, even though the population has increased.
- Our overall response times remain acceptable within industry standards. The Sheriff's continues to be recognized as an outstanding law enforcement agency on the state and national levels.
- The Department's K9 dogs are recognized as some of the best within the state by K9 certification groups.
- The Sheriff's Office has implemented AED's and Narcan procedures that has resulted in 5 people that Deputies intervened and saved the individuals life.

KEY PERFORMANCE MEASURES

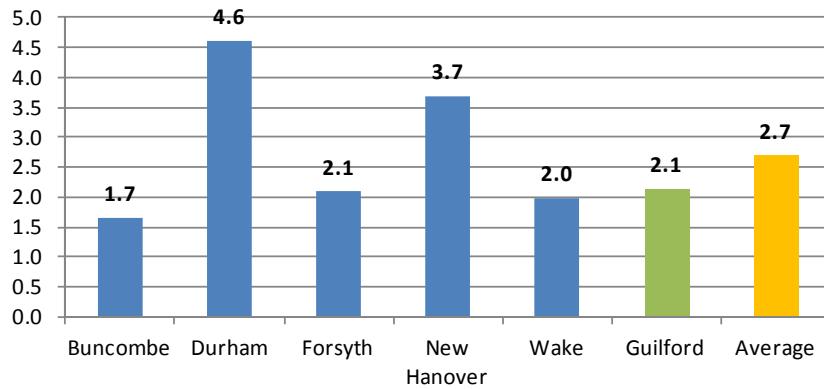
	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Projected	Target
Administration					
Total Training Hours	45,568	45,568	45,568	46,000	45,500
Training Hours per Officer / Staff	75	75	73	100	75
Cost per Detention Trainee to Successfully Complete the Academy	\$7,463	\$7,500	\$7,478	\$8,000	\$7,400
Legal Process					
Attempts to Serve / Execute all Processes	83,173	83,173	83,173	84,000	83,000
Attempts to Serve / Execute all Processes per Deputy	1,434	1,434	1,434	1500	1400
Cost to Serve / Execute Civil Processes (County Dollars)	\$38	\$38	\$38	\$38	\$38
Special Operations					
Investigations Assigned	886	886	886	902	886
Narcotics Investigations Arrests	75	75	75	75	75
Investigations per Officer / Detective	34	34	34	29	34
Percent of Investigations Successfully Cleared	85%	86%	87%	85%	87%
Patrol					
Investigations Assigned	5,285	5,215	5,215	5146	5100
Investigations per Officer / Detective	47	48	48	47	45
Percent of Investigations Successfully Cleared	75%	74%	74%	74%	80%
Average Response Time from Dispatch to On-Scene (In Minutes)	9:00	7:50	8:10	9:00	8:00
All Calls for Service (Includes Dispatched + Self Initiative)	76,927	66,548	68,017	70,181	72,100
Detention					
Average Daily Population (ADP)	929	965	965	900	850
Total Inmates Admitted / Intakes	21,016	21,040	21,040	20,500	20,300
Average Length of Stay (In Days)	11	11	11	15.5	14
Inmate Meals	1,160,007	1,163,577	1,163,577	1,064,020	1,060,000
Inmate Disciplinary Reports	2,137	2,100	2,100	2,100	2,050
Total Incident Reports	4,989	5,010	5,010	5,000	4,800
Inmates Participating in Programs	3,787	4,300	4,300	4,304	4,200

Detention FTEs per 1,000 Population

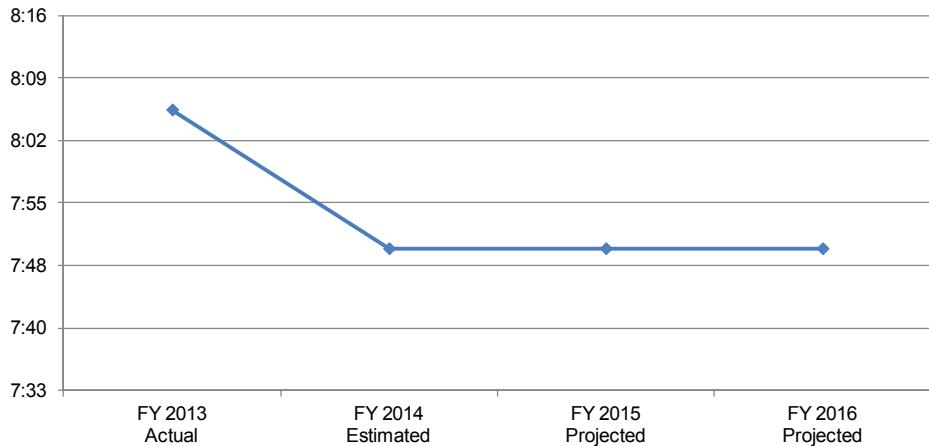


Sworn Officers per 1,000 Service Population

(Service Population from UCR 2012)



Average Response Time from Dispatch to On-Scene (In Minutes)



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

FUTURE OPPORTUNITIES & CHALLENGES

- Inmates currently in custody of NC Department of Corrections are being returned to the local level to the custody of the Sheriff. Also, State Mental Health Hospitals have closed, causing individuals to be housed at the local level or county jails. With both changes, the jail population continues to increase. Detention staff will continue to be challenged with more inmate population management concerns to include supervision and care of special needs inmates held in custody.
- As the population in Guilford County increases, the Sheriff's Office continues to have an increase in calls for service, in addition to increased civil and criminal papers.
- Due to the recent economic stress and the changes in our society, Law Enforcement is having greater demands for service. There are increased calls for suicide attempts, heroin overdoses, domestic situations, etc. We anticipate this trend continuing until the unemployment rate and economy improves.
- Increases in demand for service in the criminal investigation area are anticipated because of increases in complexity of criminal cases and the heightened expectations which the citizens of Guilford County expect. There is an additional need for services in our legal process area because of unfunded state mandates and increases in legal papers to be served.
- A change in law in the insurance of pistol permits requires a mental health check of each individual that applies for a pistol permit before issuing the permit. There is still a state standard to issue the permit within 14 days. This is another reason for the request for an additional position in legal process.

OTHER PROTECTION / COURT SERVICES

Angela Liverman, Director

201 S. Eugene St., Rm 360, Greensboro NC 27401 (336) 641-6438
505 E. Greene St., Ste 311, High Point, NC 27260 (336) 641-2674

Public Safety

Maintain safe and secure communities through strategically coordinated and professional public safety services.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY 2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Pre-Trial/Other Court Pgms	1,189,429	1,309,638	1,399,322	1,324,145	1,041,327	-268,311	-20.49%
Juvenile-Family Subst Abuse Court	136,683	142,740	142,740	143,581	'0'	-142,740	-100.00%
Other Protection/Court Services	1,326,112	1,452,378	1,542,062	1,467,726	1,041,327	-411,051	-28.30%
EXPENSE							
Personnel Services	805,216	904,030	904,030	914,118	912,401	8,371	0.93%
Supplies & Materials	7,273	3,197	3,848	7,172	6,550	3,353	104.90%
Other Services & Charges	513,472	545,151	634,184	546,436	122,376	-422,775	-77.60%
Human Services Assistance	150	0	0	0	0	0	0.00%
Total Expense	1,326,112	1,452,378	1,542,062	1,467,726	1,041,327	-409,619	-28.20%
REVENUE							
Intergovernmental	4,499	0	0	0	0	0	0.00%
Appropriated Fund Balance	132,925	136,207	136,207	136,207	0	-136,207	-100.00%
Miscellaneous Revenues	0	0	0	0	360	360	0.00%
Total Revenue	137,424	136,207	136,207	136,207	360	-136,207	-100.00%
County Funds	1,188,688	1,316,171	1,405,855	1,331,519	1,040,967	-275,204	-20.91%
Positions	15.15	15.15	15.15	15.15	15.15	0	0.00%

DEPARTMENTAL PURPOSE

Other Protection is an “umbrella” for many different court programs which can be divided into two divisions. One division is Court Services (formerly Pretrial Services), which ensures public safety by offering information to the courts and facilitating communication between the two jails and the court system.

The other division includes the Mental Health Court, the Adult Drug Treatment Court, and the Juvenile Drug Treatment Court. The primary purpose of these programs is to monitor the needs of criminal, drug and mental health offenders while reducing overcrowding in the Guilford County Detention Centers. The programs significantly reduce the cost of maintaining defendants in the County detention centers and overall cost to community.

For the FY 2017, the cost for the specialty courts will be taken on by Sandhills. They have agreed to use a portion of their mental health allocation from Guilford County to contract with UNC-G to administer the specialty courts. This means these services will continue to be provided uninterrupted, but will no longer appear in the County's budget.

FY 2017 GOALS & OBJECTIVES

Court Services

- Complete integration of the Jail Information System with Court Services database to streamline screening and verification processes for more efficient case processing.
- Complete training of the new Court Services data base for all employees.
- Have all Court Service's staff complete training in new Jail Information System (OSSI).

Specialty Courts

- Reduce recidivism rate for mental health/substance abuse offenders
- Update screening tool for admission to Specialty Courts
- Train/educate staff and key stakeholders regarding most recent evident based practices

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The FY 2017 Adopted Budget includes a 0.93% increase in personnel costs bringing total personnel costs to \$912,401.
- The FY 2017 Adopted Budget also includes funds to purchase new furniture for the Greensboro office, several chairs are falling apart and need to be replaced to improve the health of employees. Total cost of is \$3,975.
- The other increase in the FY 2017 budget is in education and training to allow the department to send more staff to their annual conference.
- The FY 2017 Adopted Budget expense decreased by \$411,051 or 28.3% due to shifting the funding of specialty courts to Sandhills. The provision of these services will be paid for out of the Guilford County mental health allocation.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

Court Services

- The program monitors defendants who would otherwise be housed in one of the County's Detention Facilities. For FY 2014-2015 the program "saved" the County \$2,135,664 by monitoring defendants in the community in lieu of incarceration for the equivalent of 29,662

"jail days." For the first six months of FY 2015-2016, the program "saved" the County \$1,524,816 by monitoring defendants the equivalent of 21,178 "jail days."

- Ninety-seven per cent (97%) of clients who were monitored in FY 2014 – 2015 attended scheduled court dates.

Adult Drug Treatment Court

The Courts target adult offenders who present with a long history of addiction and the need for treatment and judicial oversight. The Court uses a team based approach, lead by the presiding Judge to guide the participants through treatment and utilizes sanctions/rewards for adhering to the rules/regulations of the program.

- The Adult Drug Treatment Court (ADTC) has seen an increase in the percent of clients that reduce criminal behavior in the six (6) months post-graduation as compared to the six (6) months pre-program. 97% of graduates from the program reduced criminal activity.
- ADTC staff continue to develop community relationships with local treatment providers to enhance the services provided to the clients. They attend various community trainings, town hall meetings, and maintain open dialogue with various members of the community to promote the effectiveness of Drug Treatment Courts.

Juvenile Drug Treatment Court

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

- The Juvenile Drug Treatment Court (JDTC) has seen 100% of its graduates of the program maintain at least 120 days of sobriety and improvement in school attendance, as well as relationships with school and family members.
- JDTC staff maintain close working relationships with Juvenile Court Counselors to ensure target population is referred and program compliance is sustained.
- Program staff have continued to develop relationships with community partners, stakeholders, community resources, and all involved with the programs.

Mental Health Court

Mental Health Court utilizes mental health assessments, individualized treatment plans and ongoing judicial monitoring to address both the mental health needs of offenders and the public safety concerns of our community.

- The Mental Health Court has seen an influx of referrals and successful program completion from the individuals that participate in the court.
- The Mental Health Court has seen a reduction in admissions to inpatient psychiatric facilities during participation in the program. Therefore, utilizing community treatment providers to ensure the mental stability of participating clients.

- Program staff have continued to develop relationships with community partners, stakeholders, community resources, and all involved with the programs.

KEY PERFORMANCE MEASURES

	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Projected	Target
Court Services					
Defendants Monitored	206	150	150	150	150
Jail Days Saved by Monitoring	29,662	25,000	25,000	25,000	25,000
Dollars saved in lieu of incarceration	\$2,135,664	\$2,151,936	\$1,440,000	\$1,296,000	\$1,440,000
Defendants Screened	9,062	9,000	9,000	9,000	9,000
Percent of monitored defendants that appear on scheduled court date	97.1%	88.0%	88.0%	88.0%	88.0%
Number of defendants researched who are scheduled for District Court	11,472	10,000	10,000	10,000	10,000

FUTURE OPPORTUNITIES & CHALLENGES

- The configuration, implementation, and successful deployment of a new database system for Court Services that will allow for more efficiency in data entry and the interview process.
- The addition of an administrative assistant to support both the Greensboro and High Point Specialty Courts
- Future local, state, and national training opportunities for Court Services and Specialty Court staff.

SECURITY

Jeff Fowler, Director

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

Public Safety

Maintain safe and secure communities through strategically coordinated and professional public safety services.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY 2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Security	1,640,763	1,610,932	1,610,932	1,933,157	1,839,403	228,471	14.18%
Security	1,640,763	1,610,932	1,610,932	1,933,157	1,839,403	228,471	14.18%
EXPENSE							
Personnel Services	841,080	884,946	884,946	907,217	910,165	25,219	2.85%
Supplies & Materials	23,608	11,076	11,076	57,816	57,816	46,740	421.99%
Other Services & Charges	776,076	714,910	714,910	968,124	855,422	140,512	19.65%
Capital	0	0	0	0	16,000	16,000	0.00%
Total Expense	1,640,763	1,610,932	1,610,932	1,933,157	1,839,403	228,471	14.18%
REVENUE							
Charges for Services	5,300	7,950	7,950	5,500	5,500	-2,450	-30.82%
Miscellaneous Revenues	13,730	15,849	15,849	14,849	14,849	-1,000	-6.31%
Total Revenue	19,030	23,799	23,799	20,349	20,349	-3,450	-14.50%
County Funds	1,621,733	1,587,133	1,587,133	1,912,808	1,819,054	231,921	14.70%
Positions	15	15	15	15	15	0	0.00%

DEPARTMENTAL PURPOSE

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

FY 2017 GOALS & OBJECTIVES

- Increase security coverage to enhance safety.
- Enhance training of contract security forces.

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The FY 2017 adopted budget shows an increase in total expense of \$228,471 or 14.18%. The primary drivers of this increase are the addition of three contracted security personnel and the alignment of budgeted funds with actual contracted security cost. These items account for \$139,407 of the increase.
- Net County funding for FY 2017 is increasing by \$231,921 or 14.7%. Beyond expense increases mentioned above, the remainder of this increase is attributable to a projected decrease of \$3,450, or 14.5%, in total revenue.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- Upgraded CCTV and panic alarms in several facilities.
- Reduced the waiting time for screening courthouse customers.

KEY PERFORMANCE MEASURES

	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Projected	Target
Average response time to incident calls (minutes)	3	3	3	3	3
Total duty hours including contract security	75,137	76,819	76,051	76,125	76,670
Total incident & injury calls	179	190	175	175	185
Screenings in courthouses	1,065,615	1,100,228	1,174,212	1,111,196	1,102,970
Contraband discovered upon inspection	4,865	4,902	5,002	4,523	4,800
Patrols conducted	31,263	31,400	31,179	31,336	31,406
Square footage monitored	1,171,185	1,171,185	1,171,185	1,171,185	1,171,185
Referrals to law enforcement	55	N/A	38	41	40
ID badges issued/updated	1,716	1,300	1,220	1,450	1,295

FUTURE OPPORTUNITIES & CHALLENGES

- Guilford County needs to replace aging analog CCTV systems with Internet Protocol cameras and servers. Many of our existing cameras are 12 years old and are going down on a regular basis.
- We have five X-ray machines in our two courthouses. They are on a replacement cycle and we shouldn't need to replace a unit for several years. Since the cost of these machines is high (\$50k) we should start planning to replace one each year starting FY 2019.
- Likewise, our five walk through metal detectors (\$5k each) will need replacement beginning in FY19.

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
- Planning & Development
- Parks
- Soil & Water Conservation
- Solid Waste
- Economic Development
- Community Development

Expenditures

Guilford County will spend \$10.8 million for Community Services in FY 2016-17, an increase of \$541,000 or 5%, from the FY 2015-16 Adopted Budget.

Community Services accounts for approximately 2% of total expenditures for FY 2016-17.

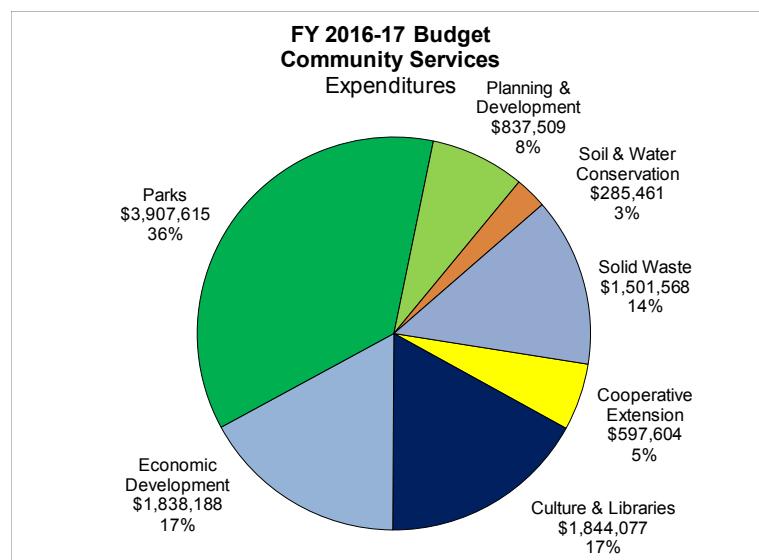
The Economic Development budget will increase by \$30,684 or 1.7%. This increase includes incentive grant payments to companies that have met investment or job creation

goals coming due in FY 2016-17 (\$1,163,188), funding for six economic development agencies (\$475,000), and funding for five community based organizations (\$200,000). A complete list of expected incentive grant payments and allocations to economic development agencies and community-based organizations is included on the Economic Development page and Appendices of this document.

Library funding for the Greensboro, High Point, Jamestown, and Gibsonville Libraries remains unchanged from the FY 2015-16 adopted budget at \$1,844,077.

The Parks Division budget will increase by \$120,588 or 3.2% in FY 2016-17 with goals of continuing infrastructure and facility improvements, expanding marketing efforts to publicize County parks for special events, and developing and implementing master plans for passive parks and other open spaces in the County. The budget also adds an Office Specialist at Bur-Mil Park to manage rental of the Clubhouse; this position is anticipated to recover enough revenues to offset the salary. Also included are additional part-time salary dollars to ensure staff coverage at parks, funds for protective equipment for grounds technicians and other staff, and \$25,000 for Triad Park special facilities maintenance.

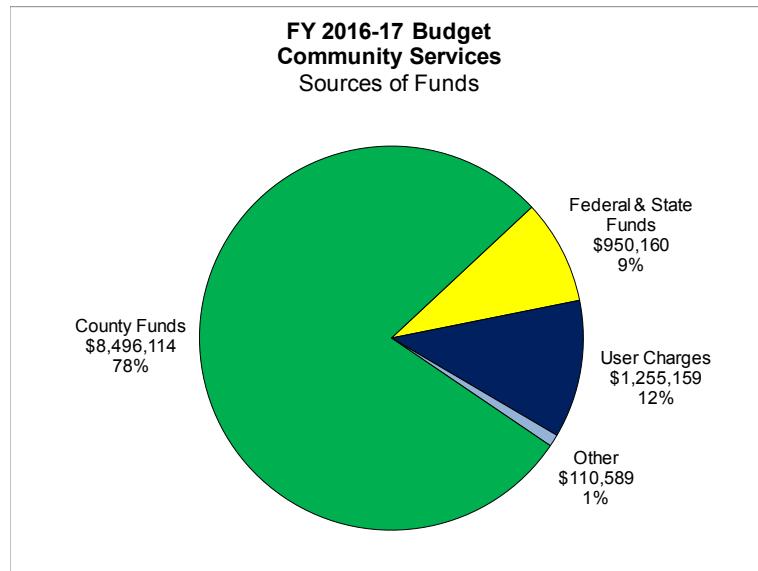
The Cooperative Extension Service (CES) budget is increasing by \$43,922 or 7.9% for FY 2016-17. A large majority of the increase (\$36,613) is due to a 50% increase in County funding percentage for the NCSU Family and Consumer Sciences Agent. CES is operated by North



Carolina State University under a Memorandum of Understanding (MOU) between the university and Guilford County. CES employees are employees of NC State and NC A&T Universities, and the County shares in the expense of the programs as outlined in the MOU.

Revenues

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



	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Request	FY17 Adopted	vs. FY16 Adopted
						\$ chg
						% chg
Department						
Cooperative Extension	\$480,371	\$553,682	\$553,730	\$634,685	\$597,604	\$43,922
Culture & Libraries	\$1,827,807	\$1,844,077	\$1,844,077	\$2,177,088	\$1,844,077	\$0
Economic Development	\$1,437,954	\$1,807,504	\$4,541,587	\$2,153,188	\$1,838,188	\$30,684
Parks	\$3,203,954	\$3,789,522	\$4,140,302	\$4,196,269	\$3,907,615	\$118,093
Planning & Development	\$660,052	\$792,338	\$792,395	\$913,297	\$837,509	\$45,171
Soil & Water Conservation	\$256,702	\$259,959	\$269,959	\$299,508	\$285,461	\$25,502
Solid Waste	\$1,112,185	\$1,224,122	\$1,224,454	\$1,609,499	\$1,501,568	\$277,446
Total Expenditures	\$8,979,025	\$10,271,204	\$13,366,504	\$11,983,534	\$10,812,022	\$540,818
						5.3%
Sources of Funds						
Federal & State Funds	\$1,297,090	\$899,160	\$1,137,840	\$904,160	\$950,160	\$51,000
User Charges	\$874,626	\$1,224,729	\$1,224,729	\$1,308,336	\$1,255,159	\$30,430
Other	\$133,270	\$109,021	\$109,021	\$171,412	\$110,589	\$1,568
County Funds	\$6,674,039	\$8,038,294	\$10,894,914	\$9,599,626	\$8,496,114	\$457,820
Sources of Funds	\$8,979,025	\$10,271,204	\$13,366,504	\$11,983,534	\$10,812,022	\$540,818
						5.3%
Permanent Positions	44.500	44.500	43.500	50.000	45.750	1.250
						2.8%

COOPERATIVE EXTENSION

Karen Neill, Director

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

Healthy People

Supporting programs that ensure the availability of quality social, physical, and behavioral health services in the community.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Administration	456,727	553,682	553,730	634,685	597,604	43,922	7.90%
Youth	23,644	0	0	0	0	0	0.00%
Cooperative Extension Service	480,371	553,682	553,730	634,685	597,604	43,922	7.90%
EXPENSE							
Supplies & Materials	11,603	15,200	15,248	17,700	17,700	2,500	16.40%
Other Services & Charges	468,768	538,482	538,482	616,985	579,904	41,422	7.70%
Total Expense	480,371	553,682	553,730	634,685	597,604	43,922	7.90%
REVENUE							
Miscellaneous Revenues	10,800	2,400	2,400	5,118	5,118	2,718	113.30%
Total Revenue	10,800	2,400	2,400	5,118	5,118	2,718	113.30%
County Funds	469,571	551,282	551,330	629,567	592,486	41,204	7.50%

DEPARTMENTAL PURPOSE

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

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

CES focuses its efforts on five major initiatives:

- Enhancing agricultural, forest and food systems;
- Developing responsible youth;

- Strengthening and sustaining families;
- Conserving and improving the environment and natural resources; and,
- Building quality communities.

Horticulture focuses its resources on environmental issues as they relate the establishment and maintenance of landscapes as well as on local food access through the development of community gardens and school gardens.

Our **4-H program** is one of only a few in the state that has a specific focus on reaching a limited resource audience in addition to traditional 4-H audiences. The 4-H program reaches youth through a variety of delivery modes including school enrichment, clubs, and camps. 4-H instills leadership skills in the rural and urban youth in our community through experiential learning programs that focus on;

- Science and technology, engineering and mathematics,
- Healthy living,
- Citizenship and
- Mentoring.

The **agriculture program** focuses on assisting the farming community, from planning to final sale of goods. We promote environmental stewardship through pesticide certification and soil health; economic viability through promotion of best management practices and proper planning. We assist with disease and pest identification and control through various educational opportunities offered throughout the year.

FY 2017 GOALS & OBJECTIVES

- Develop better relationship with other county departments to establish partnerships that enhance programs.
- Reestablish Family and Consumer Science Agent as full time position in Guilford Co. (currently split with Rockingham Co.) to meet demand for healthy living programming.
- Work with the City of Greensboro, Say Yes and Guilford County Schools to secure funding for a School/Community Garden Coordinator Position.
- Develop sustainable after-school partnerships in both High Point and Greensboro Title I schools by recruiting and training college students as 4-H interns to facilitate 4-H curriculum in 2 new school age after-school settings for the 2016-2017 school year.
- Develop a local food economy in Guilford County that will help provide fresh, nutritious food to our community while increasing the economic viability of our community.
- Enhance departments use of public and social media to expand marketing and visibility
- Both Youth and Adult program participants will make healthy food choices, achieve the recommended amount of physical activity and reduce factors for chronic diseases.

- Program participants will use extension-recommended best management practices in landscapes, turf, and gardens, including pest management, fertility management, water conservation and water quality preservation as a means to save money while creating sustainable landscapes.

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- Cooperative Extension is increasing the County funding percentage for the NCSU Family and Consumer Sciences Agent from 33% to 83%. This will result in an increase of \$36,613.
- The FY 2017 adopted budget shows an increase in net County funding of \$41,204 or 7.5%. This request includes \$496 for office supplies, \$2,000 for the replacement of Voluntary Agricultural District signs, and the increased funding percentage for the NCSU FCS position mentioned above.
- A portion of the FY 2017 increase is also due to the shutdown of the Prison Farm. \$3,500 is included for lawn/grounds maintenance that was formerly provided by the Prison Farm.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS (*Numbers based on 2015 calendar year*)

- All vacant positions will be filled by the start of fiscal year 2017 (County Extension Director, Horticulture Agent, EFNEP Agent, Receptionist/Volunteer Coordinator, FCS Agent)
- Guilford Extension staff reported over \$38 million in economic impact during 2015. These impacts represented: grants and donations (\$46,300); value of efforts in site visits; value of program efforts; value of educational mediums (print, television, radio) (\$37,363,200); volunteer hours (\$464,744); and mandated certification programs.
- Staff fielded over 4,172 telephone requests for research-based information from citizens. The number of folks requesting information via email and receiving handouts remains high at: 36,323.
- Staff presented 1,033 educational programs to 27,026 people and had non face-to-face contact with an additional 179,603. By programming using print, radio and television media, we impacted the lives of over 18 million people. All of the above accomplishments are from a professional staff equaling 7.8 full-time equivalents (FTE) and supported by 3.5 FTE. We had four vacant positions in 2015.
- Cooperative Extension continues to be efficient, effective, and responsive in meeting the needs of Guilford County citizens. Because of our connection with the land-grant universities, we provide “information you can trust”. Citizens consider us as the experts in a variety of subject-matter fields including agriculture, family resource management, youth development, nutrition, horticulture, and more.
- Donations of equipment have led to the establishment of a Shared Use Kitchen at Extension for Added Value items to be created by farmers and other entrepreneurs. This will be up and functional by 2016.

- A Federal FoodCorps program is in its 5 year, two service members do gardening and nutrition education in 7 Title I Elementary Schools in High Point over 1,600 in the course of a year.

KEY PERFORMANCE MEASURES

	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Projected	Target
Participants in Workshops/Seminars	27,026	30,000	31,000	35,000	31,000
Programs Given	1,033	1,100	1,150	1,200	1,150
Volunteers	1201	1,250	1,300	1,300	1,300
Volunteer Hours	30,550	33,000	34,000	34,000	34,000
4H Youth Served (non-duplicated)	11,000	12,000	13,000	13,500	13,000
Site Visits	550	550	550	550	550
Diagnostic Samples Performed	400	400	400	400	400

FUTURE OPPORTUNITIES & CHALLENGES

- As local food issues remain a high priority with new food Hubs being created and Food policy being written, in FY 2017 we would like to see a part-time Local Foods Coordinator position created.
- Extension could use an equipment update. We have 9.5 agents, 3 EFNEP positions and 3.5 support staff with desk top computers that are at least 5 years old or older. We have only two laptops and portable LCD projectors. To perform work efficiently we need updated computers and the support software. Currently our system is so old it can't handle the newer software. We would also like to do more creative online educational programming (YouTube) but need some additional equipment like video camera, go-pro cameras etc.
- With the addition of new staff, (a total of 13) our office could benefit from an additional vehicle so that staff would be able to effectively cover programming across the county.
- As part of the restructuring on a state level, we lost state funds for full time Family and Consumer Science Agent (currently split with Rockingham Co.) We believe that this needs to return to a full time position in FY 2017 to oversee EFNEP and SNAP_ED programming. FCS agent will retire in May 2016 which will allow us to hire at a lower salary and absorb the increase portion on county side of 83%

PARKS

Robert McNiece, P.E., Facilities & Parks Dept. Director 301 W. Market St., Greensboro, NC 27402 (336) 641-3722

Recreation & Culture

Enhance the quality of life in the community by supporting leisure, physical activities and culture opportunities.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Administration	380,794	628,526	714,598	1,209,340	965,102	336,576	53.55%
Bur-Mil Park	928,880	906,921	1,076,976	882,015	879,240	-27,681	-3.05%
Gibson Park	191,354	202,944	208,662	204,072	204,073	1,129	0.56%
Guilford Mackintosh Park	127,353	162,410	213,241	162,410	162,410	0	0.00%
Hagan-Stone Park	401,516	530,794	561,784	507,287	483,255	-47,539	-8.96%
Northeast Park	615,903	722,408	679,043	568,983	560,372	-162,036	-22.43%
Southwest Park	177,970	216,491	260,735	218,135	209,135	-7,356	-3.40%
Triad Park	380,183	419,028	425,263	444,028	444,028	25,000	5.97%
Recreation (Parks)	3,203,954	3,789,522	4,140,302	4,196,269	3,907,615	118,093	3.12%
EXPENSE							
Personnel Services	1,603,508	2,006,194	1,917,605	2,347,680	2,088,085	81,891	4.08%
Supplies & Materials	112,165	164,586	161,746	222,185	176,110	11,524	7.00%
Other Svcs & Charges	1,419,784	1,545,242	1,971,600	1,626,404	1,543,420	-1,822	-0.12%
Capital	68,497	73,500	89,351	0	100,000	26,500	36.05%
Total Expense	3,203,954	3,789,522	4,140,302	4,196,269	3,907,615	118,093	3.12%
REVENUE							
Intergovernmental	58,434	0	0	0	0	0	0.00%
Charges for Services	793,746	1,156,001	1,156,001	1,242,051	1,188,874	32,873	2.84%
Other Financing Sources	902	14,630	14,630	14,630	14,630	0	0.00%
Miscellaneous Revenues	93,778	65,747	65,747	136,394	75,571	9,824	14.94%
Total Revenue	946,861	1,236,378	1,236,378	1,393,075	1,279,075	42,697	3.45%
County Funds	2,257,093	2,553,144	2,903,924	2,803,194	2,628,540	75,396	2.95%
Positions	0	28	27	31	28	0	0.00%

DEPARTMENTAL PURPOSE

The Parks Division enhances the quality of life in Guilford County through the construction and maintenance of active and passive parks, trails and greenways, and a variety of natural areas throughout the County. The division operates Bur-Mil, Hagan-Stone, Gibson, Northeast, Southwest, and Bryan Parks with amenities that include 3 pools, 18 playgrounds, 11 athletic fields, and a marina. The County also funds Triad Park, managed jointly with Forsyth County, and Guilford-Mackintosh Park, managed under an agreement with the City of Burlington. In addition to these sites, the County maintains and manages 6 passive parks with over 140 miles of hiking trails, and greenway trails.

FY 2017 GOALS & OBJECTIVES

- Continue to improve infrastructure and facilities by performing consistent and timely maintenance repairs to maximize the lifespan and use of these facilities.
- Ensure the same high quality patron experience at all County parks through standardized parks operations and policies.
- Expand marketing efforts to publicize county parks with the goal of maximizing the use of parks for special events, while offsetting operating costs through the additional revenue collected.
- Develop and implement master plans for passive parks and other open spaces in the County in a low-cost, citizen-focused manner.

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The Parks Division FY2017 total expenses have increased by \$118,093 or 3.1% due to additional part-time salaries and general operating cost increases. Net County Funds for Parks have increased by \$42,697 or 3.45% due to anticipated revenues from the pool.
- Personnel costs overall have increased by \$81,891 or 4%. This increase is due to a combination of a new full-time Office Specialist position at Bur-Mil Park to manage marketing and rental of the Clubhouse as well as additional part-time salaries to ensure adequate staffing at all parks during operating hours and maintenance of the County's passive park land.
- Supplies & Materials costs have increased by \$11,524 or 7% to reflect actual costs for materials necessary to maintain the parks including cleaning, building maintenance and pool supplies.
- Triad Park operating costs remained unchanged and an additional \$25,000 is included to fund special facility maintenance such as scheduled HVAC system replacements. This cost represents the Guilford County share of the park operations which are split with Forsyth County.
- The adopted budget includes an increase of \$20,000 for the purchase of Personal Protection Equipment for Parks employees.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- Continued to implement a “County Parks Philosophy” that emphasizes self-guided recreation while still maintaining and improving maintenance standards to provide more citizen-focused, high quality facilities.
- Successfully completed Parks and Recreation Trust Fund (PARTF) grant projects at Hagan-Stone, Northeast, and Triad Parks.
- Repaired the Bur-Mil Park aquatic center to be in compliance with environmental health inspections.
- Resurfaced the tennis courts at Bur-Mil Park.
- Built and opened a new aquatic center at Hagan-Stone Park including a 350-person pool and a splash ground.
- Completed development and grand openings of four passive parks at Brook’s Bridge, Bold Moon, Benbow, and Thomas Bus Preserve.
- Successfully updated the Parks Master Plan which will allow the County to be more competitive in future grant applications for parks funding and other opportunities.
- Completed Master plans for Bryan Park, Company Mill, Hagan-Stone, Saferight and McCandless Preserves.
- Completed Phase 8 of the Bicentennial Greenway in Greensboro between Old Oak Ridge Road and Horse Pen Creek Road.

KEY PERFORMANCE MEASURES

	FY15 Actual	FY16 Actual	FY17 Projected	FY18 Projected	Target
Parks Management					
Percent of Parks budget provided by revenue generating activities	46%	38%	38%	38%	40%
Passive Park & Open Space Management					
Number of parks opened for public use (total)	9	13	17	17	24
Park Attendance					
Bur-Mil Park	810,000	810,000	814,000	815,000	820,000
Gibson Park	280,000	280,000	282,000	283,000	285,000
Hagan-Stone Park	535,000	535,000	538,000	540,000	540,000
Northeast Park	690,000	690,000	694,000	695,000	700,000
Southwest Park	130,000	130,000	131,000	132,000	132,500

	FY15 Actual	FY16 Actual	FY17 Projected	FY18 Projected	FY18 Target
Guilford-Mackintosh Park	35,000	35,000	36,000	37,000	38,000
Triad Park	600,000	600,000	603,000	604,000	605,000
Greenways	80,600	80,600	81,000	82,000	82,000

FUTURE OPPORTUNITIES & CHALLENGES

- Like many County buildings, the parks are experiencing maintenance issues due to age and deferred/reduced funding for repairs. Staff has worked to evaluate the facilities and identify the needs, but most cannot be addressed given current levels of funding. If funds are not made available, the facilities will continue to experience noticeable deterioration and ultimately impact patron use and safety.
- Improvements to Hagan-Stone Park have continued according to the master plan adopted by the Board of Commissioners in January, 2012. A PARTF grant has been received that will help fund making the entire park handicapped-accessible and adding several new facilities. Additional funding will be required to complete everything recommended in the plan including repaving of park roads.
- The Bur-Mil Park tennis courts are aging and showing increased signs of disrepair including issues with the court surfacing and lighting. The courts were resurfaced in 2016 but this is a temporary 5-year fix. They will need more long-term repairs, new lighting units installed, additional handicap accessibility and storm water features to meet current State codes. The division anticipates seeking a PARTF grant for funding to help off-set the cost to the County.
- A perimeter horse trail has been constructed at Bryan Park - Guilford County in order to make use of some the property; the trail is managed by the Equestrian Alliance of Guilford County. Mountain bike trails have been marked with construction by volunteer labor planned in 2016. Development of the playing field complex at Bryan Park envisioned in the Master Plan will require additional funds. The County is working with the City of Greensboro to try and open the campground at Bryan Park in 2017.
- As the County's portions of the Bicentennial Greenway age, additional funding will be needed to maintain the asphalt trail surface. Due to the construction timeline, some of this pavement has been in place for twenty years and will present a safety hazard if not properly maintained.

PLANNING & DEVELOPMENT

J. Leslie Bell, AICP, Planning & Development Director

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Economic Development

Working with all economic development stakeholders to attract and retain businesses to create quality jobs and expand and diversify the local and regional economy.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Administration	30,420	299,613	294,961	324,428	321,685	22,072	7.37%
Planning/Zoning	375,130	484,133	493,934	580,277	515,824	31,691	6.55%
Community Services	254,502	8,592	3,500	8,592	0	-8,592	-100.00%
Planning and Development	660,052	792,338	792,395	913,297	837,509	45,171	5.70%
EXPENSE							
Personnel Services	598,079	716,430	716,430	792,565	730,519	14,089	1.97%
Supplies & Materials	8,952	14,004	8,618	12,702	9,650	-4,354	-31.09%
Other Svcs & Charges	53,021	61,904	67,347	108,030	97,340	35,436	57.24%
Total Expense	660,052	792,338	792,395	913,297	837,509	45,171	5.70%
REVENUE							
Charges for Services	57,551	50,236	50,236	59,285	59,285	9,049	18.01%
Miscellaneous Revenues	0	24	24	0	0	-24	-100.00%
Total Revenue	57,551	50,260	50,260	59,285	59,285	9,025	17.96%
County Funds	602,502	742,078	742,135	854,012	778,224	36,146	4.87%
Positions	0	8	8	10	9	1	12.50%

DEPARTMENTAL PURPOSE

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

- Planning
- Inspections
- Community Services (Solid Waste and Soil & Water Conservation)
- Economic Development

The Planning and Development Department 1) prepares, implements and updates the Comprehensive Plan and Area Plans; 2) administers and enforces the Development Ordinance including text amendments, zoning and subdivision regulations, floodplain, and watershed regulations; 3) names roads, assigns street numbers; 4) and maintains the Official Road and Zoning Maps; 5) reviews and recommends additions to the NC Dept. of Transportation (NCDOT) secondary road system; 6) supports the Planning Board, Environmental Review Board and Board of Adjustment; 7) supports the Historic Preservation Commission; 8) provides staff and support to the Burlington, Greensboro and High Point Metropolitan Planning Organizations (MPOs); and, 9) provides planning and zoning services to the Towns of Pleasant Garden, Sedalia, Whitsett and Stokesdale.

FY 2017 GOALS & OBJECTIVES

- By end of FY 16/17 incorporate Sketch up software to help graphically illustrate ordinance provisions and associated design standards as part of presentation delivery.
- Secure updates of Area Plans and identify areas of future land use plan inconsistencies with the City of Greensboro and area(s) for further study no later than August 1, 2016. Updated Area Plans will continue to serve as a guide for future growth of the County
- During FY 16/17 review Towns' ordinance for potential amendments to processes and procedures to ensure compliance with NCGS and improve customer service for development submittals.
- By December 2016, convene stakeholders to begin review and overall update and modernization of the Guilford County Development Ordinance.
- By September 30, 2016 work with Information Services (IS) and Inspection and Permitting Division to review, revise and/or add at least three existing or new Accela workflows to streamline review and approval process and record maintenance.
- By September 30, 2016 work with IS, Fire Marshal's Office, Plan Review/Stormwater and Inspections and Permitting Divisions to implement Electronic Document Review (EDR) as a standard business practice for public use.
- No later than end of FY 2016/17 work with IS, Plan Review/Stormwater, and Zoning, and Inspections Divisions to modify existing code enforcement module in Accela to reflect flexibility on compliance rather than enforcement and add, as necessary, modules for minimum housing and condemnation in addition to the existing zoning enforcement module.
- No later than August 1, 2016, update the bona fide Farm Bulletin to reflect recent amendment to the Guilford County Planning Development Ordinance. Final bulletin will be used to guide staff and citizens with a clear understanding of the bona fide Farm requirements.
- No later than November 1, 2016, review the Guilford County Development Ordinance and Ordinances for towns in which staff perform planning services via interlocal agreements and prepare Ordinance amendments needed to comply with most recent NCGS amendments.

- Ensure that by December 1, 2016, residential and commercial development submittal checklists are completed to enhance customer service and efficiency in internal development plan review.
- By June 30, 2017, fully integrate a multi-trades (i.e., electrical and plumbing/mechanical/gas) inspection function with designated personnel to perform inspections across assigned geographic areas to improve efficiency in inspections services.

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The adopted FY 2017 budget increases county funding for Planning and Development by \$36,146. The majority of the increase is due to personnel costs and lower revenue projections.
- The adopted FY 2017 budget includes an additional \$40,000 for modernization and re-write of the Guilford County General Development Ordinance (adopted January 1992).
- The Planning and Development revenues are decreasing, in part, due to the termination of the Guilford County and City of Greensboro Water and Sewer agreement and changes in recent years regarding annexation laws.
- The FY 2017 adopted budget also converts an existing part-time administrative assistant position to full-time to better assist the department and the public.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- Continued the **Connections** Departmental Newsletter that focuses on Departmental and Staff achievements and activities for distribution to the interested stakeholders list.
- Continued to successfully fulfill contractually obligated planning and zoning services for participating jurisdictions. Arranged meeting with key staff and municipal administration to discuss services, activities, and other areas of mutual interest and opportunity.
- Continued working with the Clerk to the Board of Commissioners and the County Attorney regarding a potential contractual arrangement for cost-savings and efficiency by consolidating muni-code services.
- Completed scanning and electronic retention of rezoning files dating back to mid-1960s as part of the Planning & Development Department's Phase I electronic file archive and retention initiative.
- Worked collaboratively with the State Historic Preservation Office and the Historic Jamestown Society, Inc. to manage a Historic Preservation Fund Grant on behalf of Mendenhall Plantation for structural restoration/rehabilitation.

- Worked with GIS to successfully complete migration of addressing authority to the GIS Department which serves as the hub for the County's geographic and land management information system.
- Water and Sewer – Initiated recording of Notice of Special Assessments to improve collection of outstanding balances for benefited properties.
- Housing – Continued administration of the Guilford County Minimum Housing, Non-Residential Structures and Abatement of Abandoned Manufactured Home Codes adopted in June 2014.
- Housing – Continued tri-party agreement between Guilford County and City of Greensboro with the Piedmont Triad Regional Council to administer up to \$380k in HOME Program Funds for housing rehabilitation.
- Collaborated with the City of Greensboro in Spring 2016, to solicit Requests for Proposals (RFPs) for HOME Program eligible housing development activities including 1) Development of new rental housing units; 2) Rehabilitation of existing rental housing units; 3) Conversion of non-residential buildings to rental housing use, and/or any combination thereof.
- Continued partnership with Piedmont Triad Regional Council (PTRC) to administer up to \$170k in Single Family Rehabilitation funding (SFR14) provided by the North Carolina Housing Finance Agency.
- Completed Area Plan Update Public Meetings and prepared for Planning Board review and recommendation to the County Commissioners.
- Updated Planning Board Zoning Reports to recommend updates to the adopted Land-Use Plans when zoning map amendments are approved.
- Updated the Development Ordinance to comply with NCGS 153A-342 (b) to align terminology of Conditional Zoning in the Development Ordinance with NCGS and non-quasi-judicial process historically used in Guilford County.
- Prepared Development Ordinance Amendments to the telecommunication and sign sections to implement NCGS changes.
- Completed Landmark structure evaluation to verify compliance with designations of the Guilford County Historic Preservation Commission.
- Completed integration of Historic Preservation files into ARC GIS.
- Prepared planning approval recommendations to contracted jurisdictions to streamline approval process and minimize staff after work hours in Town Public Hearings.
- Completed in-house scanning of zoning and historic case files since the implementation of the zoning and historic property designations.
- Began weekly Planning Section Development Review meetings to improve understanding of the development ordinance and interaction between County Departments involved in the development processes.

- Implemented Accela upgrade to the land management and permitting software to enhance internal needs and external customer demands.

KEY PERFORMANCE MEASURES

	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Planned	Target
Planning and Zoning^[1]					
Board of Adjustment Cases - County	4	6	7	7	5
Board of Adjustment Cases - Towns	0	2	2	2	2
Zoning Cases processed - County	19	18	20	20	18
Zoning Cases processed - Towns	3	3	3	3	3
% Acreage Zoned from Agricultural (AG) - All Jurisdictions	59%	98%	98%	98%	98%
Zoning Investigations - County	71	100	100	100	75
Zoning Investigations - Towns	10	16	20	20	5
Subdivision Cases Processed - County	70	110	115	115	115
Minor Subdivision - 4 or fewer lots	41	60	60	60	60
Major Subdivision - 5 or more lots	4	15	15	15	15
Subdivision Exemptions	25	35	40	40	40
Subdivision Cases Processed - Towns	13	21	21	21	21
Minor Subdivision - 4 or fewer lots	5	10	10	10	10
Major Subdivision - 5 or more lots	4	6	6	6	5
Subdivision Exemptions ^[2]	4	5	5	5	6
Non-Residential Site Plan Cases Processed - County	33	34	35	34	34
Non-Residential Site Plan Cases Processed - Towns	4	6	6	6	5
Written Zoning Verifications Processed	23	25	25	25	25
VAD & Enhanced VAD Farm Applications Processed	25	15	15	15	15
VAD & Enhanced VAD Acres Added	580	859	600	600	500
Community Services - Water and Sewer					
Non-assessed water and sewer projects ^[3]	1	0	0	0	0
Assessed water and sewer projects ^[3]	1	1	0	0	1
Housing Program					

HOME Consortium Program Projects ^[4]	0	3	3	1	4
NC Housing Finance Agency Single Family Rehab. 14 (SFRLP14) Grant ^[5]	0	3	2	0	3
Economic Development					
Economic Development & Cultural Agencies Funded	12	9	9	9	9
Economic Development Incentive Grants - Monitoring Perf. Grants	15	14	12	12	12
<p><i>[1] Guilford County provides contractual planning & zoning services to the Towns of Pleasant Garden, Sedalia, Stokesdale, and Whitsett.</i></p> <p><i>[2] Includes plats & maps meeting state exemptions to subdivision requirements yet still requires staff processing and review.</i></p> <p><i>[3] Forest Oaks Water & Sewer project assessment roll approved by Board of Commissioners in Dec. 2014. Lynwood Lakes Water & Sewer project assessment roll tentatively scheduled for Board of Commissioner approval during FY 15/16.</i></p> <p><i>[4] Memorandum of Understanding with Piedmont Triad Regional Council approved June 2014 for an amount not to exceed \$380k for housing rehabilitation and to supplement SFRLP 14 Grant.</i></p> <p><i>[5] Includes \$170k in initial grant set-aside fund pool for four units with initial allotment. Guilford County has approved a Memorandum of Understanding for Piedmont Triad Regional Council to administer SFRLP14.</i></p>					

FUTURE OPPORTUNITIES & CHALLENGES

- Maintain electronic document storage for archived, current, and future Planning and Development files.
- Review planning services and evergreen contracts with participating jurisdictions to assess contract provisions, cost, and current and anticipated level of services provided/needed.
- Continue to work with stakeholder groups to foster effective communication and relationships regarding sound, balanced planning policy development and implementation.
- Work cooperatively with Information Services to complete all phases of electronic site plan review implementation including electronic subdivision review.
- Continue to ensure that implementation of updated Accela land management and permitting software focuses and prioritizes customer-based enhancements – both short and long term.
- Work with Information Services to incorporate planning-related data to optimize Accela capabilities that meets both internal land management needs and external customer demand.
- Ensuring that the Planning and Development website is updated and more user-friendly will assist in improving customer service delivery and information.
- Continue working with other departments and municipalities to develop a uniform and consistent addressing system.

- Housing - Continue with partnership with Piedmont Triad Regional Council to administer HOME Program funds and NC Housing Finance Agency Single Family Rehabilitation (SFR14) grant funding.
- Ensure future Accela Electronic Document Review incorporates Fire Marshal and Environmental Health Review.
- Continue to ensure a combined initiative for Planning, Tax and GIS to complete Accela Address Parcel Owner (APO) Project.
- Ensure the Planning Department is prepared for Accela Electronic Subdivision Review and potential electronic recordation of documents in the Guilford County Register of Deeds.
- Continue to review Guilford County Development Ordinance for update.
- Explore opportunities to improve customer service (e.g., technology improvements, ability/tools/training) to allow decisions to be made earlier in the development process).
- Work with GIS to establish planning data minimums of public information to assist citizen requesting information about neighborhoods and communities.
- Initiate dialogue with the Piedmont Triad Council of Governments in preparation of the 2020 US Census.

SOIL & WATER CONSERVATION

J. Leslie Bell, AICP, Planning & Development Director

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Healthy People

Supporting programs that ensure the availability of quality social, physical, and behavioral health services in the community.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Soil & Water Conservation	256,702	259,959	269,959	299,508	285,461	25,502	9.81%
Soil & Water Conservation	256,702	259,959	269,959	299,508	285,461	25,502	9.81%
EXPENSE							
Personnel Services	191,767	194,611	194,611	227,534	214,570	19,959	10.26%
Supplies & Materials	4,844	4,036	3,816	4,036	4,036	0	0.00%
Other Svcs & Charges	60,091	61,312	71,532	67,938	66,855	5,543	9.04%
Total Expense	256,702	259,959	269,959	299,508	285,461	25,502	9.81%
REVENUE							
Intergovernmental	30,360	30,360	30,360	30,360	30,360	0	0.00%
Total Revenue	30,360	30,360	30,360	30,360	30,360	0	0.00%
County Funds	226,342	229,599	239,599	269,148	255,101	25,502	11.11%
Positions	0	2.5	2.5	3	2.75	0.25	10.00%

DEPARTMENTAL PURPOSE

Soil and Water Conservation promotes the wise stewardship of natural resources through the implementation of sound conservation and Best Management Practices (BMP). The District staff, in conjunction with priorities established by the Solid and Water Conservation Board, assists farmers and other landowners with the following services:

- Erosion Control Technical Assistance;
- Conservation Systems Installation Assistance;
- Water Quality Improvement;
- Educational Programming to Schools and Civic Groups; and

- Land-Use and other Water Quality Study(ies) Technical Assistance to other Local Units of Governments.

Additionally, Soil and Water staff seek grants to assist farmers with stream protection systems, critical area seeding, and assistance with long-term no-till cropland conservation to grass, wells, water tanks, fencing, and sod-based rotation to grass and grassed waterways. Moreover, the Soil and Water Conservation program staff assists with the Voluntary Agriculture District (VAD) and Enhanced VAD. Soil and Water staff continuously strive to be responsive to our customer needs, and proactively promotes the conservation of farmland and enhanced operation of our working farms.

FY 2017 GOALS & OBJECTIVES

- By September 30, 2016 complete work with internal and external partners on the educational component of the 205(J) Grant approved by district board at the regular October, 2016 board meeting.
- Work with local schools and home school associations to increase Envirothon and Contest participation no later than December 1, 2016. Add one new high school, one new middle school and one new home school to Envirothon. Add two new schools for the poster/essay contest and add one school for the speech contest.
- Complete a Standard Operating procedure for the following office activities no later than end of FY 2016/17: Annual Tree Sale, Education Contests, and District Office Administration (including supervisor reimbursement forms, board meeting minutes, protocol for notifications and cancellations).
- Learn to use the RUSLE2 (Soil Loss Calculator) and NCANAT (Nitrogen and Phosphorus Loss Calculator) and begin using for 2016 ACSP contracts no later than August 1, 2016.
- By October 1, 2016, evaluate existing VAD signs that may be faded, damaged or missing, to assess the number needing to be replaced. Begin with the 50 oldest applications, (Year 2001and 2002) by farm visit to view signs or calling each landowner. Replacement to occur as budget allows.
- By September 30, 2016 complete a protocol/system to identify all approved VAD properties yet to have signage as part of a customer service initiative to expedite signage placement and assist Facilities in completing signage work orders and postings.
- Purchase new GPS unit using grant from Div. of SWC no later than August 1, 2016. Begin working with Planning and GIS to receive training using the GPS Unit so that BMPs installed can be added to an Agriculture BMP GIS layer. Begin digitizing BMP's on current (2016) contracts as BMPs are installed.
- No later than end of FY 16/17, further develop, identify and scope projects for internship opportunities (e.g., BMP coordinate logging) and work with the university community, where possible, to match opportunities with identified students.

