

# *Guilford County*

*North Carolina*





# GUILFORD COUNTY BY THE NUMBERS

## What Makes Us Count?

**2500+**

county staff ready and available to serve



**538,851**

estimated county residents as of July 2018

**4**

cities



**9**

towns

and rural areas



**107**

county buildings covering

**2.5**

million square feet of space

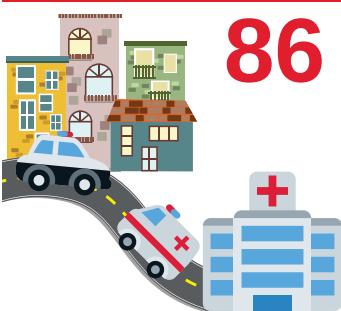
### PUBLIC SAFETY



### HEALTH & HUMAN SERVICES

**86**

percent of EMS calls responded to in 10 minutes or less from time of dispatch



**12.5**

minute average LE response time from dispatch



### RECREATION & CULTURE



### EDUCATION

### RECREATION & CULTURE



**6,000+**

acres of parks, trails and open space



### EDUCATION

**80,000+**

students attending public and charter schools in FY 2019



**32,800+**

students enrolled at GTCC in FY 2018

### ECONOMIC DEVELOPMENT



### GENERAL GOVERNMENT



**14**

economic development organizations and cultural agencies awarded a total of



**765,000**

in FY 2018 to support job and business prospects



highest bond rating maintained in FY 2019

**70,000+**

voter information updates and new registrations processed in FY 2019





# Guilford County

STATE of NORTH CAROLINA

## Fiscal Year 2019-2020 Adopted Budget

July 1, 2019 — June 30, 2020

### Board of Commissioners

#### Board Chair

Alan Branson

#### Board Vice Chair

Jeffery M. Phillips

#### Commissioners

Melvin "Skip" Alston  
Katie "Kay" Cashion  
Carolyn Q. Coleman  
Justin Conrad  
J. Carlvena Foster  
Hank Henning  
Alan Perdue

#### County Manager

Marty K. Lawing

#### Deputy County Manager

Clarence G. Grier

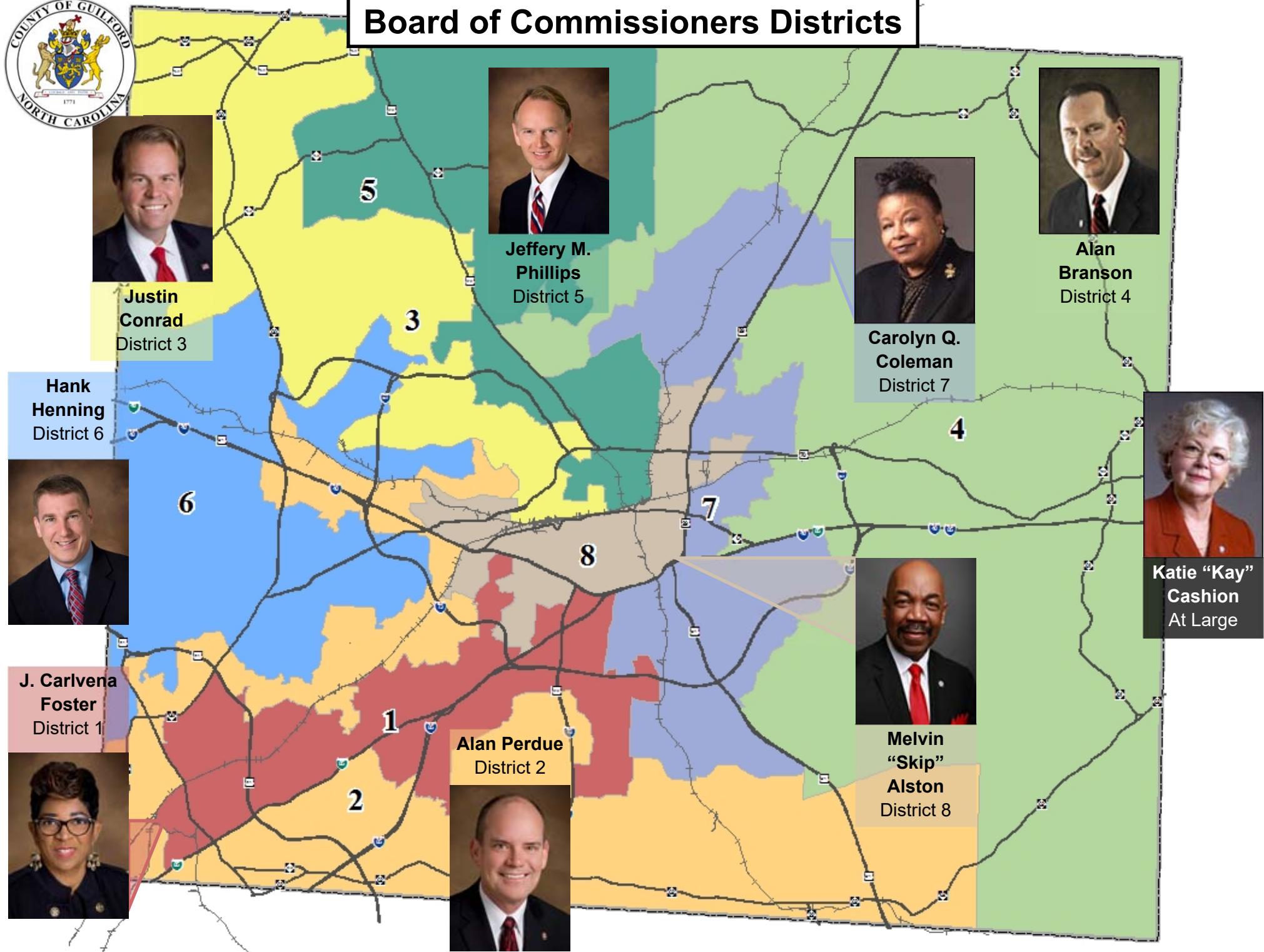
#### Budget, Management & Evaluation

Michael Halford, Budget, Management & Evaluation Director  
Jason Jones, Analytics & Innovation Manager  
Alex Smith, Senior Budget & Management Analyst  
Ariane Webb, Budget & Management Analyst

*Guilford County's Budget, Management & Evaluation department partnered with Guilford County Schools to create a district-wide contest calling on students to design the FY 2019-20 budget cover. The contest theme required students to create a cover design celebrating the centennial anniversary of the Old Guilford County Courthouse building. Out of forty (40) submissions, the winning and runner-up entries were selected based upon their creativity, visual effectiveness and adherence to the theme. Our contest winner was Emalee Anderson, a senior attending Northwest Guilford High School. Her entry is this year's budget cover and was submitted by her art teacher, Beth Herrick.*



# 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, 2018**

*Christopher P. Morill*

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, 2018. 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

May 16, 2019

Guilford County Board of Commissioners:

The Honorable Alan Branson, Chair  
The Honorable Jeffrey M. Phillips, Vice Chair  
The Honorable Melvin L. (Skip) Alston  
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

Guilford County Board of Commissioners and Residents of Guilford County:

It is my privilege to present to you the recommended budget for the 2019-20 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**

Local government budgets are impacted significantly by local economic conditions. In Guilford County, the unemployment rate remains relatively low. The March 2019 unemployment rate was 4.3%, up slightly from 4.2% in March 2018. The rate of unemployed workers is close to the North Carolina statewide rate of 4.0% and lags the national rate of 3.8%. The county's two major sources of revenue are positively impacted when a higher percentage of Guilford County residents are employed. When people have more disposable income, taxable retail sales increase locally resulting in increased sales tax revenue. Fiscal year-to-date taxable sales in Guilford County were \$4.5 billion in February 2018 compared to \$4.31 billion the same time last year. Annual totals are projected to increase by 5% this year versus 2% last year. The county's property tax collection rate has been on a positive trajectory in recent years due to timely payment of taxes. The real estate market has continued to strengthen with an average annual median three-bedroom home sale price in April 2019 of \$161,600 compared to \$151,500 in April 2018. Overall, the county's property tax base will increase by approximately 1.9% over estimated FY 2018-19 values.

Based on population estimates for July 2018, the county's permanent population has grown approximately 9.3 percent since 2010 to nearly 533,700. However, the county's Medicaid-eligible population has grown by more than 26% since January 2015 – a much faster pace than the general population which places increased demand on the county's human services. The

County's Department of Commerce Economic Tier Ranking remains at Tier 2 for 2019 primarily due to median household incomes indicative that we have more work to do on the economic development front.

## High Priority Focus Areas

In developing this budget, I looked to the Board's guidance during its retreat and its review of the county's mission, vision, and major focus areas. High level summaries of focus area funding included in the recommended budget are presented later in this message, identified using the icons noted below. Specific high priority initiatives are **noted in bold**. The priority areas are discussed in more detail in the County Goals & Priorities section of the budget document.



Organizational  
Excellence



Healthy  
People



Public Safety



Economic  
Development



Education



Recreation  
& Culture



Infrastructure

## Budget Priorities

Limited growth in our major revenue sources, increases in demand for many of our current services, and the need to plan for significant future community needs presented constraints on what we have been able to accomplish with this budget. The current tax rate does not produce enough recurring revenues to maintain the current budgets for major facility maintenance needs, the set-aside for future county infrastructure projects, or to expand services in areas where we are not meeting our performance standards. In addition, the current tax rate does not provide enough recurring revenue to address the operating deficit the county had at the end of FY 2017-18 and is likely to have at the end of FY 2018-19. Additional work is required to clarify the county's purpose and desired future state of our community so that we can select, build, and fund services that support an improved Guilford County.

Given this year's constraints, difficult choices had to be made about which priorities could be funded and which ones could not without additional recurring revenues or a corresponding reduction in services. Nevertheless, this budget prioritizes and makes progress in three main areas that I believe are critical for the long-term success of our community:

- Protect the provision of quality services for our residents by attracting and retaining quality employees that provide quality work through a competitive and modernized compensation program.
- Support the quality education of our youngest residents by increasing the funding for the Guilford County Schools and local charter schools. Although the recommended funding

level falls short of that requested, it continues the county's commitment to supporting the Board of Education's strategic goals. Any increase to the recommended funding level should be provided through a recurring source of revenue.

- Prepare for the future by adopting a debt leveling policy to maintain debt repayment funding at current levels to provide a funding source for borrowing required to address needs identified in the school capital finance study.