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The FY 2017 adopted budget includes increasing staff hours from 20 hours per week to 30 hours per week to increase public education and outreach efforts in promoting sound environmental stewardship.
- The Soil and Water Conservation District budget increases slightly as additional funding was approved mid-FY 2015/16 to convert a part-time Smoke Chaser to a full-time Assistant County Ranger.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- The Soil and Water Conservation District worked collaboratively with the GIS Dept. to conduct a field survey of the Voluntary Agriculture Districts to determine signage needs and replacements, and to promote efficiency in erecting signage for approved District parcels.
- Additionally, the Soil and Water Conservation District, in conjunction with the Planning and Development Department's Stormwater Watershed Protection/Stormwater Management, Plans Review Section, and the Piedmont Triad Regional Council (PTRC), worked collaboratively to secure a 205(j) Grant from the North Carolina Division of Water Resources – Water Planning Section. As the lead stakeholder, Guilford County also will be working closely with American Rivers and use the products of this effort to develop tools that allow the County to comprehensively and effectively address the needs of local catchments to improve and protect water quality in the Haw River and larger Jordan Lake watershed.
- Throughout FY 2016, Soil & Water staff continued to obligate 100% of NC Agriculture (Ag) Cost Share Program (NC-ACSP) and NC Community Conservation Assistance Program (CCAP) funds for the installation of Best Management Practices. Soil & Water assisted with 30 Ag "Cost Share" applications, and were able to fund 15 contracts in the amount of \$70,755 (100% of state allocation). Two of those contracts were for AgWRAP projects, and for increased water storage and availability. Staff provided technical assistance for 800 farms; provided oversight for approximately 2,038 acres under Conservation Management; monitored 25 farms for compliance; processed 10 Voluntary Agriculture District applications representing 1,068.7 acres; and, worked with 5 farmers in the No-Till Drill Assistance Program representing 28.6 acres. Additionally, staff has educated approximately 1,771 school students and adults, and provided direct conservation outreach to 11,940 citizens, and reached thousands through WFMY Good Morning Show Tree Planting Spots and the Fox 8 Morning Show.
- With the Guilford District hosting the Spring and Fall 2016 Area meetings (Guilford County Board of Supervisors Chairman George Teague is the Area 3 Chairman this year), there was and will be considerable work involved with hosting and planning the Area meetings, chairing the Education Contests, Farm Family Committee, and the Area Envirothon.
- Four contracts were funded through the USDA-NRCS Environmental Quality Assistance program for a total of \$75,000; three will be for Hoop Structures (used for extending a farmer's growing season) and one for Wildlife Conservation.

- Further, staff continued to pursue development opportunities that serve the citizens of Guilford County. Millie Langley assisted with USDA-NRCS Boot Camp training, for Conservation Planning, held in Guilford County. The training is for new NRCS employees from all over the U.S. Millie Langley, Soil/Water Conservationist, continues to serve as the Southeastern Representative on the North American Envirothon Operating Committee, and was appointed Vice-Chair of that committee in January. Elizabeth Williams serves as a Current Environmental Issues Station Resource Instructor for the NC Middle School Envirothon Competition. She teaches and writes the test for the competition.

KEY PERFORMANCE MEASURES

	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Planned	Target
Agricultural Cost Share Program (ACSP)					
Applications - Farms	28	30	40	40	30
Applications - Practices	57	60	65	65	60
Ag. Cost Share Contracts	11	15	12	12	11
Ag. Cost Share Contracts Total Value	\$104,959	\$70,755	\$90,000	\$90,000	\$95,000
Average Cost Share per Farm	\$9,542	\$4,717	\$7,500	\$7,500	\$8,636
Contracts Under 10-Year Maintenance	129	132	135	135	135
Community Conservation Assistance Program (CCAP)					
CCAP Applications - Farms ^[1]	10	10	10	10	10
CCAP Applications - Practices	12	12	12	12	12
CCAP Cost Share Contracts	3	5	5	5	5
CCAP Cost Share Contracts Total Value	\$6,513	\$4,200	\$4,000	\$4,000	\$4,200
Avg. CCAP Cost Share per Application	\$2,171	\$840	\$800	\$800	\$840
Contracts Under 10-Year Maintenance	9	12	12	12	12
Environmental Quality Incentive Program (EQIP)					
EQIP Contracts ^[2]	4	5	5	5	5
EQIP Contract Total Value	\$40,000	\$85,000	\$100,000	\$120,000	\$50,000
Average EQUIP Funding per Contract	\$10,000	\$17,000	\$20,000	\$24,000	\$10,000
Contracts Under 10-Year Maintenance	27	31	33	33	30
Technical Assistance Programs					
Total Farms in Program	790	800	800	800	800
Farm Compliance Reviews	22	25	25	25	45
Farms under Conservation Management	2,038	2,100	2,125	2,150	1,840
Farms Under Conservation Plans	21	15	15	15	15
Acres Under Conservation Plans	1,210	480	480	480	480
Outreach, Education, and Other Programs					
Educational Services Participants [3]	56,130	40,000	48,000	48,000	48,000
Persons Assisted Via Technical Conservation Outreach Opportunities	1,545	1,550	1,550	1,550	1550

No-Till Drill Assistance Program Participants	8	5	13	13	6
No-Till Drill Assistance Program Acres	125.0	28.6	150.0	150.0	130.0
VAD & Enhanced VAD Farm Applications Processed	25	15	15	15	15
VAD & Enhanced VAD Acres Added	580	859	600	600	500
<i>[1] Community Conservation Assistance Program</i>					
<i>[2] Environmental Quality Incentive Program</i>					
<i>[3] Also includes multi-media (e.g., Facebook, television) outreach</i>					

FUTURE OPPORTUNITIES & CHALLENGES

- Staff will continue to implement the Jordan Lake Agriculture Rule, Buffer Rules, and assist the state with Nitrogen and Phosphorus accounting requirements. Staff will continue to implement the Farm Preservation Plan by working with the Open Space Committee to provide technical assistance to protect the water resources on the Hines Chapel Farm and County Prison Farm. Staff also will continue to work with the Open Space Committee, Piedmont Conservation Council, and Elon University to develop an Incubator Farm on the Hines Chapel Farm.
- Staff also will seek both governmental and non-governmental funding and partnership opportunities that are in alignment with the priorities established by the Soil and Water Conservation District Board.
- Staff will review the District's internship program guidelines with its regional educational partners to ensure that program guidelines continue to meet both expectations as well as strengthening the District's efforts at meeting both District and Departmental goals.
- Additionally, the District would like to increase participation in the Voluntary Agriculture District (VAD) and Enhanced VAD, while ensuring that training on the latest technology and software (e.g., GIS, Conservation Planning Toolkit) is a priority.
- Maintaining the VAD GIS data layer using GPS coordinates to update parcels approved and status of signage of Guilford County's VAD program.

SOLID WASTE

J. Leslie Bell, AICP, Planning & Development Director

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

Infrastructure

To provide safe and adequate public facilities that support the service, access, and technological needs of the public while optimizing the utilization of all properties.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Waste Disposal	1,112,185	1,224,122	1,224,454	1,609,499	1,501,568	277,446	22.66%
Solid Waste	1,112,185	1,224,122	1,224,454	1,609,499	1,501,568	277,446	22.66%
EXPENSE							
Personnel Services	216,335	341,180	341,180	342,007	341,485	305	0.09%
Supplies & Materials	11,735	19,008	14,344	16,085	11,105	-7,903	-41.58%
Other Svcs & Charges	884,115	839,934	844,930	1,121,407	1,058,978	219,044	26.08%
Capital	0	24,000	24,000	130,000	90,000	66,000	275.00%
Total Expense	1,112,185	1,224,122	1,224,454	1,609,499	1,501,568	277,446	22.66%
REVENUE							
Intergovernmental	923,491	859,000	859,000	864,000	910,000	51,000	5.94%
Charges for Services	23,328	18,492	18,492	7,000	7,000	-11,492	-62.15%
Miscellaneous Revenues	27,790	19,750	19,750	8,800	8,800	-10,950	-55.44%
Total Revenue	974,609	897,242	897,242	879,800	925,800	28,558	3.18%
County Funds	137,576	326,880	327,212	729,699	575,768	248,888	76.14%
Positions	0	6	6	6	6	0	0.00%

DEPARTMENTAL PURPOSE

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

Guilford County owns and maintains a permitted solid waste collection facility (located at 2138 Bishop Rd., Greensboro, NC) which functions as the headquarters for these three mandated programs and also as a drop-off site for residential recycling. The County processes materials at

the site and contracts for their disposal and/or recycling through certified, permitted processors. While the Bishop Road Facility provides a public electronics (e-waste) drop-off site, the Guilford County Prison Farm (located at 7315 Howerton Rd, Gibsonville, NC) also currently serves as a public drop-off location. Special outreach programs and one-day events held throughout the year also compliment the array of solid waste services provided to the public by the Division. Per capita-based distributions from state-levied solid waste, scrap tire, and white goods disposal taxes, and electronic management funds have assisted the County in providing these programs.

Annual environmental educational programs include the Kids, Cans & Ca\$h Elementary School Recycling Challenge, co-sponsored by Guilford County and the City of High Point, and the Magic of Recycling program that incorporates information about recycling into an entertaining and engaging magic show for elementary students.

FY 2017 GOALS & OBJECTIVES

- By December 1, 2016, assess the first full year of the transition of responsibilities of solid waste and recycling operations previously supported by the Prison Farm inmate labor to a fully functional internal operation within the Solid Waste and Recycling Division.
- No later than August 1, 2016, establish a system for monitoring and tracking vehicle and equipment repair and maintenance. Vehicle and equipment repair and maintenance will include all heavy trucks, the two skid steers, the two tire changers, the new rim crusher and Vehicle 1039. Required records will include scheduled cleaning and routine maintenance to be accomplished by Division staff, mileage and fuel consumption, and repairs and maintenance performed by outside vendors.
- No later than August 1, 2016, develop a system for inventorying, assessing and maintaining the small equipment and tools used at the facility. Responsibilities will include assessing the state of the tools and equipment, effecting any necessary repairs and identifying replacement needs.
- By July 15, 2016, establish an internal system for monitoring and tracking facility repair and maintenance and develop and implement a system that will track the tasks and materials involved. Facility repair and maintenance will address buildings - including electrical, plumbing and heating systems, driveways and paved areas, sand filter and drainage areas, loading dock and concrete areas, gates and locks, lighting and signs.
- Complete recommended maintenance of sand filter stormwater device at Bishop Road recycling facility no later than June 30, 2017.
- Establish a back-up daily reporting option for Bishop Rd materials management no later than January 1, 2017.
- No later than February 1, 2017, develop and institute a weekly "Safety Talk" for the Environmental Services staff that covers safety and health topics relating to the work at the Bishop Road facility.
- No later than August 1, 2016, ensure that a current/updated procedures and policy manual for financial transactions meeting Audit requirements for the Bishop Rd. Facility is in place.

- By September 1, 2016 incorporate revenue collection of funds generated via the White Goods and Scrap Tire programs into the Accela cashiering system to streamline and improve efficiency of processing program funds.

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The Solid Waste FY 2017 budget includes an increase in both expenses and revenues for Scrap Tire Disposal. Guilford County currently disposes of more tires per capita than is allotted by the State. The County is still reimbursed for the extra tires just at a lower rate.
- Education and Training is increased for the completion of a certification course for a new employee.
- The FY 2016 budget marked the first full year of expenses since transfer of all solid waste programs, activities, equipment and staff into the Division itself and eliminated reliance on prison farm support.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- At the Summer-Cycle event in October 2015, 215 vehicles passed through this annual one- day collection event where more than 13.52 tons of materials, including mattresses and box springs, large appliances, scrap metals, tires, electronics, televisions and personal documents (to be shredded), were dropped-off for recycling.
- Staff worked with the Town of Oak Ridge to provide the first annual E-Cycle Oak Ridge event held in December 2015. The event was very successful, attracting 386 vehicles to the Oak Ridge Town Park, and resulting in more than 14.6 tons of electronics and documents (for shredding) being collected.
- The 8th annual E-Cycle Pleasant Garden event, held in March 2016, attracted more than 359 resulting in 13.40 tons of e-waste being collected and 7.21 tons of documents being shredded.
- The Kids, Cans & Ca\$h Elementary School Recycling Challenge began in 2006 and continues today through a partnership between Guilford County and the City of High Point. The recycling challenge, designed to teach students the value of recyclable materials, was met by 18 elementary schools and resulted in the collection of 2,458 lbs. of aluminum cans. Participating schools earned \$1,106.10 for their recycling efforts.
- The Division continued to recognize local businesses and community groups for their environmentally responsible actions and activities in support of the County's recycling goals.

KEY PERFORMANCE MEASURES

	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Planned	Target
Outreach & Education					
Public Education/Outreach Events (includes presentations, Clean-Up Days) ^[1]	23	22	23	21	21
Kids, Cans & Ca\$h Program					
Elementary Schools (public & private)	17	18	18	18	18
Students	6,970	8,069	8,075	8,075	7,800
Cans Collected for Recycling	2,609 lbs	2,458 lbs	2,460 lbs	2,460 lbs	2,400 lbs
Total Earned by Schools for Recycling	\$1,305	\$1,106	\$950	\$950	\$900
Magic of Recycling Program					
Schools	9	8	8	8	8
Students	2,335	2,527	2,400	2,400	2,400
Waste Collection & Processing					
Household Hazardous Waste Collected (incl. special events)	870.89 tons	872.50 tons	872.50 tons	872.50 tons	872.50 tons
Scrap Tires Processed by County Contractor	7,582 tons	7,650 tons	7,727 tons	7,804 tons	7,800 tons
White Goods Collected (incl. scrap metal)	128 tons	75 tons	70 tons	70 tons	70 tons
Electronics Collected (incl. drop-off sites and HHW site)	831 tons	925 tons	1,018 tons	1,119 tons	1,100 tons
Christmas Trees Recycled to Mulch	0 tons	0 tons	0 tons	0 tons	0 tons
Waste Collected per 1,000 Population	16.5 tons	16.9 tons	17.2 tons	17.6 tons	17.0 tons
Inspections & Investigations					
Minor LCID Facility Inspections (7)			70	70	70
Major LCID Facility Inspections (5)			60	60	60

[1] In FY 14/15, an additional special collection event for electronics was added to the schedule via a partnership with the Town of Oak Ridge.

FUTURE OPPORTUNITIES & CHALLENGES

- The Division will continue to implement the plans to achieve the goals set forth in the 2012 Guilford County Solid Waste Management Plan Update.
- With the State of North Carolina no longer depositing monies into the Solid Waste Trust Fund, the availability of grant funds to be used for underwriting solid waste programs and making capital improvements or purchases will likely decline in FY 2017 and be possibly eliminated. The lack of these funds will potentially impact the County's ability to continue to effect tire clean-ups, expand capabilities (such as in-house removal of CFCs from white goods), and its provision of services to residents through special collection events.

- The large drop in the commodities market prices relating to electronic waste, coupled with a continuing increase in electronics collection by Guilford County, continue to present financial and operational challenges for FY 2017.
- The Bishop Road facility was renovated to accommodate Division equipment, previously housed at the Prison Farm, and two new FTEs and additional part-time staff (as needed), as the Prison Farm Transition Plan was implemented.
- Pressure to secure local landfill space for Guilford County Municipal Solid Waste (MSW) remains high. Guilford County withdrew from landfill operations when it conveyed its two facilities to the Cities of Greensboro and High Point. While the City of High Point continues to operate the Kersey Valley Landfill, the City of Greensboro closed the White Street Landfill to MSW. Currently Greensboro MSW is collected at a transfer station and trucked to the Uwharrie Landfill in Montgomery County. The City of Greensboro continues to pursue alternate disposal options through Forsyth and Randolph Counties that would address the city's needs. County-licensed trash haulers continue to use the Greensboro transfer station, the Kersey Valley Landfill, and the Republic Waste transfer station for MSW disposal.
- The vehicle and equipment fleet, owned by the Division and used to support solid waste programs, is aging.
- Incorporating Bishop Road Recycling Facility into the Guilford County electronic and phone system networks.
- With solid waste and recycling program funding uncertain, the Division will work collaboratively with the County's incorporated municipalities and surrounding jurisdictions to discuss solid waste issues on a local and regional basis. The Division will assess potential opportunities and recommend programming revisions and identify the resources necessary to better serve and/or maintain service to the public.

LIBRARIES

Clarence Grier, Deputy County Manager

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

Recreation & Culture

Enhance the quality of life in the community by supporting leisure, physical activities and culture opportunities.



Education

Partner with public schools to develop a system that produces graduates with high academic achievement and skill levels to compete successfully on the job market.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Libraries	1,827,807	1,827,807	1,827,807	2,160,818	1,827,807	0	0.00%
Libraries	1,827,807	1,827,807	1,827,807	2,160,818	1,827,807	0	0.00%
EXPENSE							
Other Svcs & Charges	1,827,807	1,827,807	1,827,807	2,160,818	1,827,807	0	0.00%
Total Expense	1,827,807	1,827,807	1,827,807	2,160,818	1,827,807	0	0.00%
REVENUE							
County Funds	1,827,807	1,827,807	1,827,807	2,160,818	1,827,807	0	0.00%

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.

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The FY 2017 total library funding allocation remains unchanged from the prior fiscal year and each individual library's funding level remains the same.
- The FY 2018 Plan budget currently assumes a funding level that is unchanged from FY 2017. The new interlocal contracts for library funding between the County and the municipalities and towns take effect July 1, 2016.

Guilford County does not operate a library, but provides support to area libraries. Beginning in this fiscal year a flat amount will be given to the four libraries that the county supports. The two state recognized libraries 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 more support based on their official service populations. Funding for the Gibsonville and Jamestown libraries is a flat amount to support services in those parts of the County.

The City of Greensboro requested \$1,689,858 for library operations, an additional \$333,011, the request was based on the percentage of the system's active users that live outside of Greensboro city limits.

Library Funding Breakdown

	FY 2016 Adopted	FY 2017 Adopted	FY 2018 Plan
<u>State Recognized Libraries</u>			
Greensboro (County System)	\$ 1,356,847	\$ 1,356,847	\$ 1,356,847
High Point (Municipal)	\$ 359,960	\$ 359,960	\$ 359,960
<i>Sub-Total</i>	\$ 1,716,807	\$ 1,716,807	\$ 1,716,807
<u>Community Libraries</u>			
Gibsonville	\$ 55,500	\$ 55,500	\$ 55,500
Jamestown	\$ 55,500	\$ 55,500	\$ 55,500
<i>Sub-Total</i>	\$ 111,000	\$ 111,000	\$ 111,000
Grand Total	\$ 1,827,807	\$ 1,827,807	\$ 1,827,807

County Library Funding Comparison

	County	Funding	FTE	Population	\$ per Capita
Peer Counties	Mecklenburg	\$ 31,419,942	410.00	1,032,620	\$ 30.43
	Wake	\$ 19,578,614	235.00	1,005,367	\$ 19.47
	Guilford	\$ 1,827,807	0.00	516,415	\$ 3.54
	Forsyth	\$ 7,399,848	106.50	367,853	\$ 20.12
	Durham	\$ 10,138,257	136.93	297,807	\$ 34.04
	Buncombe	\$ 5,124,917	51.00	254,344	\$ 20.15
Area Counties	Davidson	\$ 3,003,706	46.00	164,927	\$ 18.21
	Alamance	\$ 2,575,365	44.00	157,624	\$ 16.34
	Randolph	\$ 1,876,181	30.00	143,666	\$ 13.06
	Rockingham	\$ 1,887,562	33.00	92,543	\$ 20.40
	Chatham	\$ 1,989,455	17.10	69,851	\$ 28.48

* Funding and FTE counts are FY 2016 adopted numbers

** Population is July 2015 population projection from NC OSBM

ECONOMIC DEVELOPMENT

J. Leslie Bell, AICP, Planning & Development Director

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

Economic Development

Working with all economic development stakeholders to attract and retain businesses to create quality jobs and expand and diversify the local and regional economy.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY 2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Economic Develop & Assistance	1,437,954	1,807,504	4,541,587	2,153,188	1,838,188	30,684	1.70%
Economic Develop & Assistance	1,437,954	1,807,504	4,541,587	2,153,188	1,838,188	30,684	1.70%
EXPENSE							
Other Services & Charges	1,437,954	1,807,504	4,541,587	2,153,188	1,838,188	30,684	1.70%
Total Expense	1,437,954	1,807,504	4,541,587	2,153,188	1,838,188	30,684	1.70%
REVENUE							
Intergovernmental	284,805	0	238,680	0	0	0	0.00%
Total Revenue	284,805	0	238,680	0	0	0	0.00%
County Funds	1,153,149	1,807,504	4,302,907	2,153,188	1,838,188	30,684	1.70%

DEPARTMENTAL PURPOSE

The Economic Development program markets the County and the Piedmont Triad Region to facilitate area development. Emphasis is placed on the retention and expansion of existing industry, as well as the attraction of business opportunities and emerging sectors.

The Economic Development budget includes funding for two county programs:

- **Community Economic Development Organizations** – provides grant funds to local community agencies that support economic development or provide services/activities that contribute to economic vibrancy in the county.
- **Economic Incentive Grant Program** – provides grant funds to qualified companies that meet certain investment and/or job creation goals.

Economic Development Organization Funding						
	FY 2015 Adopted	FY 2016 Adopted	FY 2017 Requested	FY 2017 Recommended		
Community Based Organizations - Economic Development						
African-American Atelier	\$ 50,000	\$ 50,000	\$ 50,000	\$	50,000	
Friends of John Coltrane	\$ 20,000	\$ 20,000	\$ 30,000	\$	20,000	
High Point Arts Council	\$ 50,000	\$ 50,000	\$ 50,000	\$	50,000	
NC Shakespeare Festival						
United Arts Council - GSO	\$ 55,000	\$ 55,000	\$ 55,000	\$	55,000	
War Memorial						
The Sit In Movement, Inc.						
United Arts Council - GSO - National Folk Festival		\$ 25,000	\$ 25,000	\$	25,000	
	\$175,000	\$ 200,000	\$ 210,000	\$	200,000	
Economic Development Agencies						
Downtown Greensboro	40,000		\$ 40,000	\$	40,000	
East Market Street Development	\$ 20,000	\$ 20,000	\$ 50,000	\$	20,000	
Greensboro Economic Development Partnership	\$ 175,000		\$ 100,000	\$	100,000	
Greensboro Community Development Fund			\$ 200,000	\$	-	
Guilford County Tourism Development Authority	\$ 40,000	\$ 40,000	\$ 40,000	\$	40,000	
High Point Econ Dev	\$ 100,000		\$ 100,000	\$	100,000	
High Point Market Authority	\$ 75,000	\$ 75,000	\$ 100,000	\$	75,000	
Jamestown Agricultural and Educational Junction			\$ 10,000			
The City Project	\$ 30,000					
Piedmont Triad Film Commission	\$ 25,000		\$ 40,000			
Eastern Development Growth Enterprise, Inc						
Southwest Renewal						
Center for Community Self Help						
Guilford County Economic Development Alliance		\$ 300,000	\$ 100,000	\$	100,000	
	\$505,000	\$435,000	\$780,000	\$	475,000	
TOTAL	\$680,000	\$635,000	\$990,000	\$	675,000	



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:

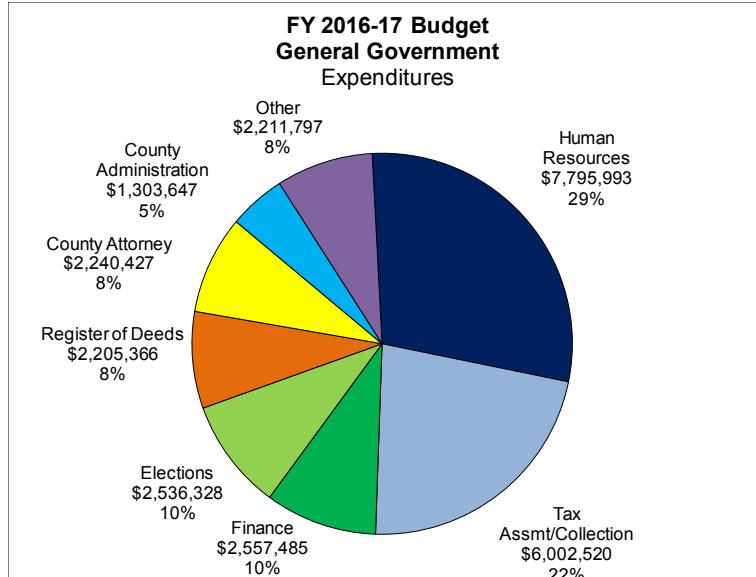
- Human Resources
- Finance
- Budget & Management
- Tax
- County Administration
- County Attorney
- County Commissioners
- Register of Deeds
- Board of Elections
- Clerk to the Board
- Purchasing
- Internal Audit

Expenditures

Guilford County plans to spend \$26.8 million for General Government programs and services in FY 2016-17, a decrease of \$175,479 or 0.6% from the prior fiscal year. General Government departments account for about 5% of total expenditures.

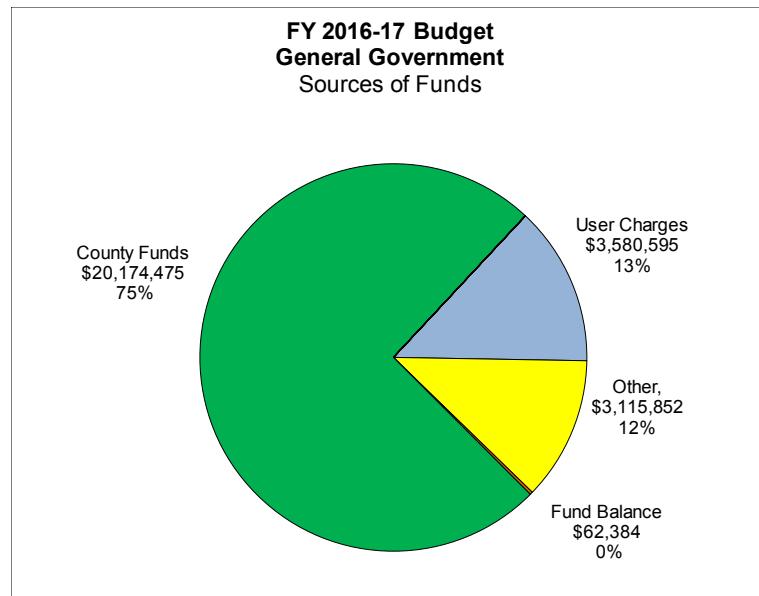
The decrease is primarily due to a \$384,000 reduction in the Elections budget. The department's budget was high last year due to the presidential primaries. Despite this decrease, the budget does include additional part-time salaries to provide a small pay increase to precinct officials as requested by the County Board of Elections.

The County Attorney has also added an Assistant County Attorney position that will primarily work on the office's Human Services cases.



Revenues

County funds provide 75% of the support for General Government departments. User charges, including the fees paid by municipalities for tax collection and election services, account for 13% of revenues with the remainder from other sources.



	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Request	FY17 Adopted	vs. FY16 Adopted	
						\$ chg	% chg
Department							
Budget & Management	\$437,406	\$472,092	\$473,962	\$480,513	\$479,718	\$7,626	1.6%
Clerk to the Board	\$154,735	\$205,886	\$205,906	\$207,302	\$207,020	\$1,134	0.6%
County Administration	\$692,512	\$1,318,426	\$1,193,426	\$1,377,022	\$1,303,647	(\$14,779)	-1.1%
County Attorney	\$1,837,292	\$2,125,995	\$2,125,995	\$2,253,032	\$2,240,427	\$114,432	5.4%
County Commissioners	\$391,785	\$487,299	\$533,399	\$585,264	\$585,264	\$97,965	20.1%
Elections	\$1,583,453	\$2,920,976	\$2,920,976	\$2,703,074	\$2,536,328	(\$384,648)	-13.2%
Finance	\$2,263,232	\$2,594,021	\$2,668,426	\$2,567,626	\$2,557,485	(\$36,536)	-1.4%
Human Resources	\$7,126,911	\$7,844,449	\$7,848,996	\$7,836,405	\$7,795,993	(\$48,456)	-0.6%
Internal Audit	\$443,806	\$502,883	\$503,603	\$547,959	\$538,836	\$35,953	7.1%
Purchasing	\$340,416	\$399,036	\$399,625	\$404,770	\$400,959	\$1,923	0.5%
Register of Deeds	\$2,167,139	\$2,199,451	\$2,236,501	\$2,218,860	\$2,205,366	\$5,915	0.3%
Tax	\$5,617,033	\$5,958,528	\$5,960,725	\$6,006,764	\$6,002,520	\$43,992	0.7%
Total Expenditures	\$23,055,720	\$27,029,042	\$27,071,540	\$27,188,591	\$26,853,563	(\$175,479)	-0.6%
Sources of Funds							
Federal & State Funds	\$28,419	\$31,846	\$31,846	\$31,846	\$30,000	(\$1,846)	-5.8%
User Charges	\$3,654,355	\$3,793,076	\$3,793,076	\$3,580,595	\$3,580,595	(\$212,481)	-5.6%
Other	\$3,206,651	\$2,738,833	\$2,738,833	\$3,085,852	\$3,185,852	\$447,019	16.3%
Fund Balance	\$502,288	\$70,041	\$107,091	\$62,384	\$62,384	(\$7,657)	-10.9%
County Funds	\$15,664,007	\$20,395,246	\$20,400,694	\$20,427,914	\$19,994,732	(\$400,514)	-2.0%
Sources of Funds	\$23,055,720	\$27,029,042	\$27,071,540	\$27,188,591	\$26,853,563	(\$175,479)	-0.6%
Permanent Positions	192.850	195.850	195.900	197.900	196.900	1.050	0.5%

BUDGET MANAGEMENT AND EVALUATION

Michael Halford, Director

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

Organizational Excellence

Provide the highest possible level of services by maintaining a fiscally sound organization that values a high performing, professional, and innovative workforce.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Budget and Management	437,406	472,092	473,962	480,513	479,718	7,626	1.62%
Budget and Management	437,406	472,092	473,962	480,513	479,718	7,626	1.62%
EXPENSE							
Personnel Services	422,488	456,646	456,646	465,214	464,419	7,773	1.70%
Supplies & Materials	6,904	6,946	8,816	5,650	5,650	-1,296	-18.66%
Other Services & Charges	8,015	8,500	8,500	9,649	9,649	1,149	13.52%
Total Expense	437,406	472,092	473,962	480,513	479,718	7,626	1.62%
REVENUE							
County Funds	437,406	472,092	473,962	480,513	479,718	7,626	1.62%
Positions	0	4.95	5	5	5	0.05	1.01%

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 the public.

The department will:

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

FY 2017 GOALS & OBJECTIVES

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

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- Personnel costs are back to normal after filling two vacant Budget & Management Analyst positions in the first half of FY 2016. There was also a small increase due to the Board's removal of dedicated funding for Community-based Organizations from the budget; previously this process was managed in part through the Budget Office and 5% of a position was funded through Coordinated Services. There are currently no vacancies in the department.
- Some funds have been added to the Budget Management and Evaluation department to print additional copies of the final approved budget. In previous years the final approved

budget has been posted to the county website after approval and limited hard copies were available.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- Received the Government Finance Officers Association's Distinguished Budget Presentation Award for the Fiscal Year 2015-2016 budget document.
- Continued the county-wide multi-year inventory, prioritization and evaluation program for major facility needs, major equipment purchases, vehicle acquisitions, and technology expenditures.
- Continued to educate and train departmental staff on PowerPlan and continued to work with PowerPlan staff on troubleshooting techniques and using best practices with the software.

KEY PERFORMANCE MEASURES

	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Projected	Target
Received the Government Finance Officers' Association Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	Yes
Number of Departments that exceed budget as noted in annual financial report	0	0	0	0	0
Actual revenue as percent of budget	103%	100%	100%	100%	100%
Actual expenditures as percent of budget	97%	98%	99%	99%	100%
Percent of Budget Amendments & Transfers processed within five days of receipt/approval	94%	99%	100%	100%	100%

FUTURE OPPORTUNITIES & CHALLENGES

- Continued development and maintenance of monthly budget-to-actual dashboards for departments and the public that have been positively noticed by credit rating agencies for transparency will help maintain positive interaction and coordination between the Budget Office and its primary stakeholders.
- Development of a Budget Dashboard information site on the County website that will give the public real- or near-real-time updates on the budget status throughout the fiscal year represents an opportunity to improve communication, transparency, and public understanding of County operations.

- Incorporation of Fire District capital and major equipment needs into the County's long term planning process will allow better coordination of plans between the districts and the County while also improving the overall understanding of county fire requirements, opportunities, and potential issues.

COUNTY ADMINISTRATION

Marty Lawing, County Manager

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

Organizational Excellence

Provide the highest possible level of services by maintaining a fiscally sound organization that values a high performing, professional, and innovative workforce.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Administration	664,093	768,426	768,426	827,022	773,647	5,221	0.68%
Reserve for Contingency	0	500,000	375,000	500,000	500,000	0	0.00%
Intergovernmental Services	28,419	50,000	50,000	50,000	30,000	-20,000	-40.00%
County Administration	692,512	1,318,426	1,193,426	1,377,022	1,303,647	-14,779	1.12%
EXPENSE							
Personnel Services	438,459	559,640	559,640	619,497	566,122	6,482	1.16%
Supplies & Materials	21,283	9,495	9,495	8,925	8,925	-570	-6.00%
Other Services & Charges	232,771	749,291	624,291	748,600	728,600	-20,691	-2.80%
Total Expense	692,512	1,318,426	1,193,426	1,377,022	1,303,647	-14,779	1.12%
REVENUE							
Intergovernmental	28,419	31,846	31,846	31,846	30,000	-1,846	-5.80%
Total Revenue	28,419	31,846	31,846	31,846	30,000	-1,846	-5.80%
County Funds	664,093	1,286,580	1,161,580	1,345,176	1,273,647	-12,933	1.01%
Positions	0	3.9	3.9	4.9	3.9	0	0.00%

DEPARTMENTAL PURPOSE

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

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

FY 2017 GOALS & OBJECTIVES

- Work with County leadership and Human Resources to establish a comprehensive Employee Wellness Program and implement Phase I of the program to improve the overall health of our employees.

- Lead the planning, design and development of a new state of the art animal shelter to better serve the needs of the community.
- Improve and expand internal and external communications through the establishment of a public information office to strategically and proactively disseminate important information about county business, programs and services.

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The increase in the FY 2017 Adopted is for dues and memberships, to account for increases in membership to the UNC School of Government and the Piedmont-Triad Regional Council of Governments.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- Collaborated with the City of Greensboro, City of High Point, High Point Economic Development Corporation and the Greensboro Partnership finalize the Guilford County Economic Development Alliance, a new economic development coalition to provide a more coordinated and unified business recruitment, expansion and retention effort.
- Assumed control of the Guilford County Animal Shelter and made significant operational and policy changes and improvements.
- Finalized the establishment of the strategic priorities for the consolidated Guilford County Department of Health and Human Services.
- Provided leadership to obtain adoption and successful implementation of the County Farm Transition Plan
- Provided leadership and direction for the re-write of the Personnel Regulations.
- Provided leadership and direction for the implementation of procurement card program.
- Collaborated with the City of Greensboro to honor and recognize the service provided by first responders for the inaugural Public Safety Appreciation Day.

FUTURE OPPORTUNITIES & CHALLENGES

- Continue to educate new staff on County policies and procedures.
- Ensure a coordinated and collaborative approach to public information.

COUNTY ATTORNEY

Mark Payne, County Attorney

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

Organizational Excellence

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BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
County Attorney	1,837,292	2,125,995	2,125,995	2,253,032	2,240,427	114,432	5.40%
County Attorney	1,837,292	2,125,995	2,125,995	2,253,032	2,240,427	114,432	5.40%
EXPENSE							
Personnel Services	1,555,263	1,737,291	1,737,291	1,826,237	1,822,940	85,649	4.90%
Supplies & Materials	8,983	14,760	14,760	19,108	18,304	3,544	24.00%
Other Services & Charges	273,046	373,944	373,944	407,687	399,183	25,239	6.70%
Total Expense	1,837,292	2,125,995	2,125,995	2,253,032	2,240,427	114,432	5.40%
REVENUE							
County Funds	1,837,292	2,125,995	2,125,995	2,253,032	2,240,427	114,432	5.40%
Positions	0	17	17	18	18	1	5.90%

DEPARTMENTAL PURPOSE

The County Attorney and staff provide prompt, responsive, efficient and effective legal advice and representation to the Board of Commissioners, the County Manager, County departments and related agencies. Legal counsel is provided on all areas of local government including contracts, civil procedure, litigation, constitutional law, open meetings, public records, purchasing, property tax assessment and collection, foreclosures, 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 also represents and defends individual commissioners, officials and all County-related employees in the absence of a conflict.

FY 2017 GOALS & OBJECTIVES

- Once implemented, prioritize the utilization of a Contract Management System to replace the current, temporary, in-house Contract Tracking System. A finalized management system will serve to store county contracts in a centralized and readily accessible location, to foster open communication with clients/departments and expedite the routing process.

- Refine the process of litigating tax foreclosure proceedings in-house through the FY 2016-17 fiscal year to create a focus on responsive, timely finalization of tax foreclosures, with the goal of collecting delinquent tax revenue.
- Implement utilization of the County's recent adoption of a Records Retention and Disposition Schedule in order to maximize available office space.
- Continue researching and finalize options for an electronic storage system for litigation matters that will better utilize the department's existing staff and fiscal resources in an efficient, responsible manner.
- Continue to monitor and evaluate staffing levels and caseload ratios throughout the fiscal year to maximize efficiency and reduce reliance on outside counsel where practicable and cost effective, while meeting statutory mandates for client and citizen services.

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The County Attorney budget has a net increase in funding of \$114,432 or 5% primarily due to increases and professional services to reflect demand due to workload required to meet the needs of the organization and to comply with statutory mandates for human services as well as the addition of an Assistant County Attorney position.
- Personnel expenses will increase by \$85,649 or 5% due primarily to the addition of \$52,208 for a new Assistant County Attorney position. This position is anticipated to assist with the office's human service case load as well as other cases as necessary and is anticipated to offer the opportunity for progression within the office when vacancies occur.
- Other Services & Charges increased by a net of \$25,239 due to a continuing increase in case load and a resulting need for additional resources including specialized outside council, expert witnesses and consultants, and similar services.
- Currently all expenses related to foreclosures are included as expenses in the budget, but have been recovered in the course of completing the foreclosure proceedings. Should proceedings not result in immediate payment of the taxes due or should the County be granted ownership of the foreclosed property, these expenses will impact the actual expenditures of the department.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

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

- Appeared in **1151** DSS Abuse/Neglect/Dependency Court Hearing, not including the various court appearances required for Adult Protective Services matters, i.e. guardianships, wards of DHHS) **[Note: Every court hearing results in an order being drafted by support staff.]**

- Appeared in 231 Termination of Parental Rights (TPR) hearings during the calendar year of 2015; disposed of 57 cases in FY 2014/2015; and has currently disposed of 56 cases in FY 2015/2016. **[Note: Every court hearing results in an order being drafted by support staff.]**
- The County Attorney's Office is currently working on 205 active cases [includes bankruptcy/collection matters, approximately 82 property foreclosures, and approximately 70 Termination of Parental Rights (TPR) cases/trials.]
- Since the initiation of the FY 2015/2016 budget season, the County Attorney's Office has closed 83 litigation matters (includes TPR matters); represented Child Support Enforcement on an estimated caseload of 20,248 as of December 2015; and represented DHHS in underlying cases of abuse/neglect & dependency matters, which had 427 ongoing cases as of 01/31/2016).
- Drafted, reviewed, revised, advised, and/or processed all County contracts.
- Successfully collected \$144,190.95 in FY 2015/2016 in delinquent taxes, judgments, and assessments as of 4/26/2016; \$26,621.23 in bankruptcy cases for delinquent taxes during calendar year 2015; and recently settled a contractual dispute resulting in a \$304,599.04 settlement in favor of Guilford County.
- Provided departments with training on matters such public record laws and quasi-judicial proceedings, served on panels, attended departmental meetings, participated in finalizing real estate sales and acquisitions; responded daily to various inquiries from County departments and employees, including advising on employee relations matters and reviewed and/or drafted correspondence.
- Responded to public information requests in a citizen focused manner that balanced transparency with the County's legal responsibilities, and met with the media. Advised the County Manager, Commissioners, and departments on various County management and Board matters.

KEY PERFORMANCE MEASURES

	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Projected	Target
Percent of staff credential maintained through attainment of required CLE credits and CPE credits	100%	100%	100%	100%	100%
Percent of contracts initiated within 15 business days	95%	95%	95%	95%	100%
Percent of juvenile court orders filed within 30 calendar days	91%	95%	95%	95%	100%

Percent of protective services or guardianship petitions filed of adult services matters within 10 calendar days of referral to legal.	96%	100%	100%	100%	100%
Percent of initial ordinance enforcement matters initiated within 15 days of referral to the County Attorney's Office	98%	100%	100%	100%	100%
Percent of initial bankruptcy/collection matters initiated within 15 days of referral to the County Attorney's Office	98%	100%	100%	100%	100%
Percent of initial foreclosure matters initiated within 30 days of referral to the County Attorney's Office (or the time period required by the court or requested by our client)*	n/a	99%	99%	99%	100%

* Performance data for foreclosures will not be fully annualized until FY 2017 as this function was handled by outside council prior to being brought in-house in FY 2016.

FUTURE OPPORTUNITIES & CHALLENGES

- The County Attorney's staff continues to manage high volumes of caseloads that exceed levels recommended for ideal efficiency, primarily as result of the strong work ethic, teamwork, and dedication of staff. The current staff provides a strong core for expansion, but the caseload will need to be monitored and balanced to avoid negative retention impacts for the future.
- The County Attorney's Office continues to identify the increased need for representation in areas such as child support enforcement, human services, ordinance violations, employment law, law enforcement, collections, tax appeals and foreclosures, and general litigation matters. This steady increase in legal demand may continue to necessitate expansion of staff both in-house and outside. The County Attorney's Office could benefit from the development and implementation of a clerkship program in collaboration with local law schools to more efficiently and effectively meet the needs of County departments. A clerkship program is unlikely at the moment given the space constraints of the offices in both Greensboro and High Point.
- The County Attorney's Office continues to await implementation of an efficient contract management system to address improving contract processing, storage and accessibility by County departments.

COUNTY COMMISSIONERS & CLERK

Jeff Philips, Board Chairman
Robin Keller, Clerk to the Board

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

Organizational Excellence

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BUDGET SUMMARY

County Commissioners

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
County Commissioners	391,785	487,299	533,399	585,264	585,264	97,965	21.10%
County Commissioners	391,785	487,299	533,399	585,264	585,264	97,965	21.10%
EXPENSE							
Personnel Services	293,949	309,386	309,386	311,323	311,323	1,937	0.63%
Supplies & Materials	10,749	12,000	12,000	113,500	113,500	101,500	845.83%
Other Svcs & Charges	87,088	165,913	176,313	160,441	160,441	-5,472	-3.30%
Capital	0	0	35,700	0	0	0	0.00%
Total Expense	391,785	487,299	533,399	585,264	585,264	97,965	21.10%
REVENUE							
Miscellaneous Revenues	24,460	0	0	0	0	0	0.00%
Total Revenue	24,460	0	0	0	0	0	0.00%
County Funds	367,325	487,299	533,399	585,264	585,264	97,965	21.10%
Positions	0	9	9	9	9	0	0.00%

Clerk to the Board

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Clerk to the Board	154,735	205,886	205,906	207,302	207,020	1,134	0.55%
Clerk to the Board	154,735	205,886	205,906	207,302	207,020	1,134	0.55%
EXPENSE							
Personnel Services	142,065	165,328	165,328	172,827	172,545	7,217	4.37%
Supplies & Materials	299	1,500	1,500	1,000	1,000	-500	-33.33%
Other Svcs & Charges	12,372	39,058	39,078	33,475	33,475	-5,583	-14.29%
Total Expense	154,735	205,886	205,906	207,302	207,020	1,134	0.55%
County Funds	154,735	205,886	205,906	207,302	207,020	1,134	0.55%
Positions	0	2	2	2	2	0	0.00%

DEPARTMENTAL PURPOSE

Board of County Commissioners

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.

Clerk to the Board

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

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

FY 2017 GOALS & OBJECTIVES

- Complete minutes within 45 days of each meeting.
- Provide on boarding information for new appointees within 30 days.
- Post adopted county code and ordinance changes online within 2 weeks of the change.
- Responding to community and citizen requests within 48 hours

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- Funds for the last phase of upgrading the Board Chambers are included in the Adopted Budget. About \$100,000 will be used to upgrade cameras and other technology in the chambers.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- Expanded community outreach by speaking at various organizations throughout the year.
- The Clerk's Office successfully completed the conversion to and implementation of a new Agenda Management system allowing for additional transparency in public meeting agendas and minutes. Additionally, the Clerk's Office implemented a new Boards and Commissions software allowing for better position management and recruitment for citizen advisory boards.
- The Clerk's Office has taken on additional roles and responsibilities in maintaining content for the County's website and external communication to the public.
- The Clerk's Office has absorbed the facilitation and implementation of the Guilford County Annual Citizen's Academy.

FUTURE OPPORTUNITIES & CHALLENGES

- The Clerk's office consists of two staff and is the primary support office for the County Board of Commissioners and provides secondary support and training for the 67 various advisory boards and commissions. The Clerk's office is also responsible for external communication to citizens. With the increasing demand for rapid access to information and records, the Clerk's office will need to consider increasing staff size in the upcoming years to maintain the workload demands.
- The Clerk's office continues to seek opportunities to utilize technology in improving business processes, public participation and government responsiveness to citizens. This will be an area that the office continues to focus on.

BOARD OF ELECTIONS

Charlie Collicutt, Director

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

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BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Administration	1,583,453	2,920,976	2,920,976	2,703,074	2,536,328	-384,648	-13.17%
Elections	1,583,453	2,920,976	2,920,976	2,703,074	2,536,328	-384,648	-13.17%
EXPENSE							
Personnel Services	1,300,819	2,299,104	2,299,104	1,820,044	1,949,433	-349,671	-15.21%
Supplies & Materials	80,706	192,660	192,660	172,965	172,965	-19,695	-10.22%
Other Services & Charges	201,928	429,212	429,212	710,065	413,930	-15,282	-3.56%
Total Expense	1,583,453	2,920,976	2,920,976	2,703,074	2,536,328	-384,648	-13.17%
REVENUE							
Charges for Services	46,525	355,837	355,837	0	0	-355,837	-100.00%
Miscellaneous Revenues	657	1,385	1,385	700	700	-685	-49.46%
Total Revenue	47,182	357,222	357,222	700	700	-356,522	-99.80%
County Funds	1,536,271	2,563,754	2,563,754	2,702,374	2,535,628	-28,126	-1.10%
Positions	0	16	16	16	16	0	0.00%

DEPARTMENTAL PURPOSE

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

FY2017 GOALS & OBJECTIVES

- Effectively and efficiently conduct the November 8, 2016 Presidential Election.

- Successfully carry out photo ID laws for a very large and visible presidential election, which will involve educating voters and enhanced training for precinct officials.
- Conduct list-maintenance on the voter registration database in accordance with federal and state law.

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The Elections department expenditures will decrease by approximately 13% due to a decrease in the number of elections in 2016 from 4 to 1.
- The budget contains the cost to mail notices to all county voters in the event that there is further redistricting of any electoral districts. Budgets for other supplies and materials such as printing and equipment rental have also increased due to the high expected voter turnout.
- The budget also includes an additional \$5,770 in part-time salaries to allow the department to increase the salaries of precinct officials as requested by the County Board of Elections.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- Successfully executed the 2016 Primary election. This election saw a voter turnout of over 35%, which was higher than the last presidential primary election in 2012.
- Effectively implemented the new photo ID laws. This was the first election conducted under new laws enacted in 2013 that required voters to show photo ID at the polls.
- Used over 1,300 Election Day and early voting workers for the combined primary which involved recruitment, scheduling, and training prior to Election Day.
- Processed almost 57,000 voter transactions, including new registrations and information updates, during the year.

KEY PERFORMANCE MEASURES

	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Projected	Target
% of Voting Age Population registered	97%	91%	89%	93%	93%
% of Provisional Ballots Counted	41%	60%	43%	35%	35%
Number of Elections	4	2	4	2	N/A
County funds per registered voter	\$5.13	\$7.22	\$5.10	\$7.82	N/A
Number of duplicate registrations processed	6,937	16,302	6,290	22,000	22,000
Total transactions	29,878	63,660	56,900	115,000	115,000

FUTURE OPPORTUNITIES & CHALLENGES

- State legislation has been passed that will eliminate the county's use of the current electronic touch-screen voting system by in 2019. The current system was purchased in 2006 and will need to be replaced by a paper-based voting system that could cost approximately \$10 million.
- There have been lawsuits filed in both State and Federal courts regarding current voting laws passed in 2013. There may be some legal resolution this year, however it is possible that litigation stretches into future years.
- The Board of Elections is still a plaintiff in a lawsuit with the City of Greensboro regarding their districts and method of election.
- The City of High Point municipal elections will change from being held in November of the even-years to an October and November odd-year election schedule. This will change the schedule of when the revenue for conducting this election will be received, but not substantially change the amount.

FINANCE

Reid Baker, Director

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

Organizational Excellence

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BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Finance	2,263,232	2,594,021	2,668,426	2,567,626	2,557,485	-36,536	-1.40%
Finance	2,263,232	2,594,021	2,668,426	2,567,626	2,557,485	-36,536	-1.40%
EXPENSE							
Personnel Services	2,064,569	2,370,997	2,370,997	2,343,065	2,339,174	-31,823	-1.30%
Supplies & Materials	18,811	33,504	33,990	33,500	29,250	-4,254	-12.70%
Other Services & Charges	179,852	189,520	263,439	191,061	189,061	-459	-0.20%
Total Expense	2,263,232	2,594,021	2,668,426	2,567,626	2,557,485	-36,536	-1.40%
REVENUE							
Charges for Services	86,672	78,000	78,000	80,000	80,000	2,000	2.60%
Total Revenue	86,672	78,000	78,000	80,000	80,000	2,000	2.60%
County Funds	2,176,560	2,516,021	2,590,426	2,487,626	2,477,485	-38,536	-1.50%
Positions	0	27	27	27	27	0	0.00%

DEPARTMENTAL PURPOSE

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

FY 2017 GOALS & OBJECTIVES

- Identify potential problem areas under the new metrics employed by the ratings agencies and be prepared to address during the ratings process.
- Effective management of debt through the utilization of bond anticipation notes and/or successful bond issuance including a refunding if savings opportunities are considered adequate under then market conditions. (Municipal Advisor and LGC recommended)
- Recommend policies and highlight factors that can improve the County's financial outlook and maintain our triple A ratings.
- Mitigate risks related to continuity of operations with management-level staff through cross training; responsibilities include Finance Director, Accounting Manager, Cash & Debt Manager, Financial Reporting Manager and Sr. Finance Business Analyst.
- Fill open positions including Deputy Finance Director and Finance Business Analyst by the end of the FY2017 fiscal year.
- Implement new accounting and reporting requirements of the Governmental Accounting Standards Board and/or Local Government Commission. (FY2017 includes new Other Post-Employment Benefits (OPEB) reporting requirements)

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The Finance budget has a net decrease of \$38,536 or just under 2%. This is primarily due to adjustments in salaries from vacant positions as well as general alignments in various budget lines to better reflect actual expenditures. Overall the budget remains unchanged from the prior year.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- Maintained a "triple A" rating with a stable outlook from all three rating agencies on all general obligation bonds.
- Successfully refunded \$100 million in bonds at a net present value savings of \$7 million and annual cash flow savings through fiscal year 2029 totaling \$7.9 million.
- Maintained a high level of productivity per employee in all department functions.
- Finalized testing of updates to version 10 of the Lawson financial system and rolled out the update County-wide.
- Continued to manage School and Community College capital cash needs without long term bond financing to further minimize future debt peaks and save on interest costs.
- Contracted for the services of a Municipal Advisor on the bond refunding, worked with them to identify potential problem areas under the new metrics employed by the ratings

agencies and prepared presentations that highlighted the County's strengths and mitigated our weaknesses.

KEY PERFORMANCE MEASURES

	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Projected	FY18 Target
Awarded the Certificate of Achievement for Excellence in Financial Reporting from GFOA	YES	YES	YES	YES	YES
GO Bond Rating evaluation from bond rating agencies	AAA	AAA	AAA	AAA	AAA
# of basis points (excluding bond funds) over/under average annual trust yield	35	30	32	35	40
# of vouchers and checks processed per accounts payable employee	21,250	23,039	24,000	24,000	24,000
# of checks and deposit advices per payroll employee (based on current bi-weekly payroll)	32,344	33,769	34,000	34,000	34,000
# of account receivable statements and payments per accounts receivable employee	19,660	21,634	22,000	22,000	22,000

FUTURE OPPORTUNITIES & CHALLENGES

- Gradual improvement in the economy has both the Federal Open Market Committee and the financial markets anticipating an increase in interest rates. While a rise in rates will help future investment returns, the current environment provides challenges both for investment of idle cash relative to extending maturities, and issuance of debt to take advantage of short-term opportunities without waiting too late to lock in current favorable long-term rates.
- Finance will work with Human Resources to provide the actuary with information they need to update the County's Health Care Benefits Plan actuarial valuation as required for FYE 2016 reporting. The most current valuation dated December 31, 2015 reports the County's unfunded actuarial liability for these other post-employment benefits (OPEB) at almost \$142 million and the annual contribution to fund this liability in excess of \$13 million, down significantly from the previous actuarial valuation amounts of \$246 million and \$23 million, respectively. (The County's current annual contribution is equal to the current year's cost of health insurance benefits for qualified retirees on a pay-as-you-go basis.) The issue of funding OPEB has been significantly improved with the provision of a fully insured Medicare advantage plan that removed the future claims liability of Medicare-eligible retirees from the self-funded plan. Future funding should consider factors including premiums charged to qualifying employees/retirees and County, benefits provided by the plan, cost-saving initiatives such as a Wellness

Program, etc. The County should be able to manage this liability on a pay-as-you-go basis even though additional contributions towards the actuarially computed contribution amount are recommended as well.

- 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 194 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 absence of a new bond issue in the past few years has provided some relief in recent budgets; however, \$160.17 million in bonds remains to be issued by May 2018. Structuring future issues to minimize the budgetary impact of increased debt while providing for fiscally prudent amortization of the County's long-term obligations will be a challenge for the foreseeable future. The \$50 million privately placed General Obligation Bond Anticipation Note drawdown program initiated by Finance is available until June 2017 to help meet this challenge.
- Finance's management and other high level staff are approaching retirement. While Finance has "done more with less" as requested by the Boards during the recent economic downturn, we have done so at some risk. Finance plans to mitigate risks related to continuity of operations by filling open positions and cross training duties and responsibilities where these risks lie. A side benefit to the cross training will include an expectation to recommend changes to policies and procedures that can improve efficiencies of our operations.

HUMAN RESOURCES

John Dean, Director

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

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BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Administration	1,597,989	1,662,709	1,667,256	1,654,665	1,614,253	-48,456	-2.91%
Other/Retiree Insurance	5,528,921	6,181,740	6,181,740	6,181,740	6,181,740	0	0.00%
Human Resources	7,126,911	7,844,449	7,848,996	7,836,405	7,795,993	-48,456	-0.62%
EXPENSE							
Personnel Services	6,994,141	7,649,305	7,649,305	7,630,449	7,617,696	-31,609	-0.41%
Supplies & Materials	9,543	15,492	15,492	20,050	14,997	-495	-3.20%
Other Services & Charges	123,227	179,652	184,199	185,906	163,300	-16,352	-9.10%
Total Expense	7,126,911	7,844,449	7,848,996	7,836,405	7,795,993	-48,456	-0.62%
REVENUE							
Miscellaneous Revenues	56,269	58,591	58,591	58,591	58,591	0	0.00%
Total Revenue	56,269	58,591	58,591	58,591	58,591	0	0.00%
County Funds	7,070,641	7,785,858	7,790,405	7,777,814	7,737,402	-48,456	-0.62%
Positions	0	18	18	18	18	0	0.00%

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 2017 GOALS & OBJECTIVES

- Implement new parental leave hours effective July 1, 2016 as approved by the Board of Commissioners.

- Develop a County-wide Learning & Development Committee to pool training resources and to target and address areas of improvement needed in order to maximize employee performance and organizational effectiveness.
- Collaborate with the IS Department to begin launching online training programs for employees by using Skype for Business, SharePoint and similar distance learning technologies.
- Complete dependent benefit audit.
- Gather data from employees to track newly created Federal ethnicity codes and update HR system accordingly.
- Analyze and implement compensation and FLSA status strategy regarding new FLSA changes.
- Participate in Lawson system service pack updates.
- Modify HR system for 2016 ACA reporting to incorporate reporting on the new benefit plans.
- Complete KRONOS system upgrade to include creating new training tools and providing hands-on training. Configure and launch KRONOS Mobile as a convenience to supervisors.
- Solicit bids for health care administrative services contract and stop loss premiums through benefits consultant.
- Implement wellness initiatives as approved by BOCC.
- Work with IS Department to implement electronic on-boarding for all new hires and re-hires.
- Redesign current NEOGOV job opportunities website.
- Review all Guilford County job descriptions and JERS to ensure accuracy and compliance.
- Revamp the exit interview process to include a monthly report of findings.
- Conduct customer service survey.

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The FY 2017 adopted budget decreases county funding for Human Resources by \$45,893 or just under 1%. The decrease is largely attributable to operational reductions that help to align the budget with actual spending.
- Although County funding is decreasing for FY 2017, HR will continue the focus on enhancements in Training and Development, which includes providing more training opportunities for County employees. As this function expands, additional funding may be required to sustain in the future.

- The 2017 revenue budget for Human Resources remains unchanged, reflecting a stable projection of health savings forfeitures.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- Successfully implemented the 1095-C Lawson module, prepared and distributed those forms to employees, retirees, terminated staff, COBRA participants and dependents in advance of the 3/31/16 IRS deadline. By doing this in-house we avoided an expenditure of \$19,008 in outsourcing, which a lot of entities were doing.
- Launched pro-rated merit process for employees successfully completing their introductory period.
- Revised the entire handbook of personnel regulations including the addition of 7 new ones.
- Developed County-wide training initiative in various topics including customer service, leadership, and supervisory skills.
- Revised and refined Halogen Performance Management System to enhance its effectiveness for Guilford County departments.
- Developed and instituted training curricula designed for Guilford County supervisors and managers that targeted areas of development needed to optimize supervisory effectiveness. Three “Supervisor Bootcamps” were conducted each lasting 8 weeks.
- Obtained a temporary employment service to employ Animal Shelter employees until we on-boarded them as County employees.
- Completed biometric screenings, implemented new associated benefit plans and rates with wellness discounts and communicated with employees.
- Gathered input from employees to determine number of school-aged dependents.
- Began contracted dependent audit prior to year-end.
- Requested and evaluated information from wellness vendors.
- Established employee wellness committee.
- Changed stop loss insurance vendors, resulting in a savings of over \$35,000.
- Implemented program to complete background checks on all benefited new hires.
- Revamped the recruitment and selection process to reduce time to fill positions.
- Revamped the salary review process to ensure internal equity regarding how salaries are determined with promotions, demotions, and new and re-hired employees.
- Improved the process of reviewing employee relations matters by having meetings with key personnel (HR, Legal, and Department Director) rather than through numerous e-mails. This has resulted in improved communication and a reduction in time.

KEY PERFORMANCE MEASURES

	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Projected	Target
Review all county positions for internal equity and evaluate each salary offer for internal equity on an ongoing basis.	100%	100%	100%	100%	100%
Process and administer disciplinary actions and complaints allegations	95%	100%	100%	100%	100%
Post 100% of vacancies within 2 business days	100%	100%	100%	100%	100%
Achieve KRONOS supervisor training satisfaction level at 95% or higher	96%	96%	96%	96%	95%
Conduct benefit enrollment and timekeeping training	100%	100%	100%	100%	100%
Increase participation in online health risk assessments	1%	25%	40%	50%	60%
Complete and return 100% of market survey requests	100%	100%	100%	100%	100%
Complete performance evaluations by established due dates	N/A	99%	99%	99%	99%

FUTURE OPPORTUNITIES & CHALLENGES

- Redesign wellness rewards program.
- Participate in major Lawson and Kronos system upgrades.
- Design and implement enhanced performance evaluation system/process.
- Review County Personnel Regulations and propose changes as needed.
- Evaluate and implement Affordable Care Act provisions as required.
- Expand and develop our use of distance learning technologies to maximize training opportunities and resources.

INTERNAL AUDIT

Deborah Alston, Director

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

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BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Internal Audit	443,806	502,883	503,603	547,959	538,836	35,953	7.10%
Internal Audit	443,806	502,883	503,603	547,959	538,836	35,953	7.10%
EXPENSE							
Personnel Services	432,342	484,370	484,370	514,225	513,342	28,972	6.00%
Supplies & Materials	1,614	3,324	4,044	9,324	7,824	4,500	135.40%
Other Svcs & Charges	9,849	15,189	15,189	24,410	17,670	2,481	16.30%
Total Expense	443,806	502,883	503,603	547,959	538,836	35,953	7.10%
REVENUE							
County Funds	443,806	502,883	503,603	547,959	538,836	35,953	7.10%
Positions	0	5	5	5	5	0	0.00%

DEPARTMENTAL PURPOSE

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

Internal Audit also continues to manage Guilford County's Fraud Hotline. An employee fraud hotline is required under the 2007 Deficit Reduction Act, and Guilford County has also made it available to the general public through the County website.

FY 2017 GOALS & OBJECTIVES

- Increase efficiency and effectiveness of audit work through in-house staff training on Audit Command Language (ACL) by our Information Services Auditor.

- Enhance staff skills, knowledge and ability with an emphasis on meeting Generally Accepted Governmental Auditing Standards and professional auditing standards as outlined by the Institute of Internal Auditors via specialized training in preparation for a Peer Review in fiscal year 2018.
- Work closely with DHHS staff to improve internal control material weaknesses and to meet compliance requirements with the goal of reducing Single Audit findings in fiscal year 2017.
- Continue to perform operational audits and internal control reviews of cash handling locations to strengthen the County's internal control structure and enhance revenue.
- Perform more reviews of the County's automated systems to determine whether general application and access controls are properly established to protect the data.
- Assist departments by utilizing the IT auditor to identify and encourage the use of features in their systems to automate manual processes in order to improve efficiency and effectiveness of activities.
- Continue to focus on providing useful, value-added recommendations by focusing on how departments can increase efficiency and effectiveness.
- Renew our focus on fraud through awareness of our Fraud Hotline via internal and external advertising by end of the 2017 fiscal year.

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The Internal Audit budget increased by \$35,953 or 7% due primarily to an increase in personnel expenses resulting from all positions in the department being filled.
- Supplies & Materials has a net increase of \$4,500 with the addition of funding to replace office furniture that is in poor condition. This replacement will take place over FYs 2017 and 2018.
- Other Services & Charges has a net increase of \$2,481 due to additional transportation & travel and training funds.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- Internal Audit completed Single Audit assignments in record time this past fiscal year and met the projected deadline of August 31st.
- Proactively worked with DHHS to improve internal controls which resulted in a 58% decrease in Single Audit findings from the previous year.
- Increased the number of internal control reviews and cash audits from zero (0) to ten (10) in fiscal year 2016. Provided value-added recommendations to departments to enhance the internal control structure to prevent, detect and deter misappropriation of County assets.

- Improved internal controls and enhanced revenue at High Point Parking Deck. Revenue increased by 31% within 6 months after the audit was completed.
- Increased knowledge and proficiency of Internal Audit staff by providing NCFAST training as well as one-on-one training to enhance skills to meet governmental auditing standards in preparation for Peer Review in fiscal year 2018.
- Hired an Information Services Auditor which has contributed to thorough reviews of three of the County's automated systems. Value-added recommendations were made to utilize features in the systems to automate manual processes to improve efficiency and effectiveness. Recommendations were outlined to improve data integrity and data security.
- Continued to improved internal processes for handling petty cash throughout the County and enhanced sales tax reimbursement by requiring use of petty cash funds to make purchases rather than use of personal debit/credit cards.

KEY PERFORMANCE MEASURES

	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Projected	Target
Recommendations accepted and implemented by departments	95%	95%	95%	95%	95%
Performance/Outside Agencies audit reports prepared and issued	11	8	8	8	8
Compliance audits completed	19	20	20	20	20
Data Internal Control Evaluations	5	4	4	4	4
Cash Audits and Internal Control Reviews	11	10	10	10	10

FUTURE OPPORTUNITIES & CHALLENGES

- 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 has been able to provide this much needed service. However, this will continue to be a challenge for the Internal Audit Department as new systems and modules to existing systems are implemented.
- Internal Audit also faces the challenge of ensuring that staff have the proper training needed to meet the standards required by Generally Accepted Governmental Auditing Standards as well as standards set forth by the Institute of Internal Auditors in preparation for a Peer Review in fiscal year 2018.

PURCHASING

Bonnie Stellfox, Director

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

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BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Administration	339,932	397,236	397,825	402,970	399,159	1,923	0.50%
Property and Other	484	1,800	1,800	1,800	1,800	0	0.00%
Purchasing	340,416	399,036	399,625	404,770	400,959	1,923	0.50%
EXPENSE							
Personnel Services	325,906	377,897	377,897	384,135	382,324	4,427	1.20%
Supplies & Materials	3,842	3,960	4,280	3,960	2,160	-1,800	-45.50%
Other Services & Charges	10,669	17,179	17,448	16,675	16,475	-704	-4.10%
Total Expense	340,416	399,036	399,625	404,770	400,959	1,923	0.50%
REVENUE							
County Funds	340,416	399,036	399,625	404,770	400,959	1,923	0.50%
Positions	0	5	5	5	5	0	0.00%

DEPARTMENTAL PURPOSE

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

FY 2017 GOALS & OBJECTIVES

- Increase GOVDEAL sales to increase revenue by 20%, or an additional \$38,000, for the County by working with departments to increase knowledge of available services and sale procedures through the end of the fiscal year.
- Continue to provide minorities and women equal opportunity to participate in all aspects of Guilford County's contracting and purchasing programs.
- Complete rollout of Procurement Cards (P-Cards) to departments including mandatory training sessions by the end of 2016.

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The FY 2017 Purchasing budget increased by \$1,923 or less than 1%, over the FY 2016 adopted budget. The increase is primarily due to an increase in personnel costs which were off-set in part by a separate reduction in advertising expenses.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- Started implementation of the County's P-Card program including department trainings and issuance of cards to select departments. Full rollout of the program is anticipated to be completed in FY 2017.
- Managed the Guilford County GOGAS/WEX Fleet Fuel Card program which has approximately 1,571 drivers with an estimated 752 active fuel cards, totaling an average annual purchase of \$696,360 in FY15 with FY16 purchases projected to remain at the same level due to price of fuel dropping.
- Conducted outreach efforts within the community to include MWBE efforts, encouraging vendor participation in the bidding process, addressing community concerns.

KEY PERFORMANCE MEASURES

	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Projected	Target
Number of requisitions received	5,901	5,950	6,000	6,000	demand
Number of purchase orders processed	5,901	5,950	6,000	6,000	demand
Number of informal bid proposals	31	24	25	27	demand
Number of formal bid proposals	26	26	26	27	demand
Number of RFPs	18	14	14	18	demand
Number of contracts awarded - Strategic Sourcing	47	48	48	40	50

	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Projected	Target
Number of contracts awarded via competitive bidding process	78	86	90	80	90
Active contracts managed per FTE	243	241	240	225	240
Percent of procurement dollars award to MWBE vendors	8%	8%	10%	10%	10%
Total number of vendors managed	2,931	4,610	4,610	3,995	demand
Percent of MWBE vendors of total vendors	38%	32%	32%	30%	30%
Dollar value of items sold on Gov Deals and other auctions	235,212	273,000	300,000	843,985	300,000
Total number of GOGAS FLEET FUEL CARDS managed by Purchasing	751	700	700	752	demand
Total number of Guilford County Drivers Information for GOGAS Fleet Fuel Card Program managed by Purchasing	1,650	1,725	1,725	1,571	1,725

FUTURE OPPORTUNITIES & CHALLENGES

- As the County P-Card program is rolled out, it is anticipated to impact the current processes for purchasing, travel, and other expense reimbursements. This impact is anticipated to be positive and increase efficiency by reducing the amount of reimbursements that need to be processed and by making it easier for staff to procure items at lower cost. It will, however, need to be monitored to ensure the implementation is effective and any unintended effects are mitigated to ensure the program achieves its goals.
- In conjunction with the Legal Department, Purchasing will provide training to Department Directors and designated employees on RFP's, Formal, and Informal Bids processes. Work with Legal Department in supporting the commodity and service contracting process. This coordination will allow departments to better participate in and generally improve the purchasing process.

REGISTER OF DEEDS

Jeff L. Thigpen, Register of Deeds

201 South Eugene St. P.O. Box 3427, Greensboro, NC 27402 (336) 641-7556

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BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Greensboro	1,608,789	1,672,189	1,672,189	1,687,095	1,673,600	1,411	0.08%
High Point	217,075	223,798	223,798	227,794	227,795	3,997	1.79%
Automation Enhance & Preservtn	341,276	303,464	340,514	303,971	303,971	507	0.17%
Register of Deeds	2,167,139	2,199,451	2,236,501	2,218,860	2,205,366	5,915	0.27%
EXPENSE							
Personnel Services	1,715,778	1,763,440	1,763,440	1,781,675	1,788,833	15,393	0.87%
Supplies & Materials	72,551	101,677	126,677	101,000	95,000	-6,677	-6.57%
Other Services & Charges	362,562	334,334	262,823	336,185	331,533	-2,801	-0.84%
Capital	16,248	0	83,561	0	0	0	0.00%
Total Expense	2,167,139	2,199,451	2,236,501	2,218,860	2,205,366	5,915	0.27%
REVENUE							
Taxes	2,434,052	2,050,000	2,050,000	2,400,000	2,500,000	450,000	21.95%
Licenses and Permits	93,425	82,008	82,008	86,500	86,500	4,492	5.48%
Charges for Services	1,604,947	1,572,157	1,572,157	1,639,000	1,639,000	66,843	4.25%
Appropriated Fund Balance	502,288	70,041	107,091	62,384	62,384	-7,657	-10.93%
Miscellaneous Revenues	657,839	603,357	603,357	603,361	603,361	4	0.00%
Total Revenue	5,292,550	4,377,563	4,414,613	4,791,245	4,891,245	513,682	11.73%
County Funds	-3,125,411	-2,178,112	-2,178,112	-2,572,385	-2,685,879	-507,767	23.31%
Positions	0	25	25	25	25	0	0.00%

DEPARTMENTAL PURPOSE

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

FY 2017 GOALS & OBJECTIVES

- Begin eRecording of Plats
- Complete Due Diligence on eMortgage Initiative with NC Secretary of State's office
- Complete Due Diligence on returning Land Record documents at point of filing
- Create a One-Stop Webpage for End of Life Resources
- Relocate Vital Records to First Floor of BB and T building
- Increase Business Participation in Thank A Vet from 270 to 350

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The FY 2017 adopted budget shows an increase in total expense of \$8,757 or less than 1%. This increase is attributable to a \$18,235 increase in personnel services that is partially offset by decreases in other areas.
- The FY 2017 adopted budget shows an increase in total revenue of \$513,682 or 11.7%. \$400,000 of this increase is due to an expected increase in excise tax collections at the High Point office.
- Net County funds will decrease by \$504,925 or 23.2%. This is due to the expected increase in total revenue for FY 2017.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- Implemented Thank A Vet Program
- Online Vital Records Requests and Payment
- Receiving Credit Cards in Office was promoted and accepted
- The Fraud Alert System was maintained and utilized
- Created Slavery Deeds search and Exhibit for genealogists
- ROD, Tax and GIS implemented new Pictometry/ChangeFinder program

KEY PERFORMANCE MEASURES

	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Projected	Target
Greensboro & High Point offices					
Real Estate Documents Processed	80,000	82,000	82,000	85,000	85,000
Vital Records Processed	69,500	69,500	69,500	75,500	75,500
Automation					
Cost per document recorded	\$14	\$14	\$14	\$16	\$16
Amount of revenue taken per employee	270,000	270,000	270,000	290,000	290,000
Percent of documents indexed without errors	98%	98%	98%	99%	99%

FUTURE OPPORTUNITIES & CHALLENGES

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

TAX DEPARTMENT

Ben Chavis, Director

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

Organizational Excellence

Provide the highest possible level of services by maintaining a fiscally sound organization that values a high performing, professional, and innovative workforce.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Greensboro	5,617,053	5,958,528	5,960,725	6,006,764	6,002,520	43,992	0.74%
High Point	-20	0	0	0	0	0	0.00%
Tax	5,617,033	5,958,528	5,960,725	6,006,764	6,002,520	43,992	0.74%
EXPENSE							
Personnel Services	4,073,107	4,275,868	4,275,868	4,393,058	4,386,114	110,245	2.58%
Supplies & Materials	36,706	211,608	58,471	62,900	56,500	-155,108	-73.30%
Other Services & Charges	1,507,220	1,471,052	1,626,386	1,550,806	1,559,906	88,854	6.04%
Total Expense	5,617,033	5,958,528	5,960,725	6,006,764	6,002,520	43,992	0.74%
REVENUE							
Charges for Services	1,822,786	1,705,074	1,705,074	1,775,095	1,775,095	70,021	4.11%
Miscellaneous Revenues	33,373	25,500	25,500	23,200	23,200	-2,300	-9.02%
Total Revenue	1,856,160	1,730,574	1,730,574	1,798,295	1,798,295	67,721	3.91%
County Funds	3,760,873	4,227,954	4,230,151	4,208,469	4,204,225	-23,729	-0.56%
Positions	0	63	63	63	63	0	0.00%

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; assesses but does not collect property tax on registered motor vehicles; 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 2017 GOALS & OBJECTIVES

- Achieve +99% property tax collection rate of County-Wide tax levy

- Explore opportunities to improve collection of Special Assessments
- Complete 2017 Real Property Revaluation

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The FY 2017 adopted budget shows an increase in total expense of \$40,936 or 0.7%. Drivers for this increase are VTS collections fees and personnel services although a large portion of the increases in these areas is offset by a \$165,372 reduction in Small Computer Equipment (Pictometry)
- The FY2017 adopted budget shows an increase in total revenue of \$67,721 or 3.9%. The primary driver for this is an expected increase in garnishment fees.
- Taking into account adjustments in revenues and expenses, Net County funds are expected to decrease by \$26,785 or 0.6%.

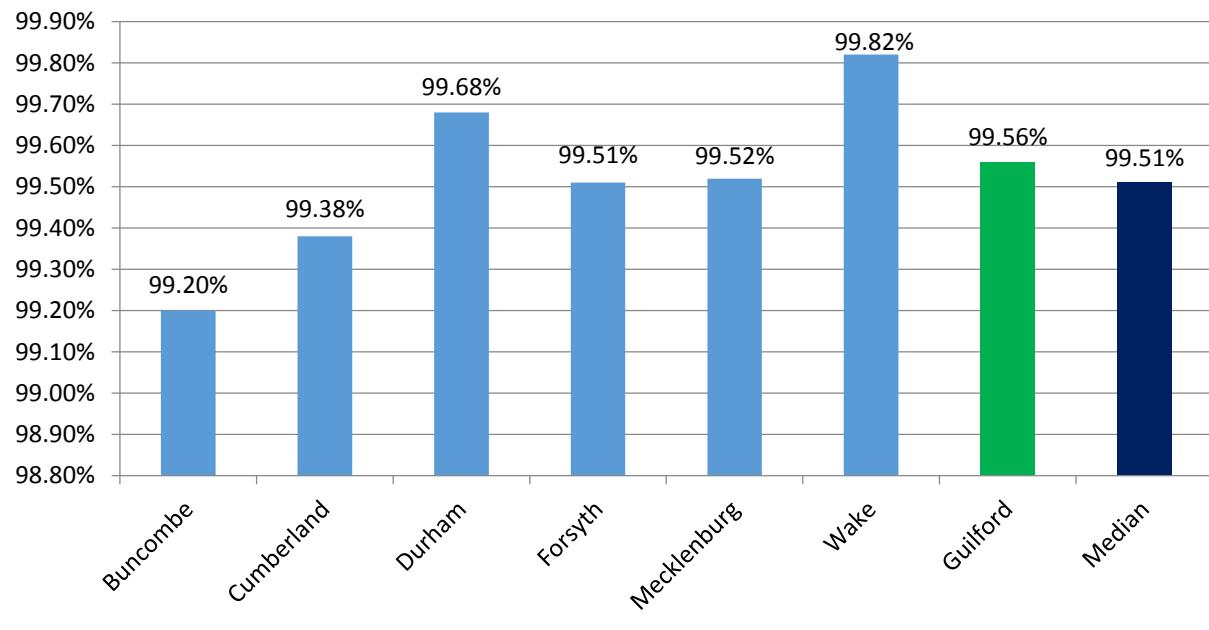
FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- Improved the combined tax collection rate over prior fiscal year.
- Implemented planning and data gathering stages of 2017 Real Property Revaluation.
- Maintained a +99% call handling ratio in the Tax Collection call center.
- Renewed collection agreements with county's municipalities
- Implemented Pictometry and Changefinder Real Property Discovery system
- Implemented web based Real Property enforced collection (Foreclosure) public information portal

KEY PERFORMANCE MEASURES

	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Projected	Target
County funding per \$1,000 tax dollars collected	\$10.63	\$11.35	\$11.35	\$11.35	\$11.35
% of current year tax levy collected (non-NCVTS)	98.99%	99.00%	99.05%	99.10%	99.00%
Number of customer calls taken per customer representative per day	100	100	120	100	100

Percent of 10 Year Levy Collected FY 2014-2015



FUTURE OPPORTUNITIES & CHALLENGES

- Continue to create efficiencies and opportunities for expanded customer service improvements in Collection Division.
- Test, debug, and implement new Denali CAMA real property listing and appraisal system.

Support Services

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

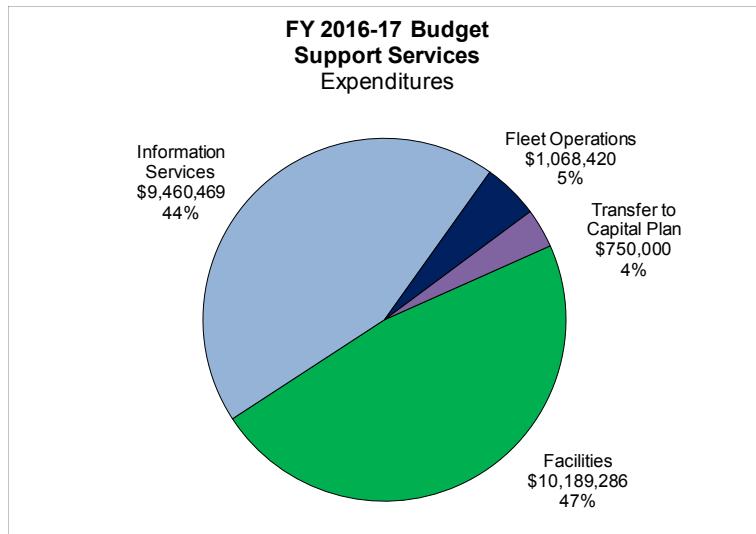
Administrative Support departments include:

- Facilities & Parks
- Information Services
- Fleet Operations
- Capital Program
- Technology Infrastructure

Expenditures

Guilford County will spend \$21.5 million for Support Services in FY 2016-17. This represents an increase of \$1.2 million or 6%, from the FY 2015-16 Adopted Budget due primarily to necessary replacement and maintenance costs for current operations and buildings.

Support Services departments account for approximately 4% of the total county expenditures for FY 2016-17.



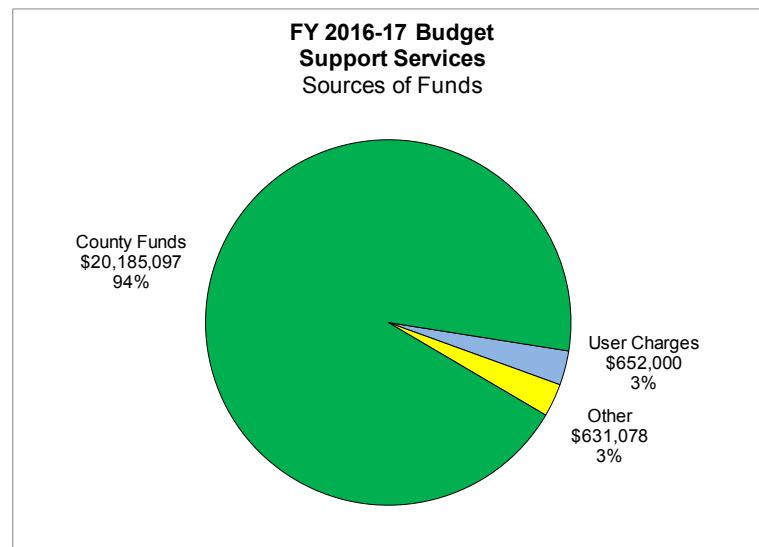
The Information Services (IS) department expects to update a majority of outdated laptops and desktops across all County departments. Information Services will also be looking to complete several initiatives including Disaster Recovery solutions and enhancements to the County's network and data security. The increase for Information Services is mainly driven by the ongoing cost of new software like Office 365 and Infor.

The budget includes funds in the Fleet Operations department to replace 24 high priority vehicles (for departments other than Law Enforcement, Emergency Services, and Animal Services) that have condition issues or high mileage. The budget also includes funds for 11 new vehicles, 10 of which are planned for assignment to Social Services. This will assist the County in progressing towards higher availability of County vehicles for positions requiring frequent local or regional travel.

The FY 2016-17 Recommended Budget includes a \$750,000 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). These funds will allow the County to address infrastructure and building needs without using additional debt. The \$1,050,000 reduction in this transfer from the FY 2015-16 adopted budget will allow the County to pay the costs associated with a debt issuance necessary to fund several critical capital projects.

Revenues

General County revenues will fund most (94%) 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.



	FY15 Actual	FY16 Adopted	FY16 Amended	FY17 Request	FY17 Adopted	vs. FY16 Adopted	
Department						\$ chg	% chg
Facilities	\$7,061,732	\$8,227,277	\$8,970,364	\$14,496,443	\$10,189,286	\$1,962,009	23.8%
Information Services	\$8,803,775	\$9,197,635	\$9,431,713	\$9,900,648	\$9,460,469	\$262,834	2.9%
Fleet Operations	\$640,519	\$1,074,145	\$1,195,857	\$1,184,903	\$1,068,420	(\$5,725)	-0.5%
Transfer to Capital Plan	\$0	\$1,800,000	\$1,800,000	\$1,800,000	\$750,000	(\$1,050,000)	--
Total Expenditures	\$16,506,026	\$20,299,057	\$21,397,934	\$27,381,994	\$21,468,175	\$1,169,118	5.8%
Sources of Funds							
Intergovernmental	\$25,401	\$0	\$0	\$0	\$0	\$0	--
User Charges	\$724,299	\$726,753	\$726,753	\$702,000	\$652,000	(\$74,753)	-10.3%
Other	\$761,759	\$655,331	\$655,331	\$696,618	\$631,078	(\$24,253)	-3.7%
County Funds	\$15,019,968	\$18,916,973	\$20,015,850	\$25,983,376	\$20,185,097	\$1,268,124	6.7%
Sources of Funds	\$16,506,026	\$20,299,057	\$21,397,934	\$27,381,994	\$21,468,175	\$1,169,118	5.8%
Permanent Positions	111.000	111.000	112.000	113.000	112.000	1.000	0.9%

FACILITIES

Robert McNiece, P.E., Facilities & Parks Director

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

Infrastructure

To provide safe and adequate public facilities that support the service, access, and technological needs of the public while optimizing the utilization of all properties.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY 2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Administration	501,986	654,323	758,641	860,364	871,364	217,041	33.17%
Buildings	2,580,994	2,880,256	3,522,794	8,923,269	4,715,541	1,835,285	63.72%
Operations	2,431,989	3,111,482	2,941,228	2,826,917	2,810,906	-300,576	-9.66%
Distribution Services	222,465	224,073	231,863	228,707	228,703	4,630	2.07%
Parking	114,778	109,132	106,654	130,517	129,406	20,274	18.58%
Courts	1,036,723	1,042,116	1,072,116	1,043,273	1,034,385	-7,731	-0.74%
Property Management	172,799	205,895	337,068	483,396	398,981	193,086	93.78%
Facilities	7,061,732	8,227,277	8,970,364	14,496,443	10,189,286	1,962,009	23.85%
EXPENSE							
Personnel Services	3,117,798	3,621,205	3,595,136	3,882,876	3,794,127	172,922	4.78%
Supplies & Materials	506,274	702,756	706,734	696,265	699,993	-2,763	-0.39%
Other Svcs & Charges	3,770,986	4,353,316	5,096,494	10,367,301	6,095,965	1,742,649	40.03%
Capital	0	0	22,000	0	49,200	49,200	100.00%
Other	-333,326	-450,000	-450,000	-449,999	-449,999	1	0.00%
Total Expense	7,061,732	8,227,277	8,970,364	14,496,443	10,189,286	1,962,009	23.85%
REVENUE							
Intergovernmental	25,401	0	0	0	0	0	0.00%
Charges for Services	724,299	726,753	726,753	702,000	652,000	-74,753	-10.29%
Miscellaneous Revenues	734,754	629,556	629,556	670,843	605,303	-24,253	-3.85%
Total Revenue	1,484,454	1,356,309	1,356,309	1,372,843	1,257,303	-99,006	-7.30%
County Funds	5,577,279	6,870,968	7,614,055	13,123,600	8,931,983	2,061,015	30.00%
Positions	0	61	62	63	62	1	1.64%

DEPARTMENTAL PURPOSE

The Facilities Department maintains County buildings, parks, and parking areas as well as the two County courthouses, provides internal and external mail distribution, manages County parking areas, and the inventory and sale of surplus County properties through the following divisions:

Administration: Performs overall business administration function of the entire department, including but not limited to: payroll, contracts management, maintaining inventory of supplies and materials, processing work orders, making recommendations to the building maintenance committee, and managing the departments financial and human resources. The department manages approximately 2.5 million square feet.

Buildings: Provides routine maintenance and management of special projects for all County-owned facilities.

Capital Projects: Handles capital projects for all county departments of Guilford County including new construction, major renovations and upgrades.

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

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

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

Court Facilities Fees: Mandated to provide building space and furniture for District 18 of the North Carolina State Court System.

Non-Court Facilities Fees: Provides miscellaneous equipment rental and services for District 18 of the North Carolina State Court System.

Property Management: Provides real estate services (site selection, surveying, assessment, appraisal and leasing), as well as planning and project management for the County's major building and renovations projects.

The County's **Parks** division is also part of the Facilities department; more information on this division can be found in the Parks Division budget section.

FY2017 GOALS & OBJECTIVES

- Provide high quality, responsive services to the public and other County departments in the most efficient and effective manner possible.
- Support the Parks Department with Capital and Non-capital projects.
- Collaborate with Information Systems to improve work flow and the collection of needed information through the new facilities management system with goals of maximizing efficiency and responsiveness to ensure facilities used by the public, the Board of

Commissioners, State Court and County staff are safe, clean, well-maintained, and presentable.

- Working with Duke Energy and other vendors to take advantage of incentive programs to reduce budget expenditures.
- Continuing to develop standardized construction and lease document forms and templates to improve workflow and timeliness for numerous county departments.
- Accomplish second year of Facilities Special Maintenance Plan which consists of projects identified in Facility Condition and other assessments that will be completed in priority order as funding allows.
- Develop building optimization plan for County buildings that takes into account department needs and workflows while also maximizing use of existing space to reduce the County's overall space requirements.
- Continue to provide county buildings and offices with the most efficient and effective mail services possible. Reduce postage costs countywide by educating staff on more efficient methods of mailing.
- Provide the public and county staff with clearly marked and well maintained parking lots, while increasing revenues for leased spaces in an ever changing & challenging environment.
- The Property Management Division is actively managing the sale of surplus County Property as directed by the Board of County Commissioners as well as exploring more efficient means to accomplish that goal.
- Continue introducing and developing marketing strategies and programs to aid in the disposition of properties to reduce current inventories of unused facilities.

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The Facilities Department's FY 2017 net budget will increase by \$2,061,015 or 30% over the FY 2016 adopted budget. This is partly due to the City of Greensboro cancelling their lease at 301 N. Raleigh Street, which housed their Job Links Program, as well as the continued reduction in facilities fees received from the NC State Clerk of Courts and the loss of parking revenue due to sale of property at the corner of Bellemeade & Eugene streets.
- Other Services & Charges have increased by \$1,742,649 or 40% to support the additional property management functions in the department as well as the need for more staff training to maintain necessary professional certification and actual telephone, and utility costs. In addition, all non-capital special facilities funds have been budgeted under the Facilities Department for the first time in FY 2017 and will be transferred out to

departments as projects are completed. As a result, while the Other Services & Charges line increased significantly, other departments' budgets decreased accordingly and there has been no impact on the total funding as a result of this change.

- The FY 2017 budget also includes an additional \$10,000 for temporary staffing services to supplement permanent staff and allow the department to cover vacancies in critical positions.
- The Facilities Department manages the County's Special Facilities Plan, which identifies major facility maintenance needs over the next several years. The facility maintenance needs, as well as the Large Equipment needs are listed in the Multi-Year Plans section of the FY 2017 Recommended budget.
- The recommended FY 2017 budget includes a \$10,000 increase for the Facilities Department to improve internal services.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- Reviewed and realigned department operations to improve responsiveness and efficiency by aligning resources and similar operations while reducing span of control to improve accountability. This realignment has included several position reclassifications to better match positions and responsibilities with department functions.
- Completed Phase 1 renovation to the outdated Bur-Mil Park Clubhouse to increase the revenue for the Park Department due to an increase in reservations for events. Two additional phases are planned for this facility. Repairs were also made to the aquatic center at Bur-Mil Park.
- Completed the 23,700 square foot Sheriff's Department Special Operations building on time and on budget.
- Completed a study and identified possible structural issues with the High Point parking deck and have completed the design for Phase 1 of the repairs.
- Completed a study and identified possible structural issues with the Independence parking deck and installed additional shoring devices.
- Completed the design and the construction for new HVAC controls at Juvenile Detention Center.
- Restructure work order call line to continue to receive and dispatch all maintenance requests in a timely and professional manner. Park informational calls were also added to the call line to improve customer service to the public.
- Maintained all County facilities and completed maintenance projects within budgeted funds.
- Continued energy efficient upgrades that include modifying light fixtures throughout County and installing higher efficiency HVAC systems.

- Completed building assessments for all major County buildings and provided the Budget Department with a 20-year plan.
- Completed projects at the Independence Building for window repairs and elevator modifications.
- Completed Phase 1 of the Board-approved Prison Farm Transition Plan.
- Completed phase 1 of the High Point Courthouse renovations that will increase the square footages occupied by the Clerk of Courts, District Attorney and Public Defender offices, therefore eliminating their overcrowded conditions.
- Completed paving and ramp repairs to Phill G. McDonald governmental plaza. The plaza's current crumbling condition was a safety issue for the citizens of Greensboro and Guilford County. All repairs had to comply with ADA and State Accessibility Codes and be completed before the downtown folk festival celebrations in September 2015.
- Completed Phase 1 of the High Point Plaza step repairs which were a safety issue.

KEY PERFORMANCE MEASURES

	FY15 Actuals	FY16 Projected	FY17 Projected	FY18 Projected	Target
Building Management					
Total Square Feet Maintained	2,335,327	2,300,000	2,400,000	2,500,000	n/a
Contracted Routine Maintenance Budget per Sq. Ft.	new	\$0.582	\$0.563	\$0.540	\$0.90
Routine Repairs & Maintenance Budget per Sq. Ft.	new	\$0.239	\$0.229	\$0.220	\$0.35
Special Facility Projects Funding per Sq. Ft	new	\$0.686	\$1.25	\$1.20	\$2.13
Property Management					
Number of Active Projects with Total Cost of \$30,000 or more	14	14	14	44	44
Percent of Projects Completed On Time	100%	100%	100%	100%	100%
Percent of Projects Completed Within Budget	100%	100%	100%	100%	100%
Projects Managed per FTE	14	14	14	18	18
Number of Leaseholders	31	31	28	30	30
Total Generated from Leases Annually	\$448,326	\$465,000	\$411,000	\$454,000	\$350,000
Surplus, Foreclosed, and other Properties Sold Annually	3	5	10	15	20
Operations					
Issues Received by Call Line	7,166	10,000	10,500	11,500	demand

	FY15	FY16	FY17	FY18	
	Actuals	Projected	Projected	Projected	Target
Work Orders Completed	4,482	9,000	10,000	11,500	demand
Proactive Work Orders	3,344	5,500	6,500	7,500	demand
Reactive Work Orders	1,027	3,000	2,500	2,250	demand
Other Work Orders	111	500	1000	1750	demand
Total Work Orders per FTE	144	290	294	302	250
Road Signs Installations, Repairs & Replacements	171	195	200	210	215
Distribution					
Total Outgoing USPS Pieces	534,266	578,000	570,000	560,000	560,000
Total Discounted Pieces	221,446	231,200	232,000	252,000	300,000
Annual Mail Room Postage Use	\$333,325	\$343,000	\$343,000	\$300,000	\$300,000
Total Pieces per FTE	133,565	144,500	145,000	140,000	150,000
Parking Management					
Total Spaces Managed	1,970	1,769	1,769	1,769	demand
Employee Parking Space Assignments	742	742	742	742	demand
Non-Employee Parking Space Assignments	297	275	275	280	demand
Total Parking Revenue Collected	\$101,556	\$100,000	\$105,340	\$106,600	\$125,000

FUTURE OPPORTUNITIES & CHALLENGES

- Guilford County has a building portfolio of over 110 buildings with over 2.5 million square feet of conditioned space. In addition, there is over 6,000 acres of parks, trails and open space. For the past several years due to financial constraints, many needed projects have been deferred. Although every effort was made to maintain the infrastructure, in some cases the delay in needed major projects such as roofs, HVAC equipment, and parking decks has resulted in additional deterioration and mechanical failures that must be addressed.
- For the coming fiscal years, significant effort will continue to be expended to accurately prioritize maintenance repairs in a fiscally responsible manner while also balancing the need to maximize operational life of equipment. The requested budget increases the available funding from the prior year and will allow us to begin to address the most pressing needs, but many items will remain unfunded and needs will continue to accumulate due if insufficient funding is allocated to facility maintenance.
- The Facilities Department's ability to implement proactive building improvements such the installation of energy efficient features and systems that will help reduce long-term County costs in both maintenance and energy usage is limited due to current funding levels and the number of deferred maintenance items.
- Animal Shelter – Alternative locations for the Guilford County Animal Shelter are under review. The current space is inadequate to meet County needs. We will determine criteria that will produce alternatives that provide better response times and reduced operating costs. This search will encompass current properties on the open market, properties

currently owned by the County and the existing location. We have determined the physical area that received the highest number of Animal Control service calls, pet adoptions and stray pick-ups. Finding the most appropriate site as it relates to costs and convenience will remain paramount and will serve as a canonical model to follow for future similar needs concerning other service areas and departments.

- EMS Central Headquarters – The new EMS Headquarters will house all EMS training areas, Fire Marshalls staff, administration staff, Main Warehouse/Medical Storage, Fitness area, truck prepping area, Fuel Island and vehicle wash.
- EMS Prototype – The 4,400 Square Foot building will house an EMS standalone base and will set on less than a one-acre site. The building will have bays for two trucks and sleeping quarters for four employees. Estimated Cost for this facility is \$1,050,000.
- Otto Zenke Building & Old Greensboro Jail – The Old Jail will be repurposed and renovated as a Law Enforcement Administration building to house all Law Enforcement administration functions currently housed in the Otto Zenke building as well as public service functions already located in the ground floor of the Old Jail. Once renovations are complete, the Otto Zenke building will be demolished due to its deteriorating condition and the area used to expand parking.
- Old County Courthouse Historical Repairs – The Old Courthouse has major issues with the facade of the building. Temporary protection is being installed over the entrances and a 10' area around the building has been blocked off to protect employees and customers. The repairs will take 2 to 3 years to complete and the estimated cost is 6 to 8 million dollars.
- High Point Parking Deck - The parking deck is showing issues with stress and the department has been forced to limit parking on the upper areas. The repairs are to completed in two phases. Phase I is to install shoring to help support the upper levels so we can get most of the parking open again. The estimated cost for Phase 1 is \$300,000. Phase 2 is to make the lasting repairs. The estimated cost for Phase 2 repairs is \$2.5 million dollars.
- Independence Parking Deck - The parking deck is showing issues with stress and the department has been forced to install temporary shoring in some areas. Phase I was to install temporary shoring to help support the upper levels. The cost for Phase 1 was less than \$20,000. Phase 2 is to make the lasting repairs. The estimated cost for Phase 2 repairs is \$800,000.

INFORMATION SERVICES

Hemant Desai, CIO/Director

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Organizational Excellence

Provide the highest possible level of services by maintaining a fiscally sound organization that values a high performing, professional, and innovative workforce.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY 2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Administration	1,855,852	2,013,631	2,187,613	2,095,180	1,964,965	-48,666	-2.42%
Program Management	107,639	112,243	112,243	114,738	113,255	1,012	0.90%
Client Services	4,653,909	4,904,064	4,943,606	5,433,852	5,200,546	296,482	6.05%
Application Software Services	2,186,256	2,167,697	2,188,251	2,253,876	2,178,702	11,005	0.51%
Telecommunications	119	0	0	3,001	3,001	3,001	100.00%
Information Services	8,803,775	9,197,635	9,431,713	9,900,648	9,460,469	262,834	2.86%
EXPENSE							
Personnel Services	4,653,770	4,639,347	4,639,347	4,764,517	4,682,703	43,356	0.93%
Supplies & Materials	1,197,039	740,220	841,546	772,216	691,300	-48,920	-6.60%
Other Services & Charges	2,770,169	3,818,068	3,864,304	4,363,915	4,086,466	268,398	7.00%
Capital	182,797	0	86,516	0	0	0	0.00%
Total Expense	8,803,775	9,197,635	9,431,713	9,900,648	9,460,469	262,834	2.86%
REVENUE							
Other Financing Sources	1,707	0	0	0	0	0	0.00%
Miscellaneous Revenues	7,699	3,216	3,216	3,216	3,216	0	0.00%
Total Revenue	9,406	3,216	3,216	3,216	3,216	0	0.00%
County Funds	8,794,369	9,194,419	9,428,497	9,897,432	9,457,253	262,834	2.86%
Positions	0	48	48	48	48	0	0.00%

DEPARTMENTAL PURPOSE

The Information Services (ISV) Department is the facilitator for the implementation of efficient business systems through continuous improvement in the use of technology and introduction of new solutions through collaboration with department staff. Core Services provided by Information Services are:

- *Project/Program Management*
Program Management Division is a Division with one employee who is charged with formalizing and enhancing the use of project management and related processes. More up-front analysis and definition of project scopes, constraints, priorities, demands and opportunities will assist in projects that will be completed on time and within budget. Extensive use of project management will allow the department to balance expectations with the limited resources of the department

- *Geographic Information Systems*
The GIS functions include data creation and maintenance and the generation of geographic data representations for County departments, the private sector, governmental entities, and the public
- *Technical support; Data Storage & Network Management*
The Technical support team is part of the Enterprise Infrastructure team and 1) operates the County's Enterprise Computing infrastructure; 2) provides technical support for integrated Enterprise Computing solutions; installs/maintains systems software and the communications network; 3) manages data resources and security; 4) provides training and support for PC/LAN systems and end-user tools; 5) provides consultation and technical support for the various hardware platforms; 6) supports complex technical software and administration for Tax, Lawson and KRONOS systems and 7) manages the contracts and performance of a growing number of outsourced services
- *WAN and Telecommunications systems*
Data and Telecommunication team is part of the Client Services Division and supports countywide telecommunication and data connectivity infrastructure including: Wireless connectivity in county buildings, site to site connectivity across all county buildings, voice communication including telephone setup, billing, negotiating contracts with vendors relating to communication needs.
- *Website and Web Applications Development*
Primary responsibilities include: Designing, implementing and updating citizen facing County Web site, developing interfaces with custom applications used by departments to service County needs
- *Enterprise Applications and ERP*
This team is primarily responsible for: Assessing needs, evaluation and selection of application packages, assistance with system implementation and software upgrades, design and development of web applications and development of end-user documentation.
- *Desktop Support*
The desktop team handles all day-to-day activities involving supporting countywide end-user support. This includes resolving issues, completing work orders, installing, configuring and troubleshooting desktops, and laptops and working on help-desk tickets.
- *Departmental administrative support*
Staff of 3 includes CIO, deputy CIO and Administrative Assistant: Primary responsibilities include: Setting strategic goals and objectives, overseeing portfolio of projects and day to day operations, budgeting, procurement, staff development, managing vendor relationships and prioritizing among competing requirements for financial and human resources.

FY 2017 GOALS & OBJECTIVES

- *Enhanced Communication processes:* OnePlace message board for New projects, enhancements, service outage (planned and unplanned); Communication to Key associates – Quarterly meetings.

- *Proactive Engagement:* Feedback Surveys – OnePlace; Collaborate with DHHS IT Manager to help achieve enhanced productivity through the use of technology; Identify opportunities to enhance efficiency and business processes in departments through the use of technology.
- *Office 365:* Implement comprehensive Mobile Device Management policy and tool to provide for visibility and active management of various mobile devices in use;
- *Remote Desktop tools:* Upgrade to Citrix 7.x and implement VMWare virtual application provisioning pilot by end of December 2016
- *DRaaS:* Implement Disaster Recovery in the Cloud (Hybrid). First phase will focus on implementing cloud based backup followed by ideitification of critical services to provision in cloud.
- *Public Health EMR:* Implement new EMR system from CureMD and migrate relevant data from existing Practice Partner EMR; Implement new Lab software and interface with new EMR from CureMD
- *Kronos:* Upgrade Kronos to version 8.x
- *Security:* Implement comprehensive end user security tool for Malware protection
- *Law RMS Migration:* Help Law enforcement with migration of the RMS to Sungard/OSSI

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The Information Services budget includes the laptop and desktop replacement funds that refreshes many of the outdated computers used by county employees. This year the allocation to that purpose was reduced by \$75,000.
- The budget also includes several initiatives including Disaster Recovery solutions and enhancing the overall security of Countywide computer network and data.
- Total expenses increased \$262,834 or about 2.86%. This increase was mainly driven by the ongoing cost of new software like Office 365 and Infor.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- **Publishing current Foreclosed properties** – Information Services worked closely with Tax department to create a public facing application to list all foreclosed properties in the county. This will help our citizens and businesses retrieve relevant information for them on this and help save time.
- **Absentee Voter Request Form** - moved from paper to online
- **Refreshing Countywide end-user platform** – ongoing project to continue to refresh desktops and laptops. This has in turn significantly reduced help-desk calls and helped saved on support costs.

- **Accela software upgrade** – successfully upgraded software for Planning department core permitting software to the newer version. This has allowed us to now provide for several new features and enhancements. One such future enhancement will be the electronic submission and approval of plans to minimize the need to printing copies and thus reducing the time for processing.