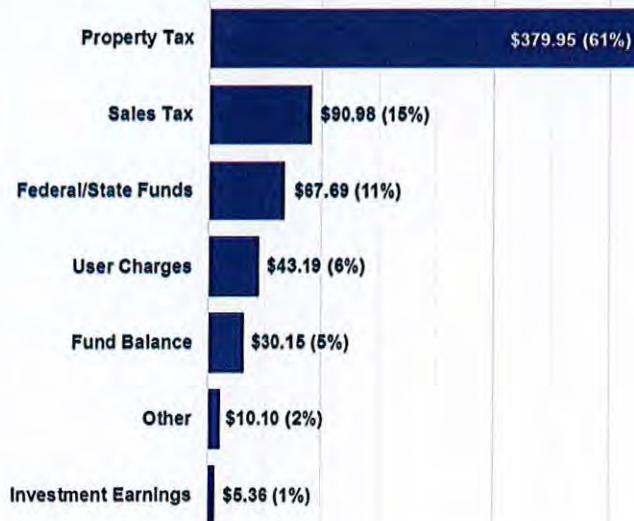
## **Recommended General Property Tax Rate**

**The proposed budget recommends a general county tax rate of 73.05 cents per \$100 of assessed valuation – no change from the current rate.** The budget begins to address employee attraction and retention issues, expands services for veterans, prepares for 16 and 17 year-olds that will be housed at the Juvenile Detention Center under new Raise the Age legislation, and increases funding for the Guilford County Schools.

## **REVENUES**

Total revenues and appropriated fund balance are expected to increase by \$11.1 million next year, or 1.8% over last year's budget. The amount of fund balance used to balance the budget decreases by \$865,000, mostly the result of less departmental-specific fund balance being used next year. The amount of fund balance needed for general county services increases by about \$86,000.

About 61%, or \$380 million, of total General Fund revenues will come from the property tax. Sales tax and revenues from the federal and state governments will generate \$91 million (15%) and \$68 million (11%), respectively. Together, these three sources of funds account for nearly nine of every ten dollars of budgeted revenue.



**Summary of Sources of Funds**

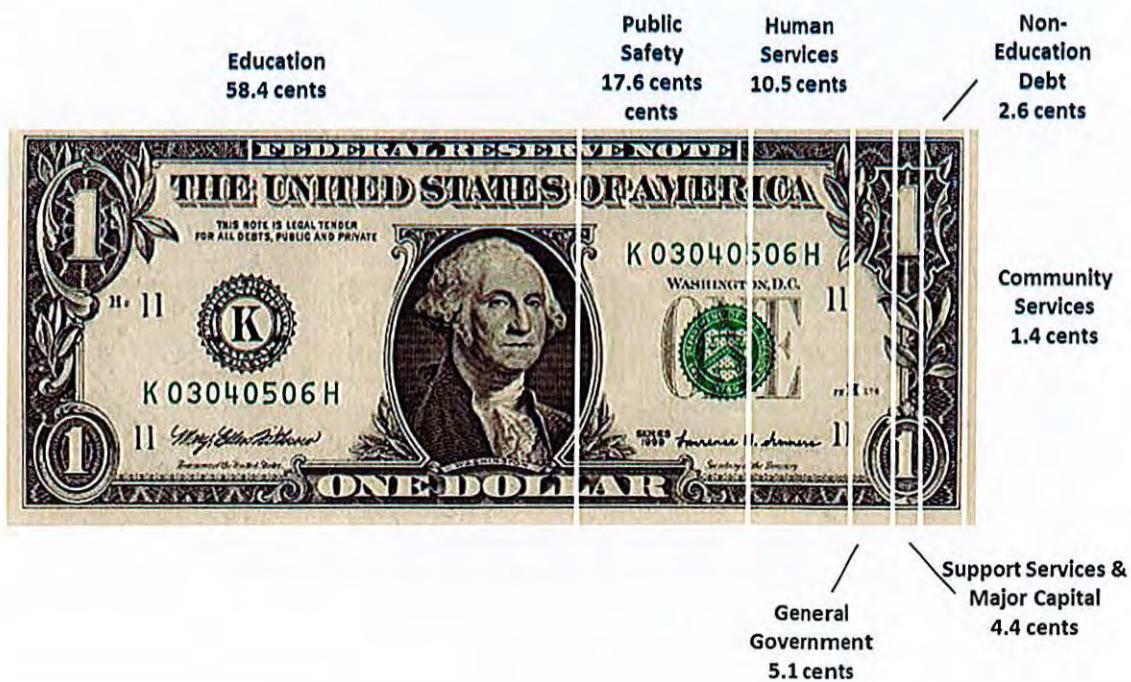
	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Request	FY2020 Recomm	vs. FY19 Adopted	
						\$ chg	% chg
Property Tax	\$ 370,222,425	\$ 372,870,000	\$ 372,870,000	\$ 379,950,000	\$ 379,950,000	\$ 7,080,000	1.9%
Federal/State Funds	\$ 62,329,663	\$ 66,595,893	\$ 68,378,770	\$ 67,761,025	\$ 67,691,883	\$ 1,095,990	1.6%
Sales Tax	\$ 85,925,781	\$ 90,975,000	\$ 90,975,000	\$ 90,975,000	\$ 90,975,000	\$ -	0.0%
User Charges	\$ 41,578,529	\$ 39,864,419	\$ 39,916,019	\$ 41,838,925	\$ 43,190,652	\$ 3,326,233	8.3%
Investment Earnings	\$ 3,923,753	\$ 5,362,353	\$ 5,362,353	\$ 5,362,551	\$ 5,362,551	\$ 198	0.0%
Other	\$ 220,076,098	\$ 9,635,048	\$ 9,729,758	\$ 10,027,950	\$ 10,102,642	\$ 467,594	4.9%
<b>Total Revenues</b>	<b>\$ 784,056,249</b>	<b>\$ 585,302,713</b>	<b>\$ 587,231,900</b>	<b>\$ 595,915,451</b>	<b>\$ 597,272,728</b>	<b>\$ 11,970,015</b>	<b>2.0%</b>
Fund Balance	\$ 11,917,919	\$ 31,010,287	\$ 40,854,051	\$ 58,858,744	\$ 30,145,272	\$ (865,015)	-2.8%
<b>Total</b>	<b>\$ 795,974,168</b>	<b>\$ 616,313,000</b>	<b>\$ 628,085,951</b>	<b>\$ 654,774,195</b>	<b>\$ 627,418,000</b>	<b>\$ 11,105,000</b>	<b>1.8%</b>

### **Property Tax**

The total property tax base for FY 2019-20 is estimated to be \$52.5 billion. This is an increase of 1.9% over the prior year's estimated values and will result in an additional \$7 million of property tax revenue. The county continues to offer a discount of 0.5% for current year taxes paid by August 31. About 60% of property owners pay their tax bills by the discount deadline. The reduction in tax revenues due to this discount is approximately \$1 million.



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 \$1 million to approximately \$68 million next year. About \$292,000 of new grant funds for the Family Justice Center and Law Enforcement special operations are included in next year's budget. An additional \$1 million will be received to offset county expenses for qualified clients with heating/cooling crises, supplemental nutrition program eligibility, and family & children services. These increases are partially offset by an adjustment in day care program funds.

The 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. About \$2.7 million of American Recovery and Reinvestment Act (ARRA) funds will also be used to help pay for debt repayment next fiscal year.

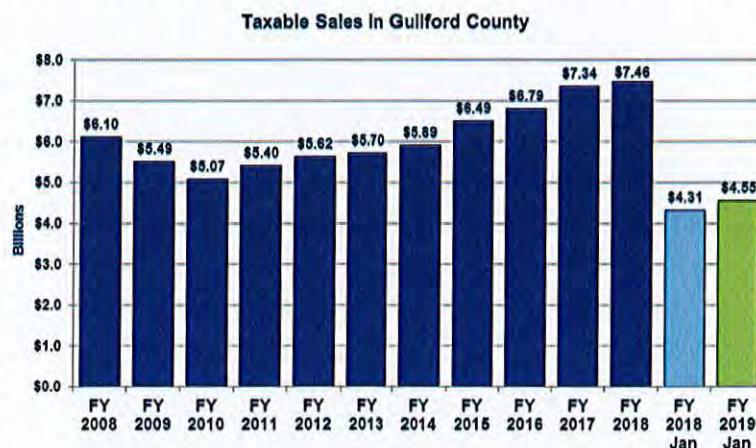
## Sales Tax

Sales Tax revenues are budgeted at \$91 million for next fiscal year – the same level included in the prior budget.

Through January 2019, the latest month for which sales data are available from the state, taxable retail sales in Guilford County are up 5.5% over the same period last year. However, actual sales tax revenues through the April 2019 distribution (seven of the twelve distributions the county receives annually), are only up 1% over the same period last year. The amount of sales tax revenue the county receives is based on retail sales, the sales tax rate, and **refunds** of sales taxes paid by non-profits, local governments, and other entities qualified to receive a refund of taxes paid. Because of the way refunds are reported to and processed by the state, the reduction in net sales tax revenues can vary significantly from year to year. So far in FY 2018-19, refunds charged against

the sales tax revenues returned to Guilford County are up 57% over the same period last year. This means that at least some of the increase in underlying taxable sales are being made by organizations that can later claim refunds. Because of the significant increase in refunds, actual sales tax revenues this year are \$2.4 million under budget. Given the uncertainty surrounding the level of sales tax refunds and performance this year, a conservative approach to budgeting sales tax revenues is prudent.

The budget assumes no changes to the way sales tax revenues are distributed to counties. Any changes made by state legislators that 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.



## **Fees & Charges**

User Fees and Charges will generate about \$43 million in FY 2019-20. While there is considerable variation in individual user fee budgets, the overall total is about \$3.3 million more than the amount adopted last year. Law Enforcement fees will increase by \$276,000 primarily for housing federal and state inmates, Public Health fees are up by \$326,000 as a result of demand increases, and Elections fees will increase by \$168,000 due to municipal reimbursements for elections.

In addition to the change in fee revenues related to general service level changes, the budget proposes increases to the base fee rates for several programs. According to 2018 local government financial data collected by the state Treasurer, Guilford County's revenue per capita generated from fees for sales and services is less than a third of the per capita average for counties with populations of 100,000 or more. Although Guilford offers many of the same services as other large counties, it is not collecting as much revenue from the primary users of those services as are other governments. As a result, property tax revenues and other general revenues are being used to subsidize those services and are not available to fund needs in other program areas.