KEY PERFORMANCE MEASURES

	FY15 Actual	FY16 Estimated	FY17 Projected	FY18 Projected	Target
Administration					
IT projects managed that are completed on schedule and within budget	89%	92%	92%	95%	95%
Vendors that meet contractual obligations	94%	100%	100%	100%	100%
Application Software Services					
Application Projects implemented on schedule and within budget	82%	85%	90%	95%	95%
Service Requests resolved within ten business days	90%	95%	95%	95%	95%
GIS project requests completed within ten business days	93%	95%	95%	95%	95%
Client Services					
PCs Managed Total	2,400	2,400	2,400	2,400	2,400
Servers Managed Total	220	200	190	180	180
Number of PC's and servers managed per FTE	260	250	245	240	240
Work Orders / Incident Tickets Received*	13,500	12,500	12,750	12,750	demand
Work Orders / Incident Tickets Completed per FTE*	1,205	1,190	1,200	1,200	demand
Work Orders / Incident Tickets completed within seven business days	83%	85%	85%	89%	95%
Network Up-time	99.95%	99.99%	99.99%	99.99%	99.95%

* Future year projections for these measures are estimated based on current operations and projects but are subject to change based on actual operations and projects that may be implemented in future fiscal years.

FUTURE OPPORTUNITIES & CHALLENGES

- With more and more disparate devices accessing County systems, Information Services is working to create a concrete Mobile Device Management policy and implementing a software/hardware solution to actively manage those devices.
- Information Services continues to prolong the life of major equipment, but the capital expenditures continue to be necessary for the technology supported. Many times maintenance costs increase on older equipment and software. As newer technology is

acquired and obsolete software is replaced. Additional training may be necessary as well as acquisition of supplemental hardware, tools and software products.

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

FLEET OPERATIONS

Raymond Lowe, Fleet Manager

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

Organizational Excellence

Provide the highest possible level of services by maintaining a fiscally sound organization that values a high performing, professional, and innovative workforce.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY 2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Fleet Operation	640,519	1,074,145	1,195,857	1,184,903	1,068,420	-5,725	-0.50%
Fleet Operation	640,519	1,074,145	1,195,857	1,184,903	1,068,420	-5,725	-0.50%
EXPENSE							
Personnel Services	59,725	104,134	104,134	104,895	104,736	761	0.60%
Supplies & Materials	41	1,500	9,292	1,500	1,500	0	0.00%
Other Svcs & Charges	298,896	382,511	375,604	322,508	326,184	-56,327	-14.70%
Capital	281,857	586,000	706,827	756,000	636,000	50,000	8.50%
Total Expense	640,519	1,074,145	1,195,857	1,184,903	1,068,420	-5,725	-0.50%
REVENUE							
Other Financing Sources	16,827	22,559	22,559	22,559	22,559	0	0.00%
Miscellaneous Revenues	772	0	0	0	0	0	0.00%
Total Revenue	17,599	22,559	22,559	22,559	22,559	0	0.00%
County Funds	622,920	1,051,586	1,173,298	1,162,344	1,045,861	-5,725	-0.50%
Positions	0	2	2	2	2	0	0.00%

DEPARTMENTAL PURPOSE

The Fleet Operations Department operates the County motor pool and manages fleet operations for all county vehicles, excluding the Sheriff's Department, Emergency Services & Guilford County Transportation & Mobility Services. This includes managing the County's contracts with outside vendors to ensure proper and timely preventive maintenance and repairs are performed on vehicles. The department also prepares all titles held by the county for all county owned vehicles.

FY 2017 GOALS & OBJECTIVES

- Provide services including vehicle replacement and surplus recommendations, acquisition and disposal, monitoring of maintenance and repairs, and assignment of daily reserved motor pool vehicles
- Continue working with departments to ensure proper types of vehicles are being purchased for intended use

- Continue to utilize contract vendors for services including vehicle repair and maintenance needs
- Begin to integrate full use of the Fleet Commander Kiosk and automated reservation/key dispenser systems to become more efficient in the use and reservation of motor pool and departmentally shared vehicles

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The FY 2017 recommended budget includes \$468,000 to replace 24 high-priority non-emergency vehicles.
- The FY 2017 recommended budget also includes \$198,000 for the purchase of 11 new vehicles. 10 of these vehicles are planned for assignment to Social Services where mileage reimbursement data indicates the greatest need.
- As a result of the purchase of new vehicles, the County should experience a decrease in repair costs, an increase in fuel economy, increased availability and more importantly, an increase in the dependability and reliability of fleet vehicles.

Vehicle Purchases - FY 2016 - 2017 Adopted Budget

Description	Count	Cost
NEW Social Services - 10 Sedans	10	\$ 180,000
NEW Risk Management - Sedan	1	\$ 18,000
Replace #161 - Coop. Extension - Pickup Truck	1	\$ 19,600
Replace #62 - Court Alternatives - Sedan	1	\$ 24,000
Replace #732 - Facilities - Van	1	\$ 19,600
Replace #786 - Facilities - Pickup Truck	1	\$ 26,000
Replace #815 - Parks & Recreation - Pickup Truck	1	\$ 24,000
Replace #900 - Parks & Recreation - Pickup Truck	1	\$ 22,000
Replace #838 - Parks & Recreation - Pickup Truck	1	\$ 22,000
Replace #950 - Planning - Pickup Truck	1	\$ 26,000
Replace #653 - Planning - Pickup Truck	1	\$ 26,000
Replace #66 - Solid Waste - Pickup Truck	1	\$ 90,000
Replace #766 - Public Health - Sedan	1	\$ 19,600
Replace #664 - Public Health - Sedan	1	\$ 19,600
Replace #183 - Public Health - Sedan	1	\$ 19,600
Replace #7 - Public Health - Sedan	1	\$ 19,600
Replace #5 - Public Health - Pickup Truck	1	\$ 24,000
Replace #361 - Social Services - Van	1	\$ 24,000
Replace #364 - Social Services - Van	1	\$ 24,000
Replace #592 - Social Services - Sedan	1	\$ 19,600
Replace #1061 - Social Services - Sedan	1	\$ 19,600
Replace #1177 - Transportation - Bus	1	\$ 5,650
Replace #1178 - Transportation - Bus	1	\$ 5,650

Replace #1179 - Transportation - Bus	1	\$	5,650
Replace #1180 - Transportation - Bus	1	\$	5,650
Replace #1181 - Transportation - Bus	1	\$	5,650
Replace #598 - Tax - Sedan	1	\$	19,600
Replace #330 - Tax - Sedan	1	\$	19,600
Fleet Operation Total	37	\$	754,250

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- Fleet operations was able to reassign vehicles that were scheduled for replacement to temporarily replace vehicles that were either involved in accidents or needing major repairs resulting in total losses to prevent costly replacements
- Identify areas that additional vehicles are needed, and increasing the pool of vehicles in these areas to help in the reduction of the use of employee owned vehicles
- Begin using Agile Fleet's Preventative Maintenance functions to remind vehicle users of upcoming scheduled maintenance including PM services and NC state inspections

FUTURE OPPORTUNITIES & CHALLENGES

- Increasing number of vehicles that are aging in time and mileage (over 10 yrs old)
- Increased use/demand from departments
- Trying to reduce the number of repeated repairs or repairs that do not solve the problem
- Reducing the “down time” of vehicles that are being serviced or repaired by vendors
- Trying to ensure the vendors are charging the correct price on all repairs and no unnecessary repairs are being added in
- Begin to utilize the existing Kiosk for key distribution and vehicle reservations
- Begin to use existing software to monitor vehicle use of assigned vehicles to determine if/where additional vehicles could be utilized
- Continue to work with vendors to ensure the correct repairs are completed in a timely fashion at correct pricing



DEBT REPAYMENT

Reid Baker, Finance Director

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

Organizational Excellence

Provide the highest possible level of services by maintaining a fiscally sound organization that values a high performing, professional, and innovative workforce.



BUDGET SUMMARY

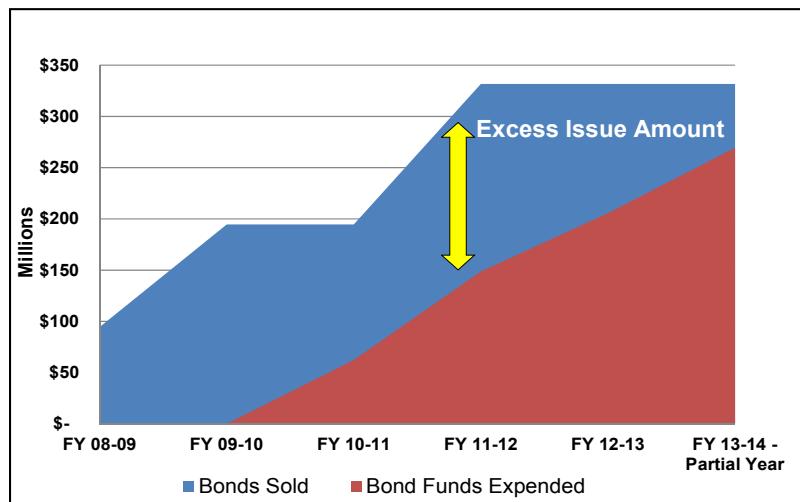
	FY 2015 Actual	FY 2016 Adopted	FY 2016 Amended	FY 2017 Request	FY 2017 Adopted	\$ chg	% chg
Total Debt Service							
Principal	53,270,585	57,045,585	57,045,585	58,235,585	58,235,585	1,190,000	2.1%
Interest	28,839,478	32,808,886	32,808,907	33,237,977	32,896,727	87,841	0.3%
Fees & Other Costs	878,905	2,309,400	2,324,825	2,073,900	2,073,900	(235,500)	-10.2%
Total Debt Service	82,988,968	92,163,871	92,179,317	93,547,462	93,206,212	1,042,341	1.1%
Debt Service by Purpose							
G.O. Bonds							
Principal	51,995,000	55,670,000	55,670,000	56,860,000	56,860,000	1,190,000	2.1%
Interest	27,907,929	31,920,585	31,920,006	32,392,977	32,051,727	131,142	0.4%
<i>Total</i>	<i>79,902,929</i>	<i>87,590,585</i>	<i>87,590,006</i>	<i>89,252,977</i>	<i>88,911,727</i>	<i>1,321,142</i>	<i>1.5%</i>
Other Capital Related Debt							
Principal	1,275,585	1,375,585	1,375,585	1,375,585	1,375,585	0	0.0%
Interest	931,549	888,301	888,901	845,000	845,000	(43,301)	-4.9%
<i>Total</i>	<i>2,207,134</i>	<i>2,263,886</i>	<i>2,264,486</i>	<i>2,220,585</i>	<i>2,220,585</i>	<i>(43,301)</i>	<i>-1.9%</i>
Fees & Other Costs	878,905	2,309,400	2,324,825	2,073,900	2,073,900	(235,500)	-10.2%
Total Debt Service	82,988,968	92,163,871	92,179,317	93,547,462	93,206,212	1,042,341	1.1%
Purpose:							
Guilford County Schools	58,003,232	66,296,870	66,312,295	67,514,462	67,514,462	1,217,592	1.8%
GTCC	10,200,064	10,776,876	10,776,897	10,722,431	10,722,431	(54,445)	-0.5%
Greensboro Detention	7,150,836	7,258,865	7,258,865	7,087,859	7,087,859	(171,006)	-2.4%
BB&T Building	1,438,328	1,395,080	1,395,080	1,351,779	1,351,779	(43,301)	-3.1%
Priority Projects	0	0	0	1,050,000	708,750	708,750	100.0%
Other	6,196,508	6,436,180	6,436,180	5,820,931	5,820,931	(615,249)	-9.6%
Total	82,988,968	92,163,871	92,179,317	93,547,462	93,206,212	1,042,341	1.1%
<i>Note: Actual amounts exclude the effects of bond refunding on expenses and revenues.</i>							
Sources of Funds							
<i>ARRA by purpose</i>							
Schools	2,407,034	2,405,737	2,405,737	2,418,712	2,418,712	12,975	0.5%
GTCC	206,280	206,169	206,169	207,281	207,281	1,112	0.5%
Greensboro Detention	57,528	57,497	57,497	57,807	57,807	310	0.5%
Other	20,546	20,535	20,535	20,645	20,645	110	0.5%
Total	2,691,388	2,689,938	2,689,938	2,704,445	2,704,445	14,507	0.5%

DEPARTMENTAL PURPOSE

Guilford County issues debt, primarily through the issuance of voter-approved general obligation bonds, to help fund large capital projects, including new schools, detention facilities, emergency services bases, administrative buildings, and other public infrastructure needs.

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- Debt service expenditures are projected to increase \$1,042,341 or 1% from the FY 2015-16 adopted budget due to issuance of up to \$27 million in 2/3rds bonds or other financing to fund priority capital projects as well as a small additional principal payment associated with refunding over \$100 million in bonds in April 2016 to take advantage of favorable credit conditions.
- In April 2014, the Board of Commissioners approved the use of Bond Anticipation Notes in a line of credit “draw down” program to fund up to \$50 million of current school and college capital projects until the next set of voter-approved bonds is sold. Over the last several years, the cash flow needs for education-related capital projects have been considerably less than the amount of bond funds on hand, resulting in several million dollars of early interest payments. The draw down program will allow the county to fund project cash flow needs as they occur and issue additional bonds at a later date. At the time this document was prepared, the interest rate that would apply to the line of credit funds was under 0.5%. This plan will allow the county to postpone several million dollars of principal and interest payments next year. However, based on rates at the time the bonds are finally issued, using a draw down program may result in slightly higher financing costs over the long term. Interest expense associated with use of the credit line is budgeted at \$197,500 in FY 2017.

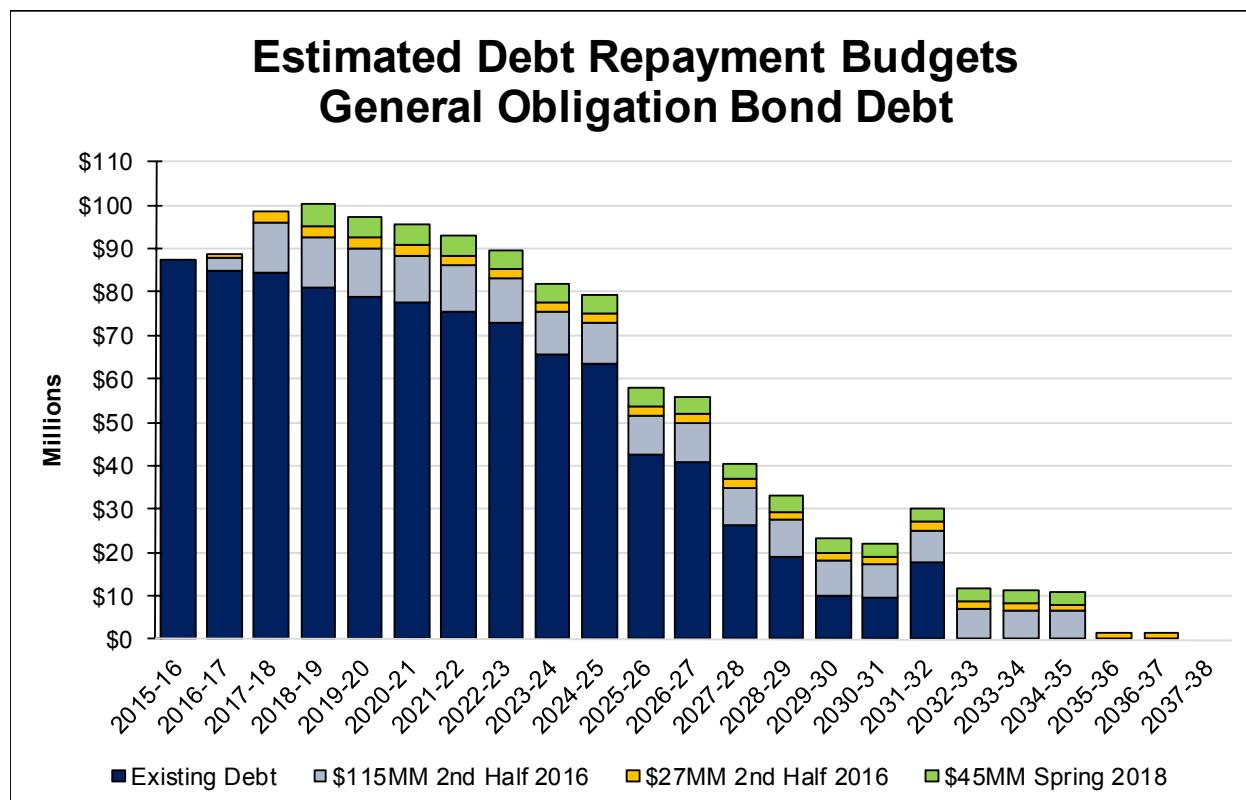


- As the County issues the final bonds authorized in the 2008 referenda, its overall debt balance will grow. At the time this budget was developed, the County anticipates issuing \$115 million in school and community college bonds after June 30, 2016 or the first half of FY 2017 and the remaining \$45.07 million in school bonds in the second half of FY 2018 to comply with the statutory deadline for issuance under the authorizing bond referendum. Issue amounts may change based on revised cash needs for bond-funded projects, market conditions, and future timing decisions made by the Board of Commissioners. The use of the line of credit will enable the County to more closely match its borrowing with actual needs.

- In addition, as part of its capital planning process, the County has identified several capital facility projects that have been prioritized due to their potential impact on County operations. These projects are estimated to cost \$29.6 million total and will be funded with 2/3rds bonds or other financing anticipated to be issued in the first half of FY 2017. The project breakdown is as follows:

Project	Financing	Project Total
Old Courthouse Structure Repair	\$ 8,000,000	\$ 8,000,000
Animal Shelter Replacement	\$ 8,000,000	\$ 8,000,000
EMS Maintenance, Logistics & Support Facility - Phase I	\$ 7,994,000	\$ 10,607,000
Project Adjustments & Contingency	\$ 3,006,000	\$ 3,056,000
Total	\$ 27,000,000	\$ 29,663,000

- Estimated debt service payments are based on conservative interest rates and level principal repayment over 20 years. Actual debt service payments will ultimately be impacted by actual issue amounts, timing, terms and debt structure, all meeting the approval of the Local Government Commission.



Estimated Annual Debt Service Payments Existing and Planned Issues - All Debt			
Fiscal Year	Principal	Interest	Total
2015-16	57,045,585	32,611,385	89,656,970
2016-17	58,235,585	32,615,448	90,851,033
2017-18	66,075,585	34,746,655	100,822,240
2018-19	66,823,500	34,187,790	101,011,290
2019-20	67,103,500	30,950,200	98,053,700
2020-21	68,233,500	28,122,240	96,355,740
2021-22	68,908,500	24,972,776	93,881,276
2022-23	68,938,500	21,710,996	90,649,496
2023-24	64,163,500	18,663,998	82,827,498
2024-25	64,208,500	15,896,618	80,105,118
2025-26	45,668,500	13,004,975	58,673,475
2026-27	45,758,500	10,903,533	56,662,033
2027-28	32,288,500	9,059,034	41,347,534
2028-29	29,838,877	7,383,666	37,222,543
2029-30	22,038,500	6,089,199	28,127,699
2030-31	21,733,500	5,113,906	26,847,406
2031-32	30,318,500	4,372,280	34,690,780
2032-33	9,353,500	2,421,030	11,774,530
2033-34	9,353,500	1,913,070	11,266,570
2034-35	9,353,500	1,405,110	10,758,610
2035-36	9,353,500	897,150	10,250,650
2036-37	9,353,500	389,190	9,742,690
2037-38	2,253,500	135,210	2,388,710
Total	926,402,132	337,565,459	1,263,967,591

Estimated Annual Debt Service Payments by Type of Debt- Existing and Planned Issues

General Obligation Bonds (including G.O. Qualified School Construction Bonds)

Fiscal Year	Issued Bonds			Bonds to be Issued			GO Bonds
	Principal	Interest	Total	Principal	Interest	Total	Total
2015-16	55,670,000	31,723,084	87,393,084				87,393,084
2016-17	56,860,000	28,043,101	84,903,101		3,018,750	3,018,750	87,921,851
2017-18	57,600,000	26,676,634	84,276,634	5,750,000	5,886,563	11,636,563	95,913,197
2018-19	57,370,000	23,818,909	81,188,909	8,003,500	8,288,888	16,292,388	97,481,297
2019-20	57,650,000	21,156,884	78,806,884	8,003,500	7,784,198	15,787,698	94,594,582
2020-21	58,780,000	18,836,884	77,616,884	8,003,500	7,347,113	15,350,613	92,967,497
2021-22	59,455,000	16,195,381	75,650,381	8,003,500	6,910,028	14,913,528	90,563,908
2022-23	59,485,000	13,441,561	72,926,561	8,003,500	6,472,943	14,476,443	87,403,003
2023-24	54,710,000	10,902,522	65,612,522	8,003,500	6,035,858	14,039,358	79,651,879
2024-25	54,755,000	8,643,102	63,398,102	8,003,500	5,598,773	13,602,273	77,000,374
2025-26	36,215,000	6,259,419	42,474,419	8,003,500	5,161,688	13,165,188	55,639,607
2026-27	36,305,000	4,665,937	40,970,937	8,003,500	4,724,603	12,728,103	53,699,039
2027-28	22,835,000	3,329,398	26,164,398	8,003,500	4,287,518	12,291,018	38,455,416
2028-29	17,080,000	2,161,991	19,241,991	8,003,500	3,850,433	11,853,933	31,095,923
2029-30	8,810,000	1,375,483	10,185,483	8,003,500	3,413,348	11,416,848	21,602,331
2030-31	8,530,000	908,151	9,438,151	8,003,500	2,976,263	10,979,763	20,417,913
2031-32	17,145,000	674,484	17,819,484	8,003,500	2,539,178	10,542,678	28,362,162
2032-33				8,003,500	2,102,093	10,105,593	10,105,593
2033-34				8,003,500	1,665,008	9,668,508	9,668,508
2034-35				8,003,500	1,227,923	9,231,423	9,231,423
2035-36				8,003,500	790,838	8,794,338	8,794,338
2036-37				8,003,500	353,753	8,357,253	8,357,253
2037-38				2,253,500	135,210	2,388,710	2,388,710
Total	719,255,000	218,812,924	938,067,924	160,070,000	90,570,960	250,640,960	1,188,708,884

**160A-20 Qualified School Construction Bonds
(QSCBs)**

BB&T Building Financing

Fiscal Year	Principal	Interest	Total	Principal	Interest	Total
2015-16	100,000	768,806	868,806	1,275,585	119,495	1,395,080
2016-17	100,000	768,806	868,806	1,275,585	76,042	1,351,627
2017-18	100,000	768,806	868,806	1,275,585	32,589	1,308,174
2018-19	100,000	768,806	868,806			
2019-20	100,000	768,806	868,806			
2020-21	100,000	768,806	868,806			
2021-22	100,000	768,806	868,806			
2022-23	100,000	768,806	868,806			
2023-24	100,000	768,806	868,806			
2024-25	100,000	768,806	868,806			
2025-26	100,000	768,806	868,806			
2026-27	100,000	768,806	868,806			

2027-28	100,000	768,806	868,806
2028-29	3,405,377	768,806	4,174,183
2029-30	3,875,000	768,806	4,643,806
2030-31	3,850,000	768,806	4,618,806
2031-32*	3,820,000	768,806	4,588,806
2032-33			
2033-34			
2034-35			
2035-36			
2036-37			
2037-38			
Total	16,250,377	13,069,699	29,320,076
			3,826,755
			228,126
			4,054,881

* Single principal payment of \$16,845,000 due 4/1/2032

2/3rds General Obligation Bonds or Other Financing for Priority Projects

Fiscal Year	Issued Bonds/Financing			Bonds/Financing to be Issued			Financing	
	Principal	Interest	Total	Principal	Interest	Total	Total	Total
2015-16								
2016-17					708,750	708,750		708,750
2017-18				1,350,000	1,382,063	2,732,063		2,732,063
2018-19				1,350,000	1,311,188	2,661,188		2,661,188
2019-20				1,350,000	1,240,313	2,590,313		2,590,313
2020-21				1,350,000	1,169,438	2,519,438		2,519,438
2021-22				1,350,000	1,098,563	2,448,563		2,448,563
2022-23				1,350,000	1,027,688	2,377,688		2,377,688
2023-24				1,350,000	956,813	2,306,813		2,306,813
2024-25				1,350,000	885,938	2,235,938		2,235,938
2025-26				1,350,000	815,063	2,165,063		2,165,063
2026-27				1,350,000	744,188	2,094,188		2,094,188
2027-28				1,350,000	673,313	2,023,313		2,023,313
2028-29				1,350,000	602,438	1,952,438		1,952,438
2029-30				1,350,000	531,563	1,881,563		1,881,563
2030-31				1,350,000	460,688	1,810,688		1,810,688
2031-32				1,350,000	389,813	1,739,813		1,739,813
2032-33				1,350,000	318,938	1,668,938		1,668,938
2033-34				1,350,000	248,063	1,598,063		1,598,063
2034-35				1,350,000	177,188	1,527,188		1,527,188
2035-36				1,350,000	106,313	1,456,313		1,456,313
2036-37				1,350,000	35,438	1,385,438		1,385,438
2037-38								
Total	0	0	0	27,000,000	14,883,750	41,883,750		41,883,750

DEBT POLICIES AND STATUTORY LIMITATIONS

State Limitation on Local Debt

North Carolina General Statute 159-55 requires that the net debt of a county not exceed 8% of the appraised value of property subject to taxation. Net debt includes all authorized (issued and unissued) bonded debt and capital lease obligations, less certain deductions. For the fiscal year ending June 30, 2016, the County's net debt is equal to 1.79% of the assessed value of taxable property, well below the 8% statutory limit, and its unused debt capacity (the 'Legal Debt Margin') is approximately \$2.9 billion.

In FY 2016-17, the County anticipates issuing \$115 million of the authorized, but unissued, bonded debt balance for school and community college needs.

COMPUTATION OF LEGAL DEBT MARGIN **Fiscal Year Ending June 30, 2016**

Estimated appraised property valuation*	<u>\$ 46,967,728,816</u>
Debt limit (8% of total assessed valuation)	\$ 3,757,418,305
Debt applicable to debt limit:	
<i>Bonded debt</i>	663,585,000
<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>	\$ 27,550,000
<i>Refunding (approved 2/12/2012)</i>	<u>\$ 74,500,000</u>
	\$ 232,220,000
<i>Limited obligation bonds</i>	\$ 16,845,000
<i>Obligations under capital lease and purchase money installment contracts</i>	<u>\$ 2,551,169</u>
Gross debt	\$ 915,201,169
Less statutory deductions:	
<i>Refunding bonds authorized, but unissued</i>	\$ (74,500,000)
<i>Amounts held in sinking funds</i>	\$ (301,018)
<i>Bonds issued and outstanding for water purposes</i>	<u>\$ (1,391,750)</u>
	\$ (76,192,768)
Net debt applicable to limit	\$ 839,008,401
As a percentage of total assessed valuation	1.79%
Legal debt margin (Debt Limit less Net Debt)	\$ 2,918,409,904

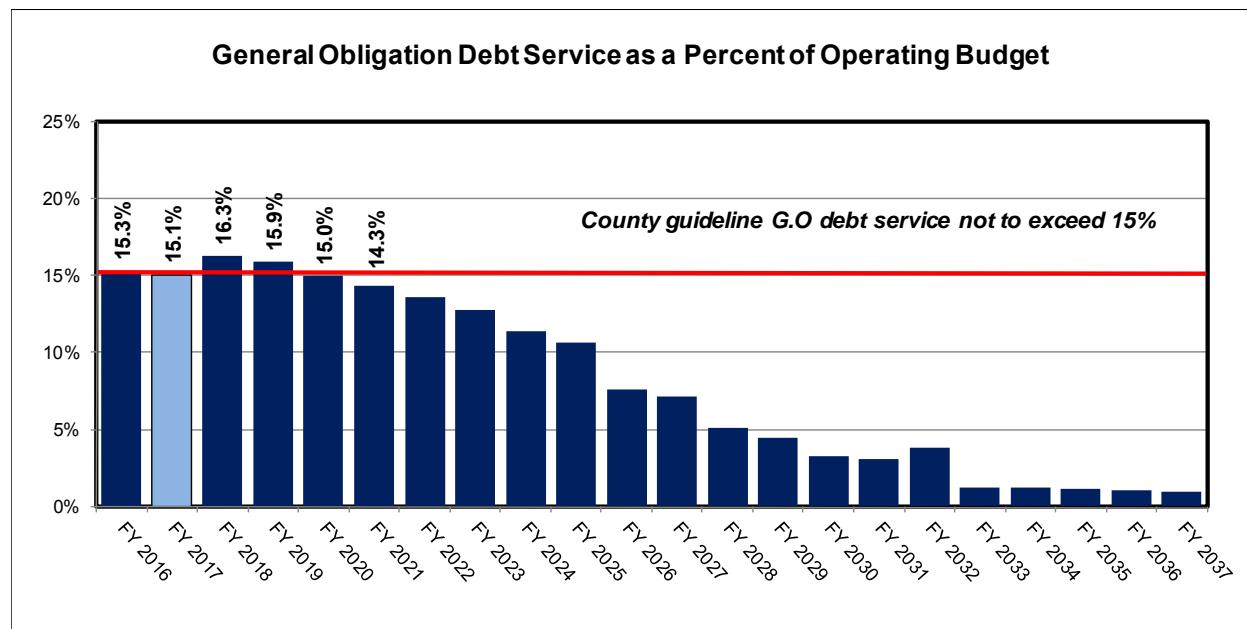
* Indicates estimated assessed property valuation per Budget Ordinance for the fiscal year ending June 30, 2016.

Local Debt Guidelines

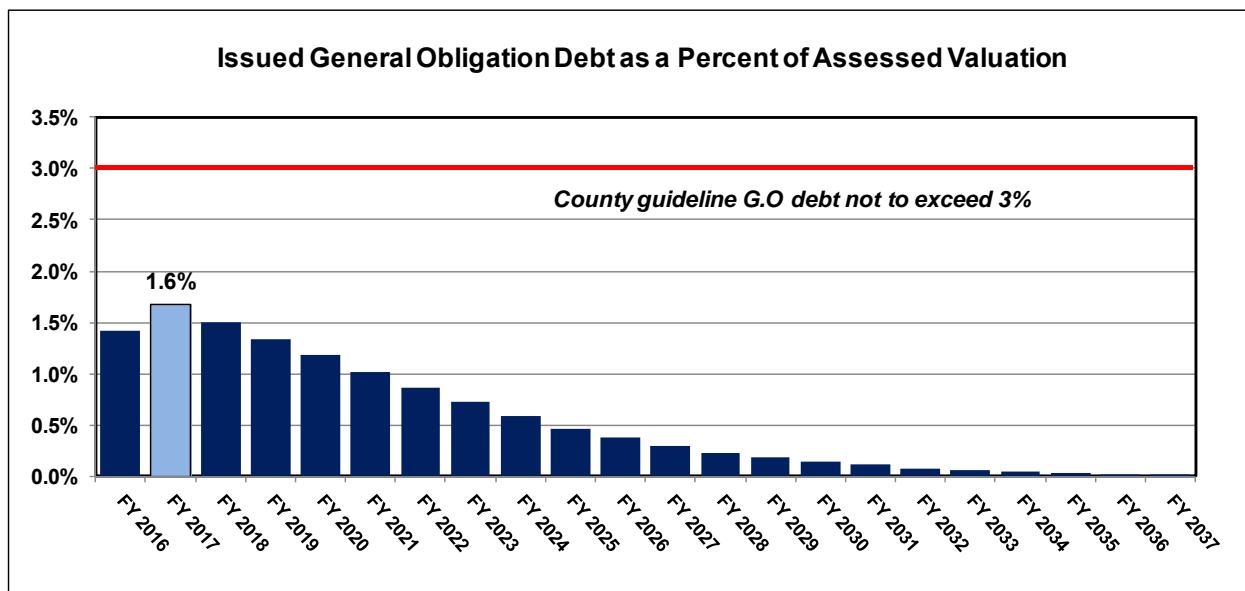
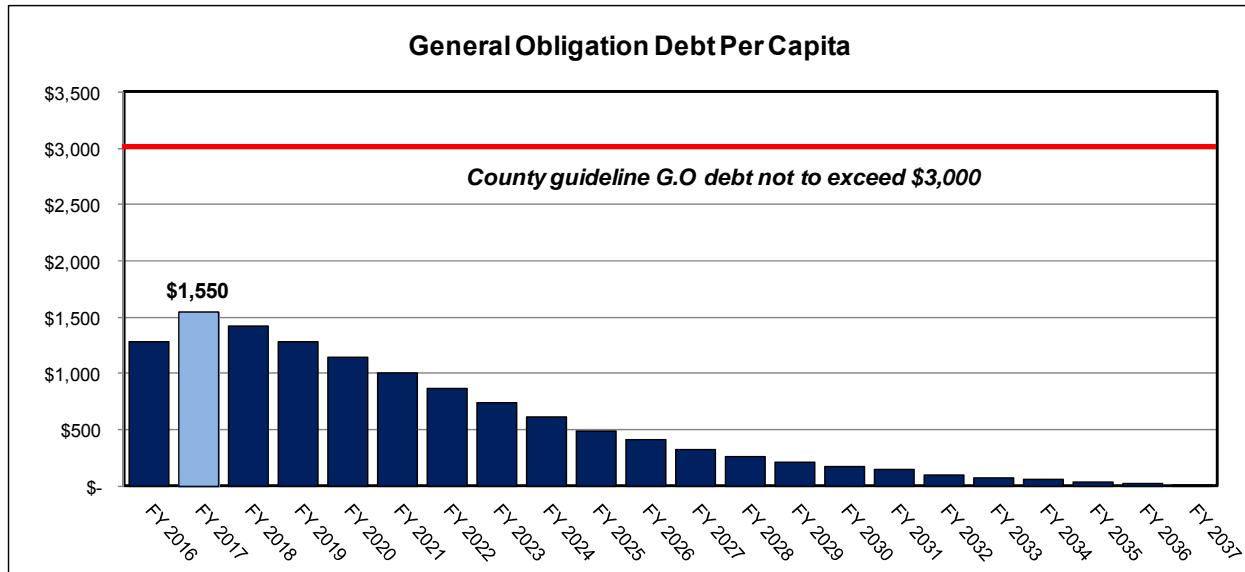
In addition to the statutory limit discussed above, the County has several guidelines it uses when evaluating debt levels. As a practical matter, these local policies limit outstanding general obligation debt to a level far below that of the legal debt limit. The County considers the following internal guidelines when evaluating how much and when to issue additional debt:

- General obligation debt service should not exceed 15% of the operating budget.
- General obligation debt per capita should not exceed \$3,000.
- General obligation debt as a percentage of assessed property valuation should not exceed 3%.

Based on estimates of future debt service for all currently authorized general obligation debt and annual operating budgets, the County will exceed its guideline for general obligation debt service through FY 2020. This is a product of tightening our budgets in recent years while continuing to issue the bonds authorized by voters in 2008. At its highest, debt service is projected to peak at approximately 16.5% of the estimated operating budget in FY 2017-2018.



Although the County will exceed one of its debt guidelines, it will not exceed its guidelines for the two other debt indicators, which are general obligation net debt per capita and general obligation debt as a percent of assessed valuation. For all years, the County remains well below its recommended limits.



IMPACTS OF DEBT REPAYMENT ON THE OPERATING BUDGET

- Over the last several years, the County has reduced department operating budgets to offset the impact of higher debt repayment expense. The additional debt repayment requirements have limited the county's ability to expand programs to meet growing community demands.

- As the charts above indicate, debt repayment expense will increase over the next several years as the County issues the final bonds approved by voters in 2008 for new or renovated community facilities. This increase in debt has had, and will have, a significant impact on the County's operating budget. If all remaining \$160 million of regular and \$41 million of 2/3rds bonds are sold, the county's debt repayment budget will increase by approximately \$13 million. This is the equivalent of a property tax rate increase of approximately 3 cents. Options to avoid or reduce the property tax increase needed to fund additional debt repayment expense include eliminating county programs and services, using fund balance to "soften" the debt service peaks (although using fund balance should not be considered a long-term funding source for recurring expenses).
- The FY 2016-17 budget assumes the debt sale plans discussed above are implemented. The Board of Commissioners is still reviewing the planned sales of the remaining bonds, as well as the school projects that will be funded via those bonds, to determine if additional increases in debt repayment can be delayed or eliminated.

RURAL FIRE PROTECTION DISTRICTS

James Albright, Emergency Services Director

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

Public Safety

Maintain safe and secure communities through strategically coordinated and professional public safety services.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2017 Request	FY2017 Adopted	\$ chg	% chg
EXPENSE							
Rural Fire Protection	15,167,370	16,332,187	16,332,187	17,487,946	17,487,946	1,155,759	7.1%
Rural Fire Protection	15,167,370	16,332,187	16,332,187	17,487,946	17,487,946	1,155,759	7.1%
EXPENSE							
Operating Expenses	15,167,370	16,332,187	16,332,187	17,487,946	17,487,946	1,155,759	7.1%
Total Expense	15,167,370	16,332,187	16,332,187	17,487,946	17,487,946	1,155,759	7.1%
REVENUE							
Property Taxes	12,527,771	13,661,081	13,661,081	13,961,664	13,961,664	300,583	2.2%
Sales Tax	1,969,865	2,068,356	2,068,356	2,899,986	2,899,986	831,630	40.2%
Appropriated Fund Balance	669,734	602,750	602,750	626,296	626,296	23,546	3.9%
Total Revenue	15,167,370	16,332,187	16,332,187	17,487,946	17,487,946	1,155,759	7.1%

DEPARTMENTAL PURPOSE

The County has 24 special fire protection / service districts that provide fire response service in areas of the county not serviced by a municipal fire department. Nineteen of these districts also have fire protection service overlay districts -- funding mechanisms used to generate funds for fire protection services once the district tax rates reach the caps established when the districts were first established. Some of these original rate caps were set several decades ago and do not generate enough revenue to support adequate fire protection service, including the purchase of fire trucks, radios, and other fire safety equipment.

The primary funding for each district comes from property tax revenue generated by a special district tax. The tax, which is in addition to the County's general property tax, is levied on the property in each district and the revenues generated are dedicated for use in the district where they are raised. The Board of Commissioners establishes the tax rate for each district annually with the adoption of the Budget Ordinance. The districts also receive funding from their share of the local option sales taxes levied by the County.

FY 2016 GOALS & OBJECTIVES

- Develop a comprehensive staffing plan and recruit talent to County Fire. This will involve continued County support including for coordination and centralization of staffing information and pre-hire procedures that will reduce redundancies and increase efficiency.
- Continue to monitor and update the comprehensive CIP plan for capital equipment that will allow a better assessment of need and long-term planning for capital purchases as well as other significant expenditures.
- Complete implementation of the Freedom software package and make it available to County Fire with a long-term goal of facilitating better information distribution to County Fire staff from Guilford-Metro 911 (GM911) dispatchers.

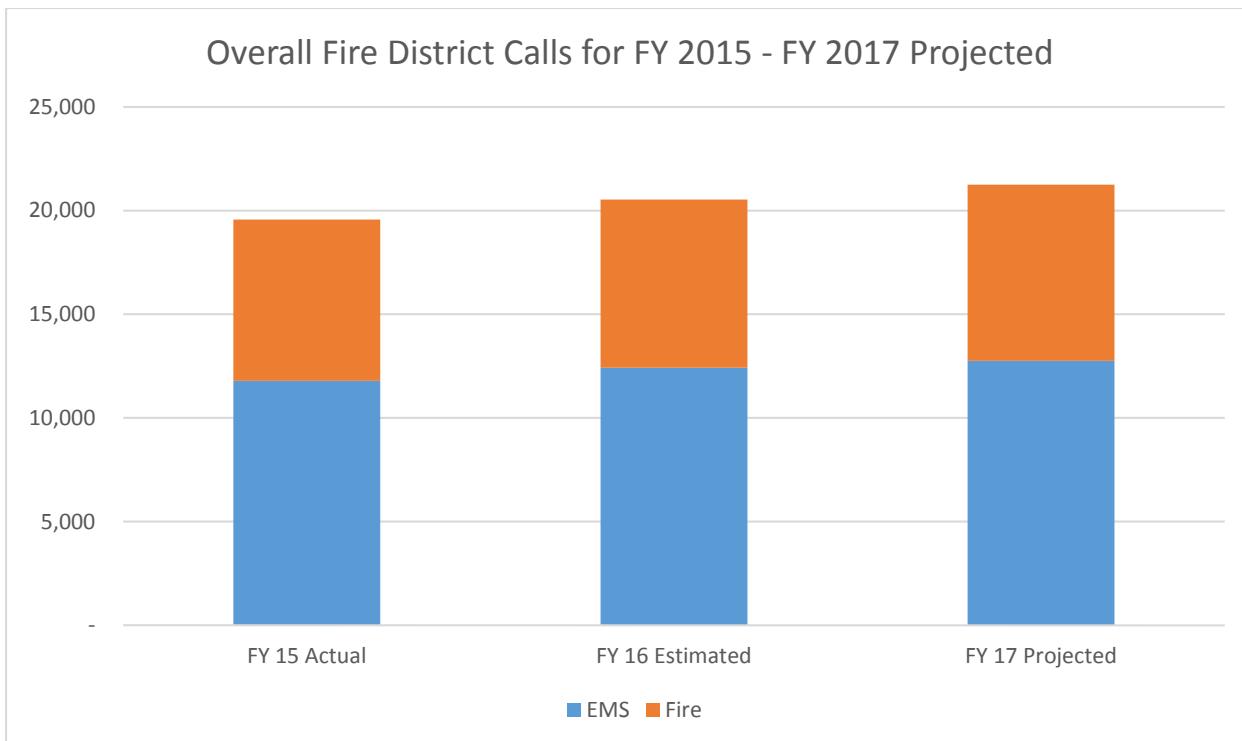
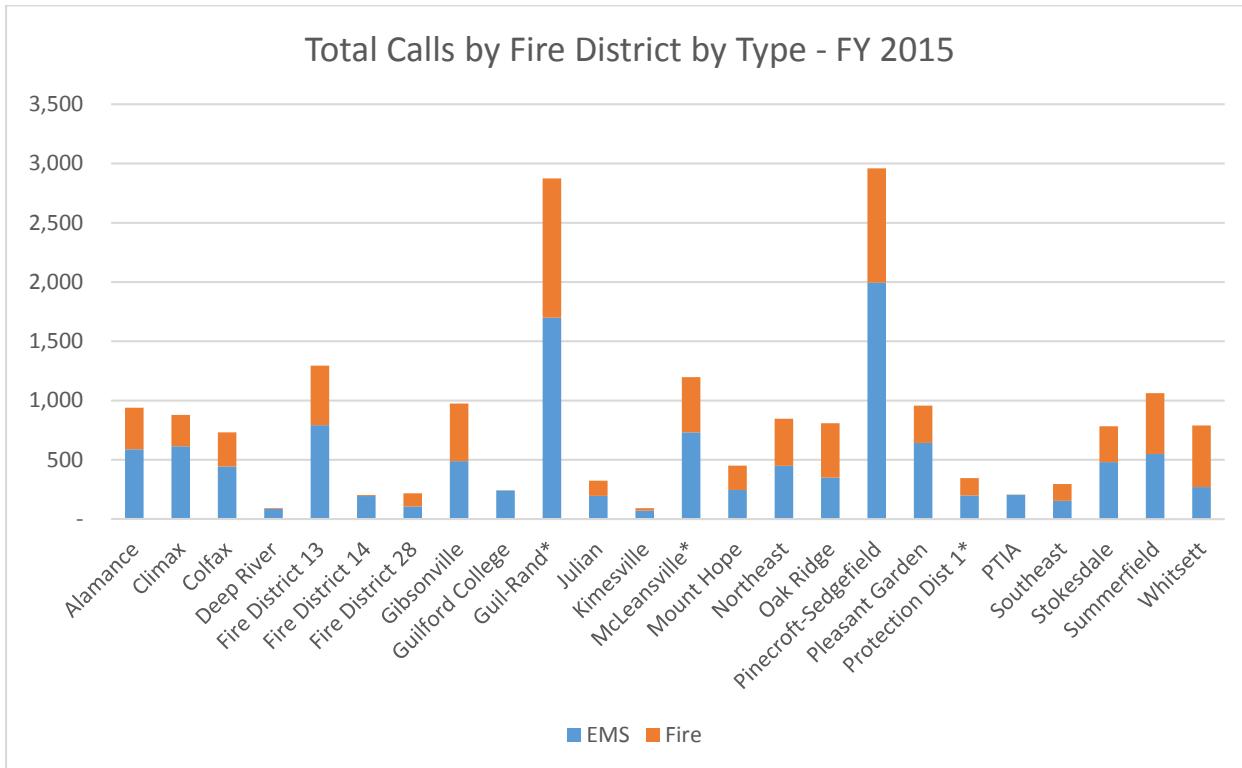
FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The FY 2017 budget includes additional capital purchases in several districts to replace higher cost items that have reached the end of their service lives.
- No tax increases have been requested for FY 2017, though long-term funding and revenue trends continue to be monitored.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- Updated County Fire response plans to improve dispatch and incident response.
- Developed a radio communications guidebook for GM911 and field users as well as a communications training manual.
- Conducted basic firefighting classes with approximately 20 students each.
- Assisted with establishment of a Guilford County Emergency Services (GCES) Fire unit in northwest Guilford County.
- Worked with GCES to develop a scope of work, request for proposals, and to successfully issue a contract for a study of fire service in Guilford County that is anticipated to be completed in late FY 2017.
- Participated in the County's Emergency Response Plan update process that was formally completed in FY 2016, as well as participation in the accreditation site visit for County Emergency Management.
- Involvement of Guilford County Chiefs in the NC Legislative Day.

KEY PERFORMANCE MEASURES



FUTURE OPPORTUNITIES & CHALLENGES

- Staffing will continue to be a significant challenge both in terms of operational capacity and in terms of funding. The number of new volunteers is expected to continue its decline while the median age of current volunteers continues to increase. In addition, volunteer tenure is decreasing while the minimum training for interior structure fire operations has increased so fewer volunteers are capable of working inside of an active structure fire.
- Competition for paid staff has increased as Greensboro, High Point, Raleigh, Charlotte, and other municipal fire departments have increased their hiring rates after several years of freezes and budget reductions. These municipal departments also draw experienced staff because they can offer more standardized State retirement and insurance benefits as well as more long-term career opportunities by virtue of the larger size of their operations.
- Operating and personnel costs have continued to increase resulting in increased tax rates for many fire districts and left little room in the budget for replacement of capital assets. In addition, new NFPA standards have set maximum service life for critical and potential expensive equipment including breathing apparatus and turnout gear. These replacement requirements coupled with the advancing age and maintenance costs of many fleet assets creates a reinforcing cycle that leaves progressively less funding for major replacement purchases.
- Stagnant property values, urban-focused growth patterns, and municipal annexation present a combined threat to department revenues. Tax values have remained, on average, unchanged since 2008 and new growth has been concentrated in urban areas rather than the rural areas the fire districts cover. In addition, while involuntary annexation is still under moratorium at the State level, municipalities are able to voluntarily annex areas where they have provided certain services such as water and sewer. Many of the areas subject to this voluntary annexation have high property value which will compromise the tax base of the respective districts in which the areas are located.

Tax Rates

Changes to rates are noted with a shaded box

Fire Protection/Service District	Current Tax Rate	Adopted Tax Rate	Fire Protection/Service District	Current Tax Rate	Adopted Tax Rate
Alamance Comm. Fire Protection Dist.	\$0.0998	\$0.0998	Kimesville Fire Protection Dist.	\$0.1097	\$0.1097
Alamance Comm. Fire Svc. Dist. Overlay			McLeansville Fire Protection Dist.	\$0.1000	\$0.1000
Climax Fire Protection Dist.	\$0.1000	\$0.1000	McLeansville Fire Svc. Dist. Overlay	\$0.0372	\$0.0372
Climax Fire Svc. Dist. Overlay	\$0.0200	\$0.0200	Mount Hope Comm. Fire Protection Dist.	\$0.0800	\$0.0800
Colfax Fire Protection Dist.	\$0.1000	\$0.1000	Mount Hope Comm. Fire Svc. Dist. Overlay		
Colfax Fire Svc. Dist. Overlay	\$0.0359	\$0.0359	Northeast Fire Protection Dist.	\$0.1000	\$0.1000
No. 13 (Rankin) Fire Protection Dist.	\$0.1000	\$0.1000	Northeast Fire Svc. Dist. Overlay	\$0.0299	\$0.0299
No. 13 (Rankin) Fire Svc. Dist. Overlay	\$0.0300	\$0.0300	Oak Ridge Fire Protection Dist.	\$0.0848	\$0.0848
No. 14 (Franklin Blvd.) Fire Protection Dist.	\$0.1000	\$0.1000	Oak Ridge Fire Svc. Dist. Overlay		
No. 14 (Franklin Blvd.) Fire Svc. Dist. Overlay	\$0.0275	\$0.0275	Pinecroft-Sedgefield Fire Protection Dist.	\$0.1000	\$0.1000
No. 18 (Deep River) Fire Protection Dist.	\$0.0941	\$0.0941	Pinecroft-Sedgefield Fire Svc. Dist. Overlay	\$0.0080	\$0.0080
No. 18 (Deep River) Fire Svc. Dist. Overlay			Pleasant Garden Fire Protection Dist.	\$0.1000	\$0.1000
No. 28 (Frieden's) Fire Protection Dist.	\$0.1000	\$0.1000	Pleasant Garden Fire Svc. Dist. Overlay	\$0.0107	\$0.0107
No. 28 (Frieden's) Fire Svc. Dist. Overlay	\$0.0390	\$0.0390	PTIA Service District	\$0.0495	\$0.0495
Fire Protection District #1 (Horneytown)	\$0.1100	\$0.1100	Southeast Fire Protection Dist.	\$0.1250	\$0.1250
Gibsonville Fire Protection Dist.	\$0.0972	\$0.0972	Southeast Fire Svc. Dist. Overlay		
Guilford College Comm. Fire Protection Dist.	\$0.1000	\$0.1000	Stokesdale Fire Protection Dist.	\$0.1000	\$0.1000
Guilford College Comm. Fire Svc. Dist. Overlay	\$0.0500	\$0.0500	Summerfield Fire Protection Dist.	\$0.1000	\$0.1000
Guil-Rand Fire Protection Dist.	\$0.1000	\$0.1000	Summerfield Fire Svc. Dist. Overlay	\$0.0310	\$0.0310
Guil-Rand Fire Svc. Dist. Overlay	\$0.0200	\$0.0200	Whitsett Fire Protection Dist.	\$0.1000	\$0.1000
Julian Fire Protection Dist.	\$0.1300	\$0.1300	Whitsett Fire Svc. Dist. Overlay		
Julian Fire Svc. Dist. Overlay					

District	Appropriations by Source of Funds				Adopted Budget
	Property Tax	Sales Tax	Fund Balance		
Alamance Community Fire Protection District	\$955,286	\$200,802	\$101,975		\$1,258,063
Alamance Community Fire Service District Overlay	\$0	\$0	\$0		\$0
Climax Fire Protection District	\$88,361	\$18,316	\$6,195		\$112,872
Climax Fire Protection Service District Overlay	\$17,671	\$3,663	\$12		\$21,346
Colfax Fire Protection District	\$459,858	\$94,275	\$41,449		\$595,582
Colfax Fire Protection Service District Overlay	\$165,089	\$33,841	\$0		\$198,930
No. 13 (Rankin) Fire Protection District	\$844,932	\$174,125	\$53,191		\$1,072,248
No. 13 (Rankin) Fire Service District Overlay	\$253,479	\$52,237	\$0		\$305,716
No. 14 (Franklin Blvd.) Fire Protection District	\$150,885	\$31,095	\$0		\$181,980
No. 14 (Franklin Blvd.) Fire Service District Overlay	\$41,492	\$8,551	\$0		\$50,043
No. 18 (Deep River) Fire Protection District	\$177,351	\$38,725	\$8,182		\$224,258
No. 18 (Deep River) Fire Service District Overlay	\$0	\$0	\$0		\$0
No. 28 (Frieden's) Fire Protection District	\$139,092	\$28,533	\$8,415		\$176,040
No. 28 (Frieden's) Fire Service District Overlay	\$54,245	\$11,128	\$0		\$65,373
Fire Protection District No. 1 (Horneytown)	\$25,027	\$5,169	\$1,571		\$31,767
Gibsonville Fire Protection District	\$11,401	\$2,444	\$1,088		\$14,933
Guilford College Community Fire Protection District	\$473,523	\$90,535	\$0		\$564,058
Guilford College Community Fire Service District Overlay	\$32,589	\$6,801	\$0		\$39,390
Guil-Rand Fire Protection District	\$114,529	\$24,840	\$9,889		\$149,258
Guil-Rand Fire Protection Service District Overlay	\$22,905	\$4,968	\$0		\$27,873
Julian Vol Fire Protection District	\$73,489	\$15,819	\$2,014		\$91,322
Julian Fire Service District Overlay	\$0	\$0	\$0		\$0
Kimesville Fire Protection District	\$92,550	\$19,708	\$11,221		\$123,479
McLeansville Fire Protection District	\$722,721	\$152,414	\$0		\$875,135
McLeansville Fire Service District Overlay	\$268,851	\$56,698	\$0		\$325,549
Mount Hope Community Fire Protection District	\$581,784	\$124,225	\$28,035		\$734,044
Mount Hope Community Fire Service District Overlay	\$0	\$0	\$0		\$0
Northeast Guil Fire Protection District	\$775,629	\$160,010	\$65,057		\$1,000,696
Northeast Fire Svc. Dist. Overlay	\$231,912	\$47,843	\$0		\$279,755
Oak Ridge Fire Protection District	\$1,080,708	\$219,014	\$70,090		\$1,369,812
Oak Ridge Fire Service District Overlay	\$0	\$0	\$0		\$0
Pinecroft-Sedgefield Fire Protection District	\$1,513,379	\$323,891	\$45,395		\$1,882,665
Pinecroft-Sedgefield Fire Service District Overlay	\$121,069	\$25,911	\$0		\$146,980
Pleasant Garden Fire Protection District	\$567,569	\$119,589	\$33,155		\$720,313
Pleasant Garden Fire Service District Overlay	\$60,729	\$12,795	\$0		\$73,524
PTIA Fire Service District	\$202,954	\$38,062	\$0		\$241,016

District	Appropriations by Source of Funds			Adopted Budget
	Property Tax	Sales Tax	Fund Balance	
Southeast Fire Protection District	\$173,408	\$36,173	\$6,750	\$216,331
Southeast Fire Service District Overlay	\$0	\$0	\$0	\$0
Stokesdale Fire Protection District	\$612,876	\$126,076	\$25,690	\$764,642
Summerfield Fire Protection District	\$1,810,788	\$374,515	\$84,697	\$2,270,000
Summerfield Fire Service District Overlay	\$561,343	\$116,099	\$0	\$677,442
Whitsett Fire Protection District	\$482,190	\$101,096	\$22,225	\$605,511
Whitsett Fire Service District Overlay	\$0	\$0	\$0	\$0
Total	\$13,961,664	\$2,899,986	\$626,296	\$17,487,946



ROOM OCCUPANCY AND TOURISM DEVELOPMENT FUND

Economic Development

Working with all economic development stakeholders to attract and retain businesses to create quality jobs and expand and diversify the local and regional economy.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY 2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Economic Devel & Assistance	5,447,955	6,000,000	6,000,000	6,000,000	6,000,000	0	0.0%
Room Occupancy/Tourism Dev Tax							
Dev Tax	5,447,955	6,000,000	6,000,000	6,000,000	6,000,000	0	0.0%
EXPENSE							
Other Services & Charges	5,447,955	6,000,000	6,000,000	6,000,000	6,000,000	0	0.0%
Total Expense	5,447,955	6,000,000	6,000,000	6,000,000	6,000,000	0	0.0%
REVENUE							
Taxes	5,447,955	6,000,000	6,000,000	6,000,000	6,000,000	0	0.0%
Total Revenue	5,447,955	6,000,000	6,000,000	6,000,000	6,000,000	0	0.0%

DEPARTMENTAL PURPOSE

The Greensboro/Guilford County Tourism Development Authority (the Authority) is a public authority under the North Carolina General Statutes, created to promote activities and programs which encourage travel and tourism to the area. The County is financially accountable for the Authority because it levies the occupancy tax which is the major source of the Authority's revenues and has final approval over the annual budget. The budget presented above allows the county to remit the proceeds of the occupancy tax revenue to the Authority.