The FY 2019-20 budget includes the following fee adjustments:

- An increase in Emergency Services special event fees, resulting in an annual revenue increase of approximately \$50,000.
- An increase in Animal Services fees, resulting in an annual revenue increase of approximately \$60,000.
- An increase in Security for identification badge fees to help offset the cost of new security enhancements. About \$6,400 in annual revenues are expected to be generated by these changes.
- An increase in the fees for emergency medical services from 150% to 175% of the Medicare allowable rate. The county expects to collect an additional \$1.39 million in annual revenues (less an additional \$73,000 in fees charged by the county external billing service) from this change. Despite this increase, Guilford County rates will still be lower than the rates charged by several peer counties.

## **Fund Balance**

The General Fund budget includes a fund balance (from all sources) appropriation of \$30.1 million to help balance the budget – about \$865,000 less than the amount needed to balance last year's adopted budget.

The amount of fund balance used to support general county operations is \$20.3 million, an \$86,000 increase from the prior year's budget. Restricted departmental fund balances make up the rest of the \$30.1 million of total appropriated fund balance.

## EXPENDITURES

The recommended fiscal year 2019-20 General Fund budget totals \$627,418,000. This is \$11.1 million (1.8%) more than the budget approved for FY 2018-19. Expenditures for Education, Human Services, and Public Safety account for nine of every ten dollars included in the budget.

FY 2019-20 Budget  
in millions



This budget advances several of the Board's high priority goals, including additional funding for the Guilford County Schools and charter schools; protecting the level and quality of services by attracting and retaining a top-notch workforce through competitive compensation, and preparing for the state legislation that raises the age of juveniles housed in the county's Juvenile Detention center.

Summary of Expenditures by Service Category

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Request	FY2020 Recomm	vs. FY19 Adopted	
						\$ chg	% chg
Education	\$ 291,880,308	\$ 309,546,282	\$ 309,550,209	\$ 326,244,664	\$ 312,496,192	\$ 2,949,910	1.0%
<i>includes Education debt repayment</i>							
Human Services	\$ 107,935,866	\$ 118,086,430	\$ 120,029,541	\$ 121,670,240	\$ 118,834,336	\$ 747,906	0.6%
Public Safety	\$ 109,047,053	\$ 112,117,475	\$ 115,621,780	\$ 121,887,977	\$ 115,365,039	\$ 3,247,564	2.9%
Non-Education Debt	\$ 230,035,310	\$ 12,172,128	\$ 12,172,702	\$ 13,960,389	\$ 13,960,390	\$ 1,788,262	14.7%
Support Services	\$ 20,541,865	\$ 23,998,542	\$ 26,281,155	\$ 27,230,703	\$ 24,098,566	\$ 100,024	0.4%
General Government	\$ 25,039,145	\$ 29,089,002	\$ 29,125,943	\$ 32,137,971	\$ 31,718,703	\$ 2,629,701	9.0%
Community Services	\$ 11,494,621	\$ 11,303,141	\$ 15,304,621	\$ 11,642,248	\$ 10,944,774	\$ (358,367)	-3.2%
<b>Total Expenditures</b>	<b>\$ 795,974,168</b>	<b>\$ 616,313,000</b>	<b>\$ 628,085,951</b>	<b>\$ 654,774,192</b>	<b>\$ 627,418,000</b>	<b>\$ 11,105,000</b>	<b>1.8%</b>
Permanent Positions	2,554.25	2,574.25	2,580.75	2,666.75	2,586.00	11.75	0.5%

Summary of Expenditures by Type of Expense

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Request	FY2020 Recomm	vs. FY19 Adopted	
						\$ chg	% chg
Personnel	\$ 182,450,504	\$ 191,441,295	\$ 191,753,135	\$ 203,362,324	\$ 197,835,762	\$ 6,394,467	3.3%
Operating	\$ 289,145,462	\$ 307,898,045	\$ 313,941,167	\$ 332,237,499	\$ 312,513,455	\$ 4,615,410	1.5%
Debt Repayment	\$ 304,405,220	\$ 95,458,012	\$ 95,462,513	\$ 96,079,655	\$ 96,079,655	\$ 621,643	0.7%
Human Svc Assistance	\$ 13,849,788	\$ 17,018,909	\$ 17,567,888	\$ 17,127,503	\$ 17,127,503	\$ 108,594	0.6%
Capital Outlay	\$ 6,123,195	\$ 4,496,739	\$ 9,361,248	\$ 5,967,215	\$ 3,861,625	\$ (635,114)	-14.1%
<b>Total Expenditures</b>	<b>\$ 795,974,169</b>	<b>\$ 616,313,000</b>	<b>\$ 628,085,951</b>	<b>\$ 654,774,196</b>	<b>\$ 627,418,000</b>	<b>\$ 11,105,000</b>	<b>1.8%</b>
Permanent Positions	2,554.25	2,574.25	2,580.75	2,666.75	2,586.00	11.75	0.5%



## Education

*Guilford County partners with local schools to develop a system that produces graduates with high academic achievement and skill levels to compete successfully in the job market.*

This spring, the Board of Commissioners confirmed **ensuring adequate funding of public education** as one of its high priority focus areas. The recommended budget supports this goal through additional operating and capital funds for education. Details regarding the \$312.5 million recommended Education budget are included below.

### Guilford County Schools & Charter Schools

- The recommended FY 2019-20 local Operating and Capital Maintenance Budget for the **Guilford County Schools** is \$212,726,926, an increase of \$4.1 million over the previous year's adopted budget.
- The overall budget increase is based on allocating an amount equal to approximately 41.2 cents of the current property tax rate for GCS/Charter School operating expense (40 cents) and GCS capital maintenance needs (1.2 cents). This share of the property tax is based on the conversion of the prior year's operating and capital allocation to an equivalent property tax rate. A property tax rate increase of 2.3 cents is needed to fully fund the Board of Education's request. (Note: Guilford County Government does not allocate operating funding directly to charter schools. Guilford County Schools allocates a per pupil amount to the charter schools from its county allocation based on final funding and student population numbers and actual charter school enrollment.)
- The budget includes an increase in operating funding for GCS of \$4 million from \$202,610,398 to \$206,610,398. Total student population is projected to be 80,452 (71,926 Guilford County Schools and 8,526 charter schools). This allocation increases the county's projected per pupil operating allocation from \$2,563 to \$2,568. For FY 18-19, the county ranked fifth highest in local operating funding among the 10 largest counties and 14<sup>th</sup> among all counties. The Board of Commissioners previously set target funding levels of third among the 10 largest counties and within the top 10 among all counties. Rankings for FY 19-20 will not be available until all counties adopt their budgets.
- The county funding for capital maintenance and repair projects is \$6,116,528, an increase of \$116,528 over the previous budget.
- The Board of Commissioners also approved up to \$10 million for Guilford County Schools security needs to be funded through anticipated bond sales in Spring 2019. Debt repayment for the bonds is expected to begin in FY 2019-20 and is included in the recommended budget.
- All 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 \$184.7 million of the total allocation and the rest, about \$21.9 million, will be distributed to charter schools. Actual charter school allocations will be based on actual student population numbers.

### Guilford Technical Community College

- The operating allocation for Guilford Technical Community College (GTCC) is increased by \$500,000 to \$16,650,000. The budget recommends a capital maintenance and repair appropriation of \$1 million, a reduction of \$500,000 from the FY 2018-19 budget. The Board of Trustees requested a total increase of \$1.9 million in operating and capital maintenance funds.

Debt repayment for school and community college facilities will be \$82 million next year.



## Healthy People

*Guilford County is a healthy community that strengthens coordination of care through partnerships which ensure the availability of quality social, physical, psychological and behavioral health services.*

The total Human Services budget, which includes most Healthy People programs, will increase by \$748,000 next year. Major changes for Healthy People include:

- Two new positions in Veterans Services at an annual cost of approximately \$122,500. These positions will allow the department to increase the number of veterans seen and allow for community outreach activities focused on claim support, suicide awareness, mental health issues, and substance abuse. In addition, the new staff will help address changes in the veteran pension application process that have been shifted to counties.
- The Social Services budget includes an additional \$150,000 for the county's share of adoption subsidies to support proper placements of children in the county's care, as well as an additional \$350,000 in utilities assistance for clients that experience heating and/or cooling crises. The increase in utilities assistance is funded by non-county revenues. The new budget also fully funds three new eligibility caseworkers added by the Board during last fiscal year after the original budget was adopted (\$104,000).
- An additional \$144,000 for drugs and medical supplies is included in the Public Health budget, mostly to support the expansion of clinical services in response to the new Medicaid transformation into managed care process being mandated by North Carolina's Department of Health and Human Services.
- The recommended budget maintains funding for Sandhills Center at \$9,674,000. Sandhills Center will continue to use part of this allocation to provide county's Mental Health Court, the Adult Drug Treatment Court, and the Juvenile Drug Treatment Court.



## Public Safety

*Guilford County maintains safe and secure communities through strategically coordinated and professional public safety services.*

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 \$115.4 million for Public Safety services, an increase of \$3.3 million (2.9%) over the prior year's budget. Revenues offset approximately 27% of total expenses.

Major changes in the Public Safety budget include:

- The Law Enforcement budget includes additional funds for medical care of inmates (\$384,000), grant program expenses, including the Governor's Highway Safety Grant and drug trafficking grants (\$85,000), department accreditation expenses (\$21,000), enhanced advertising for hard-to-fill positions (\$30,000), increased fuel costs (\$55,000), and

increased inmate food costs (\$67,000). The budget also includes funding for 38 replacement vehicles.