INTERNAL SERVICES FUND

Organizational Excellence

Provide the highest possible level of services by maintaining a fiscally sound organization that values a high performing, professional, and innovative workforce.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY 2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Risk Retention- Liab/Prop/WC	5,209,442	3,194,917	4,294,917	3,266,574	3,248,574	53,657	1.7%
Health Care & Wellness	36,070,370	39,114,318	39,114,318	40,008,808	40,008,808	894,490	2.3%
Internal Services	41,279,812	42,309,235	43,409,235	42,776,737	43,257,382	948,147	2.2%
EXPENSE							
Personnel Services	109,084	195,441	184,441	180,588	180,588	-14,853	-7.6%
Supplies & Materials	1,130	2,737	8,637	3,737	2,737	0	0.0%
Other Services & Charges	41,169,598	42,111,057	43,216,157	42,574,412	43,074,057	963,000	2.3%
Capital	0	0	0	18,000	0	0	0.0%
Total Expense	41,279,812	42,309,235	43,409,235	42,776,737	43,257,382	948,147	2.2%
REVENUE							
Charges for Services	39,663,032	41,102,318	41,462,318	41,996,808	42,349,804	1,247,486	3.0%
Other Revenues	389,007	40,000	40,000	40,000	40,000	0	0.0%
Total Revenue	40,052,039	41,142,318	41,502,318	42,036,808	42,389,804	1,247,486	3.0%
Operating Gain/(Loss)	-1,227,773	-1,166,917	-1,906,917	-739,929	-867,578	299,339	-25.7%
Interest Income	108,821	52,000	52,000	52,000	52,000	0	0.0%
Change	-1,118,952	-1,114,917	-1,854,917	-687,929	-815,578	299,339	-26.8%
Beginning Net Position	30,980,931	29,861,979	29,861,979	28,007,062	28,007,062	-1,854,917	-6.2%
Ending Net Position	29,861,979	28,747,062	28,007,062	27,319,133	27,191,484	-1,555,578	-5.4%
Positions	2	2	2	2.5	2.5	0.5	25.0%

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 based on the insured departments'

exposure factors. Payments are for prior and current year claims and to establish adequate reserves for catastrophic losses.

The Internal Services Fund also accounts for the employee healthcare program. The County administers the plan through a self-funded program, supplemented by employee contributions, to pay claims administration and medical claims of the employees and their covered dependents. Specific stop-loss insurance with a deductible level of \$375,000 per member for all occurrences is purchased to limit the County's losses for the overall program. The County provides a basic and an enhanced dental plan for employees, retirees, and covered dependents, supplemented by employee contributions, which are also accounted for in the self-funded program Effective January 1, 2014 Guilford County made significant changes to the healthcare program. Medicare-eligible retirees were transitioned from the self-funded health insurance plan to a fully insured Medicare Advantage plan, resulting in a significant reduction in per-retiree costs. Also one of two previously available healthcare plan options was eliminated. The remaining plan is available to employees, non-Medicare eligible retirees generally hired before July 1, 2009, covered dependents and eligible former employees.

HEALTHCARE

Carol Campbell, Benefits Manager

201 South Greene St., Greensboro, NC 27402 (336) 641-3324

Organizational Excellence

Provide the highest possible level of services by maintaining a fiscally sound organization that values a high performing, professional, and innovative workforce.



Healthy People

Supporting programs that ensure the availability of quality social, physical, and behavioral health services in the community.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY 2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Medical - Choice Plus	-62,300	0	0	0	0	0	0.0%
Medical - Choice HMO	25,864,293	26,773,996	26,773,996	28,158,330	28,158,330	1,384,334	5.2%
Medical - Retirees	6,107,490	8,024,119	8,024,119	6,966,776	6,966,776	-1,057,343	-13.2%
Dental - Retirees	661,687	657,432	657,432	677,153	677,153	19,721	3.0%
Medicare Supplement	1,584	2,198	2,198	2,000	2,000	-198	-9.0%
Medicare Advantage Plan	1,667,428	1,805,126	1,805,126	2,321,336	2,321,336	516,210	28.6%
Dental Basic	606,721	576,169	576,169	568,028	568,028	-8,141	-1.4%
Dental Enhanced	1,223,465	1,275,278	1,275,278	1,315,185	1,315,185	39,907	3.1%
Health Care & Wellness	36,070,370	39,114,318	39,114,318	40,008,808	40,008,808	894,490	2.3%
EXPENSE							
Other Services & Charges	36,070,370	39,114,318	39,114,318	40,008,808	40,008,808	894,490	2.3%
Total Expense	36,070,370	39,114,318	39,114,318	40,008,808	40,008,808	894,490	2.3%
REVENUE							
Charges for Services	37,583,156	39,102,318	39,102,318	39,996,808	39,996,808	894,490	2.3%
Miscellaneous Revenues	381,525	0	0	0	0	0	0.0%
Total Revenue	37,964,681	39,102,318	39,102,318	39,996,808	39,996,808	894,490	2.3%
Operating Gain/(Loss)	1,894,311	-12,000	-12,000	-12,000	-12,000	0	0.0%
Interest Income	35,549	12,000	12,000	12,000	12,000	0	0.0%
Change	1,929,860	0	0	0	0	0	0.0%
Beginning Net Position	9,756,358	11,686,219	11,686,219	11,686,219	11,686,219	0	0.0%
Ending Net Position	11,686,219	11,686,219	11,686,219	11,686,219	11,686,219	0	0.0%

DEPARTMENTAL PURPOSE

To communicate, manage and provide oversight for the self-funded health and dental plans for active and retired employees and their eligible dependents. Being self-funded means that the County, through a paid administrator, pays claims costs instead of premiums for health coverage up to a certain amount, at which point stop loss insurance picks up the excess. This is considered best practice for larger groups that can absorb a bit more risk in return for lower overall costs. Because of some regulatory changes that made self-funding less desirable for Medicare-eligible retirees, the County chose to be fully insured for that group and those premiums are paid through the Healthcare fund as well.

FY 2017 GOALS & OBJECTIVES

- Continue to evaluate options for cost reduction through wellness initiatives
- Enhance communication to educate employees and retirees about the importance of choosing the right treatment by the right provider at the right time to maximize value and improve outcomes
- Complete the healthcare dependent audit.

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The FY 2017 adopted budget shows a total projected expense increase of \$894,490 or 2.3%. The projected increase is split between Insurance and Bonding (\$519,112) and Claims (\$390,763).
- Plan level expense increases are projected for Choice HMO (\$1,384,334), Retiree Dental (\$19,721), and Medicare Advantage (\$516,210). These are partially offset by projected decreases in Retiree Medical (\$1,057,343) and Basic Dental (\$8,141).
- Charges for Services will increase by \$894,490, in direct proportion to expenses. The projected increase in contributions is split between retirees (\$341,432), employees (\$141,515), and the County (\$411,543).
- Overall, the County represents the largest contributor to the fund at \$32,225,024 or 80.6%.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- Provided biometric screening for employees. Through communication efforts and encouragement by County management, 92.3% of County employees participated either onsite or through their medical provider.
- Engaged a provider to conduct a dependent audit and began the planning process.
- Changed stop loss carriers, resulting in premium savings over the prior year and avoiding a double digit premium proposed increase.

FUTURE OPPORTUNITIES & CHALLENGES

- Attempt to maintain a competitive level of benefits at a reasonable price for employees and retirees.
- Consider options for onsite or near-site provision of healthcare services.
- Improved open enrollment process and communications.

RISK MANAGEMENT

Yvonne Moebs, Risk Manager

301 West Market St., Greensboro, NC 27401 (336) 641-4766

Organizational Excellence

Provide the highest possible level of services by maintaining a fiscally sound organization that values a high performing, professional, and innovative workforce.



BUDGET SUMMARY

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY 2017 Request	FY2017 Adopted	\$ Chg	% Chg
EXPENSE							
Risk Retention							
Administration	112,778	203,923	203,923	212,275	194,275	-9,648	-4.7%
Liability Insurance	2,312,236	535,996	535,996	536,299	536,299	303	0.1%
Property and Other Ins	525,502	549,999	549,999	525,000	525,000	-24,999	-4.5%
Workers Compensation Ins	2,258,927	1,904,999	3,004,999	1,993,000	1,993,000	88,001	4.6%
Risk Retention-Liab/Prop/WC	5,209,442	3,194,917	4,294,917	3,266,574	3,248,574	53,657	1.7%
EXPENSE							
Personnel Services	109,084	195,441	184,441	180,588	180,588	-14,853	-7.6%
Supplies & Materials	1,130	2,737	8,637	2,737	2,737	0	0.0%
Other Services & Charges	5,099,228	2,996,739	4,101,839	3,065,249	3,065,249	68,510	2.3%
Capital	0	0	0	18,000	0	0	0.0%
Total Expense	5,209,442	3,194,917	4,294,917	3,266,574	3,248,574	53,657	1.7%
REVENUE							
Charges for Services	2,079,875	2,000,000	2,360,000	2,352,996	2,352,996	352,996	17.6%
Miscellaneous Revenues	73,272	40,000	40,000	40,000	40,000	0	0.0%
Total Revenue	2,153,147	2,040,000	2,400,000	2,392,996	2,392,996	352,996	17.3%
Operating Gain/(Loss)	-3,056,295	-1,154,917	-1,894,917	-873,578	-855,578	299,339	-25.9%
Interest Income	73,272	40,000	40,000	40,000	40,000	0	0.0%
Change	-2,983,023	-1,114,917	-1,854,917	-833,578	-815,578	299,339	-26.8%
Beginning Net Position	21,224,573	18,175,761	18,175,761	16,320,844	16,320,844	-1,854,917	-10.2%
Ending Net Position	18,175,761	17,060,844	16,320,844	15,487,266	15,505,266	-1,555,578	-9.1%
Positions	2	2	2	2.5	2.5	0.5	25.0%

DEPARTMENTAL PURPOSE

Risk Management helps protect and ensure safety of all Guilford County assets, including personnel, buildings, automobiles and equipment. This is done through effective loss prevention, loss control and claims management. Risk Management staff works proactively to keep county facilities as safe as possible for the public, support a safe workplace for county employees and

visiting citizens to minimize the total cost of risk to Guilford County. Risk Management is also responsible for property and liability insurance; and workers' compensation.

FY 2017 GOALS & OBJECTIVES

The Risk Management Program goals and objectives are to:

- Continuously improve safety and minimize and/or prevent the occurrence of errors, events, and system breakdowns leading to harm to employees, volunteers, and visiting citizens through proactive risk management safety measures.
- Minimize adverse effects of errors, events, and system breakdowns when they do occur.
- Minimize losses to the organization overall by proactively identifying, analyzing, preventing, and controlling potential business, and operational risks.
- Implementation of monthly Critical Incident Training (CIT) at both Guilford County Jails that complements and enforces current Jail policy and procedures to assist in increased employee safety awareness that will assist in decreased employee injuries, and assist with increased employee morale.
- Implement Fit Responder program with Emergency Services that will assist with the reduction rate & severity of injuries while reducing OSHA recordable lost work days. Fit Responders program has proven to reduce injuries, improve wellness, boost morale and field a fit for duty workforce.

FY 2017 ADOPTED BUDGET HIGHLIGHTS

- The FY 2017 adopted budget for Risk Management shows an increase in total expense of \$53,657 or 1.7%. This is almost completely attributable to a projected increase in Workers' Compensation Insurance & Bonding.
- Risk Retention Administration total expense is decreasing by \$9,648 or 4.7% and Property total expense is decreasing by \$24,999 or 4.5%.
- Risk Retention Administration's budget also includes \$16,558 for the addition of a part-time administrative support position.
- Property and Other Insurance shows an expense decrease of \$24,999 or 4.5%. The largest portion of this decrease is a projected \$20,000 decrease in Insurance and Bonding.

FY 2016 SIGNIFICANT ACCOMPLISHMENTS

- Significantly reduced number of open worker's compensation claims through effective medical care to bring the injured worker to maximum medical improvement, mediation of older claims and pay out of pending impairment ratings.

- Closely monitored the cause and effect of workers' compensation claims and developing solutions to any hazards, which may have contributed, to such incidents prevention of potential future exposure.
- Completed OSHA 10-hour training for all Facilities and Property Management Maintenance staff. This was completed to compliment a proactive approach in abating potential hazards to employees and visiting citizens.
- Filed full-time Safety Officer Position.

KEY PERFORMANCE MEASURES

	FY 15 Actual	FY 16 Estimated	FY 17 Projected	FY 18 Projected	Target
Cost of Risk as a percentage of General Fund expense	0.93%	0.61%	0.46%	0.46%	< 2%
Total Workers Compensation Lost Time Claims	27	16	N/A	N/A	N/A
Total Workers Compensation Medical Only Claims	185	113	N/A	N/A	N/A
Workers Compensation Total Paid	\$665,222	\$137,430	N/A	N/A	N/A

FUTURE OPPORTUNITIES & CHALLENGES

- Completion of Risk Management Foundation, consists of continued aggressive claims management to bring remaining open Workers Compensation claims to favorable closer for all parties concerned.
- To create a comprehensive Safety Manual that highlights all required OSHA, NIOS and NFPA standards.
- Completion of all required annual OSHA Safety Audits of County owned properties. Annual Safety Audits address highlighted exposures, and implementing corrective actions will impact a reduction in injuries to employees and visiting citizens.
- Bring current all required annual OSHA Safety Training and create job specific safety person training. Safety training provides not only is an added benefit that creates a strong safety culture that complements reduced liability to the bottom line and indirectly increases employee morale.
- The request for a part-time Admin Support staff will complement the Risk Management Department goals.

MULTI-YEAR PLANS

Guilford County has a number of multi-year planning processes to help forecast future expenses and revenues. While the annual budget focuses on needs for the next fiscal year, long-term plans focus beyond the immediate budget year. Being aware of future needs provides a broad fiscal perspective that helps decision makers make better short-term choices and understand how those choices may impact future budgets.

The multi-year plans prepared by the County include:

- The **Capital Investment Plan (CIP)** focuses on expensive, usually one-time investments that are anticipated to take more than one year to complete and represent a long-term interest. The County prepares a separate CIP document for rolling 10 year periods. A summary of highlights including new projects and changes to existing projects planned for the current fiscal year is included in the Capital section of this document. The latest CIP is available online at <http://www.myquiford.com/budget/>. A dashboard with up-to-date financial information about current capital projects is available at <http://capitalprojects.myquiford.com/>.
- The **Large Equipment Plan** focuses on significant equipment needs. These purchases typically cost over \$5,000 and may be annual purchases or one-time purchases. Examples of large equipment purchases that would be included in the plan are cardiac monitors and defibrillators for ambulances. The plan presented is for five fiscal years.
- The **Major Facility Maintenance Plan** focuses on major facility repairs and renovations, such as roof repairs or replacement of air conditioning equipment. The plan presented is for five fiscal years.
- The **Major Technology Plan** focuses on major county technology needs, such as software and hardware purchases and upgrades. The county's annual desktop replacement plan is accounted for in the Technology Plan. The plan presented is for five fiscal years.
- The **Vehicle Replacement Plan** plans for the replacement of county fleet vehicles, including passenger cars, equipment trucks, law enforcement vehicles, and ambulances. Vehicles are considered for replacement based on mileage, condition, use, and maintenance costs. The plan presented is for the next fiscal year.

These plans are developed by staff committees that receive and evaluate requests to purchase the items described above. The committees consider departmental priorities, county priorities, and funding constraints to develop plans that meet the organization's needs while avoiding significant spikes in the annual budgets. Committee recommendations are submitted to and reviewed by Budget Department staff for presentation to the County Manager and inclusion in the recommended and adopted budgets. The approved purchases on the following pages have been incorporated into the departmental budgets presented throughout this document.



Five Year Major Equipment Plan

Department	Description	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Court Alternatives	Juvenile Detention Services Walk-in Cooler & Freezer Ice Machine	\$ - \$ 2,500	\$ 40,000 \$ -	\$ - \$ -	\$ - \$ -	\$ - \$ -
Court Alternatives Total		\$ 2,500	\$ 40,000	\$ -	\$ -	\$ -
Emergency Services	Emergency Services Garage Diesel Partic Filter Clean Machine - Moved to FY17 EMS Maintenance Facility - Moved to FY17	\$ - \$ -	\$ 30,000 \$ 153,772	\$ - \$ -	\$ - \$ -	\$ - \$ -
Fire&Haz Mat Operations	Hurst Extrication Package - Fire Rescue Jack Set Self-Contained Breathing Apparatus - Fire Replacement Thermal Imager	\$ - \$ - \$ - \$ -	\$ 15,000 \$ 250,000 \$ 10,000	\$ - \$ - \$ -	\$ - \$ - \$ 10,000	\$ - \$ - \$ -
	Medical-Emergency Med Stryker PowerPro Stretchers Cardiac Monitors, Defibrillators, Pacemakers Self-Contained Breathing Apparatus - EMS Off-Road Rescue Vehicle - Moved to FY17	\$ 45,000 \$ - \$ - \$ -	\$ 85,000 \$ 2,300,000 \$ 50,000 \$ 30,000	\$ 65,000 \$ - \$ 100,000 \$ -	\$ 65,000 \$ - \$ -	\$ 65,000 \$ - \$ -
	Forklift Truck Hurst Extrication Package - EMS High Pressure Air Bag System Video Laryngoscopes- Moved to FY17	\$ - \$ - \$ - \$ -	\$ 50,000 \$ 50,000 \$ 20,000 \$ 500,000	\$ - \$ - \$ - \$ -	\$ - \$ - \$ - \$ -	\$ - \$ - \$ - \$ -
	Stryker XPS upgrade Training Manikins Transport ventilators LUCAS Cardiac Compression Devices	\$ - \$ - \$ - \$ -	\$ 61,150 \$ 10,000 \$ 500,000 \$ 100,000	\$ 1,150 \$ 50,000 \$ 500,000 \$ 50,000	\$ 1,150 \$ - \$ - \$ -	\$ 1,150 \$ - \$ - \$ -
	Stryker Stretcher Mount	\$ 225,000	\$ 100,000	\$ -	\$ -	\$ -
Emergency Services Total		\$ 270,000	\$ 4,264,922	\$ 816,150	\$ 126,150	\$ 166,150
Facilities	Rubber Track Skid Steer Camera Snake KeyMark Key Stamper Sweeper Truck Large Portable Generator (150 KW) Salt Spreader Fire Extinguisher Reclaim/Refiller Vacuum Pumps (4) Torch Sets (4) Phase Tester Chain & Pole Saws Air Compressor (60 gal)	\$ 18,000 \$ 8,000 \$ 4,900 \$ - \$ - \$ 5,000 \$ 6,000 \$ 2,000 \$ 2,000 \$ 1,000 \$ 1,300 \$ 1,000	\$ - \$ - \$ - \$ 50,000 \$ 40,000 \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	\$ - \$ -	\$ - \$ -	\$ - \$ -
Facilities Total		\$ 49,200	\$ 90,000	\$ -	\$ -	\$ -
Law Enforcement	Detention Services-High Point HP Jail - Food Service Equipment Detention Center-High Point (FY16 Clinic X-Ray) Detention Services-Greenstone Washers/Extractors (replacement) Washers/Extractors (new) Gas Dryers Fingerprint/ID Machine Kitchen Equipment	\$ - \$ - \$ - \$ 39,000 \$ - \$ - \$ -	\$ - \$ 5,500 \$ - \$ - \$ - \$ 42,000 \$ -	\$ - \$ - \$ - \$ - \$ - \$ - \$ 61,000	\$ 6,000 \$ 7,000 \$ - \$ - \$ - \$ - \$ -	\$ - \$ - \$ 30,000 \$ - \$ - \$ 45,000 \$ -

Law Enforcement Total		\$	39,000	\$	47,500	\$	61,000	\$	13,000	\$	75,000
Parks	Administration										
		4x4 4 wheeler	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		54' Lawn Mower with stripping kit	\$ 9,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		54' Lawn Mower - Not Approved	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Front End Loader Tractor 4x4 with Blower	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Bur-Mil Clubhouse	Event Center Tables & Chairs	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Bur-Mil Operations	16' Landscape Trailer	\$ -	\$ -	\$ 4,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Cushman	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Gator	\$ 8,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Reelmaster	\$ -	\$ -	\$ 15,000	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -
		4X4 Gator	\$ -	\$ -	\$ 11,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Blower	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Green Master	\$ -	\$ -	\$ 14,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Tiller	\$ -	\$ -	\$ 4,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Mower	\$ -	\$ -	\$ -	\$ -	\$ 14,000	\$ -	\$ -	\$ -	\$ -
		Aerator	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ -	\$ -
		Backhoe	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000
		Sand Rake	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		John Deere Excavator	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Top Dresser	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -
		John Deere 4x4 Tractor	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Bur-Mil Pool	Bur-Mil Pool Kitchen Equipment	\$ -	\$ -	\$ 23,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000
	Gibson Operations	Lawn Mower	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Lawn Mower	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Reel Mower	\$ -	\$ -	\$ 18,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		4X4 Club Car	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,500	\$ -	\$ -
		Tractor with Backhoe & Loader	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 28,000
	Hagan-Stone Operations	Gator (Replace Golf Cart)	\$ -	\$ -	\$ 5,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Golf Cart	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Lawn Mower	\$ 14,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,000	\$ -	\$ -
		Lawn Mower	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 28,000	\$ -	\$ -
		Tractor with Backhoe and Loader	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Gator	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Gator	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Tractor to run 8' Equipment	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Gas Pump & Tank Replacement	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Event Center Tables & Chairs	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Northeast Clubhouse	Lawn Mower	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Northeast Operations	Gator	\$ 11,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Golf Cart	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Golf Cart	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		4 Wheeler	\$ -	\$ -	\$ 9,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Lawn Mower	\$ -	\$ -	\$ 17,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Sand Rake	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000	\$ -	\$ -

		Golf Cart	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	6,000
		Gator	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
		Tractor with Backhoe & Loader	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
		4X4 Tractor for Reel Mower	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
		5 Gang Unit Reel Mower	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
		Lawn Mower	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
		Top Dresser	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
		Kubota Excavator - Moved to FY18	\$	-	\$	45,000	\$	-	\$	-	\$	-	\$	-	\$	-
		Gas Pump Controller Replacement	\$	-	\$	15,000	\$	-	\$	-	\$	-	\$	-	\$	-
	Northeast Pool	Northeast Park Aquatic Center - Kitchen	\$	-	\$	-	\$	-	\$	-	\$	20,000	\$	-	\$	-
	Southwest Marina	Kayaks	\$	-	\$	-	\$	-	\$	-	\$	-	\$	15,000	\$	-
		Jon Boats	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
		Patrol Boat	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Southwest Operations	Golf Cart	\$	-	\$	4,000	\$	-	\$	-	\$	-	\$	-	\$	-
		Golf Cart	\$	-	\$	5,000	\$	-	\$	-	\$	-	\$	-	\$	-
		Lawn Mower	\$	-	\$	20,000	\$	-	\$	-	\$	-	\$	-	\$	-
		Gator	\$	-	\$	11,500	\$	-	\$	-	\$	-	\$	-	\$	-
		Sand Rake	\$	-	\$	-	\$	-	\$	-	\$	6,000	\$	-	\$	-
		Tractor with Backhoe & Loader	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
		Kubota Tractor - Moved to FY17	\$	-	\$	20,000	\$	-	\$	-	\$	-	\$	-	\$	-
		New Holland MC 28 Mower - Moved to FY17	\$	-	\$	22,000	\$	-	\$	-	\$	-	\$	-	\$	-
		Toro 4000D Mower - Moved to FY17	\$	-	\$	40,000	\$	-	\$	-	\$	-	\$	-	\$	-
		New Holland Tractor with Mower - Moved to FY17	\$	-	\$	20,000	\$	-	\$	-	\$	-	\$	-	\$	-
		New Holland Tractor with Mower - Moved to FY17	\$	-	\$	20,000	\$	-	\$	-	\$	-	\$	-	\$	-
		Bobcat Loader with Combo Bucket	\$	-	\$	30,000	\$	-	\$	-	\$	-	\$	-	\$	-
		New Holland with Mower and Bucket	\$	-	\$	24,000	\$	-	\$	-	\$	-	\$	-	\$	-
		Triad Park - Woodland Hall	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Parks Total			\$	100,000	\$	529,000	\$	83,000	\$	59,500	\$	67,000				
Public Health	Adult Administration	Lead Paint Portable Data Recorder (PDA)	\$	-	\$	-	\$	-	\$	30,000	\$	-	\$	-	\$	-
		Autoclaves (2)	\$	-	\$	-	\$	-	\$	-	\$	20,000	\$	-	\$	-
		Freezers (2)	\$	-	\$	-	\$	-	\$	10,000	\$	-	\$	-	\$	-
		Refrigerators (2)	\$	8,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
		Refrigerators (3) & Freezers (2) - Vaccines	\$	30,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
	Dental-Children	Air Compressor (Greensboro)	\$	-	\$	-	\$	-	\$	7,000	\$	-	\$	-	\$	-
		Air Compressor (High Point)	\$	7,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
		Autoclave (Greensboro)	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	6,000
		Film Processor (Greensboro)	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
		Station Sterilizer (Greensboro) - REMOVED	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
		Vacuum System (Greensboro)	\$	-	\$	6,000	\$	-	\$	-	\$	6,000	\$	-	\$	-
		Vacuum System (High Point)	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
		X-Ray Machine - Operatory (Greensboro)	\$	-	\$	12,000	\$	-	\$	-	\$	-	\$	-	\$	-
		X-Ray Machine - Operatory (High Point)	\$	-	\$	6,000	\$	-	\$	-	\$	-	\$	-	\$	-
		X-Ray Machine - Panoramic (Greensboro)	\$	-	\$	-	\$	-	\$	30,000	\$	-	\$	-	\$	-
		X-Ray Machine (Panoramic) (High Point)	\$	-	\$	-	\$	-	\$	-	\$	30,000	\$	-	\$	-
	Dental-Children-MedMax	Air Compressor (High Point #2) - REMOVED	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
		Dental Chairs (High Point)	\$	-	\$	10,000	\$	-	\$	-	\$	-	\$	-	\$	-

Environmental Health-Admir	Air Quality Equipment	\$	-	\$	-	\$	-	\$	6,000	\$	-
	Lead Paint Portable Data Recorder (PDA)	\$	-	\$	-	\$	30,000	\$	-	\$	-
Laboratory	Lab Refrigerator	\$	-	\$	-	\$	-	\$	-	\$	-
	Refrigerator (High Point)	\$	-	\$	-	\$	-	\$	-	\$	6,000
	Sample Analyzer - Coulter AcT Diff2 (Greensboro)	\$	-	\$	-	\$	-	\$	-	\$	-
	Sample Analyzer - Coulter AcT Diff2 (High Point)	\$	-	\$	-	\$	-	\$	-	\$	-
	Sub-Zero Freezer (High Point)	\$	-	\$	-	\$	-	\$	-	\$	-
Public Health Total		\$ 45,000	\$ 34,000	\$ 107,000	\$ 62,000	\$ 12,000					
Sandhills	HP Sub	\$	-	\$	-	\$	-	\$	3,000	\$	-
Sandhills Total		\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000					
Security	Digital Voice Recorder Replacement	\$	-	\$	-	\$	-	\$	-	\$	6,000
	Replace Guard Tour System	\$	-	\$	-	\$	-	\$	-	\$	2,100
	Replace X-Ray Machines and Magnetometers	\$	10,000	\$	10,000	\$	55,000	\$	57,000	\$	59,000
	Firearms Replacement	\$	-	\$	-	\$	9,600	\$	-	\$	-
	Tasers	\$	6,000	\$	2,000	\$	2,000	\$	1,000	\$	1,000
Security Total		\$ 16,000	\$ 12,000	\$ 66,600	\$ 58,000	\$ 68,100					
Total County Dollars		\$ 521,700	\$ 5,017,422	\$ 1,133,750	\$ 321,650	\$ 388,250					

Five Year Special Facilities Maintenance Plan

Building	Summary	Category	FY 2017			FY 2018	FY 2019-21
			Requested	Adopted			
ADS Substance Abuse Facility	Building Envelope	Roofing	\$ 80,000	\$ 80,000	\$	- \$	85,000
ADS Substance Abuse Facility	Building Structure	Foundation	\$ 18,000	\$	\$	- \$	-
ADS Substance Abuse Facility	Site Access & Accessibility	Paving & Parking Lots	\$ 79,000	\$	\$	- \$	79,080
Agricultural Center Main Building	Major Systems	HVAC System	\$ 315,000	\$ 315,000	\$	- \$	384,000
Animal Shelter	Building Envelope	Exterior Doors & Windows	\$ 2,500	\$ 2,500	\$	- \$	-
Animal Shelter	Building Envelope	Roofing	\$ 10,000	\$ 10,000	\$	- \$	-
Animal Shelter	Major Systems	HVAC System	\$ 25,000	\$ 25,000	\$	- \$	-
Animal Shelter	Building Interior	Interior Doors	\$ 2,500	\$ 2,500	\$ 1,000	\$	-
Animal Shelter	Building Interior	Interior Walls & Ceilings	\$ 5,000	\$ 5,000	\$	- \$	-
Animal Shelter	Other Items	Other	\$ 5,000	\$ 5,000	\$	- \$	-
BB&T Building	Building Envelope	Roofing	\$ 400,000	\$	\$ 400,000	\$	-
BB&T Building	Major Systems	Elevators	\$ 216,000	\$	\$	- \$	-
BB&T Building	Site Access & Accessibility	Paving & Parking Lots	\$ 100,000	\$ 100,000	\$	- \$	-
BB&T Building	Site Access & Accessibility	Sidewalks	\$ 50,000	\$ 50,000	\$	- \$	-
Bellemeade Center	Major Systems	HVAC System	\$ 92,000	\$	\$	- \$	52,800
Bur-Mil Clubhouse	Life & Safety	Fire Alarm System	\$ 50,000	\$	\$	- \$	35,000
Bur-Mil Clubhouse	Other Systems	Exterior Lighting	\$ 10,000	\$	\$	- \$	2,500
Bur-Mil Clubhouse	Other Systems	Interior Lighting	\$ 75,000	\$	\$ 75,000	\$	-
Bur-Mil Clubhouse	Building Access & Accessibility	Accessibility	\$ 65,000	\$	\$	- \$	65,000
Bur-Mil Clubhouse	Building Interior	Interior Flooring	\$ 100,000	\$	\$	- \$	-
Bur-Mil Clubhouse	Building Interior	Interior Walls & Ceilings	\$ 150,000	\$	\$	- \$	-
Bur-Mil Park	Major Systems	Water	\$ 20,000	\$	\$ 150,000	\$	-
County-wide General Repairs	Building Envelope	Roofing	\$ 100,000	\$ 100,000	\$	- \$	-
County-wide General Repairs	Major Systems	HVAC System	\$ 297,500	\$ 275,000	\$	- \$	-
County-wide General Repairs	Other Items	Other	\$ 50,000	\$ 50,000	\$	- \$	-
Edgeworth Building	Major Systems	HVAC System	\$ 738,000	\$	\$	- \$	738,000
EMS Base Headquarters Dr	Building Envelope	Roofing	\$ 60,000	\$ 60,000	\$	- \$	-
EMS Meadowood	Building Envelope	Roofing	\$ 400,000	\$	\$ 12,000	\$	-
EMS Meadowood	Building Structure	Exterior Masonry	\$ 125,000	\$ 125,000	\$	- \$	-
Gibson House	Building Envelope	Exterior Doors & Windows	\$ 1,500	\$	\$	- \$	-
Gibson House	Building Envelope	Roofing	\$ 10,000	\$	\$ 10,000	\$	-
Gibson House	Building Structure	Floor Framing	\$ 5,000	\$	\$	- \$	-
Gibson House	Major Systems	Electrical Power	\$ 2,000	\$	\$	- \$	-
Gibson House	Major Systems	Plumbing	\$ 6,000	\$	\$	- \$	-
Gibson House	Building Interior	Interior Walls & Ceilings	\$ 12,000	\$	\$	- \$	10,000
Gibson House	Building Exterior	Exterior Walls	\$ 10,500	\$	\$ 12,000	\$	-
Gibson House	Site Exterior	Storm Drainage	\$ 4,000	\$	\$	- \$	-
Gibson Park	Site Access & Accessibility	Paving & Parking Lots	\$ 10,000	\$	\$ 52,200	\$	60,000
Greene St Building	Building Envelope	Exterior Walls	\$ 15,000	\$	\$	- \$	60,000
Greene St Building	Building Structure	Exterior Masonry	\$ 35,000	\$	\$ 36,000	\$	-
Greensboro Courthouse	Building Envelope	Exterior Sealing & Caulking	\$ 70,000	\$	\$	- \$	108,000
Greensboro Courthouse	Building Envelope	Roofing	\$ 30,000	\$	\$	- \$	32,520
Greensboro Courthouse	Major Systems	Elevators	\$ 60,000	\$	\$	- \$	-
Greensboro Detention Center	Building Envelope	Exterior Sealing & Caulking	\$ 25,000	\$ 25,000	\$	- \$	-
Greensboro Plaza & Parking Deck	Building Structure	Building Structure	\$ 15,000	\$	\$	- \$	-
Greensboro Plaza & Parking Deck	Major Systems	Fire Sprinkler System	\$ 250,000	\$ 250,000	\$	- \$	-

FY 2017

Building	Summary	Category	Requested	Adopted	FY 2018	FY 2019-21
Hagan-Stone Park & Campground	Life & Safety	Fire Alarm System	\$ 15,000	\$ 15,000	\$ 20,000	\$ -
Hagan-Stone Park & Campground	Other Systems	Exterior Lighting	\$ 30,000	\$ -	\$ -	\$ -
Hagan-Stone Park & Campground	Park Amenities	Park Playgrounds	\$ 45,000	\$ -	\$ -	\$ -
Hagan-Stone Park & Campground	Park Amenities	Park Shelters	\$ 45,000	\$ 45,000	\$ 5,000	\$ 29,000
High Point Courthouse & Plaza	Other Systems	Exterior Lighting	\$ 40,000	\$ 40,000	\$ -	\$ -
High Point Courthouse & Plaza	Site Access & Accessibility	Paving & Parking Lots	\$ 285,000	\$ 110,000	\$ -	\$ 1,838,000
High Point Detention Center	Site Access & Accessibility	Paving & Parking Lots	\$ 50,000	\$ -	\$ -	\$ 16,800
High Point Parking Deck - LE	Building Structure	Foundation	\$ 25,000	\$ -	\$ -	\$ 57,600
Juvenile Detention Center	Major Systems	HVAC System	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 120,000
Law Enforcement Center (Old Jail)	Major Systems	HVAC System	\$ 25,000	\$ 25,000	\$ -	\$ -
Lifespan Building	Building Envelope	Roofing	\$ 40,000	\$ -	\$ -	\$ 18,000
Maple Street Bldg	Building Envelope	Exterior Sealing & Caulking	\$ 30,000	\$ -	\$ -	\$ -
Maple Street Bldg	Major Systems	HVAC System	\$ 15,000	\$ -	\$ -	\$ 18,000
Maple Street Bldg	Building Interior	Interior Flooring	\$ 80,000	\$ -	\$ -	\$ 266,640
Mental Health - High Point	Building Envelope	Exterior Sealing & Caulking	\$ 40,000	\$ -	\$ -	\$ -
Mental Health - High Point	Building Envelope	Roofing	\$ 20,000	\$ -	\$ -	\$ -
Mental Health - High Point	Building Interior	Interior Walls & Ceilings	\$ 20,000	\$ -	\$ 9,000	\$ 38,400
Northeast Park	Park Amenities	Park Fields	\$ 3,000	\$ -	\$ 22,000	\$ 5,000
Northeast Park	Park Amenities	Park Shelters	\$ 2,000	\$ -	\$ -	\$ 10,000
Old Courthouse	Major Systems	HVAC System	\$ 50,000	\$ -	\$ -	\$ 1,171,000
Otto Zenke Bldg	Building Envelope	Exterior Sealing & Caulking	\$ 35,000	\$ 35,000	\$ -	\$ -
Otto Zenke Bldg	Building Structure	Floor Framing	\$ 215,000	\$ -	\$ -	\$ 170,000
Passive Parks	Park Amenities	Other Park Amenities	\$ 100,000	\$ 50,000	\$ -	\$ -
Public Health - High Point	Building Envelope	Exterior Sealing & Caulking	\$ 35,000	\$ -	\$ -	\$ -
Public Health - High Point	Major Systems	HVAC System	\$ 100,000	\$ -	\$ -	\$ 98,000
Public Health - High Point	Other Systems	Exterior Lighting	\$ 25,000	\$ -	\$ -	\$ -
Russell Street Bldg	Major Systems	HVAC System	\$ 150,000	\$ -	\$ -	\$ 48,000
Russell Street Bldg	Site Access & Accessibility	Paving & Parking Lots	\$ 320,000	\$ 200,000	\$ -	\$ 337,800
Southwest Park	Major Systems	HVAC System	\$ 2,000	\$ -	\$ -	\$ 3,000
Southwest Park	Site Exterior	Site Landscaping	\$ 2,000	\$ -	\$ 2,000	\$ -
Southwest Park	Park Amenities	Park Fields	\$ 6,000	\$ -	\$ 6,000	\$ 7,500
Whisnant Center	Major Systems	HVAC System	\$ 100,000	\$ -	\$ -	\$ 30,000
Total			\$ 7,151,500	\$ 3,000,000	\$ 10,159,235	\$ 27,226,841

Five Year Technology Plan

Department	Item	Description	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
County Commissioners	Tech Upgrades	Replace cameras & broadcasting controls in BOC.	\$ 100,000	\$ -	\$ -	\$ -	\$ -
County Commissioners Total			\$ 100,000	\$ -	\$ -	\$ -	\$ -
Information Services	Desktop Refreshes	County-wide computer replacement	\$ 200,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
	Laptop Refreshes	County-wide computer replacement	\$ 75,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
	Disaster Recovery	Site as service	\$ 140,000	\$ -	\$ -	\$ -	\$ -
	Network Switches		\$ 150,000	\$ -	\$ -	\$ -	\$ -
	Servers	Blade servers to replace physical servers	\$ 40,000	\$ -	\$ -	\$ -	\$ -
	Data Closet Upgrades		\$ 45,000	\$ -	\$ -	\$ -	\$ -
	Large Format Scanner	To scan old plans and documents	\$ 17,000	\$ -	\$ -	\$ -	\$ -
	Mobile Device Management	IS Client Services	\$ -	\$ 5,000	\$ 5,200	\$ 5,200	\$ 5,500
	AddressOne	Software for updating property records	\$ 195,000	\$ -	\$ -	\$ -	\$ -
	Accela	APO Update Project	\$ 31,290	\$ -	\$ -	\$ -	\$ -
	LaserFiche GeoDocs	Software to push documents to public	\$ 25,000	\$ -	\$ -	\$ -	\$ -
	Infor	Contract management system phase 2	\$ 150,000	\$ -	\$ -	\$ -	\$ -
	MrSID	Image compression software	\$ 18,000	\$ -	\$ -	\$ -	\$ -
	Infor	Enterprise asset management system	\$ 205,000	\$ -	\$ -	\$ -	\$ -
	Transition to SaaS		\$ -	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000
	Software Upgrades	Miscellaneous	\$ -	\$ 345,000	\$ 345,000	\$ 345,000	\$ 345,000
Information Services Total			\$ 1,291,290	\$ 345,000	\$ 345,000	\$ 345,000	\$ 345,000
Facilities	Cameras	Security cameras	\$ 8,000	\$ -	\$ -	\$ -	\$ -
	Cameras	Greene St security cameras	\$ 5,000	\$ -	\$ -	\$ -	\$ -
Facilities Total			\$ 13,000				
Security	Security Cameras	Replace 30 cameras	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ -
Security Total			\$ 45,000				
Public Health	EH Trimble	Devices for environmental services to collect data	\$ 25,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
	Electronic Medical Records	Contingency fund for implementation of EMR system	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
Public Health Total			\$ 85,000				
Child Support Enforcement	Office Technology Needs	3 phones, 6 scanners, fax machine, copier, & printers	\$ 10,169	\$ -	\$ -	\$ -	\$ -
Child Support Enforcement Total			\$ 10,169				
Law Enforcement	SAN	Storage Replacement	\$ 312,000	\$ -	\$ -	\$ -	\$ -
	MCT's	Replace 35 in car computers	\$ 145,000	\$ 145,000	\$ 145,000	\$ 145,000	\$ 145,000
	Storage	For body camera footage	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
	Servers	Replacement servers	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
	Jail Tech Needs	Camera storage space, cable boxes for TVs	\$ 37,000	\$ -	\$ -	\$ -	\$ -
Law Enforcement Total			\$ 514,000				
Emergency Services	Servers	Replacement servers	\$ 12,000	\$ 10,000	\$ 40,000	\$ 10,000	\$ 10,000
	MCT's	Replace 13 mobile laptops	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
	ePCR Tablets		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
	Mobile Gateways	Replace 25 in-ambulance transmitters	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
	First Watch	Software	\$ 50,000	\$ -	\$ -	\$ -	\$ -
	First Pass	Software	\$ -	\$ -	\$ 85,000	\$ -	\$ -
Emergency Services Total			\$ 202,000	\$ 150,000	\$ 265,000	\$ 150,000	\$ 150,000
Animal Services	MCT's	Replace mobile laptops for animal control officers	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000

Animal Services Total		\$ 20,000							
Parks & Recreation	Cameras	Security cameras at parks	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parks & Recreation Total			\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expense Total			\$ 2,286,459	\$ 1,775,000	\$ 2,005,200	\$ 1,775,200	\$ 1,730,500		
Med Max Fund Balance Revenue			\$ (60,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total County Dollars			\$ 2,226,459	\$ 1,775,000	\$ 2,005,200	\$ 1,775,200	\$ 1,730,500		

Vehicle Purchases - FY 2016 - 2017 Adopted Budget

Description	Count	Cost
NEW Social Services - 10 Sedans	10	\$ 180,000
NEW Risk Management - Sedan	1	\$ 18,000
Replace #161 - Coop. Extension - Pickup Truck	1	\$ 19,600
Replace #62 - Court Alternatives - Sedan	1	\$ 24,000
Replace #732 - Facilities - Van	1	\$ 19,600
Replace #786 - Facilities - Pickup Truck	1	\$ 26,000
Replace #815 - Parks & Recreation - Pickup Truck	1	\$ 24,000
Replace #900 - Parks & Recreation - Pickup Truck	1	\$ 22,000
Replace #838 - Parks & Recreation - Pickup Truck	1	\$ 22,000
Replace #950 - Planning - Pickup Truck	1	\$ 26,000
Replace #653 - Planning - Pickup Truck	1	\$ 26,000
Replace #66 - Solid Waste - Pickup Truck	1	\$ 90,000
Replace #766 - Public Health - Sedan	1	\$ 19,600
Replace #664 - Public Health - Sedan	1	\$ 19,600
Replace #183 - Public Health - Sedan	1	\$ 19,600
Replace #7 - Public Health - Sedan	1	\$ 19,600
Replace #5 - Public Health - Pickup Truck	1	\$ 24,000
Replace #361 - Social Services - Van	1	\$ 24,000
Replace #364 - Social Services - Van	1	\$ 24,000
Replace #592 - Social Services - Sedan	1	\$ 19,600
Replace #1061 - Social Services - Sedan	1	\$ 19,600
Replace #1177 - Transportation - Bus (County share)	1	\$ 5,650
Replace #1178 - Transportation - Bus (County share)	1	\$ 5,650
Replace #1179 - Transportation - Bus (County share)	1	\$ 5,650
Replace #1180 - Transportation - Bus (County share)	1	\$ 5,650
Replace #1181 - Transportation - Bus (County share)	1	\$ 5,650
Replace #598 - Tax - Sedan	1	\$ 19,600
Replace #330 - Tax - Sedan	1	\$ 19,600
Fleet Operation Total	37	\$ 754,250
Replace #1087 - Law Enforcement - Charger	1	\$ 34,500
Replace #53 - Law Enforcement - Charger	1	\$ 34,500
Replace #953 - Law Enforcement - Charger	1	\$ 34,500
Replace #1100 - Law Enforcement - Charger	1	\$ 34,500
Replace #1027 - Law Enforcement - Charger	1	\$ 34,500
Replace #1095 - Law Enforcement - Charger	1	\$ 34,500
Replace #445 - Law Enforcement - Charger	1	\$ 34,500
Replace #1025 - Law Enforcement - Charger	1	\$ 34,500
Replace #1102 - Law Enforcement - Charger	1	\$ 34,500
Replace #389 - Law Enforcement - Charger	1	\$ 34,500
Replace #138 - Law Enforcement - Charger	1	\$ 34,500
Replace #418 - Law Enforcement - Charger	1	\$ 34,500
Replace #1085 - Law Enforcement - Charger	1	\$ 34,500
Replace #753 - Law Enforcement - Charger	1	\$ 34,500
Replace #1300 - Law Enforcement - SUV	1	\$ 40,500
Replace #1004 - Law Enforcement - SUV	1	\$ 40,500

Vehicle Purchases - FY 2016 - 2017 Adopted Budget

Description	Count	Cost
Replace #1009 - Law Enforcement - Interceptor Sedan	1	\$ 32,500
Replace #1172 - Law Enforcement - Interceptor Sedan	1	\$ 32,500
Replace #1016 - Law Enforcement - Interceptor Sedan	1	\$ 32,500
Replace #668 - Law Enforcement - Interceptor Sedan	1	\$ 32,500
Replace #828 - Law Enforcement - Interceptor Sedan	1	\$ 32,500
Replace #672 - Law Enforcement - Van	1	\$ 30,000
Replace #576 - Law Enforcement - Van	1	\$ 30,000
Replace #93 - Law Enforcement - Van	1	\$ 30,000
Replace #807 - Law Enforcement - Van	1	\$ 34,500
Replace #1393 - Law Enforcement - Van	1	\$ 34,500
Replace #1394 - Law Enforcement - Van	1	\$ 34,500
Replace #1045 - Law Enforcement - U/C Vehicle	1	\$ 30,000
Replace #1066 - Law Enforcement - U/C Vehicle	1	\$ 30,000
Replace #300 - Law Enforcement - Pickup Truck	1	\$ 34,500
Law Enforcement Total	30	\$ 1,014,500
NEW Emergency Services - Sedan	1	\$ 25,000
Replace #82 - Emergency Services - Ambulance	1	\$ 234,000
Replace #915 - Emergency Services - Ambulance	1	\$ 234,000
Replace #936 - Emergency Services - Ambulance	1	\$ 234,000
Replace #983 - Emergency Services - Ambulance	1	\$ 234,000
Replace #350 - Emergency Services - Sedan	1	\$ 41,825
Replace #849 - Emergency Services - Sedan	1	\$ 41,825
Replace #584 - Emergency Services - SUV	1	\$ 50,355
Replace #881 - Emergency Services - SUV	1	\$ 50,355
Replace #534 - Emergency Services - SUV	1	\$ 50,355
Replace #544 - Emergency Services - SUV	1	\$ 50,355
Replace #545 - Emergency Services - SUV	1	\$ 50,355
Emergency Services Total	12	\$ 1,296,425
Replace #914 - Animal Control - Pickup Truck	1	\$ 30,000
Animal Control Total	1	\$ 30,000
TOTAL	80	\$ 3,095,175

GLOSSARY OF BUDGET-RELATED TERMS

ABC Tax - A tax on the net profits of county and city alcoholic beverage control (ABC) stores. The law provides that the net profits from the tax go to a county's general fund.

Accrual Basis of Accounting - Method of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Ad Valorem Tax (also known as "Property Tax") - A tax on property itself, levied on the assessed value of the property.