- The budget recommends allocating \$79,000 of county funds to Law Enforcement to pay for the existing re-entry program for justice-involved residents after grant funding expires in September. The department reports early success of the program, and the recommendation for county funds to continue services is contingent upon the department working with County Administration and the Budget, Management, and Evaluation Department to establish a data collection and program evaluation framework to assess the impacts of the pilot program.
- The Emergency Services (ES) and Guilford-Metro 911 Communications budgets include:
  - An increase of \$267,000 in the county's share of Guilford-Metro 911 expenses. Costs are shared with Greensboro based upon usage by participating county and city departments during the previous calendar year. The county will pay 40% of GM 911's net expenses next year, up from 39% in the previous year.
  - An additional \$400,000 to purchase the initial supply of disposable linens. The hospital recently stopped providing these to the department.
  - Four replacement ambulances and a staff vehicle.
- The Family Justice Center budget includes the full-year impact of the Board's addition of two new grant-funded positions (\$95,000 for child trauma and elder justice services) during FY 2018-19 after the budget was adopted and the full year costs of the new High Point office in accordance with the Board's goal of **expanding the Guilford County Family Justice Center to the High Point area**.
- Additional funds are also included in the **Security** budget for higher costs associated with the master security services contract and for enhancements at county facilities (\$336,000).
- The Juvenile Detention/Court Services budget includes funding for four new positions (three Juvenile Counselor Technicians and one Human Services coordinator) to provide adequate supervision and programming for juveniles after the Raise the Age legislation takes effect December 1, 2019. After the change, most 16 and 17 year-olds that become justice-involved will be housed in the Juvenile Detention Center rather than the adult detention center. The positions are budgeted to start in March 2020, though that may change based on the operational impact of the legislative change (\$102,000 for the four positions, starting in March).
- Property tax rate increases are recommended for two fire districts – Northeast (+0.01) and Protection District 1 (Horneytown) (+0.02). Both increases are for a combination of personnel and general on-going operations.



## Organizational Excellence

*Guilford County provides the highest possible level of services by being a fiscally sound organization that values a high performing, professional, and innovative workforce.*



## Infrastructure

*Guilford County provides safe and adequate public facilities that support the service, access, and technological needs of the public while optimizing the utilization of all properties.*

The Organizational Excellence and Infrastructure focus areas include most of the departments that fall under the General Government, Support Services, Capital Needs, and Non-Education Debt service categories. Together, the budgets for these departments total \$70 million. This is \$4.5 million more than last year's combined budgets.

The budget includes funding for the implementation of phase one of the county's market-based compensation study recommendations (\$1.5 million in addition to \$1 million already included in the budget from FY 2018-19 for the attraction/retention of hard-to-fill positions). This study, currently planned to be implemented in three phases, will allow the county to continue to provide high quality services by offering competitive compensation that attracts and retains high quality employees and supports the Board's goals to **maintain competitive compensation and benefits** and to **improve the hiring and retention of the public safety workforce**.

An increase in the Elections budget (\$500,000) is related to a higher number of elections scheduled during FY 2019-20 than last year. The budget includes funds for two municipal elections and one presidential primary. The additional expense will be partially offset by revenues from the municipal elections.

The Information Services budget reflects the costs associated with the county's new permitting and inspections software, EnerGov, and the new enterprise resource planning software, Munis, in support of the Board's goals to **improve the planning and development process and promote fiscal responsibility, accountability and stewardship**

Scheduled debt repayments and related fees for voter-approved bonds and other capital needs, including the Spring 2019 issue of \$40 million in bonds for school and county facilities, are planned to decrease by \$1.97 million. However, the approved debt repayment schedules for existing debt call for an increase in county funds of \$3.1 million in FY 2020-21 and \$3.9 million in FY 2021-22. In addition, the Board of Commissioners and the Board of Education are currently reviewing a school capital facilities report that indicates an additional \$1.5 billion are needed to renovate or rebuild nearly half of the county's 126 school facilities that were rated as unsatisfactory or in poor condition due to age and deferred maintenance. The responsibility for funding school construction rests with the county. To begin planning for the additional debt repayment that will be needed over the next several years, the budget includes a "**debt repayment leveling**" allocation of \$2.6 million to maintain the current level of county funding for debt repayment. Although this additional funding is not expected to be used next fiscal year, it can be set aside for use in future years to soften the impact of coming increases in debt repayment for major public facilities. Using a leveling approach to plan for future debt repayment results in an overall increase in the total Debt Repayment budget of \$622,000 next fiscal year.

To partially accommodate these increases and to protect current service levels while avoiding a general tax rate increase, the following reductions to county infrastructure and equipment maintenance/replacement programs have been made:

- The major facilities maintenance program has been reduced by \$500,000 from \$3 million to \$2.5 million. This reduction defers needed maintenance and is likely to increase repair costs for public facilities over the next several years.
- The motor vehicle annual replacement budget is reduced by \$139,000. This will allow the county to purchase 16 replacement vehicles and 4 new vehicles to address department needs. However, it defers other needed replacements until future years.
- The cash transfer for the county's Capital Investment Plan (CIP) is reduced from \$2 million to \$1.5 million. Like the reductions in facility maintenance and vehicle replacements, this decrease was made to maintain community service levels and avoid a property tax increase. However, the county's CIP is not fully funded and additional cash funds or debt financing will be required to complete the planned projects.



### Economic Development

*Guilford County encourages economic development by working with all stakeholders to create quality jobs, and expand and diversify the local and regional economy.*



### Recreation & Culture

*Guilford County enhances the quality of life in the community by supporting leisure, physical activities, and cultural opportunities.*

The county's Community Services departments support the Economic Development and Recreation and Culture high priority focus areas. These budgets, in total, will decrease by approximately \$360,000 to \$11 million in FY 2019-20. This reduction is due to a significant reduction in planned incentive grant payouts scheduled during the next fiscal year in the Economic Development department.

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.

## Staffing and Employee Compensation

### Staffing

The budget includes the following seven new positions:

- **Veteran Services** - 2 Veteran Services Specialists (\$122,500)
- **Juvenile Detention** - 3 Juvenile Counselor Technicians & 1 Human Services Coordinator (\$102,000 for March start dates)
- **Internal Services/Health Care** - 1 Wellness Position (\$55,000 – paid from Internal Services fund)

*Note: 86 positions requested to address demand and service needs in a variety of departments*

Based on county employment data collected by the North Carolina Association of County Commissioners for FY 2018-19 adopted budgets, the latest year for which position counts are available for other counties, Guilford County had the second lowest number of employees per 1,000 residents for large counties at 4.8 positions. The average for all counties is 9 positions for every 1,000 residents.



### Employee Compensation

The budget includes a merit pool equivalent to 3.0% of salaries and benefits. Employee merit pay increases will be awarded effective the first full pay period in January 2020. Merit adjustments will be based on job performance and may be more or less than 3% based on individual and overall department performance scores. The first-year net cost of the merit program is approximately \$1.8 million (\$2.2 million gross expense less expected vacancies and reimbursement revenue from non-county sources). A full year's net cost is approximately \$3.7 million (\$4.5 million gross expense less expected vacancies and reimbursement revenue from non-county sources).

As discussed above, the budget also includes an additional \$1.5 million for the implementation of phase one of the county's market-based compensation study recommendations

## Conclusion

The recommended budget for FY 2019-20 will allow the county to advance some of the initiatives included in the Commissioners' Major Focus Areas and maintain current service levels. Slow growth in the county's major revenue sources will limit the implementation of new programs or the expansion of existing services, but provide sufficient growth to continue all services at current

levels. Implementation of the compensation/classification study to keep employees' pay competitive will require a phased approach. Funding for phase one is included in the budget which is a crucial step in our effort to remain competitive in talent recruitment and retention.

Progress will be made with our high priority capital projects thanks to the Board of Commissioners' authorization to issue \$40 million in two-thirds bonds. Construction has started on the EMS Maintenance and Logistics Center; design development continues on the Animal Shelter and the Ambulatory Behavioral Health Crisis Center; and the architectural selection process is underway for the Law Enforcement Center. Guilford County Schools is developing a comprehensive school security plan which will be partially funded with proceeds of the two-thirds bonds.

The school capital facility assessment and boundary alignment study initiated last year by the county and the school district has been completed. It will be incumbent on the Board of Education and the Board of Commissioners to develop a school facilities master plan and prioritize the projects to be included in a school bond referendum package.

Public school funding remains one of the Board of Commissioners' top priorities. This budget proposal recommends increases in funding for school operating and capital. Hopefully, the State of North Carolina will continue to increase school funding to offset the costs of class size mandates and other public operating needs so that county governments can allocate more resources to facilities, which is our statutory responsibility.

The challenges associated with meeting our service demands continue to grow, as does the pressure on the limited revenue options for county governments. The growth in the property tax base, while positive, is not as strong as needed to keep pace with operating cost increases and capital needs. While the Greensboro/High Point metropolitan area ranks in the top 10 nationally for new development project announcements, the rate of poverty in the county remains high which tends to increase county service demands in human service, public safety, and education.

This budget was developed with the goal of not increasing the ad valorem property tax rate and includes a fund balance appropriation to balance revenues with expected expenditures, which has been a practice for many years. A portion of the fund balance budgeted last year was expended and a portion of the fund balance appropriated in the current year will likely be expended. The county maintains a solid financial position, but the operating budget's reliance on fund balance is a concern. The three major credit rating agencies recently assigned a AAA Stable Outlook on the county's upcoming \$40 million Series 2019A bonds. Material declines in fund balance and liquidity were listed as potential reasons for a downgrade. Going forward, it will be important to avoid any practices that will jeopardize the county's credit rating.

I would like to thank Commissioners for your leadership and the guidance and direction you provided during the annual retreat and the preliminary work session on the budget. I would also like to thank the county department directors for submitting thoughtful budget requests and for leading a dedicated and high-performing team of professionals. Lastly, many thanks to Michael Halford and the Budget, Management and Evaluation staff for their focus, insight, and professionalism in developing this recommended budget plan for FY 2019-20.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Marty K. Lawing".