Adopted Budget - The original budget approved by the Board of County Commissioners for a given fiscal year.

Amended Budget - The original budget plus or minus any adjustments approved during the fiscal year by the Board of County Commissioners, i.e. 6/30 or year end.

Appropriation - An authorization from a governing body to make expenditures for a specific purpose.

Assessed Valuation - The total value of real estate and personal property as determined by tax assessors which is used as a basis for levying taxes.

Average Daily Membership (ADM) - The average number of students attending the public schools (grades K-12) on any given day based on enrollment figures through the first 10 days of the school year. This number is used by the State Department of Public Instruction for the allotment of "per pupil" funds to a school system. It is also used by county government as the basis for the allotment of operating (non-capital) funds from county sources to the public schools.

Balance Budget – A budget (including project ordinances and financial plans for Internal Service Funds) where the sum of estimated net revenues and appropriated fund balances is equal to appropriations. G.S. 159-8(a) requires an exact balance – neither a deficit nor a surplus. G.S. 159-13(b) (16) states that each of the accounting funds, the sum of which make up the annual budget, must also be balanced.

Beer & Wine Tax - A tax levied by the state on alcoholic beverages. A county is eligible to share in beer and wine excise tax revenues if these beverages may be legally sold at the retail level in any part of a county outside of the municipalities. Distribution of the revenue from this tax is made to county governments based on the non-municipal population.

Benchmarking - A practical process for measuring an organization's performance and processes, and using that analysis to improve services, operations and associated expenses.

Best in Class - Organizations that perform each function at the lowest cost, or with the highest degree of quality or efficiency.

Best Practice - The method used by an entity that excels at doing a particular activity. These are the measures against which the county benchmarks its current processes for performing the activity.

Block Grant - The consolidation by a funding agency (Federal or State government, for example) of two or more program-specific grants into one grant. This, in theory, provides the recipient of the grant with the maximum flexibility in the expenditure of the grant funds, while adhering to program requirements. In practice, it is sometimes used by funding agencies as a method of reducing the amount of grant awards.

Bond - A written promise to pay a specific sum of money plus interest within a specific period of time. Bonds are a major source of revenue for construction or major renovations.

Brownfields - Abandoned industrial sites that are, many times, contaminated, and in need of redevelopment before new businesses can utilize them. With potential positive changes to federal EPA regulations looming on the horizon, involvement in the area of brownfields redevelopment could yield public benefits in the areas of downtown and community redevelopment, as well as within the small business community.

Budget - A proposed plan for raising and spending money for specified programs, functions, activities, or objectives during a fiscal year.

Budget Calendar - The schedule around which the budget is developed. This schedule must include certain statutory dates, ultimately ending with the adoption of a budget ordinance by the Board of County Commissioners prior to July 1 (the date that the fiscal year begins).

Budget Message - The introduction of the budget that provides the Board of County Commissioners and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the County Manager.

Budget Ordinance - The official enactment by the Board of Commissioners making appropriations and establishing a tax rate for the budget year. Appropriations shall be made by department, function, or project and will include the presentation of revenue estimates by major source. The ordinance must be adopted prior to July 1, with appropriate notification made to the Finance Officer and Clerk to the Board within five (5) days of approval by the Board of Commissioners.

Capital Improvement Plan (CIP) - A five-year plan of major construction or renovation projects. This plan includes the projected annual expenses and available revenues for each project. The plan is adjusted annually and approved by the Board of County Commissioners.

Capital Improvement Program - A long range plan which outlines proposed capital improvement projects and estimates the costs and funding sources associated with those projects.

Capital Outlay - Expenses associated with the acquisition, construction, improvement, replacement, or renovation of land, structures and improvements thereon. This includes equipment and physical property, other than land and buildings, having a useful life of more than three years and a cost in excess of \$5,000. (Expenditures to replace parts or otherwise to restore assets to their previously efficient operating condition, are treated as repairs.)

Capital Projects - A renovation and/or new construction project where costs are \$100,000 or more; the finished project has a life expectancy of five (5) or more years; and, the

project takes a year or more to complete.

Capital Project Fund - Transactions relating to the construction of any major capital improvements, including those financed by bond proceeds.

Capitation - The practice by a funding agency (Federal or State government, for example) of establishing maximum amounts which may be allocated to recipients of revenue.

Cash Basis of Accounting - Method of accounting in which transactions are recognized at the time cash is received or spent.

Community Based Alternatives (CBA's) - State-funded alternatives to training school for juveniles, ages 7-17, who have been adjudicated delinquent, or are at risk of being involved in the juvenile justice system. Because Guilford County sends a higher than average number of children to training school, all local programs funded with DBA funding must serve at least 50% of children adjudicated delinquent. The Youth Advisory Council, mandated in every county, and appointed by the Board of Commissioners, makes recommendations on funding each year to the Board of Commissioners. There is a required local match of 30%. The local funding can come from local government (city & county), the United Way, or any local foundation.

Community Development Fund - This fund accounts for projects financed primarily with Community Development Block Grant Funds for rehabilitation and new construction of housing for individuals with low-to-moderate income levels. Guilford County is a member of a housing consortium with four (4) other local governments under the Home Investment Affordable Housing Program created through the Title II Home Investment Partnership Act of the Cranston-Gonzalez National Affordable Housing Act of 1990.

County Building Construction Fund - Transactions associated with the financing and construction of various capital assets and improvements for county projects as opposed to schools, water/sewer, parks and watershed.

Countywide Budget - The combination of the General Fund Budget (less any transfers to other funds) and the School Capital Outlay Fund Budget. This budget serves as the basis for the countywide tax rate.

Debt Service - Payments of interest and principal on an obligation resulting from the issuance of bonds.

Emergency Telephone System Fund - Transactions associated with the operation and debt retirement of the "911" Emergency Communications System. These transactions include those associated with both the "hardwire" (landlines) and "wireless" (cellular) communications components.

Fire Protection District Funds - Transactions relating to the operation of the Fire Protection Districts in the county. There are 21 individual Fire Protection Districts in the county. Each is funded, in large part, from a special district tax levied on the property value for the individual district. The tax rate for each district is established annually by the Board of County Commissioners with the adoption of the Budget Ordinance.

Fiscal Year (FY) - The twelve-month period designated as the operating year for county

government. For Guilford County, the fiscal year begins on July 1, and ends on the following June 30.

Fund - A separate fiscal and accounting entity, with its own set of accounts and having its own cash and other resources, liabilities, equities or fund balance, revenues and expenditures.

Fund Balance - Appropriated - Unrestricted money (cash & investments) left over at the end of a given fiscal year that is budgeted to help finance the subsequent year's expenditures.

Fund Balance - Undesignated - Unrestricted money (cash & investments) left over at the end of a given fiscal year that is not budgeted to help finance the subsequent year's expenditures. Any or all of this amount may be appropriated by action of the Board of County Commissioners at any time during the year, or may be left undesignated until the end of the fiscal year. The Local Government Commission recommends that the undesignated fund balance be at least 8% of the countywide budget.

GAAP - An acronym meaning "Generally Accepted Accounting Principles", which refer to a set of standard accounting rules and procedures used by governmental agencies to account for the receipt and expenditure of funds.

General Fund - Transactions very general in nature and not required to be accounted for in another fund. This is the primary operating fund for the county.

General Obligation Bonds - Bonds issued by the government, usually requiring voter approval, that are backed by the government's full faith and credit.

Hold-Harmless Revenue – Revenue remitted by the State to county governments in an effort to partially offset the loss of revenue resulting from the elimination of Inventory Tax and Intangibles Tax reimbursements

Internal Services Fund - Transactions of departments that serve other departments in the same government rather than the public. Operations in Guilford County government that are included in the Internal Services Fund are Risk Management, Telecommunications and the Employee Health Care Plan.

Investment Earnings - The interest realized as a result of the investment of idle cash (includes fund balance, capital and operating proceeds, and bond proceeds. These earnings must be credited proportionately among the funds from which the invested money came.

Joint Water/Sewer Trust Fund - Transactions associated with the financing and construction of various water and sewer construction projects through joint agreements with various municipalities, including the cities of Greensboro and High Point and the Towns of Gibsonville and Jamestown.

Law Enforcement Separation Fund - Transactions associated with the amounts paid by the county to the State of North Carolina to supplement the standard retirement benefits for law enforcement personnel at any level of government. The retirement plan allows law enforcement personnel to retire with 30 years of service or at age 55. The supplement adds to the standard retirement benefits and amount the retiree would receive from Social Security

until the time that the retiree is eligible for Social Security.

Modified Accrual Basis of Accounting - A method for recording the receipt and expenditure of funds in which revenues are recorded when the amount becomes measurable and available to pay current liabilities and expenditures are recorded when the liability is actually incurred.

Modified Accrual Basis of Budgeting – The assignment of most revenues, including the property tax, to the year when they are received in cash, or if they are received shortly after the start of one fiscal year but are measurable and available at the end of the prior fiscal year, to the prior year's budget; and the assignment of expenditures to the year in which the liabilities arising from those expenditures are expected to occur.

Motor Vehicles - For the purpose of establishing property values, motor vehicles are defined as any vehicle that is self-propelled and every vehicle designed to run upon the highways that is pulled by a self-propelled vehicle. Motor vehicles are designed for public roads and include trailers.

Outcome - Measures providing information on program results or effectiveness.

Output - Indicators that define the amount of service units provided by a department or program (workload indicators).

Pay As You Go Funding (PAYG) - A funding mechanism for capital projects that relies on annual appropriations as opposed to long-term debt created through the issue of voter-approved bonds. This form of funding usually requires an appropriation from the General Fund (primarily property tax revenues or fund balance appropriations).

Performance Measures - Quantitative measures that assist in analyzing the effectiveness and efficiency of a program or department.

Personal Property - Property that is movable as distinguished from fixed property. Property in the category is divided into two groups: "Tangible" and "Intangible".

Property Tax (also known as "Ad Valorem Tax") - A tax on property itself, levied on the assessed value of the property.

Real Property - Land, buildings, and items permanently affixed to land or buildings.

Revenue - Receipts that increase the County's net worth or net financial resources.

Room Occupancy & Tourism Development Fund - Transactions relating to the collection of a tax on certain accommodations, with the proceeds allocated to the Guilford County Tourism Development Authority and to the City of High Point.

School Capital Outlay Fund - Transactions associated with the financing of school capital assets for the Guilford County Public Schools and Guilford Technical Community College.

Sewer Bond Fund - Transactions associated with the financing and construction of various sewer construction projects.

State Certified Property - For the purpose of establishing property values, the N.C. Department of Revenue appraises some real and personal property in each county and certifies the values of such property to the assessor. Examples of the types of property included in this category are airline companies, bus line companies, electric membership corporations and power companies, gas companies, pipeline companies, and motor freight carrier companies.

State Shared Revenue - The proceeds from State taxes that are shared with counties, with the distribution being determined by some formula, depending on the type of tax. Revenue in this category includes intangibles tax, beer & wine taxes, and real estate transfer fees.

Temporary Assistance for Needy Families (TANF) - This State block grant replaces the former entitlement program (AFDC).

Tangible Personal Property - Items of visible and movable property not permanently affixed to real property.

Tax Levy - The total amount to be raised by general property taxes for operating and debt service purposes specified in the annual budget ordinance.

Tax Rate - The factor that determines the amount of tax due on taxable property. Tax rates are customarily expressed in dollars per \$100 appraised valuation.

Water Bond Fund - Transactions associated with the financing and construction of various water construction projects.

Water/Sewer Construction Fund - Transactions associated with the financing and construction of various water and sewer construction projects.

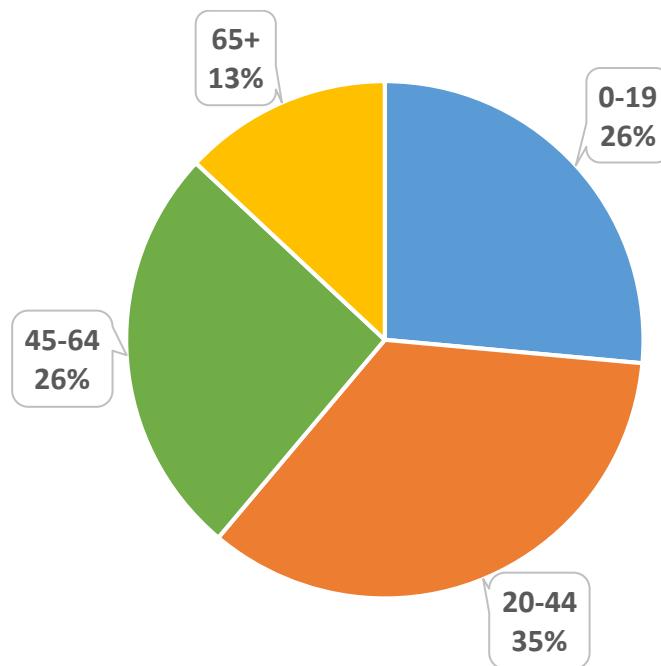


Guilford County

STATE of NORTH CAROLINA

Section 1: Population Breakdown

	Gender	Population	% of Total
Male		238,318	47.58%
Female		262,581	52.42%
Total		500,899	-
	Age Group		
0-19		132,470	26.45%
20-44		173,747	34.69%
45-64		129,405	25.83%
65+		65,277	13.03%
	Race ⁽¹⁾		
White		295,102	58.91%
African American		172,692	34.48%
Hispanic or Latino		36,976	7.38%
Asian		24,035	4.80%
American Indian and Alaska Native		5,664	1.13%
Native Hawaiian and Other Pacific Islander		546	0.11%
	Veteran Status ⁽²⁾		
Veteran		30,675	6.12%
Not Veteran		354,545	70.78%



(1) It is estimated that over 10,000 people in our County identify themselves as having two or more races

(2) Civilians 18 years and over



Section 2: Employment

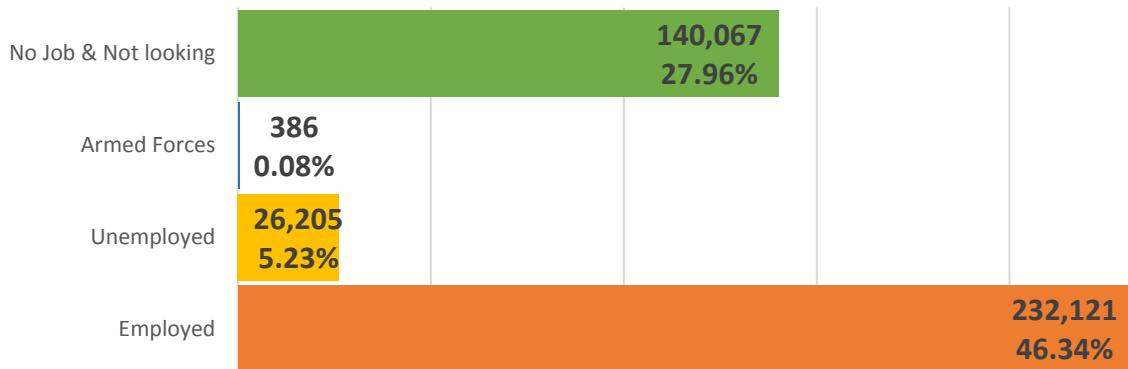
Employment ⁽³⁾	Population	% of Total
Employed	232,121	46.34%
Unemployed	26,205	5.23%
Armed Forces	386	0.08%
No Job & Not looking	140,067	27.96%

Transportation

Car, truck, or van -- drove alone	186,799	37.29%
Car, truck, or van -- carpooled	21,367	4.27%
Public transportation (excluding taxicab)	3,114	0.62%
Walked	3,776	0.75%
Other means	2,467	0.49%
Worked at home	10,130	2.02%

Employment Sector

Educational services, and health care and social assistance	55,576	11.10%
Manufacturing	31,052	6.20%
Retail trade	29,618	5.91%
Professional, scientific, and management, and administrative and waste management services	23,052	4.60%
Arts, entertainment, and recreation, and accommodation and food services	22,070	4.41%
Finance and insurance, and real estate and rental and leasing	16,785	3.35%
Transportation and warehousing, and utilities	11,998	2.40%
Construction	11,607	2.32%
Other services, except public administration	10,714	2.14%
Wholesale trade	8,876	1.77%
Public administration	5,698	1.14%
Information	4,436	0.89%
Agriculture, forestry, fishing and hunting, and mining	639	0.13%



(3) Population 16 years and older



Guilford County

STATE of NORTH CAROLINA

Section 3: Income & Benefits

Total Household Income	Households	% of Total
\$0 - \$14,999	28,035	14.12%
\$15,000 - \$34,999	49,223	24.79%
\$35,000 to \$49,999	30,005	15.11%
\$50,000 to \$74,999	35,029	17.64%
\$75,000 to \$99,999	20,965	10.56%
\$100,000 to \$149,999	20,765	10.46%
\$150,000 to \$199,999	7,728	3.89%
\$200,000 or more	6,810	3.43%

Households...

With Social Security	54,791	42.61%
With retirement income	31,321	24.36%
With Supplemental Security Income	8,011	6.23%
With cash public assistance income	6,129	4.77%
With Food Stamp/SNAP benefits in the past 12 months	28,332	22.03%

Health Insurance

	Population	% of Total
With private health insurance	322,586	59.20%
With public coverage	145,790	26.75%
No health insurance coverage	76,534	14.05%

Workers...⁽⁴⁾

With private health insurance	173,213	34.58%
With public coverage	10,593	2.11%
With no health insurance coverage	39,174	7.82%



(4) Civilian, noninstitutionalized population 18-64 years old that are employed.



Guilford County

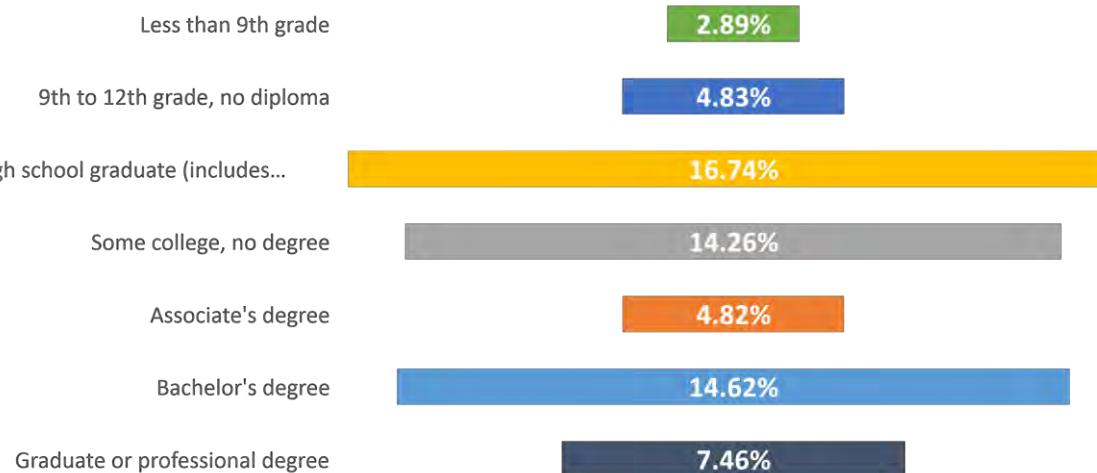
STATE of NORTH CAROLINA

Section 4: Education

Enrolled in School ⁽⁵⁾	Population	% of Total
Nursery school, preschool	7,063	1.41%
Kindergarten	6,239	1.25%
Elementary school (grades 1-8)	50,177	10.02%
High school (grades 9-12)	26,741	5.34%
College or graduate school	49,349	9.85%
Total Enrolled	139,569	27.86%

Educational Attainment ⁽⁶⁾

Less than 9th grade	14,454	2.89%
9th to 12th grade, no diploma	24,203	4.83%
High school graduate (includes equivalency)	83,852	16.74%
Some college, no degree	71,425	14.26%
Associate's degree	24,125	4.82%
Bachelor's degree	73,216	14.62%
Graduate or professional degree	37,389	7.46%



(5) Population 3 years and over enrolled in school

(6) Population 25 years and over

Source: 2010-2014 American Community Survey 5-Year Estimates Supporting documentation on code lists, subject definitions, data accuracy, and statistical testing can be found on the American Community Survey website in the Data and Documentation section. Sample size and data quality measures (including coverage rates, allocation rates, and response rates) can be found on the American Community Survey website in the Methodology section. Although the American Community Survey (ACS) produces population, demographic and housing unit estimates, it is the Census Bureau's Population Estimates Program that produces and disseminates the official estimates of the population for the nation, states, counties, cities and towns and estimates of housing units for states and counties.

Guilford County, North Carolina
Principal Taxpayers
Current Year and Nine Years Ago

Taxpayer	Fiscal Year 2015		Fiscal Year 2006	
	Assessed Value	Percentage of Total Assessed Value	Assessed Value	Percentage of Total Assessed Value
Duke Energy Corporation	\$ 405,938,222	0.87	\$ 321,206,468	0.79
Lorillard Tobacco Company	350,739,945	0.75	240,411,357	0.59
American Express Travel Related Services Co.	238,488,675	0.51	-	-
Koury Corporation	235,336,534	0.51	271,934,102	0.67
Procter & Gamble Manufacturing Company	199,618,601	0.43	-	-
CBL LLC	168,934,000	0.36	-	-
Lincoln National Life Insurance (formerly Jefferson-Pilot)	162,679,642	0.35	147,831,024	0.49
Highwoods Forsyth LTD	153,793,230	0.33	154,896,600	0.38
International Home Furnishings Center	150,855,722	0.32	181,792,585	0.45
TYCO Electronics	142,772,982	0.31	150,090,344	0.37
BellSouth	-	-	182,995,785	0.45
Starmount Company	-	-	169,503,100	0.41
RF Micro Devices, Inc.	-	-	<u>162,468,700</u>	<u>0.40</u>
Total Top Ten Principal Taxpayers	\$ <u>2,209,157,553</u>	<u>4.74</u>	\$ <u>1,983,130,065</u>	<u>5.00</u>

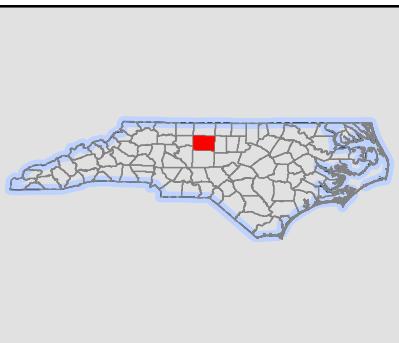
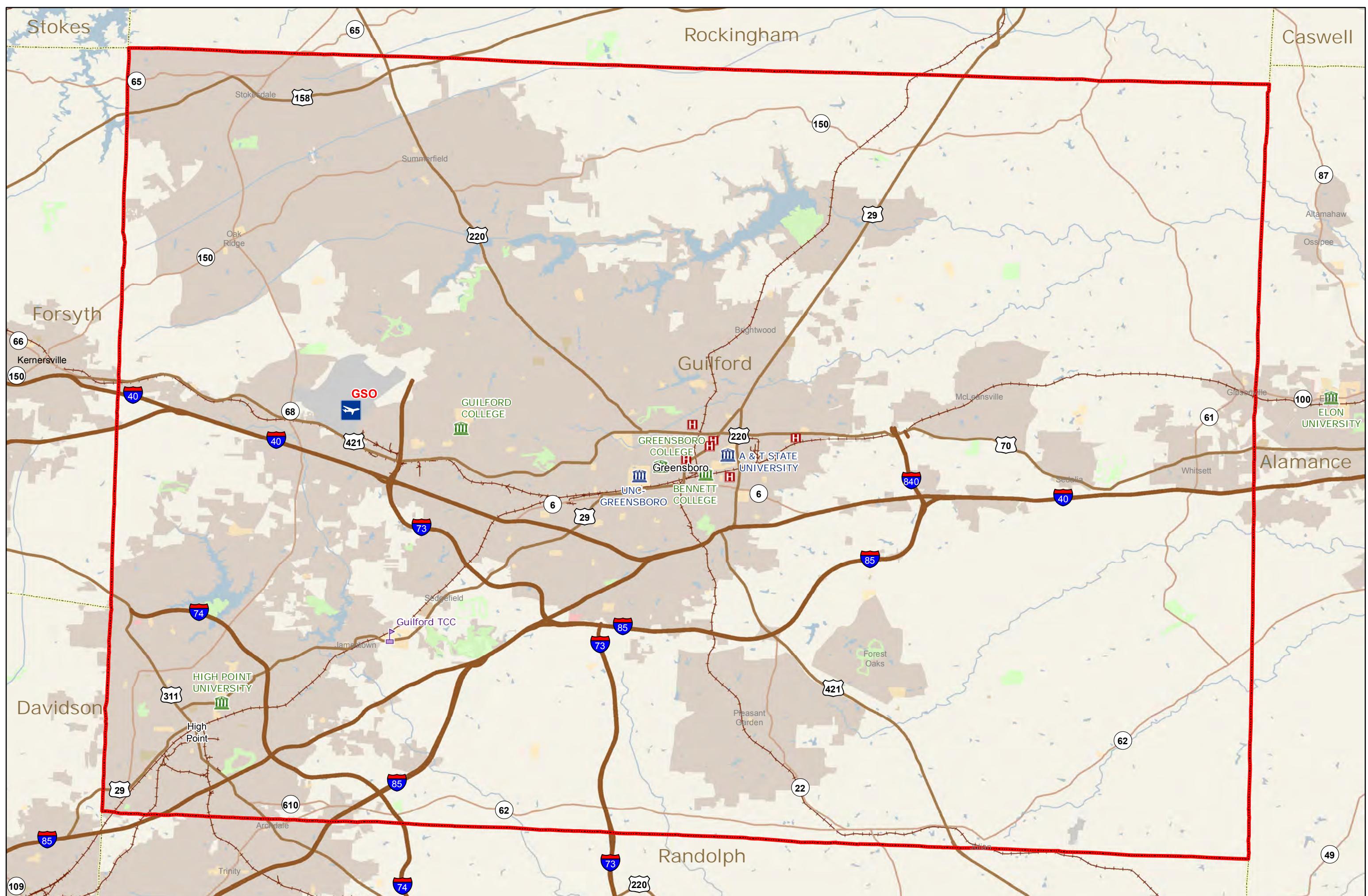
Source: Guilford County Tax Department.

Guilford County, North Carolina
Principal Employers
Current Year and Nine Years Ago

Employer	2015		2006	
	Employees	Percentage of Total County Employment	Employees	Percentage of Total County Employment
Guilford County School System	10,256	4.38	8,000	3.49
Cone Health	8,753	3.74	6,200	2.71
City of Greensboro	2,996	1.28	2,400	1.05
Ralph Lauren Corporation	2,853	1.22	920	0.40
United States Postal Service	2,640	1.13	2,800	1.22
Guilford County Government	2,443	1.04	2,700	1.18
University of North Carolina at Greensboro	2,345	1.00	2,500	1.09
Bank of America	2,300	0.98	1,800	0.79
High Point Regional Health System	2,300	0.98	1,975	0.86
The Volvo Group	2,200	0.94	1,600	0.70
United Parcel Service (UPS)	1,917	0.82	1,900	0.83
North Carolina A & T State University	1,846	0.79	1,710	0.75
Total County Employment	234,312		229,199	

Sources:

Principal employer data is from the Triad Business Journal and the individual employers. Total County employment is for calendar years 2005 and 2014 from the North Carolina Department of Commerce.



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



THRIVE
in NORTH
CAROLINA



**AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD
COUNTY FOR THE FISCAL YEAR 2016-2017**

I. A. Be it ordained by the Board of County Commissioners for Guilford County, North Carolina this the 16th day of June, 2016:

That for the operation of Guilford County's government and its subdivisions for the fiscal year beginning July 1, 2016, and ending June 30, 2017, 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	\$ 585,264
COUNTY ADMINISTRATION	\$ 1,303,647
COUNTY ATTORNEY	\$ 2,240,427
CLERK TO THE BOARD	\$ 207,020
INTERNAL AUDIT	\$ 538,836
BUDGET & MANAGEMENT	\$ 479,718
FINANCE	\$ 2,557,485
PURCHASING	\$ 400,959
FACILITIES	\$ 10,189,286
INFORMATION SERVICES	\$ 9,460,469
HUMAN RESOURCES	\$ 7,795,993
FLEET OPERATIONS	\$ 1,068,420
DEBT SERVICE	\$ 93,206,212
TAX	\$ 6,002,520
REGISTER OF DEEDS	\$ 2,205,366
ELECTIONS	\$ 2,536,328
HEALTH & HUMAN SERVICES	\$ 111,167,917
<i>(includes Public Health \$32,587,816 and Social Services \$78,580,101)</i>	
MENTAL HEALTH	\$ 9,674,000
COORDINATED SERVICES	\$ 1,269,639
CHILD SUPPORT ENFORCEMENT	\$ 6,275,096
TRANSPORTATION - HUMAN SERVICES	\$ 1,307,466
PUBLIC ASSISTANCE MANDATES	\$ 2,663,173
EMERGENCY SERVICES	\$ 28,529,509
COURT ALTERNATIVES	\$ 2,649,448
FAMILY JUSTICE CENTER	\$ 277,312
OTHER PROTECTION	\$ 1,041,327
LAW ENFORCEMENT	\$ 65,125,442
ANIMAL SERVICES	\$ 3,715,947
SECURITY	\$ 1,839,403
COOPERATIVE EXTENSION SERVICE	\$ 597,604
PLANNING & DEVELOPMENT	\$ 837,509
INSPECTIONS	\$ 2,213,658
SOIL & WATER CONSERVATION	\$ 285,461

SOLID WASTE	\$ 1,501,568
CULTURE & LIBRARIES	\$ 1,844,077
RECREATION - PARKS	\$ 3,907,615
ECONOMIC DEVELOPMENT & ASSISTANCE - Including attached detail	\$ 1,838,188
EDUCATION - CURRENT EXPENSE	
GUILFORD COUNTY PUBLIC SCHOOLS	\$ 188,360,398
GUILFORD TECHNICAL COMMUNITY COLLEGE	\$ 14,650,000
EDUCATION - CAPITAL OUTLAY	
GUILFORD COUNTY PUBLIC SCHOOLS	\$ 6,000,000
GUILFORD TECHNICAL COMMUNITY COLLEGE	\$ 1,500,000
CAPITAL OUTLAY	\$ 750,000
SUB-TOTAL GENERAL FUND APPROPRIATIONS	\$ 600,599,707
LESS: Transfer to County Building Construction Fund (Project Ordinances)	\$ (750,000)
LESS: Transfer to School Capital Outlay Fund	\$ (7,500,000)
NET GENERAL FUND APPROPRIATIONS	<u>\$ 592,349,707</u>

Section 2. That for the said fiscal year there is hereby appropriated for the FIRE PROTECTION/SERVICE DISTRICT FUNDS (as listed below) the following:

Alamance Community Fire Protection District	\$1,258,063
Alamance Community Fire Service District Overlay	\$0
Climax Fire Protection District	\$112,872
Climax Fire Protection Service District Overlay	\$21,346
Colfax Fire Protection District	\$595,582
Colfax Fire Protection Service District Overlay	\$198,930
No. 13 (Rankin) Fire Protection District	\$1,072,248
No. 13 (Rankin) Fire Service District Overlay	\$305,716
No. 14 (Franklin Blvd.) Fire Protection District	\$181,980
No. 14 (Franklin Blvd.) Fire Service District Overlay	\$50,043
No. 18 (Deep River) Fire Protection District	\$224,258
No. 18 (Deep River) Fire Service District Overlay	\$0
No. 28 (Frieden's) Fire Protection District	\$176,040
No. 28 (Frieden's) Fire Service District Overlay	\$65,373
Fire Protection District No. 1 (Horneytown)	\$31,767
Gibsonville Fire Protection District	\$14,933

Guilford College Community Fire Protection District	\$564,058
Guilford College Community Fire Service District Overlay	\$39,390
Guil-Rand Fire Protection District	\$149,258
Guil-Rand Fire Protection Service District Overlay	\$27,873
Julian Vol Fire Protection District	\$91,322
Julian Fire Service District Overlay	\$0
Kimesville Fire Protection District	\$123,479
McLeansville Fire Protection District	\$875,135
McLeansville Fire Service District Overlay	\$325,549
Mount Hope Community Fire Protection District	\$734,044
Mount Hope Community Fire Service District Overlay	\$0
Northeast Guil Fire Protection District	\$1,000,696
Northeast Fire Svc. Dist. Overlay	\$279,755
Oak Ridge Fire Protection District	\$1,369,812
Oak Ridge Fire Service District Overlay	\$0
Pinecroft-Sedgefield Fire Protection District	\$1,882,665
Pinecroft-Sedgefield Fire Service District Overlay	\$146,980
Pleasant Garden Fire Protection District	\$720,313
Pleasant Garden Fire Service District Overlay	\$73,524
PTIA Fire Service District	\$241,016
Southeast Fire Protection District	\$216,331
Southeast Fire Service District Overlay	\$0
Stokesdale Fire Protection District	\$764,642
Summerfield Fire Protection District	\$2,270,000
Summerfield Fire Service District Overlay	\$677,442
Whitsett Fire Protection District	\$605,511
Whitsett Fire Service District Overlay	\$0
Total	\$17,487,946

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

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

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

APPROPRIATED FUND BALANCE	\$ 27,485,437
FEDERAL/STATE FUNDS	\$ 84,070,653
SALES TAX	\$ 80,280,000
PROPERTY TAX	\$ 361,330,000
OTHER REVENUES	\$ 10,443,713
USER CHARGES	\$ 36,989,904
TRANSFERS FROM OTHER FUNDS	\$ -
SUB-TOTAL GENERAL FUND REVENUES	\$ 600,599,707
LESS: Transfer to County Building Construction Fund	\$ (750,000)
LESS: Transfer to School Capital Outlay Fund	\$ (7,500,000)
NET GENERAL FUND REVENUES	<u>\$ 592,349,707</u>

NOTE: The General Fund Appropriated Fund Balance is comprised of the following components:

Fund Level	\$ 26,011,370
Public Health - Medicaid Maximization	\$ 1,109,610
Public Health - Well Drillers' Fees	\$ 16,630
Public Health - Hazardous Spill Fund	\$ 17,948
Law Enforcement - Federal Forfeiture	\$ 217,495
Law Enforcement - Unauthorized Substance Abuse Tax	\$ 50,000
Register of Deeds - Automation & Enhancement Preservation	\$ 62,384
	<u>\$ 27,485,437</u>

B. SPECIAL TAX/SERVICE DISTRICTS: In addition to the Countywide budget necessary for the function of the county government, Guilford County is required by law to make appropriations and to levy and collect taxes which have been authorized by the vote of the people of the special tax districts or by the establishment of a fire protection district or fire service district overlay. The appropriations made in I., A., Section 2 of this ordinance are hereby funded by revenue estimates according to the following schedules:

District	Property Tax	Sales Tax	Fund Balance	Adopted Budget
Alamance Community Fire Protection District	\$955,286	\$200,802	\$101,975	\$1,258,063
Alamance Community Fire Service District Overlay	\$0	\$0	\$0	\$0
Climax Fire Protection District	\$88,361	\$18,316	\$6,195	\$112,872
Climax Fire Protection Service District Overlay	\$17,671	\$3,663	\$12	\$21,346
Colfax Fire Protection District	\$459,858	\$94,275	\$41,449	\$595,582
Colfax Fire Protection Service District Overlay	\$165,089	\$33,841	\$0	\$198,930
No. 13 (Rankin) Fire Protection District	\$844,932	\$174,125	\$53,191	\$1,072,248
No. 13 (Rankin) Fire Service District Overlay	\$253,479	\$52,237	\$0	\$305,716
No. 14 (Franklin Blvd.) Fire Protection District	\$150,885	\$31,095	\$0	\$181,980
No. 14 (Franklin Blvd.) Fire Service District Overlay	\$41,492	\$8,551	\$0	\$50,043
No. 18 (Deep River) Fire Protection District	\$177,351	\$38,725	\$8,182	\$224,258
No. 18 (Deep River) Fire Service District Overlay	\$0	\$0	\$0	\$0
No. 28 (Frieden's) Fire Protection District	\$139,092	\$28,533	\$8,415	\$176,040
No. 28 (Frieden's) Fire Service District Overlay	\$54,245	\$11,128	\$0	\$65,373
Fire Protection District No. 1 (Horneytown)	\$25,027	\$5,169	\$1,571	\$31,767
Gibsonville Fire Protection District	\$11,401	\$2,444	\$1,088	\$14,933
Guilford College Community Fire Protection District	\$473,523	\$90,535	\$0	\$564,058
Guilford College Community Fire Service District Overlay	\$32,589	\$6,801	\$0	\$39,390
Guil-Rand Fire Protection District	\$114,529	\$24,840	\$9,889	\$149,258
Guil-Rand Fire Protection Service District Overlay	\$22,905	\$4,968	\$0	\$27,873
Julian Vol Fire Protection District	\$73,489	\$15,819	\$2,014	\$91,322
Julian Fire Service District Overlay	\$0	\$0	\$0	\$0
Kimesville Fire Protection District	\$92,550	\$19,708	\$11,221	\$123,479
McLearnsville Fire Protection District	\$722,721	\$152,414	\$0	\$875,135
McLearnsville Fire Service District Overlay	\$268,851	\$56,698	\$0	\$325,549
Mount Hope Community Fire Protection District	\$581,784	\$124,225	\$28,035	\$734,044
Mount Hope Community Fire Service District Overlay	\$0	\$0	\$0	\$0

District	Property Tax	Sales Tax	Fund Balance	Adopted Budget
Northeast Guil Fire Protection District	\$775,629	\$160,010	\$65,057	\$1,000,696
Northeast Fire Svc. Dist. Overlay	\$231,912	\$47,843	\$0	\$279,755
Oak Ridge Fire Protection District	\$1,080,708	\$219,014	\$70,090	\$1,369,812
Oak Ridge Fire Service District Overlay	\$0	\$0	\$0	\$0
Pinecroft-Sedgefield Fire Protection District	\$1,513,379	\$323,891	\$45,395	\$1,882,665
Pinecroft-Sedgefield Fire Service District Overlay	\$121,069	\$25,911	\$0	\$146,980
Pleasant Garden Fire Protection District	\$567,569	\$119,589	\$33,155	\$720,313
Pleasant Garden Fire Service District Overlay	\$60,729	\$12,795	\$0	\$73,524
PTIA Fire Service District	\$202,954	\$38,062	\$0	\$241,016
Southeast Fire Protection District	\$173,408	\$36,173	\$6,750	\$216,331
Southeast Fire Service District Overlay	\$0	\$0	\$0	\$0
Stokesdale Fire Protection District	\$612,876	\$126,076	\$25,690	\$764,642
Summerfield Fire Protection District	\$1,810,788	\$374,515	\$84,697	\$2,270,000
Summerfield Fire Service District Overlay	\$561,343	\$116,099	\$0	\$677,442
Whitsett Fire Protection District	\$482,190	\$101,096	\$22,225	\$605,511
Whitsett Fire Service District Overlay	\$0	\$0	\$0	\$0
Total	\$13,961,664	\$2,899,986	\$626,296	\$17,487,946

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

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

RESERVE FOR FUTURE CAPITAL NEEDS	\$ 750,000
TOTAL COUNTY BLDG. CONSTRUCTION FUND APPROPRIATIONS	<u>\$ 750,000</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	\$ 3,248,574
EMPLOYEE HEALTH CARE PLAN	<u>\$ 40,008,808</u>
TOTAL INTERNAL SERVICES FUND APPROPRIATIONS	<u>\$ 43,257,382</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>\$ 6,000,000</u>
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IV. A. That the appropriations made in III., A. Sections 1 through 3 inclusive of this ordinance are hereby funded by revenue estimates according to the following schedule:

COUNTY BUILDING CONSTRUCTION FUND

TRANSFER FROM OTHER FUNDS (GENERAL FUND)	\$ 750,000
TOTAL COUNTY BLDG. CONSTRUCTION FUND REVENUES	<u>\$ 750,000</u>

INTERNAL SERVICES FUND

FUND BALANCE APPROPRIATED	\$ 815,578
OTHER REVENUES	\$ 92,000
USER CHARGES	<u>\$ 42,349,804</u>
TOTAL INTERNAL SERVICES FUND REVENUES	<u>\$ 43,257,382</u>

ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND

OCCUPANCY TAX	<u>\$ 6,000,000</u>
TOTAL ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND REVENUES	<u>\$ 6,000,000</u>

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

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

TOTAL COUNTY BUDGET BY FUND

GENERAL FUND		\$ 600,599,707
FIRE PROTECTION/SERVICE DISTRICT FUNDS		
Alamance Community Fire Protection District	\$ 1,258,063	
Alamance Community Fire Service District Overlay	\$ -	
 Climax Fire Protection District	 \$ 112,872	
Climax Fire Protection Service District Overlay	\$ 21,346	
 Colfax Fire Protection District	 \$ 595,582	
Colfax Fire Protection Service District Overlay	\$ 198,930	
 No. 13 (Rankin) Fire Protection District	 \$ 1,072,248	
No. 13 (Rankin) Fire Service District Overlay	\$ 305,716	
 No. 14 (Franklin Blvd.) Fire Protection District	 \$ 181,980	
No. 14 (Franklin Blvd.) Fire Service District Overlay	\$ 50,043	
 No. 18 (Deep River) Fire Protection District	 \$ 224,258	
No. 18 (Deep River) Fire Service District Overlay	\$ -	
 No. 28 (Frieden's) Fire Protection District	 \$ 176,040	
No. 28 (Frieden's) Fire Service District Overlay	\$ 65,373	
 Fire Protection District No. 1 (Horneytown)	 \$ 31,767	
 Gibsonville Fire Protection District	 \$ 14,933	
 Guilford College Community Fire Protection District	 \$ 564,058	
Guilford College Community Fire Service District Overlay	\$ 39,390	
 Guil-Rand Fire Protection District	 \$ 149,258	
Guil-Rand Fire Protection Service District Overlay	\$ 27,873	
 Julian Vol Fire Protection District	 \$ 91,322	
Julian Fire Service District Overlay	\$ -	
 \$ -	 \$ -	
Kimesville Fire Protection District	\$ 123,479	
 McLeansville Fire Protection District	 \$ 875,135	
McLeansville Fire Service District Overlay	\$ 325,549	
 Mount Hope Community Fire Protection District	 \$ 734,044	
Mount Hope Community Fire Service District Overlay	\$ -	
 Northeast Guil Fire Protection District	 \$ 1,000,696	
Northeast Fire Svc. Dist. Overlay	\$ 279,755	

Oak Ridge Fire Protection District	\$ 1,369,812
Oak Ridge Fire Service District Overlay	\$ -
Pinecroft-Sedgefield Fire Protection District	\$ 1,882,665
Pinecroft-Sedgefield Fire Service District Overlay	\$ 146,980
Pleasant Garden Fire Protection District	\$ 720,313
Pleasant Garden Fire Service District Overlay	\$ 73,524
PTIA Fire Service District	\$ 241,016
Southeast Fire Protection District	\$ 216,331
Southeast Fire Service District Overlay	\$ -
Stokesdale Fire Protection District	\$ 764,642
Summerfield Fire Protection District	\$ 2,270,000
Summerfield Fire Service District Overlay	\$ 677,442
Whitsett Fire Protection District	\$ 605,511
Whitsett Fire Service District Overlay	\$ -
TOTAL FIRE PROTECTION/SERVICE	\$ 17,487,946
COUNTY BUILDING CONSTRUCTION FUND	\$ 750,000
INTERNAL SERVICES FUND	\$ 43,257,382
ROOM OCCUPANCY & TOURISM DEVELOPMENT TAX FUND	\$ 6,000,000
SUB-TOTAL APPROPRIATIONS - ALL FUNDS	\$ 668,095,035
LESS:	
Transfer to County Building Construction Fund	\$ (750,000)
Transfer to School Capital Outlay Fund (Project Ordinances)	\$ (7,500,000)
Total Transfers to Other Funds	\$ (8,250,000)
TOTAL APPROPRIATION - ALL FUNDS	\$ 659,845,035

NOTE: The General Fund Budget for Law Enforcement includes a transfer of \$ 1,060,000 to the Law Enforcement Separation Fund, an unbudgeted fund, as provided in the N.C. General Statute 159-13 (a)(3).

SUMMARY OF REVENUES:

APPROPRIATED FUND BALANCE	\$ 28,927,311
FEDERAL/STATE FUNDS	\$ 84,070,653
SALES TAX	\$ 83,179,986
PROPERTY TAX	\$ 375,291,664
OTHER REVENUES	\$ 10,535,713
USER CHARGES	\$ 79,339,708
OCCUPANCY TAX	\$ 6,000,000
TRANSFER FROM OTHER FUNDS	\$ 750,000
SUB-TOTAL REVENUES - ALL FUNDS	\$ 668,095,035
LESS: Transfers from Other Funds	\$ (750,000)
LESS: Transfers included in GCS/GTCC Capital Project Ordinances	\$ (7,500,000)
TOTAL REVENUES - ALL FUNDS	\$ 659,845,035

VI. A. That there is hereby levied for the fiscal year beginning July 1, 2016 and ending June 30, 2017, 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, 2016, 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 **\$0.7550**

NOTE: This rate is based on estimated total valuation of property, for the purpose of taxation, of \$48,083,969,062, which is 100% of the total assessed property tax valuation.

B. That there is hereby levied for the fiscal year beginning July 1, 2016 and ending June 30, 2017, 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, 2016, 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:

Tax Rates			
Fire Protection/Service District	Adopted Tax Rate	Fire Protection/Service District	Adopted Tax Rate
Alamance Comm. Fire Protection Dist.	\$0.0998	Kimesville Fire Protection Dist.	\$0.1097
Alamance Comm. Fire Svc. Dist. Overlay		McLeansville Fire Protection Dist.	\$0.1000
Climax Fire Protection Dist.	\$0.1000	McLeansville Fire Svc. Dist. Overlay	\$0.0372
Climax Fire Svc. Dist. Overlay	\$0.0200		
Colfax Fire Protection Dist.	\$0.1000	Mount Hope Comm. Fire Protection Dist.	\$0.0800
Colfax Fire Svc. Dist. Overlay	\$0.0359	Mount Hope Comm. Fire Svc. Dist. Overlay	
No. 13 (Rankin) Fire Protection Dist.	\$0.1000	Northeast Fire Protection Dist.	\$0.1000
No. 13 (Rankin) Fire Svc. Dist. Overlay	\$0.0300	Northeast Fire Svc. Dist. Overlay	\$0.0299
No. 14 (Franklin Blvd.) Fire Protection Dist.	\$0.1000	Oak Ridge Fire Protection Dist.	\$0.0848
No. 14 (Franklin Blvd.) Fire Svc. Dist. Overlay	\$0.0275	Oak Ridge Fire Svc. Dist. Overlay	
No. 18 (Deep River) Fire Protection Dist.	\$0.0941	Pinecroft-Sedgefield Fire Protection Dist.	\$0.1000
No. 18 (Deep River) Fire Svc. Dist. Overlay		Pinecroft-Sedgefield Fire Svc. Dist. Overlay	\$0.0080
No. 28 (Frieden's) Fire Protection Dist.	\$0.1000	Pleasant Garden Fire Protection Dist.	\$0.1000
No. 28 (Frieden's) Fire Svc. Dist. Overlay	\$0.0390	Pleasant Garden Fire Svc. Dist. Overlay	\$0.0107
Fire Protection District #1 (Horneytown)	\$0.1100	PTIA Service District	\$0.0495
Gibsonville Fire Protection Dist.	\$0.0972	Southeast Fire Protection Dist.	\$0.1250
Guilford College Comm. Fire Protection Dist.	\$0.1000	Southeast Fire Svc. Dist. Overlay	
Guilford College Comm. Fire Svc. Dist. Overlay	\$0.0500	Stokesdale Fire Protection Dist.	\$0.1000
Guil-Rand Fire Protection Dist.	\$0.1000	Summerfield Fire Protection Dist.	\$0.1000
Guil-Rand Fire Svc. Dist. Overlay	\$0.0200	Summerfield Fire Svc. Dist. Overlay	\$0.0310
Julian Fire Protection Dist.	\$0.1300	Whitsett Fire Protection Dist.	\$0.1000
Julian Fire Svc. Dist. Overlay		Whitsett Fire Svc. Dist. Overlay	

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

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

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

Chairman: Salary - \$2,025/month

Vice-Chairman: Salary - \$1,750/month

All Other Commissioners: Salary - \$1,725/month

• Communication stipend (optional) - \$60/month

D. That the appropriations in the Board of Elections department in I., A. Section 1., includes compensation to members of the Board of Elections at the rate of \$25/meeting plus amounts sufficient to provide total annual compensation for the Chairman of the Board of Elections in the amount of \$4,950 and for other members in the amount of \$3,520. Precinct officials shall be compensated as follows: Chief Judges - \$150/election; Judges - \$135/election; Precinct Transfer Assistants - \$135/election; and Assistants - \$110/election (precinct officials maintaining their Precinct Officials Certification are paid an additional \$35/election). Pursuant to G.S. 163-32, members of the Board of Elections shall also be reimbursed within budgeted funds for expenditures necessary and incidental to the discharge of their duties.

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

B. That the County Manager, as Budget Officer, shall have the authority to transfer moneys from one appropriation to another within the same fund up to \$30,000 per transaction; except that funds appropriated shall not be used to create unauthorized positions; funds placed in the appropriations for merit raises shall be used solely for that purpose; and further that the County Manager shall have the authority to transfer moneys appropriated in the General Fund for insurance, salaries & benefits, energy, technology, and facility expense (53100 - Routine Building Maintenance/Repair, 53110 - Maintenance of Lawns/Grounds, 53290 - Special Facilities Maintenance/Repair) accounts to the same accounts in other departments within the General fund to adjust for projected expenditure patterns. Each such transfer shall be reported to the Board of Commissioners at its next regular meeting.

C. That during a Locally Declared State of Emergency, the County Manager is authorized to (1) make expenditures from the contingency appropriation in the General Fund for items not specifically provided for elsewhere in I. through IV. inclusive of this ordinance in the amounts not

to exceed \$90,000 for each expenditure; (2) transfer moneys from one appropriation to another within the same fund up to \$100,000 per transaction; except that funds appropriated are restricted to a response to or recovery from a declared State of Emergency; and (3) expedite and modify current county purchasing and contract processes to meet the life safety and recovery needs during a declared State of Emergency within applicable state laws. Any actions exercised according to this section shall be reported to the Board of Commissioners at its next regular meeting.

IX. A. That the County Manager is authorized to establish fees within the various departments and agencies for miscellaneous services and items such as copies, maps, books, etc., according to guidelines that may be administratively determined or that may be established by the Board of County Commissioners. To the extent permitted by law, the Register of Deeds fees are as prescribed by law; it is recognized herein that the Register in his discretion may waive fees incurred by the District Attorney's Office and Public Defender's Office for the 18th Judicial District in the execution of their duties.

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

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

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

C. That the County Manager or designee shall have authority to execute the following contracts, amendments, or change orders, provided they comply with N.C. Gen. Stat. § 143-129 procedures and are within budgeted funds: (a) any lease agreement for one year or less; (b) any contract for land acquisition (c) any contract for construction or repair that is less than \$500,000; (d) any contract, for apparatus, supplies, materials, equipment, that does not exceed 90,000, or other lawful matter where formal bids are not required by law, including those committing no funds; (e) all service contracts, including but not limited to, service and information technology contracts as defined by N.C. Gen. Stat. § 143-129.8, and resolution of a claim that do not exceed \$200,000; (f) amendments or change orders to all contracts described in Section (e) herein, when the aggregate of the amendment requires less than a \$200,000 increase in the expenditure of public funds in a single fiscal year; and (g) 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), (e), (f) or (g) may nevertheless be submitted to the Board. Contracts, amendments, or change orders duly approved by the Board may be executed by the Chairman or the Manager. Board action approving a contract, amendment, or change order shall be deemed to authorize necessary budget amendments.

D. The Manager is authorized to dispose of sell, lease or otherwise dispose of any county property except real property, with a value of less than \$30,000.