Marty K. Lawing  
County Manager

## FY 2019-20 Budget

Changes to Recommended Budget

	Expense	Revenue	Co \$ Impact	# Positions
<b>GENERAL FUND</b>				
<b>Manager's Recommended Budget</b>	627,418,000	627,418,000	-	
<b>Staff Changes to FY 2019-20 Recommended Budget</b>				
<b>Property Tax</b>				
Motor Vehicles	(600,000)		<b>600,000</b>	
Regular Property	1,500,000		<b>(1,500,000)</b>	
	-	900,000	<b>(900,000)</b>	
<b>Adjust Worker's Comp Department Premiums</b>	(200,000)		<b>(200,000)</b>	
<b>Investment Earnings</b>				
Reduction in earnings rate	(467,000)		<b>467,000</b>	
Change revenue allocation to capital	(489,000)		<b>489,000</b>	
Transfer to Co Bldg Construction Fund	(489,000)	(489,000)	<b>(489,000)</b>	
	(489,000)	(956,000)	<b>467,000</b>	
<b>Public Health</b>				
Correct equipment budgets:				
Dental - Children	(30,000)		<b>(30,000)</b>	
Family Planning - Administration	(10,000)		<b>(10,000)</b>	
	(40,000)	-	<b>(40,000)</b>	
<b>Law Enforcement</b>				
Revenue adjustments to match expenses/correct error:				
Jamestown Patrol	(1,742)		<b>1,742</b>	
School Resource Officers	(6,052)		<b>6,052</b>	
Reduce Appropriated Fund Balance (old IWF)	(28,000)	(28,000)	<b>28,000</b>	
	-	(35,794)	<b>35,794</b>	
<b>Staff Changes Total</b>	(729,000)	(91,794)	<b>(637,206)</b>	
<b>Board Changes to FY 2019-20 Recommended Budget</b>				
<i>Funding for positions and county programs contingent upon establishment of objectives, performance measures, data frameworks, and program evaluation plans.</i>				
<b>Economic Development</b>				
Increase High Point Market Authority to \$125,000	50,000		<b>50,000</b>	
<b>Law Enforcement</b>				
Add funding for Reentry Program	80,000		<b>80,000</b>	
Appropriate Fund Balance (assigned Inmate Welfare)	80,000	80,000	<b>(80,000)</b>	
Eliminate 1 DNA Analyst position first pay period in October and use funds to support Reentry Progam.	80,000	80,000	-	(1.00)
<b>Animal Services</b>				
Add 2 Animal Intake/Care Technicians	82,000		<b>82,000</b>	2.00
<b>Public Health</b>				
Add 1 Environmental Health Specialist (Water Quality) <i>includes operating expenses and vehicle</i>	101,000	41,000	<b>60,000</b>	1.00

## FY 2019-20 Budget

### Changes to Recommended Budget

	<b>Expense</b>	<b>Revenue</b>	<b>Co \$ Impact</b>	<b># Positions</b>
Add 1 Environmental Health Specialist (Food, Lodging) <i>includes operating expenses</i>	63,000	5,000	<b>58,000</b>	1.00
	164,000	46,000	<b>118,000</b>	2.00
<b>County Administration - MWBE</b>				
Add 1 administrative assistant type position <i>includes operating expenses</i>	60,000		<b>60,000</b>	1.00
<b>Child Support</b>				
Add 1 Child Support Agent <i>includes operating expenses</i>	53,000	35,000	<b>18,000</b>	1.00
<b>Emergency Services</b>				
Increase EMS to 200% of M-A-R		710,000	<b>(710,000)</b>	
Adjust billing service fees	39,050		<b>39,050</b>	
NEW Positions <i>includes operating expenses</i>				
July:				
1 Technical Support	70,000		<b>70,000</b>	1.00
4 EMTs	178,000		<b>178,000</b>	4.00
4 Paramedics	222,000		<b>222,000</b>	4.00
January (assuming sufficient revenues received to support positions):				
4 EMTs	89,000		<b>89,000</b>	4.00
2 Captains	65,000		<b>65,000</b>	2.00
	663,050	710,000	<b>(46,950)</b>	15.00
<b>County Commissioners</b>				
Increase the County Commissioner's budget by \$500,000 and reassign and appropriate \$500,000 as well as any residual funds balance at fiscal year-end, from the assigned fund balance previously used for inmate welfare funds for the purpose of Public Safety, Behavioral Health, and Community Welfare needs	500,000		<b>500,000</b>	
Appropriate fund balance for above change		500,000	<b>(500,000)</b>	
Approve \$10,000 appropriation to the Greensboro Men's Club Foundation for the purpose of sponsoring back to school community programs	10,000			
	510,000	500,000		-
<b>Health &amp; Human Services</b>				
Increase Health & Human Services (Social Services) by \$50,000 for Senior Resources of Guilford County.	50,000			
<b>Reduce Appropriated Fund Balance</b>		(296,156)	<b>296,156</b>	
<b>Board Changes Total</b>	<b>1,712,050</b>	<b>1,074,844</b>	<b>637,206</b>	<b>20.00</b>
<b>GENERAL FUND TOTAL</b>	<b>628,401,050</b>	<b>628,401,050</b>	<b>-</b>	<b>20.00</b>

**FY 2019-20 Budget**

Changes to Recommended Budget

	Expense	Revenue	Co \$ Impact	# Positions
<b>COUNTY BUILDING CONSTRUCTION FUND</b>				
<b>Staff Changes to FY 2019-20 Recommended Budget</b>				
<b>Investment Earnings</b>				
Transfer from General Fund		(489,000)	<b>489,000</b>	
Reserve for Future Capital Needs	(489,000)	(489,000)	<b>(489,000)</b>	-
	<b>(489,000)</b>	<b>(489,000)</b>		



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

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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.

- ***Mission, Vision & 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 MISSION, VISION & FOCUS AREAS

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



Organizational  
Excellence



Healthy  
People



Public Safety



Economic  
Development



Education



Recreation  
& Culture



Infrastructure

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 2017, the adopted budget for FY 2018, the amended budget for FY 2018 (includes changes to the adopted budget during the year), the department's requested budget for FY 2019, and the Manager's Recommended Budget for FY 2019 are included. Also displayed are each department's purpose and goals, budget highlights, major accomplishments, performance measures, and future issues.

## **DEBT REPAYMENT & INFORMATION**

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

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

## **FIRE DISTRICTS**

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

## **OTHER FUNDS**

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

## **MULTI-YEAR PLANS**

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

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

## CAPITAL

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

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

## GLOSSARY

A list of terms related to governmental budgeting and accounting.

## APPENDICES

The following information is contained in the Appendices section:

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

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

# **THE BUDGET DEVELOPMENT PROCESS**

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## **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 Budget, Management & Evaluation Department 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
- Reduction – expenditure/revenue reductions associated with programs proposed for elimination or reductions in service levels

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

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

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

The Budget & Evaluation 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 & Evaluation Director schedule work sessions to discuss the Recommended Budget, if such sessions are requested by the Commissioners. The North Carolina General Statutes require that a public hearing on the budget be held before its adoption.

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

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

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

## Guilford County FY 2019-20 Budget Calendar

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Date		Action By
February 25-26	Board Retreat	County Commissioners
March 4	Department Budgets Due	County Departments
March - April	Manager meets with departments and Fire Districts to review budget requests.	County Manager, Budget, Management & Evaluation, Departments, Fire Districts
April 30	Board Pre-Budget Work Session	County Commissioners, County Manager, Budget, Management & Evaluation, Departments
May 1	<i>Statutory deadline for School Superintendent to present budget and budget message to the Board of Education</i>	GCS/GTCC
May 15	<i>Statutory deadline for Board of Education (GCS) and Board of Trustees (GTCC) to present budget request to Board of County Commissioners</i>	GCS/GTCC
May 16	Manager presents Recommended FY 2019-20 Budget at regular Board of Commissioners meeting	County Commissioners, County Manager
Week of May 27	Board Budget Work Sessions	County Commissioners, County Manager, Budget, Management & Evaluation, Departments
June 1	<i>Statutory deadline for County Manager to present budget and budget message to the Board of County Commissioners</i>	County Commissioners, County Manager, Budget, Management & Evaluation
June 6	<b>Public Hearing</b> on the Recommended FY 2019-20 Budget and Economic Development Allocations at regular Board of Commissioners meeting	County Commissioners, County Manager, Budget, Management & Evaluation
Week of June 10	Board Budget Work Sessions	County Commissioners, County Manager, Budget & Evaluation, Departments
June 20	Adopt FY 2019-20 Budget Ordinance	County Commissioners
June 30	<i>Statutory deadline for Board of County Commissioners to adopt the Budget Ordinance</i>	
July 1	<i>2019-20 Fiscal Year Begins</i>	

# **THE BUDGET AMENDMENT PROCESS**

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## **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, Management & Evaluation 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 & Management Analyst reviews the request and, upon approval, makes the adjustment in the financial system.

## **BUDGET AMENDMENTS**

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

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

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

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

## **BASIS OF BUDGETING AND BASIS OF ACCOUNTING**

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### **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**

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

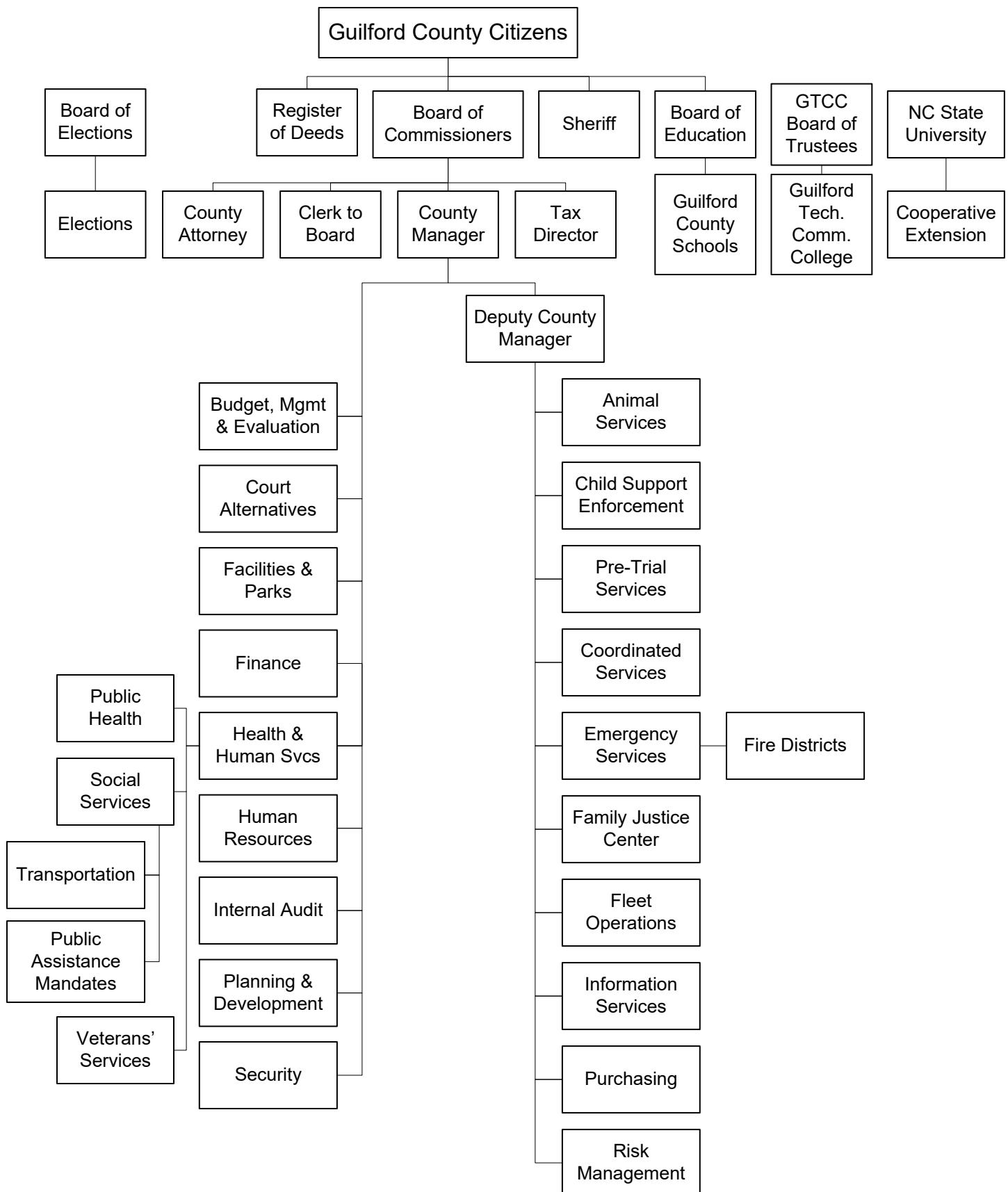
## **CAPITAL PROJECTS**

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

## **DEBT**

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

# GUILFORD COUNTY FY 2019-20 ORGANIZATIONAL CHART



## FUND STRUCTURE

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

Shaded funds are included in the annual budget ordinance For FY 2019-20. 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 2019-20 Budget  
Funds Matrix**

Department	General Fund	Room Occupancy/ Tourism Development	Fire Funds	County Building Construction Fund	Total	Internal Services Financial Plan
<b>General Government</b>						
Budget and Management	\$ 726,315				\$ 726,315	
Clerk to the Board	\$ 466,207				\$ 466,207	
County Administration	\$ 1,544,356				\$ 1,544,356	
County Attorney	\$ 2,589,839				\$ 2,589,839	
County Commissioners	\$ 974,398				\$ 974,398	
Elections	\$ 2,497,614				\$ 2,497,614	
Finance	\$ 2,736,368				\$ 2,736,368	
Human Resources	\$ 10,685,800				\$ 10,685,800	
Internal Audit	\$ 624,200				\$ 624,200	
Purchasing	\$ 330,815				\$ 330,815	
Register of Deeds	\$ 2,330,846				\$ 2,330,846	
Tax	\$ 6,781,947				\$ 6,781,947	
	<b>\$ 32,288,705</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 32,288,705</b>	<b>\$ -</b>
<b>Education - Operating &amp; Capital Funds</b>						
Guilford County & Charter Schools	\$ 212,726,926				\$ 212,726,926	
Guilford Technical Community College	\$ 17,650,000				\$ 17,650,000	
	<b>\$ 230,376,926</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 230,376,926</b>	<b>\$ -</b>
<b>Community Service</b>						
Cooperative Extension Service	\$ 706,164				\$ 706,164	
Culture & Libraries	\$ 1,834,277				\$ 1,834,277	
Economic Develop & Assistance	\$ 1,133,350				\$ 1,133,350	
Recreation (Parks)	\$ 4,458,312				\$ 4,458,312	
Planning and Development	\$ 869,520				\$ 869,520	
Soil & Water Conservation	\$ 318,820				\$ 318,820	
Solid Waste	\$ 1,674,331				\$ 1,674,331	
Room Occupany/Tourism Development	\$ -	\$ 7,500,000			\$ 7,500,000	
	<b>\$ 10,994,774</b>	<b>\$ 7,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 18,494,774</b>	<b>\$ -</b>
<b>Debt Repayment</b>						
Debt Repayment	\$ 96,079,655				\$ 96,079,655	
	<b>\$ 96,079,655</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 96,079,655</b>	<b>\$ -</b>
<b>Human Services</b>						
Child Support Enforcement	\$ 6,747,354				\$ 6,747,354	
Coordinated Services	\$ 1,274,437				\$ 1,274,437	
Mental Health	\$ 9,674,000				\$ 9,674,000	
Public Assistance Mandates	\$ 2,391,076				\$ 2,391,076	
Public Health	\$ 36,518,294				\$ 36,518,294	
Social Services	\$ 60,952,208				\$ 60,952,208	
Transportation-Human Serv	\$ 1,122,950				\$ 1,122,950	
Veteran Services	\$ 281,017				\$ 281,017	
	<b>\$ 118,961,336</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 118,961,336</b>	<b>\$ -</b>

**Guilford County  
FY 2019-20 Budget  
Funds Matrix**

Department	General Fund	Room Occupancy/ Tourism Development	Fire Funds	County Building Construction Fund	Total	Internal Services Financial Plan
<b>Public Safety</b>						
Animal Services	\$ 4,235,302				\$ 4,235,302	
Court Alternatives	\$ 2,883,116				\$ 2,883,116	
Emergency Services	\$ 32,698,734				\$ 32,698,734	
Family Justice Center	\$ 819,086				\$ 819,086	
Inspections	\$ 2,537,285				\$ 2,537,285	
Law Enforcement	\$ 69,295,243				\$ 69,295,243	
Other Protection/Court Services	\$ 1,080,748				\$ 1,080,748	
Security	\$ 2,540,574				\$ 2,540,574	
Fire Districts	\$ -		\$ 20,759,318		\$ 20,759,318	
	<b>\$ 116,090,088</b>	<b>\$ -</b>	<b>\$ 20,759,318</b>	<b>\$ -</b>	<b>\$ 136,849,406</b>	<b>\$ -</b>
Facilities	\$ 10,336,634				\$ 10,336,634	
Fleet Operation	\$ 1,096,999				\$ 1,096,999	
Information Services	\$ 11,164,933				\$ 11,164,933	
Transfer for Future Capital Needs	\$ 1,011,000			\$ 1,011,000	\$ 2,022,000	
Risk Retention - Liability, Wk Comp, Property	\$ -				\$ -	\$ 3,302,411
Health Care & Wellness	\$ -				\$ -	\$ 47,096,065
	<b>\$ 23,609,566</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,011,000</b>	<b>\$ 24,620,566</b>	<b>\$ 50,398,476</b>
<b>SUB-TOTAL</b>	<b>\$ 628,401,050</b>	<b>\$ 7,500,000</b>	<b>\$ 20,759,318</b>	<b>\$ 1,011,000</b>	<b>\$ 657,671,371</b>	<b>\$ 50,398,476</b>
Less Interfund Transfers					\$ (1,011,000)	
<b>NET TOTAL</b>					<b>\$ 656,660,371</b>	
<b>SOURCES OF FUNDS</b>						
Property Taxes	\$ 380,850,000		\$ 16,254,828		\$ 397,104,828	
Federal & State Funds	\$ 67,731,883				\$ 67,731,883	
Sales Taxes	\$ 90,975,000		\$ 3,634,130		\$ 94,609,130	
User Charges	\$ 43,933,858				\$ 43,933,858	\$ 42,307,047
Other	\$ 14,509,193	\$ 7,500,000		\$ 1,011,000	\$ 23,020,193	\$ 390,000
Fund Balance	\$ 30,401,116		\$ 870,360		\$ 31,271,476	\$ 7,701,429
<b>SUB-TOTAL</b>	<b>\$ 628,401,050</b>	<b>\$ 7,500,000</b>	<b>\$ 20,759,318</b>	<b>\$ 1,011,000</b>	<b>\$ 657,671,368</b>	<b>\$ 50,398,476</b>
Less Interfund Transfers					\$ (1,011,000)	
<b>NET TOTAL</b>					<b>\$ 656,660,368</b>	

**Summary of FY 2019-2020 Budget**  
**Appropriated Funds**  
**Summary of Revenues, Expenditures, and Changes in Fund Balances**  
*Actual expenses for FY 2018-19 will be available once audited amounts are available in Fall 2019.*