E. That proposed projects where the estimated professional fee is in an amount less than \$30,000 or the amount authorized by G.S. 143-64.32, whichever is greater, for architectural, engineering and surveying services are hereby exempted from the requirements of Article 3D of Chapter 143 of the General Statutes, in accordance with G.S. 143-64.32. In addition, other particular projects may be exempted from the requirements of said Article 3D by the County Manager, in a manner which states the reasons therefore and the circumstances attendant thereto in each instance, as authorized by G.S. 143-64.32

F. The County Manager is authorized to accept and appropriate gifts, in-kind services, and monetary donations up to \$25,000.00 per donation to the extent permitted by and pursuant to N.C. General Statute 159-15.

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, 2016 and ending June 30, 2017, with revenue derived from fees for services, fund balances, and other miscellaneous revenues being adequate to meet expenditures as outlined in III., A., Section 2 and IV., A.

XI. **A.** That in accordance with G.S. 153A-150, the Board of Commissioners adopts a plan to finance the 2017 reappraisal based on an estimated 215,000 parcels of land at a cost of \$2,200,000. Funds are appropriated for FY 2016-2017 in the Tax Department's budget to cover the cost that is estimated to be incurred during FY 2016-2017 in preparing for and conducting the revaluation. Such costs may include salaries, fringes, operating expenses and related expenditures for County appraisers and other staff employees who will conduct the revaluation.

XII. **A.** Appropriations herein above authorized and made shall have the amounts of the outstanding purchase orders and unearned portion of contracts at June 30, 2016 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, 2016.

ADOPTED this the 16th day of June, 2016.

Organization	FY 2016-2017 Budget	Services Provided	Economic Development Purpose
Culture & Recreation			
African-American Atelier	\$ 50,000	Provide year-round visual arts programs to disadvantaged kids.	Increase Employment
Friends of John Coltrane	\$ 20,000	Performance & Marketing Annual John Coltrane Jazz & Blues Festival.	Business prospects
High Point Arts Council	\$ 50,000	Support for arts performances, community outreach & education, and management of Centennial Station Arts Center.	Business prospects
United Arts Council - City of Greensboro	\$ 55,000	Support locally-based and visiting attractions for art.	Increase Employment; Business prospects
United Arts Council - City of Greensboro - National Folk Festival	\$ 25,000	National Folk Festival 3-day event operating expenses.	Business prospects
Economic Development Agencies			
Downtown Greensboro, Inc.	\$ 40,000	Support downtown Greensboro economic development activities.	Increase Employment & Business Prospects
East Market Street Development Corp. (EMSDC)	\$ 20,000	Support program expenses of EMSDC Minority Entrepreneurship, including entrepreneurial training, annual minority business fair, implementation of the Urban Economic Dev. Plan for East Greensboro, and provide fresh produce and education to residents living in food desert areas.	Increase Employment & Business Prospects
Greensboro Area Chamber of Commerce (Economic Development Partnership)	\$ 100,000	Maintain current services of Greensboro Partnership Economic Development (GPED) to enhance economic development services.	Jobs Retention, Increase in Employment, and Industry Expansion & Recruitment
Guilford County Economic Development Alliance (GCEGA)	\$ 100,000	Coordinate and align all economic development recruitment and retention activities to enhance economic conditions within Guilford County and local region.	Jobs Retention, Increase in Employment, and Industry Expansion & Recruitment
Guilford County Development Tourism Authority	\$ 40,000	Enhance services that includes facilitating and assisting business/industry expansion and recruiting new business/industry to High Point and Guilford County.	Increase Employment & Business Prospects

High Point Economic Development Corporation	\$ 100,000	Help with overall expenses for marketing, hosting clients considering Guilford County for an expansion, producing annual report, creating marketing materials, covering personnel costs, purchasing office supplies and equipment, for the City of High Point and Guilford County.	Jobs Retention, Increase in Employment, and Industry Expansion & Recruitment
High Point Market Authority	\$ 75,000	Support costs with the marketing & promotion of High Point Market.	Increase Business Prospects of City or County

**CAPITAL PROJECT ORDINANCE FOR GUILFORD COUNTY SCHOOLS –
FY 2016-17 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 2016-17 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 2016-17 Capital Allocation	Capital Outlay \$6,000,000	Transfer from General Fund \$6,000,000

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 16, 2016 to be effective July 1, 2016 in accordance with G.S. 159-17.

CAPITAL PROJECT ORDINANCE FOR GUILFORD TECHNICAL COMMUNITY COLLEGE – FY 2016-17 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 2016-17 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 2016-17 Capital Allocation	Capital Outlay \$1,500,000	Transfer from General Fund \$1,500,000

SECTION 2. This project ordinance authorizes all appropriations necessary for the completion of this project and it need not be readopted in any subsequent fiscal year. The budget officer shall include in subsequent budgets information and appropriations for this project during the budget year.

SECTION 3. This ordinance shall be duly entered in the minutes of the Guilford County Board of Commissioners. Within five days after adoption, a copy hereof shall be filed with the Finance Director, Budget Director, and Clerk.

SECTION 4. This ordinance may be amended in any manner so long as it continues to fulfill the requirements of G.S. 159-13.2 and other applicable laws.

ADOPTED on first reading this June 16, 2016 to be effective July 1, 2016 in accordance with G.S. 159-17.

**FY 2016-2017 Budget
Board and Staff Changes**

	Expense	Revenue	Still Need
RECOMMENDED BUDGET - General Fund	\$ 602,597,000	\$ 602,597,000	\$ -
STAFF CHANGES			
Fleet Operations			
Remove duplicated funds for Solid Waste truck	\$ (30,000)	\$ -	\$ (30,000)
Tax Department			
Add funds for Tax Scribe online listing service	\$ 10,000	\$ -	\$ 10,000
Health & Human Services - Social Services & Veterans Services			
Move Veterans Services budget into HHS-Social Services budget	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
	\$ (20,000)	\$ -	\$ (20,000)
BOARD CHANGES			
Public Health			
Replace recommended School Nurse with 3 CNA's (August 2016)	\$ 25,000	\$ -	\$ 25,000
Law Enforcement			
Stokedale cancelled dedicated service, related position moved to county funds	\$ -	\$ (72,282)	\$ 72,282
Family Justice Center			
Add Client Services Coordinator (October 2016)	\$ 53,542	\$ -	\$ 53,542
Postpone Fire Inspection Fees Changes			
Move to next fiscal year	\$ -	\$ (10,000)	\$ 10,000
Social Services			
Remove recommended 7 Food & Nutrition positions	\$ (375,998)	\$ (177,741)	\$ (198,257)
County Administration			
Remove recommended Public Information Officer position	\$ (66,587)	\$ -	\$ (66,587)
Various Departments			
Reduce Performance Merit Pool from 2.75% to 2.25%	\$ (272,000)	\$ (43,520)	\$ (228,480)
Debt Repayment for High Priority Capital Projects (see detail below)			
Approve issuance of up to \$27 million in debt financing for selected capital projects	\$ (341,250)	\$ -	\$ (341,250)
Guilford County Schools (including Charter Schools)			
Reduce annual capital maintenance allocation from \$7 million to \$6 million	\$ (1,000,000)	\$ -	\$ (1,000,000)
Reduce General Property Tax Rate			
Reduce rate from \$0.76 to \$0.755 cents per \$100 of property valuation	<u>\$ -</u>	<u>\$ (2,370,000)</u>	<u>\$ 2,370,000</u>
	\$ (1,977,293)	\$ (2,673,543)	\$ 696,250
SUBTOTAL of Changes	\$ (1,997,293)	\$ (2,673,543)	\$ 676,250
INCREASE Appropriated Fund Balance	\$ -	\$ 676,250	\$ (676,250)
TOTAL GENERAL FUND BUDGET	\$ 600,599,707	\$ 600,599,707	\$ -

**FY 2016-2017 Budget
Board and Staff Changes**

	Expense	Revenue	Still Need
OTHER CHANGES			
Whitsett Fire Protection District Correct district fund balance	\$ 19,938	\$ 19,938	\$ -

Fund Balance Policy Changes

- 1) Eliminate current assigned fund balance for Fire District Loans - \$100,000
- 2) Create an assigned fund balance for Family Justice Center (FJC) to reflect the intent to use unexpended portions of FJC contributions/gifts received by the County only to support the FJC.

Additional change to Budget Ordinance

Section IX.F: include the bold and italicized addition:

The County Manager is authorized to accept and appropriate gifts, in-kind services, and monetary donations up to \$25,000.00 per donation **to the extent permitted by and pursuant to N.C. General Statute 159-15.**

HIGH PRIORITY CAPITAL PROJECTS:

Move Law Enforcement Center project to FY 2017-18

FY 2016-17 Projects:

Funding Needed:	Total Est Cost	Funds Needed
Old Courthouse Repairs	\$ 8,000,000	\$ 8,000,000
Emergency Services Maintenance & Logistics - Phase 1 (total cost offset by existing project funds)	\$ 10,607,000	\$ 7,994,000
Animal Shelter	\$ 8,000,000	\$ 8,000,000
Project contingencies and adjustments	\$ 3,056,000	\$ 3,006,000
	<hr/>	<hr/>
	\$ 29,663,000	\$ 27,000,000

Use portion of unrestricted funds available in current EMS Maintenance & Logistics project:

Parking Deck - High Point	\$ 3,000,000	\$ -
Parking Deck - Independence Center Greensboro	\$ 600,000	\$ -
	<hr/>	<hr/>
	\$ 3,600,000	\$ -



CAPITAL INVESTMENT

Guilford County's capital investment program is comprised of two parts: the Capital Investment Plan and the County's current capital projects. Together these represent the county's long-term investment in its facilities and infrastructure, including schools, and other major assets.

The **Capital Investment Plan (CIP)** is a ten-year plan for the funding of major purchases, construction and renovation projects, and land acquisitions. It is only a planning process, not a funding or project authorization process, and is intended to accomplish the following:

- Identify all capital needs anticipated for ten years
- Plan, schedule, and implement capital projects
- Develop revenue plans and policies for funding planned projects
- To estimate the impact of capital projects on the operating budget
- To inform the public about proposed investments

Generally, projects included in the CIP are expected to cost at least \$100,000, have an expected life of at least 10 years, and are expected to take more than one year to complete. Other projects may be included in the CIP if they represent a substantial investment of public funds. Typical CIP projects include the construction of emergency medical services bases, schools, and parks.

Other large expenditures such as the replacement of roofs or the acquisition of software or other technology items are not usually included in the CIP unless they represent a substantial investment of funds and are implemented over an extended time period. Although these expenditures may be significant, most do not meet the capital project requirements and are more appropriately accounted for in the operating budget. Because an accurate assessment of these types of expenditures over a multi-year period is necessary for prudent fiscal planning, the county conducts separate planning processes for major facility, equipment, and technology needs.

The CIP presents project cost and cash flow estimates for a rolling 10-year period. As the plan moves forward each year, one year of data is removed and another year is added. Expense and revenue estimates for previously included projects are also adjusted based on the latest information available at the time the plan is updated. Finally, projects completed or cancelled in the prior fiscal year are removed from the plan.

DEVELOPING THE CAPITAL PLAN

The County's capital planning process begins each fall with the submission of project requests by departments. Budget Department staff receive requests and work with departments to prepare expense and revenue estimates. Once all requests are received, they are reviewed and prioritized based on multiple factors including:

- Adherence to county or department goals and objectives
- Urgency of need

- Scope of service
- Community priority and impact
- Financial feasibility

The Budget Department then makes a recommendation to the County Manager on projects to be included in the final CIP. A proposed CIP is presented to the Board of Commissioners at their annual retreat in February for initial approval. The initial CIP is refined and projects to be funded in the new fiscal year are selected by the Board during the budget process. Actual project ordinances are generally adopted early by the Board in the new fiscal year.

IMPLEMENTING THE CAPITAL INVESTMENT PLAN

A **capital project ordinance** must be approved by the Board of Commissioners to initiate each capital project. While the CIP includes descriptions of each project, as well as financial data regarding planned expenditures and revenues, it does not authorize projects or appropriate funds for them.

A project ordinance establishes the complete budget for a capital project including revenue sources and total expenditures. Unlike the County's annual operating budget, the ordinances are authorized for the life of the project and do not need to be re-approved each year though they can be amended by the Board if a project later exceeds the initial budget estimate or is completed under-budget.

FUNDING THE CAPITAL INVESTMENT PLAN

Capital Improvement Projects are funded through a combination of annual cash transfers from the General Fund to the County Building Construction and, when appropriate, debt financing in the form of General Obligation bonds or capital debt loans. Because the CIP is a plan and not a project authorization or funding process, there are projects in the plan that are not yet fully funded.

Projects that require Board action, either to initiate or to adjust project budgets for new or additional phases, are considered "planned" projects. Projects already approved by the Board of Commissioners through the establishment of a capital project ordinance (i.e., the action that officially initiates and budgets for a particular project) are considered "active" projects.

IMPACT OF CAPITAL INVESTMENT ON THE ANNUAL OPERATING BUDGET

In addition to planning for the construction of new projects, the County must also plan for new operating expenses related to new facilities proposed in the CIP. A new Emergency Medical Services base, for instance, will require additional expenses beyond those used to construct the facility. Additional personnel, equipment, and facility expenses will be required to operate the new base. These anticipated expenses are included on the CIP project pages and are incorporated into the County's annual operating budget planning process where the Board has initiated/approved related projects.

PLANNED CAPITAL PROJECTS

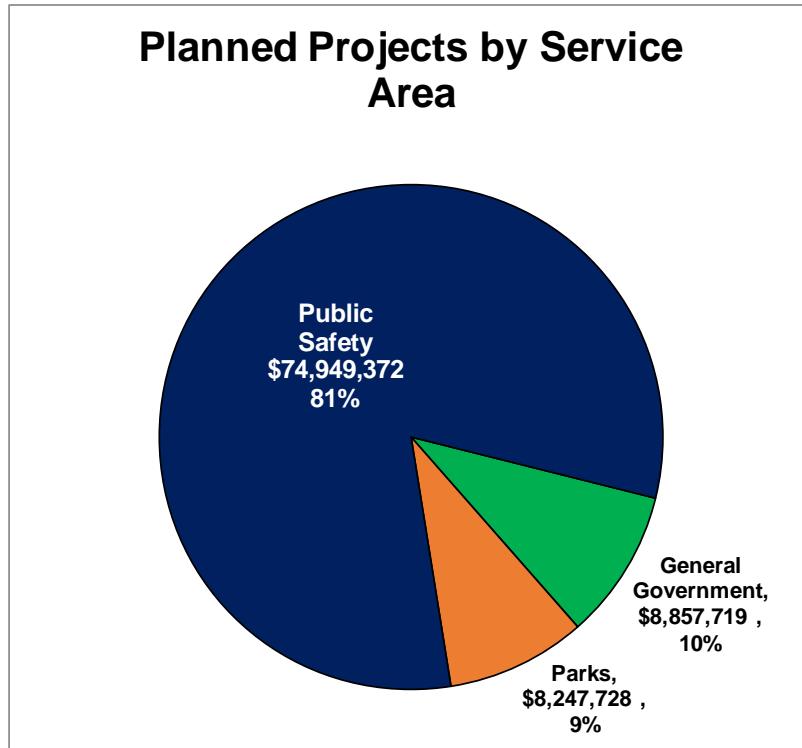
The Guilford County Capital Investment Plan (CIP) for FY 2017-2026 totals \$92,054,819. The CIP includes planned expenditure and revenue flows over these 10 years for proposed capital projects and/or major project phases through 2026.

As the CIP is only a planning process, not a funding or project authorization process, the projects listed here are those that require Board action to either to initiate or adjust project budgets and are considered “**planned**” projects. All funding listed in this section represents projected project and associated operating costs only.

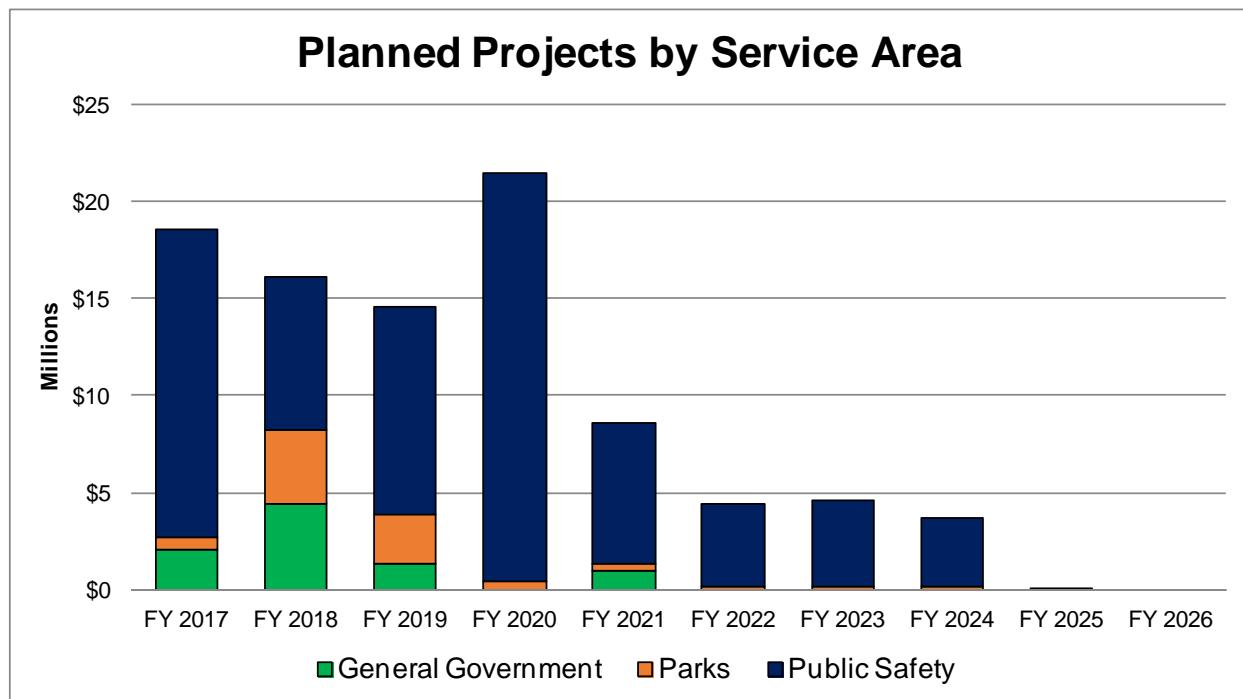
All projects already approved by the Board of Commissioners through the establishment of a capital project ordinance are considered “**current**” projects and are listed separately.

PLANNED EXPENDITURES

Public Safety projects make up about 81% of total planned capital projects over the next 10 years. General Government and Parks projects make up the remaining projects. A summary of the projects by service area is included in the following table.



Planned Projects by Service Category								
Category	Request Name	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022-26	All Years
General Government	Greensboro Courthouse HVAC	\$ 850,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 850,000
	High Point HVAC Central Plant & Automation*	\$ 1,250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,250,000
	Replacement Voting System	\$ -	\$ 4,434,560	\$ 1,349,837	\$ -	\$ 973,322	\$ -	\$ 6,757,719
General Government Total		\$ 2,100,000	\$ 4,434,560	\$ 1,349,837	\$ -	\$ 973,322	\$ -	\$ 8,857,719
Parks	Bryan Park Expansion (Implement Phase I) - Addition	\$ -	\$ 1,400,000	\$ -	\$ -	\$ -	\$ -	\$ 1,400,000
	Bur-Mil Park Clubhouse Renovations - Addition	\$ 450,000	\$ 500,000	\$ 500,000	\$ 200,000	\$ -	\$ -	\$ 1,650,000
	Bur-Mil Park Improvements - Addition	\$ 150,000	\$ 250,000	\$ 1,397,728	\$ 150,000	\$ 150,000	\$ 600,000	\$ 2,697,728
	Hagan Stone Park Improvements	\$ -	\$ 1,600,000	\$ 600,000	\$ 100,000	\$ 200,000	\$ -	\$ 2,500,000
Parks Total		\$ 600,000	\$ 3,750,000	\$ 2,497,728	\$ 450,000	\$ 350,000	\$ 600,000	\$ 8,247,728
Public Safety	800 MHz Subscriber Unit Replacement	\$ -	\$ -	\$ -	\$ -	\$ 9,592,840	\$ -	\$ 9,592,840
	800 MHz TDMA Conversion	\$ -	\$ -	\$ -	\$ 5,624,320	\$ -	\$ -	\$ 5,624,320
	County Animal Shelter Replacement - Addition	\$ 7,931,109	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,931,109
	EMS Base - Burlington/Flemington Rd Co-Location	\$ 375,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 375,000
	EMS Base - Lee Street / Aycock Area	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,382,000	\$ 4,382,000
	EMS Base - NC 150 / Church Street	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,558,000	\$ 4,558,000
	EMS Base - NE Greensboro - HQ Drive (Replacement)	\$ -	\$ -	\$ 510,000	\$ 3,050,000	\$ -	\$ -	\$ 3,560,000
	EMS Base - Northwest Guilford / I-73 Area	\$ -	\$ -	\$ -	\$ 880,000	\$ 3,172,000	\$ -	\$ 4,052,000
	EMS Base - South High Point	\$ -	\$ -	\$ -	\$ -	\$ 915,000	\$ 3,300,000	\$ 4,215,000
	EMS Base - Southern Guilford	\$ -	\$ -	\$ 750,000	\$ -	\$ 3,172,000	\$ -	\$ 3,922,000
	EMS Maintenance/Logistics & Replacement EOC	\$ 7,554,000	\$ -	\$ -	\$ 7,487,095	\$ -	\$ -	\$ 15,041,095
	Juvenile Detention Expansion	\$ -	\$ 281,216	\$ 3,790,792	\$ -	\$ -	\$ -	\$ 4,072,008
	Law Enforcement Administration Building	\$ -	\$ 7,000,000	\$ -	\$ -	\$ -	\$ -	\$ 7,000,000
	Otto Zenke Building Demolition & Surface Parking	\$ -	\$ 624,000	\$ -	\$ -	\$ -	\$ -	\$ 624,000
Public Safety Total		\$ 15,860,109	\$ 7,905,216	\$ 10,675,112	\$ 21,009,935	\$ 7,259,000	\$ 12,240,000	\$ 74,949,372
Grand Total		\$ 18,560,109	\$ 16,089,776	\$ 14,522,677	\$ 21,459,935	\$ 8,582,322	\$ 12,840,000	\$ 92,054,819



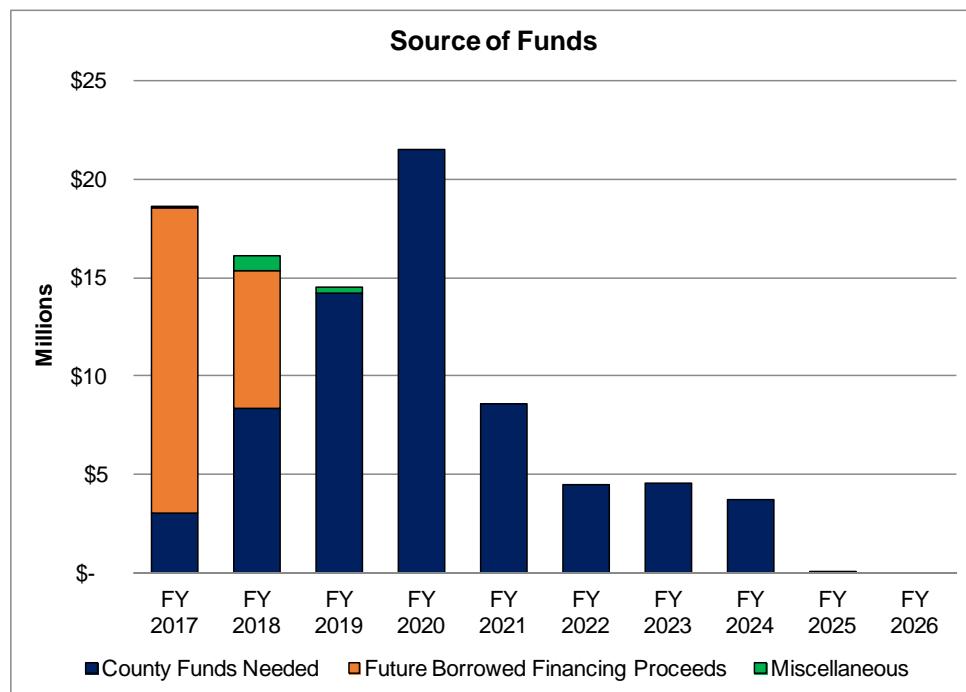
Detailed information about each planned project is included on the project pages following this summary.

PLANNED REVENUES

The planned CIP is funded by three sources of revenues: future debt; local funds, including appropriated fund balance and transfers from the general fund; and miscellaneous revenues (includes Animal Shelter Construction fund donations, potential Greensboro contributions for Bryan Park, and potential federal/state parks grant funding).

In July 2016, the Board of Commissioners voted to use future debt financing to pay for several high priority capital needs: Animal Shelter replacement, Phase 1 of the Emergency Services Maintenance and Logistics Facility, Old Courthouse renovations, and a new Law Enforcement Administration building. The Board will consider and approve specific funding arrangements for these projects in FY 2017 and 2018. An increase in General Fund debt repayment expense of \$ 3 to \$ million per year will be required once debt is issued for these projects (assuming a 20 year pack-back period).

Local funds take the form of transfers from the general fund, usually on an annual basis. In FY 2017, the general fund transfer was \$750,000 due to anticipated debt service from capital financing but it is recommended to return to at least FY 2016's level of \$1.8 million per year in FY 2018. Over the ten year CIP, this transfer will contribute just under \$17 million of the \$68.5 million local funding needed over the life of the plan. **A substantial increase in the county's capital contribution will be needed to complete the planned projects without additional debt financing.** Any funds transferred into the capital fund but not immediately used remain there in the form of capital fund balance and can be used on later projects.



Source of Funds											
Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022-26					All Years
County Funds Needed	\$ 3,075,000	\$ 8,339,776	\$ 14,222,677	\$ 21,459,935	\$ 8,582,322	\$ 12,840,000	\$ 68,519,710				
Future Borrowed Financing	\$ 15,454,000	\$ 7,000,000	\$ -	\$ -	\$ -	\$ -	\$ 22,454,000				
Miscellaneous	\$ 31,109	\$ 750,000	\$ 300,000	\$ -	\$ -	\$ -	\$ 1,081,109				
Total	\$ 18,560,109	\$ 16,089,776	\$ 14,522,677	\$ 21,459,935	\$ 8,582,322	\$ 12,840,000	\$ 92,054,819				

OPERATING EXPENSES

In addition to planning for the construction of new projects, the County must also plan for new operating expenses related to new facilities proposed in the CIP. A new Emergency Medical Services base, for instance, will require additional expenses beyond those used to construct the facility. Additional personnel, equipment, and facility expenses will be required to operate the new base. Total projected personnel and operating expenses related to the projects included in the CIP total \$25.6 million over 10 years. These anticipated expenses are summarized below and included on the CIP project pages that follow this summary. Operating expenses are incorporated into the County's annual operating budget planning process where the Board has initiated/approved related projects.

Personnel and Operating Cost Estimates

Cost	Category	Request Name	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022-26	All Years
Personnel	Public Safety	EMS Base - Lee Street / Aycock Area	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,395,866	\$ 1,395,866
		EMS Base - NC 150 / Church Street	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 905,427	\$ 905,427
		EMS Base - Northwest Guilford / I-73 Area	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,395,608	\$ 2,395,608
		EMS Base - South High Point	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,886,306	\$ 1,886,306
		EMS Base - Southern Guilford	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,395,608	\$ 2,395,608
		EMS Maintenance/Logistics & Replacement EOC	\$ -	\$ -	\$ 48,809	\$ 54,134	\$ 53,985	\$ 592,962	\$ 749,890
		Juvenile Detention Expansion	\$ -	\$ -	\$ -	\$ 294,971	\$ 680,306	\$ 6,617,732	\$ 7,593,009
	Public Safety Total		\$ -	\$ -	\$ 48,809	\$ 349,105	\$ 734,292	\$ 16,189,509	\$ 17,321,715
Personnel Total			\$ -	\$ -	\$ 48,809	\$ 349,105	\$ 734,292	\$ 16,189,509	\$ 17,321,715
Operating	General Government	Replacement Voting System	\$ -	\$ 272,400	\$ 112,500	\$ 54,000	\$ 93,000	\$ 270,000	\$ 801,900
	General Government Total		\$ -	\$ 272,400	\$ 112,500	\$ 54,000	\$ 93,000	\$ 270,000	\$ 801,900
	Public Safety	800 MHz Subscriber Unit Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		EMS Base - Lee Street / Aycock Area	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ 80,000
		EMS Base - NC 150 / Church Street	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ 60,000
		EMS Base - Northwest Guilford / I-73 Area	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 700,000	\$ 720,000
		EMS Base - South High Point	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000
		EMS Base - Southern Guilford	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 700,000	\$ 720,000
		EMS Maintenance/Logistics & Replacement EOC	\$ -	\$ -	\$ (48,809)	\$ (54,134)	\$ (23,985)	\$ (267,561)	\$ (394,489)
		Juvenile Detention Expansion	\$ -	\$ -	\$ 451,251	\$ 687,376	\$ 1,013,321	\$ 4,069,710	\$ 6,221,658
	Public Safety Total		\$ -	\$ -	\$ 402,442	\$ 633,242	\$ 1,029,336	\$ 5,442,149	\$ 7,507,169
Operating Total			\$ -	\$ 272,400	\$ 514,942	\$ 687,242	\$ 1,122,336	\$ 5,712,149	\$ 8,309,069
Grand Total			\$ -	\$ 272,400	\$ 563,751	\$ 1,036,347	\$ 1,856,628	\$ 21,901,658	\$ 25,630,784

POTENTIAL EDUCATION PROJECTS

Although no formal request has been made to the Board of Commissioners, the Board of Trustees of Guilford Technical Community College (GTCC) is considering future capital projects totaling \$161,710,787. These projects are included in GTCC's latest Facility Master Plan and include new classroom buildings, parking decks, student center renovations, energy plants, and land acquisitions for future growth.

In addition, the Board of Education's most recent State Facility Needs Survey included \$905 million of potential facility renovation and construction needs. At the time the county's CIP was prepared, the Board of Education had made no formal request to the Board of Commissioners for additional major capital funding related to the needs survey.

Potential future projects for GTCC and the Guilford County Schools are not included in the project pages following this summary. Possible project amounts are included as notes on the County Building Construction Fund spreadsheet to provide a general sense of projects that may be presented to the county at some point in the future.

County Building Construction Fund - DRAFT Projects

Ten-Year Estimate of Projects and Available Funds

Amounts adjusted for future cost increases @ 4% per year.

July 2016

= Board has appropriated these funds in FY 2016

= Board has appropriated these funds in FY 2017 (July 2016)

	Prior Yr Funds	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years FY 2022 - 2026	All Years Total FY 2017 - 2026
CASH PROJECT FUNDING									
Beginning Fund Balance (Estimated, Unaudited)		\$ 5,127,237	\$ 7,332,525	\$ 4,494,959	\$ -	\$ -	\$ -	\$ -	\$ 7,332,525
Plus:									
Transfer from General Fund		\$ 1,800,000	\$ 750,000	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	\$ 9,000,000	\$ 16,950,000
City of Greensboro - Bryan Park - Phase 1 - Possible		\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000
Potential Park Grant for Bur-Mil Tennis Courts/ADA Project		\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000
Property Sales		\$ 1,868,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funds Returned to CASH PROJECT from Financed Projects		\$ -	\$ 1,753,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,753,000
Fund Balance - old Inmate Welfare Funds - LE Administration		\$ -	\$ 770,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 770,000
Animal Shelter Building Funds		\$ -	\$ 31,109	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Earnings		\$ 51,272	\$ 73,325	\$ 44,950	\$ -	\$ -	\$ -	\$ -	\$ 118,275
Sub-total		\$ 3,719,272	\$ 3,377,434	\$ 2,594,950	\$ 2,100,000	\$ 1,800,000	\$ 1,800,000	\$ 9,000,000	\$ 20,641,275
Total Cash Project Funding		\$ 8,846,509	\$ 10,709,959	\$ 7,089,909	\$ 2,100,000	\$ 1,800,000	\$ 1,800,000	\$ 9,000,000	\$ 27,973,800
CASH PROJECTS									
Public Safety									
EMS Base - Reedy Fork - share of GSO Fire Facility	\$ -	\$ 353,984	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EMS Base - Burlington/Flemington Rd - share of GSO Fire Facility	\$ -	\$ -	\$ 375,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 375,000
EMS Base - Northeast Greensboro - Headquarters Drive	\$ -	\$ -	\$ -	\$ -	\$ 510,000	\$ 3,050,000	\$ -	\$ -	\$ 3,560,000
EMS Base - Northwest Guilford / I-73 Area	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 880,000	\$ 3,172,000	\$ -	\$ 4,052,000
EMS Base - Southern Guilford	\$ -	\$ -	\$ -	\$ -	\$ 750,000	\$ -	\$ 3,172,000	\$ -	\$ 3,922,000
EMS Base - South High Point	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 915,000	\$ 3,300,000	\$ 4,215,000
EMS Base - Lee Street / Aycock Area	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,382,000	\$ 4,382,000
EMS Base - NC 150 / Church Street	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,558,000	\$ 4,558,000
EMS Phase 2 - Emergency Operations Center & Training	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,487,095	\$ -	\$ -	\$ 7,487,095
<i>Phase 1 is in Financed Projects section</i>									
Juvenile Detention Expansion	\$ -	\$ -	\$ 281,216	\$ 3,790,792	\$ -	\$ -	\$ -	\$ -	\$ 4,072,008
Voice Path Expansion - 800 MHz TDMA Conversion	\$ -	\$ -	\$ -	\$ 5,624,320	\$ -	\$ -	\$ -	\$ -	\$ 5,624,320
Radio Subscriber Units Replacement for Existing 800 MHz System	\$ -	\$ -	\$ -	\$ -	\$ 9,592,840	\$ -	\$ -	\$ -	\$ 9,592,840
Parks		\$ 353,984	\$ 375,000	\$ 281,216	\$ 10,675,112	\$ 21,009,935	\$ 7,259,000	\$ 12,240,000	\$ 51,840,263
Bryan Park - Phase 1	\$ -								

County Building Construction Fund - DRAFT Projects

Ten-Year Estimate of Projects and Available Funds

Amounts adjusted for future cost increases @ 4% per year.

July 2016

= Board has appropriated these funds in FY 2016

= Board has appropriated these funds in FY 2017 (July 2016)

	Prior Yr Funds	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years FY 2022 - 2026	All Years Total FY 2017 - 2026
<i>Appropriated Needed</i>	\$	\$ 100,000	\$ -	\$ 1,400,000	\$ -	\$ -	\$ -	\$ -	\$ -
Hagan-Stone Park - Master Plan <i>Needed</i>	\$ -	\$ -	\$ -	\$ 1,600,000	\$ 600,000	\$ 100,000	\$ 200,000	\$ -	\$ 1,400,000
Bur-Mil Park - Master Plan <i>Appropriated - Clubhouse - General Renovations Needed - Clubhouse - General Renovations Needed - Clubhouse - HVAC Needed - Electrical & Tennis Court Light Poles Needed - Golf Shop Renovations Needed - Pool - Concrete & Slide Needed - Tennis Courts Needed - General Park Improvements</i>	\$ -	\$ 500,000	\$ -	\$ 500,000	\$ 500,000	\$ 200,000	\$ -	\$ -	\$ 1,200,000
		\$ -	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 450,000
		\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
		\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
		\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000
		\$ -	\$ -	\$ -	\$ 897,728	\$ -	\$ -	\$ -	\$ 897,728
		\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000	\$ 600,000	\$ 900,000
General Government	\$ -	\$ 600,000	\$ 600,000	\$ 3,750,000	\$ 2,497,728	\$ 450,000	\$ 350,000	\$ 600,000	\$ 8,247,728
High Point HVAC Central Plant and Building Automation <i>Appropriated Needed</i>	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ 1,250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,250,000
Parking Decks: High Point Independence Center Greensboro	\$ -	\$ 440,000	\$ 2,560,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,560,000
		\$ -	\$ 20,000	\$ 580,000	\$ -	\$ -	\$ -	\$ -	\$ 580,000
New County Courthouse HVAC	\$ -	\$ -	\$ 850,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 850,000
Elections - Replacement Voting System	\$ -	\$ -	\$ -	\$ 4,434,560	\$ 1,349,837	\$ -	\$ 973,322	\$ -	\$ 6,757,719
Zenke Demolition Surface Parking @ Zenke	\$ -	\$ -	\$ -	\$ 364,000	\$ -	\$ -	\$ -	\$ -	\$ 364,000
		\$ -	\$ -	\$ 260,000	\$ -	\$ -	\$ -	\$ -	\$ 260,000
		\$ -	\$ 560,000	\$ 5,240,000	\$ 5,058,560	\$ 1,349,837	\$ -	\$ 973,322	\$ 12,621,719
Total Cash Projects	\$ -	\$ 1,513,984	\$ 6,215,000	\$ 9,089,776	\$ 14,522,677	\$ 21,459,935	\$ 8,582,322	\$ 12,840,000	\$ 72,709,710
Estimated Ending Available Fund Balance/(Funding Needed)		\$ 7,332,525	\$ 4,494,959	(\$1,999,867)	(\$12,422,677)	(\$19,659,935)	(\$6,782,322)	(\$3,840,000)	(\$44,735,909)

FINANCED PROJECTS

Old Courthouse
*Structure - Appropriated
Structure - Needed*

\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ 7,900,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,900,000

County Building Construction Fund - DRAFT Projects

Ten-Year Estimate of Projects and Available Funds

Amounts adjusted for future cost increases @ 4% per year.

July 2016

= Board has appropriated these funds in FY 2016
 = Board has appropriated these funds in FY 2017 (July 2016)

	Prior Yr Funds	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years FY 2022 - 2026	All Years Total FY 2017 - 2026
Animal Shelter Replacement	\$ -	\$ 100,000	\$ 31,109	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,109
Appropriated			\$ 7,900,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,900,000
Needed									
EMS Phase 1 - Maintenance, Logistics, and Support	\$ 1,500,000	\$ -	\$ 7,554,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,554,000
Public building bond funds	\$ 1,553,000								
Unrestricted funds									
Law Enforcement									
Administration Facility	\$ -	\$ -	\$ -	\$ 7,000,000	\$ -	\$ -	\$ -	\$ -	\$ 7,000,000
Project Adjustments & Contingencies			\$ 3,793,000						
Total County Project Financing Needs	\$ 3,053,000	\$ 200,000	\$ 27,178,109	\$ 7,000,000	\$ -	\$ -	\$ -	\$ -	\$ 34,178,109

Back to CASH PROJECTS if use financing for projects (green cells)

CAPITAL PROJECTS SUMMARY

Capital Projects:

County Cash Projects	\$ -	\$ 1,513,984	\$ 6,215,000	\$ 9,089,776	\$ 14,522,677	\$ 21,459,935	\$ 8,582,322	\$ 12,840,000	\$ 72,709,710
County Financed Projects	\$ 3,053,000	\$ 200,000	\$ 27,178,109	\$ 7,000,000	\$ -	\$ -	\$ -	\$ -	\$ 34,178,109
Total Capital Projects	\$ 3,053,000	\$ 1,713,984	\$ 33,393,109	\$ 16,089,776	\$ 14,522,677	\$ 21,459,935	\$ 8,582,322	\$ 12,840,000	\$ 106,887,819

Sources of Funds:

Capital Fund Balance Used	\$ -	\$ 5,127,237	\$ 2,837,566	\$ 4,494,959	\$ -	\$ -	\$ -	\$ -	\$ 7,332,525
Annual County Contribution	\$ -	\$ 1,800,000	\$ 750,000	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	\$ 9,000,000	\$ 16,950,000
Other Sources of Funds (incls Animal Shelter Building funds)	\$ -	\$ 1,919,272	\$ 2,658,543	\$ 794,950	\$ 300,000	\$ -	\$ -	\$ -	\$ 3,753,493
Financing Proceeds	\$ -	\$ 200,000	\$ 27,147,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 27,147,000
Total Sources of Funds	\$ -	\$ 9,046,509	\$ 33,393,109	\$ 7,089,909	\$ 2,100,000	\$ 1,800,000	\$ 1,800,000	\$ 9,000,000	\$ 55,183,018

Available Funding (Needed Funding)

\$7,332,525 \$0.0000 (\$8,999,867) (\$12,422,677) (\$19,659,935) (\$6,782,322) (\$3,840,000) (\$51,704,801)

County Building Construction Fund - DRAFT Projects

Ten-Year Estimate of Projects and Available Funds

Amounts adjusted for future cost increases @ 4% per year.

July 2016

= Board has appropriated these funds in FY 2016

= Board has appropriated these funds in FY 2017 (July 2016)

Prior Yr Funds	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years FY 2022 - 2026	All Years Total FY 2017 - 2026
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POTENTIAL HORIZON PROJECTS - Not included in totals presented above

GTCC MASTER PLAN PROJECTS (From latest Facility Master Plan, currently under review by GTCC. NO FORMAL REQUEST. \$ pushed out two years vs. GTCC's latest plan. Excludes annual capital maintenance allocations.)										
Medlin Campus Center Renovation	\$	-	\$	-	\$	-	\$	1,653,223	\$ 16,532,233	
High Point Student Services Center and Parking Deck	\$	-	\$	-	\$	-	\$	2,751,273	\$ 27,512,731	
Land Acquisition - High Point	\$	-	\$	-	\$	-	\$	615,621	\$ 1,810,650	
Davis Hall Renovation	\$	-	\$	-	\$	-	\$	427,500	\$ 4,275,000	
Learning Resource Center Renovation	\$	-	\$	-	\$	-	\$	1,341,054	\$ 13,410,544	
Williams Hall Renovation	\$	-	\$	-	\$	-	\$	1,049,937	\$ 10,499,371	
Center for Advanced Manufacturing Phase II Renovation & Parking	\$	-	\$	-	\$	-	\$	1,527,021	\$ 15,270,207	
Hospitality Careers Building Addition	\$	-	\$	-	\$	-	\$	500,000	\$ 5,500,000	
Land Acquisition - Jamestown	\$	-	\$	-	\$	-	\$	-	\$ 500,000	
Jamestown East Central Energy Plant	\$	-	\$	-	\$	-	\$	-	\$ 3,939,480	
Greensboro Student Services Center	\$	-	\$	-	\$	-	\$	-	\$ 13,489,552	
Aviation Classroom Building	\$	-	\$	-	\$	-	\$	-	\$ 13,500,000	
Classroom/Student Services Center - Cameron Campus	\$	-	\$	-	\$	-	\$	-	\$ 15,110,292	
New Classroom Building - High Point	\$	-	\$	-	\$	-	\$	-	\$ 13,477,927	
Community Training Center Building Renovation	\$	-	\$	-	\$	-	\$	-	\$ 1,350,000	
Land Acquisition - Greensboro	\$	-	\$	-	\$	-	\$	100,000	\$ 2,681,600	
Public Safety Building Expansion	\$	-	\$	-	\$	-	\$	-	\$ 2,851,200	
Total GTCC*	\$ -	\$ 3,296,344	\$ 15,373,548	\$ 38,931,595	\$ 104,109,299	\$ 161,710,787				

* Total 10 year GTCC master plan is \$178.4 million. Final two years of plan extend beyond 10 year CIP planning period.

GUILFORD COUNTY SCHOOLS (From FY 15-16 State Facilities Needs Survey. NO FORMAL REQUEST. Excludes annual capital maintenance allocations.)

Additions, Renovations, Furniture& Equipment (annual average)*	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,500,000	\$ 90,500,000	\$ 90,500,000	\$ 452,500,000	\$ 633,500,000
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* Total 10 year GCS state needs assessment is \$905 million, after removing costs for two new schools included in the county's bond program. Other costs may be excluded if they are identified as being part of current bond program or included in annual

**Guilford County, North Carolina
CIP**

500-999100-Proposed Spec Fac Maint Projects

PROJECT DESCRIPTION / NECESSITY

Project Description: Replacement of Greensboro Courthouse HVAC system and controls. The current system is at the end of its expected service life. Preliminary assessment and design was completed in FY2015-16. FY2016-17 funding will be used for construction.

Funding Source(s): No funding appropriated yet for this project. Funding expected to come from the County Building Construction Fund.

Capital Items

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
Construction Work in Progress	850,000	0	0	0	0	0	850,000
Total	850,000	0	0	0	0	0	850,000

Funding Sources

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
County Funds Needed	850,000	0	0	0	0	0	850,000
Total	850,000	0	0	0	0	0	850,000

**Guilford County, North Carolina
CIP**

500-100922-HP Justice Complex HVAC Sys

PROJECT DESCRIPTION / NECESSITY

Project Description: The High Point Courthouse and Jail are served by a single, aging heating, ventilation, and air conditioning (HVAC) plant that has exceeded its operational life. Replacement of both HVAC units and the automation control systems, as well as ductwork repairs, are required for continued operation. The Board has already appropriated \$100,000 for initial design work. An estimated \$1,250,000 is still needed to complete the project.

Funding Source(s): Initial \$100,000 was funded from the County Building Construction Fund balance in FY 2015-16. An additional \$1,250,000 is needed to complete the project. No additional funding has been appropriated yet for this remainder of this project. Funding expected to come from the County Building Construction Fund.

Operating Impacts: Possible impacts include a reduction in utilities cost due to a newer, more efficient HVAC system and controls.

Capital Items

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
Construction Work in Progress	1,250,000	0	0	0	0	0	1,250,000
Total	1,250,000	0	0	0	0	0	1,250,000

Funding Sources

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
County Funds Needed	1,250,000	0	0	0	0	0	1,250,000
Total	1,250,000	0	0	0	0	0	1,250,000

**Guilford County, North Carolina
CIP**

500-999001-Replacement Voting System

PROJECT DESCRIPTION / NECESSITY

Project Description: Purchase of a new voting system. In 2013, the General Assembly passed H584, which will de-certify the current iVotronic voting machines currently in use in Guilford County on January 1, 2019 (NCGS 163-165.7(a)-effective Jan 1, 2019). The voting system described here for utilizes a touch-screen system which prints a marked paper ballot that is then tabulated at the polling place by a tabulator. Included are costs for polling place voting machines with built in tabulators (for precincts and early voting sites), a high-speed tabulator (for by-mail tabulation, recounts), and the cost of purchasing blank ballot stock for each election.

Funding Source(s): No funding appropriated yet for this project. Funding expected to come from the County Building Construction Fund.

Operating Impacts: There is an ongoing cost to purchase blank ballot stock. Each election will require an inventory of paper at approximately \$0.09 each for 360,000 voters. Each early voting site will also need a substantial amount of paper on hand (not 100%, but near it in some elections).

Capital Items

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
Small Office Furn & Equip	0	4,434,560	1,349,837	0	973,322	0	6,757,719
Total	0	4,434,560	1,349,837	0	973,322	0	6,757,719

Funding Sources

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
County Funds Needed	0	4,434,560	1,349,837	0	973,322	0	6,757,719
Total	0	4,434,560	1,349,837	0	973,322	0	6,757,719

Operating Budget

Expenses	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
O & M Ongoing							
Printing and Office Supplies	0	245,160	101,250	48,600	83,700	291,600	770,310
Equip Repair Service-Non-Vehicular	0	27,240	11,250	5,400	9,300	32,400	85,590
Total	0	272,400	112,500	54,000	93,000	324,000	855,900

**Guilford County, North Carolina
CIP**

500-520611-Bryan Park Expansion

PROJECT DESCRIPTION / NECESSITY

Project Description: Phase 1 of the Bryan Park master plan includes athletic fields, a campground, and unpaved multi-use plans as well as other recreation facilities. Additional phases of the master plan will be added to this project as funds are available.

The County funded the project with \$100,000 from the County Building Construction fund in FY2015-16. An additional \$650,000 from the County Building Construction Fund is planned with a possible 100% match from the City of Greensboro for \$1.5 million total for Phase 1 work.

Funding Source(s): Possible 100% match by the City of Greensboro, subject to project planning and city council approval. No funding has been appropriated yet for the county's share of this phase of the project. Funding expected to come from the County Building Construction Fund.

Capital Items

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
Construction Work in Progress	0	1,400,000	0	0	0	0	1,400,000
Total	0	1,400,000	0	0	0	0	1,400,000

Funding Sources

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
County Funds Needed	0	650,000	0	0	0	0	650,000
Joint Project Refund-Greensboro	0	750,000	0	0	0	0	750,000
Total	0	1,400,000	0	0	0	0	1,400,000

**Guilford County, North Carolina
CIP**

500-520616-Bur Mil Park Clubhouse Renov

PROJECT DESCRIPTION / NECESSITY

Project Description: The Bur-Mil Park clubhouse is a significant source of revenue for the County, but it requires significant interior and exterior renovation to remain in operation.

Mitigation of environmental health hazards and other interior renovations were completed in FY2015-16. FY2016-17 funding will be used for replacement and renovation of the HVAC system while future funding will be required to repair and improve parking, roads, sidewalks, and other exterior features of the facility as well as to address other facility needs.

Funding Source(s): No funding appropriated yet for this project. Funding expected to come from the County Building Construction Fund.

Operating Impacts: No major changes to operations are anticipated.

Capital Items

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
Construction Work in Progress	450,000	500,000	500,000	200,000	0	0	1,650,000
Total	450,000	500,000	500,000	200,000	0	0	1,650,000

Funding Sources

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
County Funds Needed	450,000	500,000	500,000	200,000	0	0	1,650,000
Total	450,000	500,000	500,000	200,000	0	0	1,650,000

**Guilford County, North Carolina
CIP**

500-520615-Bur Mil Park Improvements

PROJECT DESCRIPTION / NECESSITY

Capital Items

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
Construction Work in Progress	150,000	250,000	1,397,728	150,000	150,000	600,000	2,697,728
Total	150,000	250,000	1,397,728	150,000	150,000	600,000	2,697,728

Funding Sources

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
County Funds Needed	150,000	250,000	1,097,728	150,000	150,000	600,000	2,397,728
Miscellaneous State Funds	0	0	300,000	0	0	0	300,000
Total	150,000	250,000	1,397,728	150,000	150,000	600,000	2,697,728

**Guilford County, North Carolina
CIP**

500-999975-Hagan-Stone Park Planned Projects

PROJECT DESCRIPTION / NECESSITY

Project Description: Hagan Stone Park is a regional park, 409 acres in size, that was developed by the City of Greensboro in the 1960s. It contains three lakes for fishing, one for boating, a tent and RV campground, picnic shelters, eight miles of hiking trails, playgrounds, a pool, an activity center and other amenities. In 2008, the city gave the park to Guilford County, and the County is in the fourth fiscal year of contributing to its operation. When the park was built, current ADA requirements were not in effect and, consequently, the park restrooms, marina, playgrounds and other facilities are not accessible for people with disabilities. When the Board agreed to accept the donation, the motion included language that stipulated staff would make all reasonable efforts to make the park more accessible. Project plans include improvements to the existing restroom and marina area to provide handicap access as well as general work to complete the park master plan.

Funding Source(s): No funding appropriated yet for this phase of Hagan-Stone park development. Funding expected to come from the County Building Construction Fund.

Capital Items

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
Construction Work in Progress	0	1,600,000	600,000	100,000	200,000	0	2,500,000
Total	0	1,600,000	600,000	100,000	200,000	0	2,500,000

Funding Sources

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
County Funds Needed	0	1,600,000	600,000	100,000	200,000	0	2,500,000
Total	0	1,600,000	600,000	100,000	200,000	0	2,500,000

**Guilford County, North Carolina
CIP**

500-999986-800 MHz Subscriber Unit Replacement

PROJECT DESCRIPTION / NECESSITY

Project Description: Replacement of portable and mobile radios for County Fire, Emergency Services, Law Enforcement, Animal Control, and other county users in FY 2020. The current equipment was purchased in FY 2011 and has an expected service life of seven to ten years.

Funding Source(s): No funding appropriated yet for this project. Funding expected to come from the County Building Construction Fund, although the Board may choose to allocate a portion of the cost for replacing fire district radios to each district.

NOTE: The County replaced radios in FY 2011. This capital project accounts for the expected replacement costs of the radios in FY 2020.