	Actual FY 2017-18	Adopted FY 2018-19	Amended FY 2018-19	Adopted FY 2019-20	vs. FY 2018-19 Adopted \$ chg	%
<b>SUMMARY OF ALL APPROPRIATED FUNDS</b>						
<b>Revenues &amp; Other Sources of Funds</b>						
Property Taxes (current & prior years)	\$ 385,875,266	\$ 388,635,638	\$ 388,635,638	\$ 397,104,828	\$ 8,469,190	2.2%
Federal & State Funds	\$ 62,329,663	\$ 66,595,893	\$ 68,458,660	\$ 67,731,883	\$ 1,135,990	1.7%
Sales Taxes	\$ 89,330,783	\$ 94,436,091	\$ 94,436,091	\$ 94,609,130	\$ 173,039	0.2%
User Charges	\$ 41,578,529	\$ 39,864,419	\$ 39,916,019	\$ 43,933,858	\$ 4,069,439	10.2%
Other (includes Transfers In)	\$ 232,982,314	\$ 22,997,401	\$ 23,097,111	\$ 23,509,193	\$ 511,792	2.2%
<b>TOTAL Revenues</b>	<b>\$ 812,096,555</b>	<b>\$ 612,529,442</b>	<b>\$ 614,543,519</b>	<b>\$ 626,888,892</b>	<b>\$ 14,359,450</b>	<b>2.3%</b>
<b>Expenditures &amp; Other Uses of Funds</b>						
<b>Type of Expense</b>						
Personnel Services	\$ 182,450,505	\$ 191,441,295	\$ 191,496,037	\$ 198,424,707	\$ 6,983,412	3.6%
Operating Expenses	\$ 313,946,473	\$ 334,409,007	\$ 338,261,565	\$ 341,178,878	\$ 6,769,871	2.0%
Human Services Assistance	\$ 13,849,788	\$ 17,018,909	\$ 17,500,384	\$ 17,127,503	\$ 108,594	0.6%
Debt Repayment	\$ 304,405,220	\$ 95,458,012	\$ 95,462,513	\$ 96,079,655	\$ 621,643	0.7%
Capital Outlay	\$ 14,542,235	\$ 6,496,739	\$ 14,095,113	\$ 5,349,625	\$ (1,147,114)	-17.7%
<b>TOTAL Expenditures</b>	<b>\$ 829,194,221</b>	<b>\$ 644,823,962</b>	<b>\$ 656,815,612</b>	<b>\$ 658,160,368</b>	<b>\$ 13,336,406</b>	<b>2.1%</b>
<b>Service Area</b>						
General Government	\$ 25,039,147	\$ 29,089,002	\$ 29,185,943	\$ 32,288,705	\$ 3,199,703	11.0%
Education & Education Debt	\$ 291,880,308	\$ 309,546,282	\$ 309,550,209	\$ 312,496,192	\$ 2,949,910	1.0%
Human Services	\$ 107,935,866	\$ 118,086,430	\$ 121,764,896	\$ 118,961,336	\$ 874,906	0.7%
Public Safety	\$ 127,864,490	\$ 132,628,437	\$ 136,434,265	\$ 136,849,406	\$ 4,220,969	3.2%
Support Services	\$ 28,960,906	\$ 25,998,542	\$ 26,401,976	\$ 25,109,566	\$ (888,976)	-3.4%
Community Services	\$ 17,478,196	\$ 17,303,141	\$ 21,305,621	\$ 18,494,774	\$ 1,191,633	6.9%
Non-Education Debt	\$ 230,035,310	\$ 12,172,128	\$ 12,172,702	\$ 13,960,389	\$ 1,788,261	14.7%
<b>TOTAL Expenditures</b>	<b>\$ 829,194,223</b>	<b>\$ 644,823,962</b>	<b>\$ 656,815,612</b>	<b>\$ 658,160,368</b>	<b>\$ 13,336,406</b>	<b>2.1%</b>
<b>Excess (Deficiency) of Sources over Uses</b>						
	\$ (17,097,668)	\$ (32,294,520)	\$ (42,272,093)	\$ (31,271,476)	\$ 1,023,044	-3.2%
<b>Beginning Fund Balance*</b>	<b>\$ 246,079,316</b>	<b>\$ 228,981,648</b>	<b>\$ 228,981,648</b>	<b>** \$ 224,697,415</b>	<b>\$ (4,284,233)</b>	<b>-1.9%</b>
<b>Ending Fund Balance*</b>	<b>\$ 228,981,648</b>	<b>\$ 196,687,128</b>	<b>\$ 224,697,415</b>	<b>** \$ 193,425,939</b>	<b>\$ (3,261,189)</b>	<b>-1.7%</b>

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

**Summary of FY 2019-2020 Budget**  
**Appropriated Funds**  
**Summary of Revenues, Expenditures, and Changes in Fund Balances**  
*Actual expenses for FY 2018-19 will be available once audited amounts are available in Fall 2019.*

	Actual FY 2017-18	Adopted FY 2018-19	Amended FY 2018-19	Adopted FY 2019-20	vs. FY 2018-19 Adopted \$ chg	vs. FY 2018-19 Adopted %
<b>GENERAL FUND</b>						
The county's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in other funds presented below.						
<b>Revenues &amp; Other Sources of Funds</b>						
Property Taxes (current & prior years)	\$ 370,222,425	\$ 372,870,000	\$ 372,870,000	\$ 380,850,000	\$ 7,980,000	2.1%
Federal & State Funds	\$ 62,329,663	\$ 66,595,893	\$ 68,458,660	\$ 67,731,883	\$ 1,135,990	1.7%
Sales Taxes	\$ 85,925,781	\$ 90,975,000	\$ 90,975,000	\$ 90,975,000	\$ -	0.0%
User Charges	\$ 41,578,529	\$ 39,864,419	\$ 39,916,019	\$ 43,933,858	\$ 4,069,439	10.2%
Other (includes Transfers In)	\$ 223,999,853	\$ 14,997,401	\$ 15,097,111	\$ 14,509,193	\$ (488,208)	-3.3%
<b>TOTAL Revenues</b>	<b>\$ 784,056,251</b>	<b>\$ 585,302,713</b>	<b>\$ 587,316,790</b>	<b>\$ 597,999,934</b>	<b>\$ 12,697,221</b>	<b>2.2%</b>
<b>Expenditures &amp; Other Uses of Funds</b>						
<b>Type of Expense</b>						
Personnel Services	\$ 182,450,505	\$ 191,441,295	\$ 191,496,037	\$ 198,424,707	\$ 6,983,412	3.6%
Operating Expenses	\$ 289,145,462	\$ 307,898,045	\$ 311,750,603	\$ 312,919,560	\$ 5,021,515	1.6%
Human Services Assistance	\$ 13,849,788	\$ 17,018,909	\$ 17,500,384	\$ 17,127,503	\$ 108,594	0.6%
Debt Repayment	\$ 304,405,220	\$ 95,458,012	\$ 95,462,513	\$ 96,079,655	\$ 621,643	0.7%
Capital Outlay	\$ 6,123,195	\$ 4,496,739	\$ 12,095,113	\$ 3,849,625	\$ (647,114)	-14.4%
<b>TOTAL Expenditures</b>	<b>\$ 795,974,170</b>	<b>\$ 616,313,000</b>	<b>\$ 628,304,650</b>	<b>\$ 628,401,050</b>	<b>\$ 12,088,050</b>	<b>2.0%</b>
<b>Service Area</b>						
General Government	\$ 25,039,147	\$ 29,089,002	\$ 29,185,943	\$ 32,288,705	\$ 3,199,703	11.0%
Education & Education Debt	\$ 291,880,308	\$ 309,546,282	\$ 309,550,209	\$ 312,496,192	\$ 2,949,910	1.0%
Human Services	\$ 107,935,866	\$ 118,086,430	\$ 121,764,896	\$ 118,961,336	\$ 874,906	0.7%
Public Safety	\$ 109,047,054	\$ 112,117,475	\$ 115,923,303	\$ 116,090,088	\$ 3,972,613	3.5%
Support Services	\$ 20,541,866	\$ 23,998,542	\$ 24,401,976	\$ 23,609,566	\$ (388,976)	-1.6%
Community Services	\$ 11,494,621	\$ 11,303,141	\$ 15,305,621	\$ 10,994,774	\$ (308,367)	-2.7%
Non-Education Debt	\$ 230,035,310	\$ 12,172,128	\$ 12,172,702	\$ 13,960,389	\$ 1,788,261	14.7%
<b>TOTAL Expenditures</b>	<b>\$ 795,974,172</b>	<b>\$ 616,313,000</b>	<b>\$ 628,304,650</b>	<b>\$ 628,401,050</b>	<b>\$ 12,088,050</b>	<b>2.0%</b>
<b>Excess (Deficiency) of Sources over Uses</b>	<b>\$ (11,917,921)</b>	<b>\$ (31,010,287)</b>	<b>\$ (40,987,860)</b>	<b>\$ (30,401,116)</b>	<b>\$ 609,171</b>	<b>-2.0%</b>
<b>Beginning Fund Balance*</b>	<b>\$ 191,444,472</b>	<b>\$ 179,526,551</b>	<b>\$ 179,526,551</b>	<b>** \$ 176,526,551</b>	<b>\$ (3,000,000)</b>	<b>-1.7%</b>
<b>Ending Fund Balance*</b>	<b>\$ 179,526,551</b>	<b>\$ 148,516,264</b>	<b>\$ 176,526,551</b>	<b>** \$ 146,125,435</b>	<b>\$ (2,390,829)</b>	<b>-1.6%</b>

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

**Summary of FY 2019-2020 Budget**  
**Appropriated Funds**  
**Summary of Revenues, Expenditures, and Changes in Fund Balances**  
*Actual expenses for FY 2018-19 will be available once audited amounts are available in Fall 2019.*

Actual FY 2017-18	Adopted FY 2018-19	Amended FY 2018-19	Adopted FY 2019-20	vs. FY 2018-19 Adopted \$ chg	%
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**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.

*All funds are consolidated here. For information about a specific district, please refer to the Other Funds section of this document.*

**Revenues & Other Sources of Funds**

Property Taxes	\$ 15,652,841	\$ 15,765,638	\$ 15,765,638	\$ 16,254,828	\$ 489,190	3.1%
Sales Taxes	\$ 3,405,002	\$ 3,461,091	\$ 3,461,091	\$ 3,634,130	\$ 173,039	5.0%
Other	\$ 12,865	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL Revenues</b>	<b>\$ 19,070,708</b>	<b>\$ 19,226,729</b>	<b>\$ 19,226,729</b>	<b>\$ 19,888,958</b>	<b>\$ 662,229</b>	<b>3.4%</b>

**Expenditures & Other Uses of Funds**

Operating	\$ 18,817,436	\$ 20,510,962	\$ 20,510,962	\$ 20,759,318	\$ 248,356	1.2%
<b>TOTAL Expenditures</b>	<b>\$ 18,817,436</b>	<b>\$ 20,510,962</b>	<b>\$ 20,510,962</b>	<b>\$ 20,759,318</b>	<b>\$ 248,356</b>	<b>1.2%</b>

**Excess (Deficiency) of Sources over  
Uses**

	\$ 253,272	\$ (1,284,233)	\$ (1,284,233)	\$ (870,360)	\$ 413,873	-32.2%
<b>Beginning Fund Balance*</b>	<b>\$ 3,272,891</b>	<b>\$ 3,526,163</b>	<b>\$ 3,526,163</b>	<b>\$ 2,241,930</b>	<b>\$ (1,284,233)</b>	<b>-36.4%</b>
<b>Ending Fund Balance*</b>	<b>\$ 3,526,163</b>	<b>\$ 2,241,930</b>	<b>\$ 2,241,930</b>	<b>\$ 1,371,570</b>	<b>\$ (870,360)</b>	<b>-38.8%</b>

*Appropriated fund balance (noted in the deficiency of revenues over expenditures) will decline as less fund balance is available for appropriation as a result of allocations for equipment purchases, capital projects, facility renovations, and other needs. The FY 2020 appropriation will limit the use of fund balance available in FY 2021.*

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

**Summary of FY 2019-2020 Budget**  
**Appropriated Funds**  
**Summary of Revenues, Expenditures, and Changes in Fund Balances**  
*Actual expenses for FY 2018-19 will be available once audited amounts are available in Fall 2019.*