Capital Items

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
Major Furniture & Equipment	0	0	0	9,592,840	0	0	9,592,840
Total	0	0	0	9,592,840	0	0	9,592,840

Funding Sources

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
County Funds Needed	0	0	0	9,592,840	0	0	9,592,840
Total	0	0	0	9,592,840	0	0	9,592,840

**Guilford County, North Carolina
CIP**

500-999984-800 MHz TDMA Conversion

PROJECT DESCRIPTION / NECESSITY

Project Description: Possible conversion of the County's radio communication system to TDMA (Time Division Multiple Access) which doubles the voice path for each system frequency. This radio system is used by County and City public safety departments as well as other non-public safety departments in the County that rely on radios for routine communication.

Funding Source(s): No funding appropriated yet for this project. Funding expected to come from the County Building Construction Fund.

Capital Items

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
Construction Work in Progress	0	0	5,624,320	0	0	0	5,624,320
Total	0	0	5,624,320	0	0	0	5,624,320

Funding Sources

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
County Funds Needed	0	0	5,624,320	0	0	0	5,624,320
Total	0	0	5,624,320	0	0	0	5,624,320

**Guilford County, North Carolina
CIP**

500-300310-County Animal Shelter Replcmnt

PROJECT DESCRIPTION / NECESSITY

Project Description: Guilford County's current animal shelter is over 20 years old and is limited in the number of animals that can be held for adoption. The facility also has limited visitor access and parking. In FY 2015-16 an initial needs assessment was done, two possible sites were identified, and preliminary design work including proposed construction phasing was completed. Additional phases in future fiscal years will involve complete architectural design, possible land acquisition, and construction. The Board of Commissioners has identified a new animal shelter as one of its high priority projects for FY 2016-17 and is currently evaluating construction options.

Funding Source(s): \$100,000 for initial needs assessment and design work was funded in FY 2015-16 from County Building Construction Fund balance. In addition, in early FY 2016-17 the Board received and appropriated \$31,109 in community donations for shelter construction. Future funding is expected to come from future borrowed financing proceeds.

Operating Impacts: Staffing levels are not expected to change. Additional utility costs are anticipated due to a larger building; however, the increased efficiency of newer HVAC and other systems may help offset the increase.

Capital Items

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
Construction Work in Progress	7,931,109	0	0	0	0	0	7,931,109
Total	7,931,109	0	0	0	0	0	7,931,109

Funding Sources

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
Future Borrowed Financing Proceeds	7,900,000	0	0	0	0	0	7,900,000
Miscellaneous	31,109	0	0	0	0	0	31,109
Total	7,931,109	0	0	0	0	0	7,931,109

**Guilford County, North Carolina
CIP**

500-999997-EMS Co-Location with Municipal (All Planned Co-Locations)

PROJECT DESCRIPTION / NECESSITY

Project Description: Guilford County Emergency Services will receive an exclusive license to use a portion of Greensboro Fire Station #63 to be constructed at Burlington and Flemingfield Roads. The County will pay for a portion of the facility's construction costs and a share of the annual operating expenses (both based on the square footage occupied by the County). The County's estimated share of construction costs is \$375,000; final costs will be dependent on total construction cost.

Funding Source(s): No funding appropriated yet for this project. Funding expected to come from the County Building Construction Fund.

Operating Impacts: The County will be responsible for utility costs for its portion of the building.

Capital Items

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
Buildings	375,000	0	0	0	0	0	375,000
Total	375,000	0	0	0	0	0	375,000

Funding Sources

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
County Funds Needed	375,000	0	0	0	0	0	375,000
Total	375,000	0	0	0	0	0	375,000

**Guilford County, North Carolina
CIP**

500-999983-EMS Base - Lee Street / Aycock Area

PROJECT DESCRIPTION / NECESSITY

Project Description: There currently is no ES facility in the area of Gate City Blvd and Aycock Street that will accommodate EMS. This facility is needed for response into the areas of Glenwood, Smith Homes, downtown Greensboro and the UNCG area. This is an extremely busy area for EMS utilization and would add in having a "posting" location in the area.

Funding Source(s): No funding appropriated yet for this project. Funding expected to come from the County Building Construction Fund.

Operating Impacts: It is estimated that an additional staff of 5.00 EMTs and 5.00 Paramedics plus funding for utilities are needed to operate this new EMS facility beginning in FY 2023-24.

Capital Items

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
Construction Work in Progress	0	0	0	0	0	2,282,000	2,282,000
Land	0	0	0	0	0	950,000	950,000
Major Furniture & Equipment	0	0	0	0	0	350,000	350,000
PROFESSIONAL SERVICE	0	0	0	0	0	800,000	800,000
Total	0	0	0	0	0	4,382,000	4,382,000

Funding Sources

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
County Funds Needed	0	0	0	0	0	4,382,000	4,382,000
Total	0	0	0	0	0	4,382,000	4,382,000

Operating Budget

Expenses	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
Salary & Benefits							
EMT-Basic (42)	0	0	0	0	0	619,223	619,223
EMT-Paramedic (42)	0	0	0	0	0	776,644	776,644
O & M Ongoing							
Utilities	0	0	0	0	0	100,000	100,000
Total	0	0	0	0	0	1,495,867	1,495,867

**Guilford County, North Carolina
CIP**

500-999980-EMS Base - NC 150 / Church Street

PROJECT DESCRIPTION / NECESSITY

Project Description: There currently is no ES facility in the area of the NC 150 and Church St. area that will accommodate EMS. This facility is needed for response into the areas of Summerfield, Gethsemane, and Brown Summit. This area continues to have residential development.

Funding Source(s): No funding appropriated yet for this project. Funding expected to come from the County Building Construction Fund.

Operating Impacts: It is estimated that an additional staff of 5.00 EMTs and 5.00 Paramedics plus funding for utilities are needed to operate this new EMS facility beginning in FY 2023-24.

Capital Items

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
Construction Work in Progress	0	0	0	0	0	2,500,000	2,500,000
Land	0	0	0	0	0	988,000	988,000
Major Furniture & Equipment	0	0	0	0	0	320,000	320,000
PROFESSIONAL SERVICE	0	0	0	0	0	750,000	750,000
Total	0	0	0	0	0	4,558,000	4,558,000

Funding Sources

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
County Funds Needed	0	0	0	0	0	4,558,000	4,558,000
Total	0	0	0	0	0	4,558,000	4,558,000

Operating Budget

Expenses	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
Salary & Benefits							
EMT-Basic (42)	0	0	0	0	0	401,658	401,658
EMT-Paramedic (42)	0	0	0	0	0	503,769	503,769
O & M Ongoing							
Utilities	0	0	0	0	0	80,000	80,000
Total	0	0	0	0	0	985,427	985,427

**Guilford County, North Carolina
CIP**

500-999990-EMS Base - Northeast Greensboro - Guilford County (Replacement)

PROJECT DESCRIPTION / NECESSITY

Project Description: The current EMS facility serving NE Greensboro/Guilford County is antiquated and in need of replacement. The existing site is too small to rebuild on, is poorly located for response north and east of the existing location and does not provide for the most efficient, effective and responsive service delivery. Due to site location in a flood plain, FEMA mitigation funding of \$200,000 may be available to demolish building which will help offset cost of replacement. Replacement options include construction of a new base at a different location for approx. \$3.5 million or co-locating in Greensboro Fire Station 7 at an estimated cost of \$750,000.

Funding Source(s): No funding appropriated yet for this project. Most funding expected to come from the County Building Construction Fund. FEMA mitigation grant funding for \$200,000 is available due to current base location in flood plain.

Operating Impacts: The personnel, vehicle, and operating expenses housed/budgeted at the current base will be transferred to the new location.

Capital Items

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
Construction Work in Progress	0	0	0	2,300,000	0	0	2,300,000
Land	0	0	510,000	0	0	0	510,000
Major Furniture & Equipment	0	0	0	300,000	0	0	300,000
PROFESSIONAL SERVICE	0	0	0	450,000	0	0	450,000
Total	0	0	510,000	3,050,000	0	0	3,560,000

Funding Sources

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
County Funds Needed	0	0	510,000	3,050,000	0	0	3,560,000
Total	0	0	510,000	3,050,000	0	0	3,560,000

**Guilford County, North Carolina
CIP**

500-999988-EMS Base - Northwest Guilford / I73 Area

PROJECT DESCRIPTION / NECESSITY

Project Description: There currently is no ES facility in the area of the I-73 corridor development area that will accommodate EMS. This facility is needed for response into the areas of Oak Ridge, Stokesdale and Summerfield.

Funding Source(s): No funding appropriated yet for this project. Funding expected to come from the County Building Construction Fund.

Operating Impacts: Includes costs of 10 new paramedic positions to staff the new base 24 hours per day beginning in FY 2021-22, as well as facility operating expenses (e.g., utilities), vehicles (initial purchase and planned replacements), and vehicle maintenance.

Capital Items

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
Construction Work in Progress	0	0	0	0	2,200,000	0	2,200,000
Land	0	0	0	880,000	0	0	880,000
Major Furniture & Equipment	0	0	0	0	300,000	0	300,000
PROFESSIONAL SERVICE	0	0	0	0	672,000	0	672,000
Total	0	0	0	880,000	3,172,000	0	4,052,000

Funding Sources

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
County Funds Needed	0	0	0	880,000	3,172,000	0	4,052,000
Total	0	0	0	880,000	3,172,000	0	4,052,000

Operating Budget

Expenses	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
Salary & Benefits							
EMT-Basic (42)	0	0	0	0	0	1,062,720	1,062,720
EMT-Paramedic (42)	0	0	0	0	0	1,332,888	1,332,888
O & M Ongoing							
Utilities	0	0	0	0	20,000	120,000	140,000
Vehicles - Motor Equipment	0	0	0	0	0	600,000	600,000
Total	0	0	0	0	20,000	3,115,608	3,135,608

**Guilford County, North Carolina
CIP**

500-999979-EMS Base - South High Point

PROJECT DESCRIPTION / NECESSITY

Project Description: There currently is no ES facility in the area of the 29-70/S. Main Street Area of High Point that will accommodate EMS. This facility is needed for response into south High Point.

Funding Source(s): No funding appropriated yet for this project. Funding expected to come from the County Building Construction Fund.

Operating Impacts: It is estimated that an additional staff of 5.00 EMTs and 5.00 Paramedics plus funding for utilities are needed to operate this new EMS facility, beginning in FY 2022-23.

Capital Items

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
Construction Work in Progress	0	0	0	0	0	2,300,000	2,300,000
Land	0	0	0	0	915,000	0	915,000
Major Furniture & Equipment	0	0	0	0	0	300,000	300,000
PROFESSIONAL SERVICE	0	0	0	0	0	700,000	700,000
Total	0	0	0	0	915,000	3,300,000	4,215,000

Funding Sources

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
County Funds Needed	0	0	0	0	915,000	3,300,000	4,215,000
Total	0	0	0	0	915,000	3,300,000	4,215,000

Operating Budget

Expenses	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
Salary & Benefits							
EMT-Basic (42)	0	0	0	0	0	836,788	836,788
EMT-Paramedic (42)	0	0	0	0	0	1,049,518	1,049,518
O & M Ongoing							
Utilities	0	0	0	0	0	120,000	120,000
Total	0	0	0	0	0	2,006,306	2,006,306

**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.

Funding Source(s): No funding appropriated yet for this project. Funding expected to come from the County Building Construction Fund.

Operating Impacts: Includes costs of 10 new paramedic positions to staff the new base 24 hours per day beginning in FY 2021-22, as well as facility operating expenses (e.g., utilities), vehicles (initial purchase and planned replacements), and vehicle maintenance.

Capital Items

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
Construction Work in Progress	0	0	0	0	2,200,000	0	2,200,000
Land	0	0	750,000	0	0	0	750,000
Major Furniture & Equipment	0	0	0	0	286,000	0	286,000
PROFESSIONAL SERVICE	0	0	0	0	686,000	0	686,000
Total	0	0	750,000	0	3,172,000	0	3,922,000

Funding Sources

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
County Funds Needed	0	0	750,000	0	3,172,000	0	3,922,000
Total	0	0	750,000	0	3,172,000	0	3,922,000

Operating Budget

Expenses	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
Salary & Benefits							
EMT-Basic (42)	0	0	0	0	0	1,062,720	1,062,720
EMT-Paramedic (42)	0	0	0	0	0	1,332,888	1,332,888
O & M Ongoing							
Utilities	0	0	0	0	20,000	120,000	140,000
Vehicles - Motor Equipment	0	0	0	0	0	600,000	600,000
Total	0	0	0	0	20,000	3,115,608	3,135,608

**Guilford County, North Carolina
CIP**

500-300225-EMS Maintenance/Logistics & Replacement EOC

PROJECT DESCRIPTION / NECESSITY

Original Project Description: **PHASE 1:** Purchase, renovation, or construction of a new, multi-purpose building to house the Emergency Medical Services' (EMS) fleet maintenance, logistics, and support facility. 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. Approximate cost of Phase 1 is \$10.6 million. **PHASE 2:** Since this facility will be the primary location for deployment of all EMS resources, the majority of the administrative and training functions within EMS would also be co-located at the new facility. EMS training and simulation space was identified in the County space study as a significant deficit. The county's Emergency Operations Center (EOC) could also be co-located with this facility if a suitable space could be found or built to accommodate all functions. Approximately cost of Phase 2 is \$7.5 million.

Funding Source(s): **PHASE 1:** The Board of Commissioners has appropriated \$3,053,000 in bond funds (\$1,500,000) and capital fund balance (\$1,553,000) toward the total estimated Phase 1 cost of \$10.6 million. Additional funding is expected to come from future borrowed financing proceeds. **PHASE 2:** No funds have been appropriated for Phase 2. An additional \$7.554 million of future borrowed funds will be needed to initiate Phase 2.

Operating Impacts: Maintenance/Logistics/Support - 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:** One Vehicle Maintenance Mechanic for Phase 1 in FY 2018-19 expected to be offset with decreased reliance on outside vendor repairs. Phase 2: To utilize increased capability the estimates include the addition of one Emergency Management Coordinator position and operations vehicle to be replaced every four years.

Capital Items

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
Construction Work in Progress	6,616,000	0	0	7,487,095	0	0	14,103,095
Land	500,000	0	0	0	0	0	500,000
PROFESSIONAL SERVICE	438,000	0	0	0	0	0	438,000
Total	7,554,000	0	0	7,487,095	0	0	15,041,095

Funding Sources

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
County Funds Needed	0	0	0	7,487,095	0	0	7,487,095
Future Borrowed Financing Proceeds	7,554,000	0	0	0	0	0	7,554,000
Total	7,554,000	0	0	7,487,095	0	0	15,041,095

Operating Budget

Expenses	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
Salary & Benefits							
Maint Mechanic (Fire/EMS)	0	0	48,809	54,134	53,985	267,561	424,489
EM Coordinator	0	0	0	0	0	325,401	325,401
O & M Ongoing							
Vehicles - Motor Equipment	0	0	0	0	30,000	0	30,000
Vehicle Repair Service	0	0	-48,809	-54,134	-53,985	-267,561	-424,489
Total	0	0	0	0	30,000	325,401	355,401

**Guilford County, North Carolina
CIP**

500-999992-Juvenile Detention Expansion

PROJECT DESCRIPTION / NECESSITY

Project Description: The General Assembly has been considering a bill that would raise the age, over a series of years, at which youths are prosecuted as adults from 16 to 18. If passed, juvenile offenders age 16 and 17 would have to be housed at the Juvenile Detention Center rather than in an adult facility. Under recent proposed legislation, the shift would happen over a six year period, with the age of adulthood rising six month each year until reaching 18. Should legislation be passed that does increase the juvenile age from 16 to 18, the County's Juvenile Detention Facility may need to expand by four pods to accommodate 32 additional juveniles.

Funding Source(s): No funding appropriated yet for this project. Funding expected to come from the County Building Construction Fund. The level of State participation in the construction of additional space is not known at this time. Previously, the State paid 50% of the cost of the Juvenile Detention Center.

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.)

Capital Items

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
Construction Work in Progress	0	0	3,262,106	0	0	0	3,262,106
Major Furniture & Equipment	0	0	528,686	0	0	0	528,686
PROFESSIONAL SERVICE	0	281,216	0	0	0	0	281,216
Total	0	281,216	3,790,792	0	0	0	4,072,008

Funding Sources

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
County Funds Needed	0	281,216	3,790,792	0	0	0	4,072,008
Total	0	281,216	3,790,792	0	0	0	4,072,008

Operating Budget

Expenses	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
Salary & Benefits							
Juvenile Counselor Technician	0	0	0	294,971	324,290	1,607,236	2,226,497
Juvenile Counselor Technician	0	0	0	0	295,859	1,607,236	1,903,095
Juvenile Counselor Technician	0	0	0	0	0	1,579,694	1,579,694
Juvenile Counselor Technician	0	0	0	0	0	1,243,853	1,243,853
Juvenile Detention Supervisor	0	0	0	0	60,157	326,797	386,954
Juvenile Detention Supervisor	0	0	0	0	0	252,911	252,911
O & M Ongoing							
Food and Provisions	0	0	90,000	130,000	160,000	960,000	1,340,000
Utilities	0	0	90,000	130,000	160,000	960,000	1,340,000
Total	0	0	180,000	554,971	1,000,306	8,537,727	10,273,004
Revenue	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
O & M Ongoing							
Jail Fees	0	0	271,251	427,376	693,321	2,469,710	3,861,658
Total	0	0	271,251	427,376	693,321	2,469,710	3,861,658
Net	0	0	-91,251	127,595	306,985	6,068,017	6,411,346

**Guilford County, North Carolina
CIP**

500-999993-Law Enforcement Facility Needs (All Planned LE Facilities)

PROJECT DESCRIPTION / NECESSITY

Project Description: Renovation of the "Old Greensboro Jail" to provide a Law Enforcement (LE) Administration Center and better utilize an existing County structure. The new facility will allow include administrative office space while still retaining the public-facing permitting and other functions currently located in the building. This renovation will allow LE to vacate the maintenance-intensive Otto Zenke building, and will provide space better designed for current and future needs of the department.

This project has been identified as high priority by the Board of Commissioners for FY 2017-18.

This project is intended to be completed in combination with the demolition of Otto Zenke.

Funding Source(s): Project has been identified as high priority by the Board of Commissioners. Funding will come from future financing proceeds.

Capital Items

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
Buildings	0	7,000,000	0	0	0	0	7,000,000
Total	0	7,000,000	0	0	0	0	7,000,000

Funding Sources

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
Future Borrowed Financing Proceeds	0	7,000,000	0	0	0	0	7,000,000
Total	0	7,000,000	0	0	0	0	7,000,000

**Guilford County, North Carolina
CIP**

500-999993-Law Enforcement Facility Needs (All Planned LE Facilities)

PROJECT DESCRIPTION / NECESSITY

Project Description: Demolition of the Otto Zenke Building and Surface Parking. This building has become costly to maintain, does not fit with the current or anticipated space needs of Law Enforcement and the land on which it is located offers the County additional area on which to locate parking for downtown staff and other functions. In addition, the building itself needs major structural renovation to stabilize it. Once demolished, plans include construction of a surface parking lot on the land to provide more parking for County staff downtown. Estimated demolition and surface parking costs are \$364,000 and \$260,000, respectively.

This project is intended to be completed in combination with the renovation of the "Old Greensboro Jail" to be a Law Enforcement Administration Center that will house the staff and functions currently located in the Otto Zenke Building.

Funding Source(s): No funding appropriated yet for this project. Funding expected to come from the County Building Construction Fund.

Operating Impact: Removal of the Otto Zenke building from the County's building inventory is anticipated to allow redistribution of facility maintenance funding to other facilities and improve efficiency of maintenance.

Capital Items

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
Construction Work in Progress	0	624,000	0	0	0	0	624,000
Total	0	624,000	0	0	0	0	624,000

Funding Sources

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2027	Total
County Funds Needed	0	624,000	0	0	0	0	624,000
Total	0	624,000	0	0	0	0	624,000



CURRENT CAPITAL PROJECTS

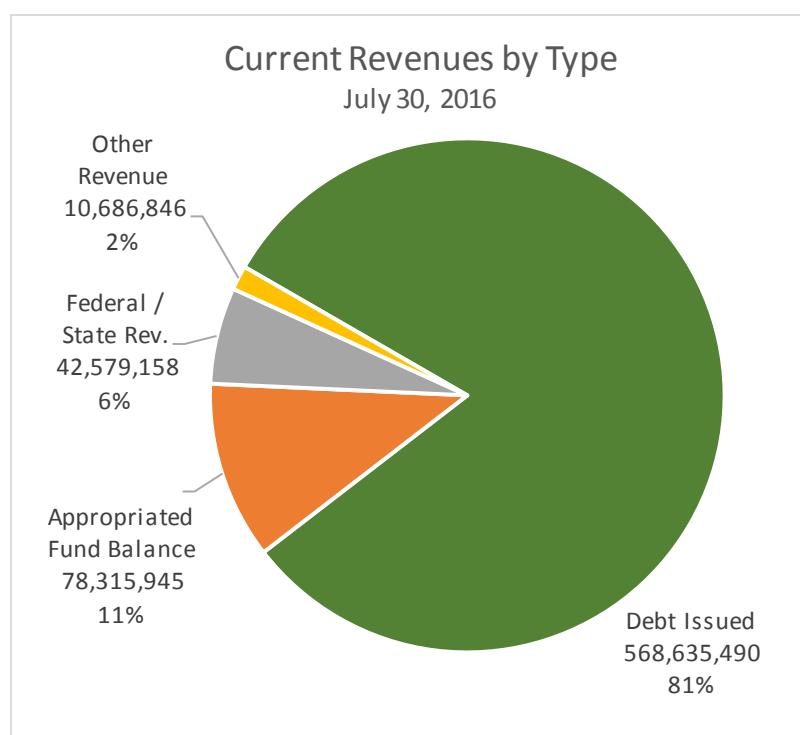
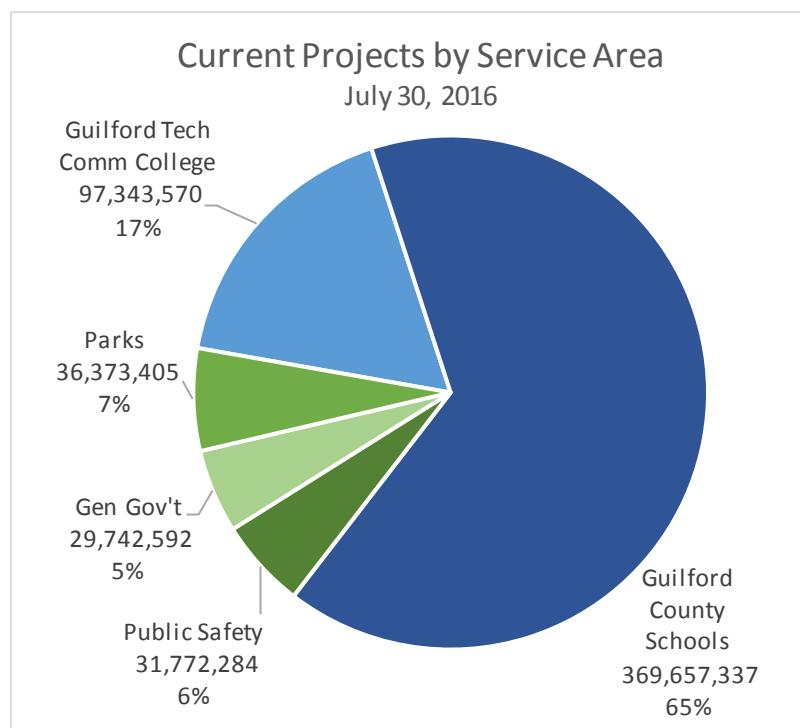
Guilford County's current capital projects are those projects that have been approved by the Board of Commissioners through the adoption of a capital project ordinance. Each current project ordinance includes a complete budget including revenue sources and total expenditures. Unlike the County's annual operating budget, the ordinances are authorized for the life of the project and do not need to be re-approved each year though they can be amended by the Board if a project later exceeds the initial budget estimate or is completed under-budget. Current project budgets and balances are as of July 31, 2016.

CURRENT EXPENDITURES

The County's current capital projects fall into two broad plan categories: Education and County. Both categories include facility construction, renovation, and expansion projects while the Education also includes annual capital maintenance funding. Education projects comprise 84% of the total current capital project budgets while the remainder are County projects.

CURRENT REVENUES

The majority of current projects are debt funded with funding in the form of General and Limited Obligation bonds issued for school construction, renovation, and major maintenance projects. The remainder of current capital project funding is funded through appropriated capital fund balance built up through annual general fund transfers.



Project	Project Name		Project Budget	Actual Expense	Encumbered	Balance
General County	BB&T Building	Expenditure	\$ 10,077,000	\$ 9,864,851		\$ 212,149
		Revenue	\$ (10,077,000)	\$ (10,077,000)		\$ -
	BB&T Building Total		\$ -	\$ (212,149)		\$ 212,149
	Bellemeade Center Renovations	Expenditure	\$ 833,114	\$ 110,895		\$ 722,219
		Revenue	\$ (833,114)	\$ (833,114)		\$ -
	Bellemeade Center Renovations Total		\$ -	\$ (722,219)		\$ 722,219
	Governmental Plaza Renovations	Expenditure	\$ 376,000	\$ 241,914	\$ 148,114.12	\$ (14,028)
		Revenue	\$ (376,000)	\$ (376,000)		\$ -
	Governmental Plaza Renovations Total		\$ -	\$ (134,086)	\$ 148,114.12	\$ (14,028)
	Greene Street Center	Expenditure	\$ 648,180	\$ 525,403	\$ 1,238.67	\$ 121,538
		Revenue	\$ (648,180)	\$ (648,180)		\$ -
	Greene Street Center Total		\$ -	\$ (122,777)	\$ 1,238.67	\$ 121,538
	Haystack Site Development Proj	Expenditure	\$ 30,000	\$ 26,352	\$ 3,648.11	\$ -
		Revenue	\$ (30,000)	\$ (30,000)		\$ -
	Haystack Site Development Proj Total		\$ -	\$ (3,648)	\$ 3,648.11	\$ -
	HP Courthouse Renovations	Expenditure	\$ 1,728,626	\$ 951,223		\$ 777,403
		Revenue	\$ (1,728,626)	\$ (1,728,626)		\$ -
	HP Courthouse Renovations Total		\$ -	\$ (777,403)		\$ 777,403
	HP Justice Complex HVAC Sys	Expenditure	\$ 100,000	\$ 72,650		\$ 27,350
		Revenue	\$ (100,000)	\$ (100,000)		\$ -
	HP Justice Complex HVAC Sys Total		\$ -	\$ (27,350)		\$ 27,350
	NEW FINANCIAL REPORTING SYSTEM	Expenditure	\$ 5,331,636	\$ 4,790,449		\$ 541,187
		Revenue	\$ (5,331,636)	\$ (5,331,636)		\$ -
	NEW FINANCIAL REPORTING SYSTEM Total		\$ -	\$ (541,187)		\$ 541,187
	Old Courthouse Renovation	Expenditure	\$ 8,000,000	\$ 85,010		\$ 7,914,990
		Revenue	\$ (8,000,000)	\$ (100,000)		\$ (7,900,000)
	Old Courthouse Renovation Total		\$ -	\$ (14,990)		\$ 14,990
	Upgrade to Financial Rept Syst	Expenditure	\$ 481,150	\$ 427,502		\$ 53,648
		Revenue	\$ (481,150)	\$ (481,150)		\$ -
	Upgrade to Financial Rept Syst Total		\$ -	\$ (53,648)		\$ 53,648
	High Point Parking Deck Rprs	Expenditure	\$ 3,000,000	\$ 119,469		\$ 2,880,531
		Revenue	\$ (3,000,000)	\$ (440,000)		\$ (2,560,000)
	High Point Parking Deck Rprs Total		\$ -	\$ (320,531)		\$ 320,531
	IndependenceCtr PrkDek Repairs	Expenditure	\$ 600,000			\$ 600,000
		Revenue	\$ (600,000)			\$ (600,000)
	IndependenceCtr PrkDek Repairs Total		\$ -			\$ -
General County Total			\$ -	\$ (2,929,988)	\$ 153,000.90	\$ 2,776,987
Guilford County Schools	Academy at Central High School	Expenditure	\$ 1,750,000	\$ 1,744,700		\$ 5,300
		Revenue	\$ (1,750,000)			\$ (1,750,000)

Project	Project Name	Project Budget	Actual Expense	Encumbered	Balance
Guilford County Schools	Academy at Central High School Total	\$ -	\$ 1,744,700		\$ (1,744,700)
	Allen Jay Middle School	Expenditure \$ 13,108,318	\$ 13,011,142		\$ 97,176
		Revenue \$ (13,108,318)	\$ (12,996,746)		\$ (111,572)
	Allen Jay Middle School Total	\$ -	\$ 14,396		\$ (14,396)
	Allen Middle School	Expenditure \$ 5,642,208	\$ 5,427,789		\$ 214,419
		Revenue \$ (5,642,208)	\$ (5,642,208)		\$ -
	Allen Middle School Total	\$ -	\$ (214,419)		\$ 214,419
	Archer Elementary	Expenditure \$ 655,892	\$ 627,506		\$ 28,386
		Revenue \$ (655,892)	\$ (639,303)		\$ (16,589)
	Archer Elementary Total	\$ -	\$ (11,797)		\$ 11,797
	Bluford Elementary School-Reno	Expenditure \$ 8,294,462	\$ 3,104,451		\$ 5,190,011
		Revenue \$ (8,294,462)	\$ (2,933,182)		\$ (5,361,280)
	Bluford Elementary School-Reno Total	\$ -	\$ 171,269		\$ (171,269)
	Dudley High - New Traff Pattn	Expenditure \$ 750,000	\$ 287,593		\$ 462,407
		Revenue \$ (750,000)	\$ (750,000)		\$ -
	Dudley High - New Traff Pattn Total	\$ -	\$ (462,407)		\$ 462,407
	Dudley High School - Athletics	Expenditure \$ 6,112,863	\$ 6,094,325		\$ 18,538
		Revenue \$ (6,112,863)	\$ (6,040,270)		\$ (72,593)
	Dudley High School - Athletics Total	\$ -	\$ 54,056		\$ (54,056)
	Falknr/Hairstn Autism Wing	Expenditure \$ 8,324,690	\$ 8,323,105		\$ 1,585
		Revenue \$ (8,324,690)	\$ (8,324,690)		\$ -
	Falknr/Hairstn Autism Wing Total	\$ -	\$ (1,585)		\$ 1,585
	GCS Capital Maintenanc FY 2016	Expenditure \$ 4,999,341	\$ 2,639,329		\$ 2,360,012
		Revenue \$ (4,999,341)	\$ (4,999,341)		\$ -
	GCS Capital Maintenanc FY 2016 Total	\$ -	\$ (2,360,012)		\$ 2,360,012
	Grimsley High School	Expenditure \$ 11,020,374	\$ 11,020,374		\$ 0
		Revenue \$ (11,020,374)	\$ (11,020,374)		\$ -
	Grimsley High School Total	\$ -	\$ (0)		\$ 0
	Guilford Middle School - Repl	Expenditure \$ 37,279,688	\$ 2,117,717		\$ 35,161,971
		Revenue \$ (37,279,688)	\$ (2,118,517)		\$ (35,161,171)
	Guilford Middle School - Repl Total	\$ -	\$ (799)		\$ 799
	High Point Central - Add/Renov	Expenditure \$ 13,193,203	\$ 1,889,516		\$ 11,303,687
		Revenue \$ (13,193,203)	\$ (1,625,000)		\$ (11,568,203)
	High Point Central - Add/Renov Total	\$ -	\$ 264,516		\$ (264,516)
	High Point SCALE Site	Expenditure \$ 2,945,506	\$ 2,944,846		\$ 660
		Revenue \$ (2,945,506)	\$ (3,008,635)		\$ 63,129
	High Point SCALE Site Total	\$ -	\$ (63,788)		\$ 63,788
	Hunter Elementry Schl - Replmt	Expenditure \$ 19,273,675	\$ 4,640,777		\$ 14,632,898
		Revenue \$ (19,273,675)	\$ (3,710,000)		\$ (15,563,675)
	Hunter Elementry Schl - Replmt Total	\$ -	\$ 930,777		\$ (930,777)

Project	Project Name		Project Budget	Actual Expense	Encumbered	Balance
Guilford County Schools	HVAC	Expenditure	\$ 19,878,222	\$ 10,204,574		\$ 9,673,648
		Revenue	\$ (19,878,222)	\$ (8,777,632)		\$ (11,100,590)
	HVAC Total		\$ -	\$ 1,426,941		\$ (1,426,941)
	HVAC - FY10 Medicaid Swap	Expenditure	\$ 2,149,670	\$ 2,124,077		\$ 25,593
		Revenue	\$ (2,149,670)	\$ (2,149,670)		\$ -
	HVAC - FY10 Medicaid Swap Total		\$ -	\$ (25,593)		\$ 25,593
	Mobile Classrooms	Expenditure	\$ 1,767,447	\$ 1,367,447		\$ 400,000
		Revenue	\$ (1,767,447)	\$ (1,370,000)		\$ (397,447)
	Mobile Classrooms Total		\$ -	\$ (2,553)		\$ 2,553
	North Greensboro Area Elem Sch	Expenditure	\$ 19,125,492	\$ 19,115,182		\$ 10,310
		Revenue	\$ (19,125,492)	\$ (18,848,300)		\$ (277,192)
	North Greensboro Area Elem Sch Total		\$ -	\$ 266,882		\$ (266,882)
	NORTHEAST HIGH SCHOOL	Expenditure	\$ 12,454,899	\$ 12,428,843		\$ 26,056
		Revenue	\$ (12,454,899)	\$ (11,843,399)		\$ (611,500)
	NORTHEAST HIGH SCHOOL Total		\$ -	\$ 585,444		\$ (585,444)
	NORTHERN HIGH SCHOOL	Expenditure	\$ 53,988,222	\$ 53,988,199		\$ 23
		Revenue	\$ (53,988,222)	\$ (53,988,222)		\$ (0)
	NORTHERN HIGH SCHOOL Total		\$ -	\$ (23)		\$ 23
	Northwest HS - New Traff Patrn	Expenditure	\$ 1,156,200	\$ 563,823		\$ 592,377
		Revenue	\$ (1,156,200)	\$ (170,000)		\$ (986,200)
	Northwest HS - New Traff Patrn Total		\$ -	\$ 393,823		\$ (393,823)
	Northwest HS-Site & Athletics	Expenditure	\$ 4,054,278	\$ 4,053,369		\$ 909
		Revenue	\$ (4,054,278)	\$ (4,054,278)		\$ (0)
	Northwest HS-Site & Athletics Total		\$ -	\$ (909)		\$ 909
	Northwood Elm Sch - Kitchn Ren	Expenditure	\$ 689,225	\$ 612,722		\$ 76,503
		Revenue	\$ (689,225)	\$ (585,000)		\$ (104,225)
	Northwood Elm Sch - Kitchn Ren Total		\$ -	\$ 27,722		\$ (27,722)
	Page High School - Athletics	Expenditure	\$ 1,640,192	\$ 1,635,458		\$ 4,734
		Revenue	\$ (1,640,192)	\$ (1,640,192)		\$ -
	Page High School - Athletics Total		\$ -	\$ (4,734)		\$ 4,734
	Page High School-Roofing	Expenditure	\$ 164,135	\$ 154,773		\$ 9,362
		Revenue	\$ (164,135)	\$ (157,114)		\$ (7,021)
	Page High School-Roofing Total		\$ -	\$ (2,341)		\$ 2,341
	RAGSDALE HIGH SCHOOL	Expenditure	\$ 49,770,088	\$ 46,226,392		\$ 3,543,696
		Revenue	\$ (49,770,088)	\$ (46,141,773)		\$ (3,628,315)
	RAGSDALE HIGH SCHOOL Total		\$ -	\$ 84,619		\$ (84,619)
	REEDY FORK AREA ELEM SCHOOL	Expenditure	\$ 16,347,859	\$ 16,256,604		\$ 91,255
		Revenue	\$ (16,347,859)	\$ (16,347,859)		\$ -
	REEDY FORK AREA ELEM SCHOOL Total		\$ -	\$ (91,255)		\$ 91,255
	Roof R/R Andrews High School	Expenditure	\$ 767,481	\$ 762,504		\$ 4,977

Project	Project Name		Project Budget	Actual Expense	Encumbered	Balance
Guilford County Schools	Roof R/R Andrews High School	Revenue	\$ (767,481)	\$ (767,481)	\$ (0)	
	Roof R/R Andrews High School Total		\$ -	\$ (4,977)		\$ 4,977
	Roof R/R Erwin Montessori	Expenditure	\$ 68,466	\$ 68,465	\$ 1	
		Revenue	\$ (68,466)	\$ (68,465)	\$ (1)	
	Roof R/R Erwin Montessori Total		\$ -	\$ -		\$ -
	Roof R/R Pleasant Garden ES	Expenditure	\$ 258,630	\$ 227,868	\$ 30,762	
		Revenue	\$ (258,630)	\$ (258,630)	\$ -	
	Roof R/R Pleasant Garden ES Total		\$ -	\$ (30,762)		\$ 30,762
	Roofing System-Wide	Expenditure	\$ 4,439,748	\$ 3,350,220	\$ 1,089,528	
		Revenue	\$ (4,439,748)	\$ (2,990,455)	\$ (1,449,293)	
	Roofing System-Wide Total		\$ -	\$ 359,765		\$ (359,765)
	Smith HS - Athletic Renovation	Expenditure	\$ 7,450,189	\$ 334,964	\$ 7,115,225	
		Revenue	\$ (7,450,189)	\$ (27,656)	\$ (7,422,533)	
	Smith HS - Athletic Renovation Total		\$ -	\$ 307,308		\$ (307,308)
	SMITH HS ACADEMY	Expenditure	\$ 5,797,246	\$ 5,774,304	\$ 22,942	
		Revenue	\$ (5,797,246)	\$ (5,797,246)	\$ -	
	SMITH HS ACADEMY Total		\$ -	\$ (22,942)		\$ 22,942
	Southeast Area Elem School	Expenditure	\$ 19,372,235	\$ 19,371,554	\$ 681	
		Revenue	\$ (19,372,235)	\$ (19,372,235)	\$ (0)	
	Southeast Area Elem School Total		\$ -	\$ (680)		\$ 680
	Southeast High School	Expenditure	\$ 32,681,071	\$ 31,128,772	\$ 1,552,299	
		Revenue	\$ (32,681,071)	\$ (31,039,533)	\$ (1,641,538)	
	Southeast High School Total		\$ -	\$ 89,239		\$ (89,239)
	Southeast Middle School	Expenditure	\$ 10,778,036	\$ 10,777,602	\$ 434	
		Revenue	\$ (10,778,036)	\$ (10,778,036)	\$ 0	
	Southeast Middle School Total		\$ -	\$ (434)		\$ 434
	Southwest High School	Expenditure	\$ 19,869,678	\$ 19,868,571	\$ 1,107	
		Revenue	\$ (19,869,678)	\$ (19,869,678)	\$ (0)	
	Southwest High School Total		\$ -	\$ (1,107)		\$ 1,107
	Summerfield Elem School	Expenditure	\$ 16,519,420	\$ 16,500,978	\$ 18,442	
		Revenue	\$ (16,519,420)	\$ (16,210,000)	\$ (309,420)	
	Summerfield Elem School Total		\$ -	\$ 290,978		\$ (290,978)
	SYSTEM WIDE AIR CONDITION RENO	Expenditure	\$ 21,139,311	\$ 21,139,311	\$ -	
		Revenue	\$ (21,139,311)	\$ (21,139,313)	\$ 2	
	SYSTEM WIDE AIR CONDITION RENO Total		\$ -	\$ (2)		\$ 2
	System-Wd Renov@Var Sch Sites	Expenditure	\$ 5,188,619	\$ 4,928,906	\$ 259,713	
		Revenue	\$ (5,188,619)	\$ (5,188,618)	\$ (1)	
	System-Wd Renov@Var Sch Sites Total		\$ -	\$ (259,712)		\$ 259,712
	System-Wide Renovation FY 2012	Expenditure	\$ 4,559,057	\$ 4,178,610	\$ 380,447	
		Revenue	\$ (4,559,057)	\$ (3,944,540)	\$ (614,517)	

Project	Project Name		Project Budget	Actual Expense	Encumbered	Balance
Guilford County Schools	System-Wide Renovation FY 2012 Total		\$ -	\$ 234,070		\$ (234,070)
	Tracks	Expenditure	\$ 1,696,137	\$ 1,692,595		\$ 3,542
		Revenue	\$ (1,696,137)	\$ (1,696,137)		\$ -
	Tracks Total		\$ -	\$ (3,542)		\$ 3,542
	Western HS - Addition/Renovtin	Expenditure	\$ 8,547,130	\$ 524,933		\$ 8,022,197
		Revenue	\$ (8,547,130)			\$ (8,547,130)
	Western HS - Addition/Renovtin Total		\$ -	\$ 524,933		\$ (524,933)
	Southern HS Stadium Improvmts	Expenditure	\$ 559,480	\$ 10,030		\$ 549,450
		Revenue	\$ (559,480)			\$ (559,480)
	Southern HS Stadium Improvmts Total		\$ -	\$ 10,030		\$ (10,030)
	System-wide Safety & Security	Expenditure	\$ 1,491,703	\$ 57,984		\$ 1,433,719
		Revenue	\$ (1,491,703)			\$ (1,491,703)
	System-wide Safety & Security Total		\$ -	\$ 57,984		\$ (57,984)
	GCS Capital Maintenanc FY 2017	Expenditure	\$ 6,000,000			\$ 6,000,000
		Revenue	\$ (6,000,000)			\$ (6,000,000)
	GCS Capital Maintenanc FY 2017 Total		\$ -			\$ -
Guilford County Schools Total			\$ -	\$ 4,273,079		\$ (4,273,079)
Guilford Technical Community College	Aviation Classroom Building	Expenditure	\$ 8,500,000	\$ 8,248,558		\$ 251,442
		Revenue	\$ (8,500,000)	\$ (7,000,000)		\$ (1,500,000)
	Aviation Classroom Building Total		\$ -	\$ 1,248,558		\$ (1,248,558)
	GTCC - Northwest Campus	Expenditure	\$ 47,461,030	\$ 44,660,828		\$ 2,800,202
		Revenue	\$ (47,461,030)	\$ (45,251,028)		\$ (2,210,002)
	GTCC - Northwest Campus Total		\$ -	\$ (590,200)		\$ 590,200
	GTCC Capital Maintenanc FY2015	Expenditure	\$ 1,500,000	\$ 1,055,833		\$ 444,167
		Revenue	\$ (1,500,000)	\$ (1,500,000)		\$ -
	GTCC Capital Maintenanc FY2015 Total		\$ -	\$ (444,167)		\$ 444,167
	GTCC Capital Maintenanc FY2016	Expenditure	\$ 1,500,000			\$ 1,500,000
		Revenue	\$ (1,500,000)	\$ (1,500,000)		\$ -
	GTCC Capital Maintenanc FY2016 Total		\$ -	\$ (1,500,000)		\$ 1,500,000
	GTCC-Transp&Welding Facilities	Expenditure	\$ 28,824,997	\$ 9,912,142		\$ 18,912,855
		Revenue	\$ (28,824,997)	\$ (10,407,500)		\$ (18,417,497)
	GTCC-Transp&Welding Facilities Total		\$ -	\$ (495,358)		\$ 495,358
	Medlin Learning Ctr-HVAC&Renov	Expenditure	\$ 9,557,543	\$ 5,925,561		\$ 3,631,982
		Revenue	\$ (9,557,543)	\$ (4,135,043)		\$ (5,422,500)
	Medlin Learning Ctr-HVAC&Renov Total		\$ -	\$ 1,790,518		\$ (1,790,518)
	GTCC Capital Maintenanc FY2017	Expenditure	\$ 1,500,000			\$ 1,500,000
		Revenue	\$ (1,500,000)			\$ (1,500,000)
	GTCC Capital Maintenanc FY2017 Total		\$ -			\$ -
Guilford Technical Community College Total			\$ -	\$ 9,350		\$ (9,350)

Project	Project Name		Project Budget	Actual Expense	Encumbered	Balance
Parks & Open Space	Atlantic & Yadkin Grnway-Stim	Expenditure	\$ 664,549	\$ 279,964		\$ 384,585
		Revenue	\$ (664,549)	\$ (664,548)		\$ (1)
	Atlantic & Yadkin Grnway-Stim Total		\$ -	\$ (384,584)		\$ 384,584
	BICENTENNIAL GREENWAY TR - DOT	Expenditure	\$ 1,007,200	\$ 1,007,200		\$ -
		Revenue	\$ (1,007,200)	\$ (1,007,200)		\$ -
	BICENTENNIAL GREENWAY TR - DOT Total		\$ -	\$ -		\$ -
	BICENTENNIAL GREENWAY TR - GSO	Expenditure	\$ 1,340,303	\$ 1,340,054		\$ 249
		Revenue	\$ (1,340,303)	\$ (1,340,303)		\$ (0)
	BICENTENNIAL GREENWAY TR - GSO Total		\$ -	\$ (249)		\$ 249
	BICENTENNIAL GREENWAY TRAIL	Expenditure	\$ 197,855	\$ 197,332		\$ 523
		Revenue	\$ (197,855)	\$ (199,832)		\$ 1,977
	BICENTENNIAL GREENWAY TRAIL Total		\$ -	\$ (2,500)		\$ 2,500
	Bicentennial Greenwy Tr-STP-DA	Expenditure	\$ 660,000	\$ 547,322	\$ 8,014.49	\$ 104,663
		Revenue	\$ (660,000)	\$ (470,854)		\$ (189,146)
	Bicentennial Greenwy Tr-STP-DA Total		\$ -	\$ 76,468	\$ 8,014.49	\$ (84,482)
	Bicentennial Grnwy Tr-Stimulus	Expenditure	\$ 548,116	\$ 548,112		\$ 4
		Revenue	\$ (548,116)	\$ (548,112)		\$ (4)
	Bicentennial Grnwy Tr-Stimulus Total		\$ -	\$ -		\$ -
	Bryan Park Expansion	Expenditure	\$ 100,000			\$ 100,000
		Revenue	\$ (100,000)	\$ (100,000)		\$ -
	Bryan Park Expansion Total		\$ -	\$ (100,000)		\$ 100,000
	BRYAN PARK PHASE I	Expenditure	\$ 100,000	\$ 31,420	\$ 5,386.00	\$ 63,194
		Revenue	\$ (100,000)	\$ (100,000)		\$ -
	BRYAN PARK PHASE I Total		\$ -	\$ (68,580)	\$ 5,386.00	\$ 63,194
	Bur Mil Park Clubhouse Renov	Expenditure	\$ 500,000	\$ 482,121	\$ 25,143.30	\$ (7,265)
		Revenue	\$ (500,000)	\$ (500,000)		\$ -
	Bur Mil Park Clubhouse Renov Total		\$ -	\$ (17,879)	\$ 25,143.30	\$ (7,265)
	BUR MIL PARK IMPROVEMENTS	Expenditure	\$ 3,065,352	\$ 2,837,992	\$ 3,200.00	\$ 224,160
		Revenue	\$ (3,065,352)	\$ (2,923,352)		\$ (142,000)
	BUR MIL PARK IMPROVEMENTS Total		\$ -	\$ (85,360)	\$ 3,200.00	\$ 82,160
	Hagan-Stone Park	Expenditure	\$ 1,384,499	\$ 1,381,080	\$ 1,135.00	\$ 2,284
		Revenue	\$ (1,384,499)	\$ (1,384,500)		\$ 1
	Hagan-Stone Park Total		\$ -	\$ (3,420)	\$ 1,135.00	\$ 2,285
	Hagan-Stone Park Swimming Pool	Expenditure	\$ 2,000,000	\$ 1,968,219	\$ 3,102.88	\$ 28,679
		Revenue	\$ (2,000,000)	\$ (2,000,000)		\$ -
	Hagan-Stone Park Swimming Pool Total		\$ -	\$ (31,782)	\$ 3,102.88	\$ 28,679
	NORTHEAST PARK	Expenditure	\$ 9,242,725	\$ 9,039,208	\$ 1,830.86	\$ 201,686
		Revenue	\$ (9,242,725)	\$ (9,242,725)		\$ -
	NORTHEAST PARK Total		\$ -	\$ (203,517)	\$ 1,830.86	\$ 201,686

Project	Project Name		Project Budget	Actual Expense	Encumbered	Balance
Parks & Open Space	OPEN SPACE ACQUISITION	Expenditure	\$ 10,148,246	\$ 9,613,953	\$ 16,939.38	\$ 517,354
		Revenue	\$ (10,148,246)	\$ (10,148,246)		\$ 0
	OPEN SPACE ACQUISITION Total		\$ -	\$ (534,294)	\$ 16,939.38	\$ 517,355
	PARK BONDS	Revenue		\$ (49)		\$ 49
	PARK BONDS Total			\$ (49)		\$ 49
	Trails Development	Expenditure	\$ 363,938	\$ 82,770	\$ 19,612.87	\$ 261,555
		Revenue	\$ (363,938)	\$ (363,938)		\$ -
	Trails Development Total		\$ -	\$ (281,168)	\$ 19,612.87	\$ 261,555
	TRIAD PARK	Expenditure	\$ 5,192,622	\$ 5,080,426		\$ 112,196
		Revenue	\$ (5,192,622)	\$ (5,192,622)		\$ -
	TRIAD PARK Total		\$ -	\$ (112,196)		\$ 112,196
Parks & Open Space Total			\$ -	\$ (1,749,110)	\$ 84,364.78	\$ 1,664,745
Public Safety	800 MHz Infrastructure Upgrade	Expenditure	\$ 12,044,000	\$ 6,780,010	\$ 550.00	\$ 5,263,440
		Revenue	\$ (12,044,000)	\$ (12,044,000)		\$ -
	800 MHz Infrastructure Upgrade Total		\$ -	\$ (5,263,990)	\$ 550.00	\$ 5,263,440
	800 MHz Radio Replacement	Expenditure	\$ 8,274,300	\$ 7,234,855		\$ 1,039,445
		Revenue	\$ (8,274,300)	\$ (7,027,323)		\$ (1,246,977)
	800 MHz Radio Replacement Total		\$ -	\$ 207,532		\$ (207,532)
	County Animal Shelter Replcmnt	Expenditure	\$ 131,109	\$ 55,500		\$ 75,609
		Revenue	\$ (131,109)	\$ (131,109)		\$ (0)
	County Animal Shelter Replcmnt Total		\$ -	\$ (75,609)		\$ 75,609
	EMS Base Station 4 Relocation	Expenditure	\$ 335,000	\$ 2,475		\$ 332,525
		Revenue	\$ (335,000)	\$ (335,000)		\$ -
	EMS Base Station 4 Relocation Total		\$ -	\$ (332,525)		\$ 332,525
	EMS Maintenance/Logistics Fac	Expenditure	\$ 3,053,000			\$ 3,053,000
		Revenue	\$ (3,053,000)	\$ (6,213,000)		\$ 3,160,000
	EMS Maintenance/Logistics Fac Total		\$ -	\$ (6,213,000)		\$ 6,213,000
	EMS Reedy Fork Base	Expenditure	\$ 353,984	\$ 353,984		\$ -
		Revenue	\$ (353,984)	\$ (353,984)		\$ -
	EMS Reedy Fork Base Total		\$ -	\$ -		\$ -
	Fire/EMS Pg Sys Narrowbanding	Expenditure	\$ 502,000	\$ 485,422	\$ 200.00	\$ 16,378
		Revenue	\$ (502,000)	\$ (502,000)		\$ -
	Fire/EMS Pg Sys Narrowbanding Total		\$ -	\$ (16,578)	\$ 200.00	\$ 16,378
	Law Enforcement Special Op Bld	Expenditure	\$ 3,950,000	\$ 3,889,151	\$ 227,756.95	\$ (166,908)
		Revenue	\$ (3,950,000)	\$ (3,950,000)		\$ (0)
	Law Enforcement Special Op Bld Total		\$ -	\$ (60,849)	\$ 227,756.95	\$ (166,908)
Public Safety Total			\$ -	\$ (11,755,018)	\$ 228,506.95	\$ 11,526,511
Grand Total			\$ -	\$ (12,151,687)	\$ 465,872.63	\$ 11,685,815