	Actual FY 2017-18	Adopted FY 2018-19	Amended FY 2018-19	Adopted FY 2019-20	vs. FY 2018-19 Adopted \$ chg	vs. FY 2018-19 Adopted %
<b>ROOM OCCUPANCY AND TOURISM DEVELOPMENT FUND</b>						
The Greensboro/Guilford County Tourism Development Authority ("Authority") is a public authority created to promote activities and programs which encourage travel and tourism to the area. Guilford County levies the occupancy tax which is the major sources of revenues for the Authority. The Room Occupancy and Tourism Development Fund accounts for the receipt and transfer of occupancy tax revenues to the Authority and to the City of High Point for its share of the revenues.						
<b>Revenues &amp; Other Sources of Funds</b>						
Other - Occupancy Tax	\$ 5,983,575	\$ 6,000,000	\$ 6,000,000	\$ 7,500,000	\$ 1,500,000	25.0%
<b>TOTAL Revenues</b>	<b>\$ 5,983,575</b>	<b>\$ 6,000,000</b>	<b>\$ 6,000,000</b>	<b>\$ 7,500,000</b>	<b>\$ 1,500,000</b>	<b>25.0%</b>
<b>Expenditures &amp; Other Uses of Funds</b>						
Operating	\$ 5,983,575	\$ 6,000,000	\$ 6,000,000	\$ 7,500,000	\$ 1,500,000	25.0%
<b>TOTAL Expenditures</b>	<b>\$ 5,983,575</b>	<b>\$ 6,000,000</b>	<b>\$ 6,000,000</b>	<b>\$ 7,500,000</b>	<b>\$ 1,500,000</b>	<b>25.0%</b>
<b>Excess (Deficiency) of Sources over Uses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Beginning Fund Balance*</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Ending Fund Balance*</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

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

**Summary of FY 2019-2020 Budget**  
**Appropriated Funds**  
**Summary of Revenues, Expenditures, and Changes in Fund Balances**  
*Actual expenses for FY 2018-19 will be available once audited amounts are available in Fall 2019.*

	Actual FY 2017-18	Adopted FY 2018-19	Amended FY 2018-19	Adopted FY 2019-20	vs. FY 2018-19 Adopted \$ chg	vs. FY 2018-19 Adopted %
<b>COUNTY BUILDING CONSTRUCTION FUND</b>						
Accounts for capital projects in which the assets are retained entirely or in part by the County. Specific capital project budgets are appropriated by project ordinances. The amount included in the FY 2019-20 Budget reflects the county's contribution from the General Fund for various capital needs.						
<b>Revenues &amp; Other Sources of Funds</b>						
Federal & State Funds	\$ -	\$ -	\$ -	\$ -	\$ -	-
Investment Earnings	\$ 298,948	\$ -	\$ -	\$ 489,000	\$ 489,000	-
Transfers In	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 1,011,000	\$ (989,000)	-49.5%
Other	\$ 687,073	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL Revenues</b>	\$ 2,986,021	\$ 2,000,000	\$ 2,000,000	\$ 1,500,000	\$ (500,000)	-25.0%
<b>Expenditures &amp; Other Uses of Funds</b>						
Capital Outlay	\$ 8,206,891	\$ 2,000,000	\$ 2,000,000	\$ 1,500,000	\$ (500,000)	-25.0%
Transfers Out	\$ 212,149	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL Expenditures</b>	\$ 8,419,040	\$ 2,000,000	\$ 2,000,000	\$ 1,500,000	\$ (500,000)	-25.0%
<b>Excess (Deficiency) of Sources over Uses</b>	\$ (5,433,019)	\$ -	\$ -	\$ -	\$ -	-
<b>Beginning Fund Balance*</b>	\$ 51,361,953	\$ 45,928,934	\$ 45,928,934	\$ 45,928,934	\$ -	0.0%
<b>Ending Fund Balance*</b>	\$ 45,928,934	\$ 45,928,934	\$ 45,928,934	\$ 45,928,934	\$ -	0.0%

\* Not all fund balance is available to spend. At June 30, 2018, about \$36.8 million of the \$45.9 million of fund balance has been restricted or committed to specific capital projects. About \$9.1 million was assigned for future capital needs.

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

See the Capital Investment Plan section of this document or the county's Comprehensive Annual Financial Report for more information.

**Summary of FY 2019-2020 Budget**  
**Appropriated Funds**  
**Summary of Revenues, Expenditures, and Changes in Fund Balances**  
*Actual expenses for FY 2018-19 will be available once audited amounts are available in Fall 2019.*

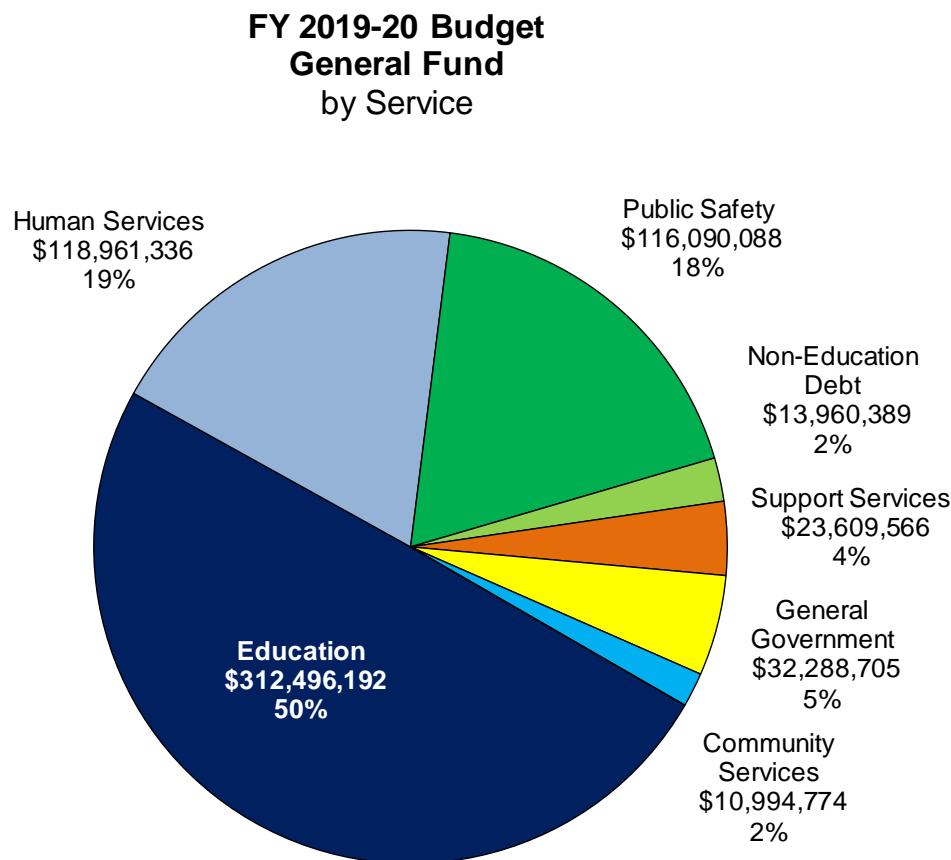
	Actual FY 2017-18	Adopted FY 2018-19	Amended FY 2018-19	Adopted FY 2019-20	vs. FY 2018-19 Adopted \$ chg	%
<b>INTERNAL SERVICES (Financial Plan, not included in All Funds Summary above)</b>						
The Internal Services Fund accounts for risk management services provided to other departments of the County on a cost reimbursement basis.						
<b>Expenditures</b>						
<b>Risk Retention - Liability, Property, WC:</b>						
Personnel Services	\$ 182,845	\$ 200,532	\$ 200,532	\$ 211,502	\$ 10,970	5.5%
Insurance & Bonding	\$ 468,781	\$ 551,008	\$ 528,026	\$ 551,008	\$ -	0.0%
Vehicle Repair Service	\$ 124,000	\$ 145,000	\$ 345,253	\$ 245,000	\$ 100,000	69.0%
Claims Paid	\$ 1,441,830	\$ 2,300,000	\$ 2,100,124	\$ 2,200,000	\$ (100,000)	-4.3%
Other Operating	\$ 102,004	\$ 95,101	\$ 118,151	\$ 94,901	\$ (200)	-0.2%
	\$ 2,319,460	\$ 3,291,641	\$ 3,292,086	\$ 3,302,411	\$ 10,770	0.3%
<b>Health Care &amp; Wellness</b>						
Personnel Services	\$ -	\$ -	\$ -	\$ 54,897	\$ 54,897	100.0%
Professional Services	\$ 1,458,670	\$ 1,630,695	\$ 1,658,164	\$ 1,751,488	\$ 120,793	7.4%
Insurance & Bonding	\$ 3,196,593	\$ 3,741,183	\$ 3,809,139	\$ 4,101,420	\$ 360,237	9.6%
Claims Paid	\$ 35,325,471	\$ 37,188,260	\$ 42,160,792	\$ 41,188,260	\$ 4,000,000	10.8%
	\$ 39,980,734	\$ 42,560,138	\$ 47,628,095	\$ 47,096,065	\$ 4,535,927	10.7%
<b>TOTAL Expenditures</b>	\$ 42,300,194	\$ 45,851,779	\$ 50,920,181	\$ 50,398,476	\$ 4,546,697	9.9%
<b>Revenues</b>						
User Charges	\$ 42,378,456	\$ 43,345,574	\$ 43,345,574	\$ 42,307,047	\$ (1,038,527)	-2.4%
Other	\$ 49,783	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	0.0%
<b>TOTAL Revenues</b>	\$ 42,428,239	\$ 43,385,574	\$ 43,385,574	\$ 42,347,047	\$ (1,038,527)	-2.4%
<b>Operating Gain/(Loss)</b>	\$ 128,045	\$ (2,466,205)	\$ (7,534,607)	\$ (8,051,429)	\$ (5,585,224)	226.5%
Interest Income	\$ 400,575	\$ 140,000	\$ 140,000	\$ 350,000	\$ 210,000	150.0%
<b>Change</b>	\$ 528,620	\$ (2,326,205)	\$ (7,394,607)	\$ (7,701,429)	\$ (5,375,224)	231.1%
<b>Beginning Net Position</b>	\$ 28,907,177	\$ 29,435,797	\$ 29,435,797	\$ 22,041,190	\$ (7,394,607)	-25.1%
<b>Ending Net Position</b>	\$ 29,435,797	\$ 27,109,592	\$ 22,041,190	\$ 14,339,761	\$ (12,769,831)	-47.1%



# General Fund Summary Information

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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.



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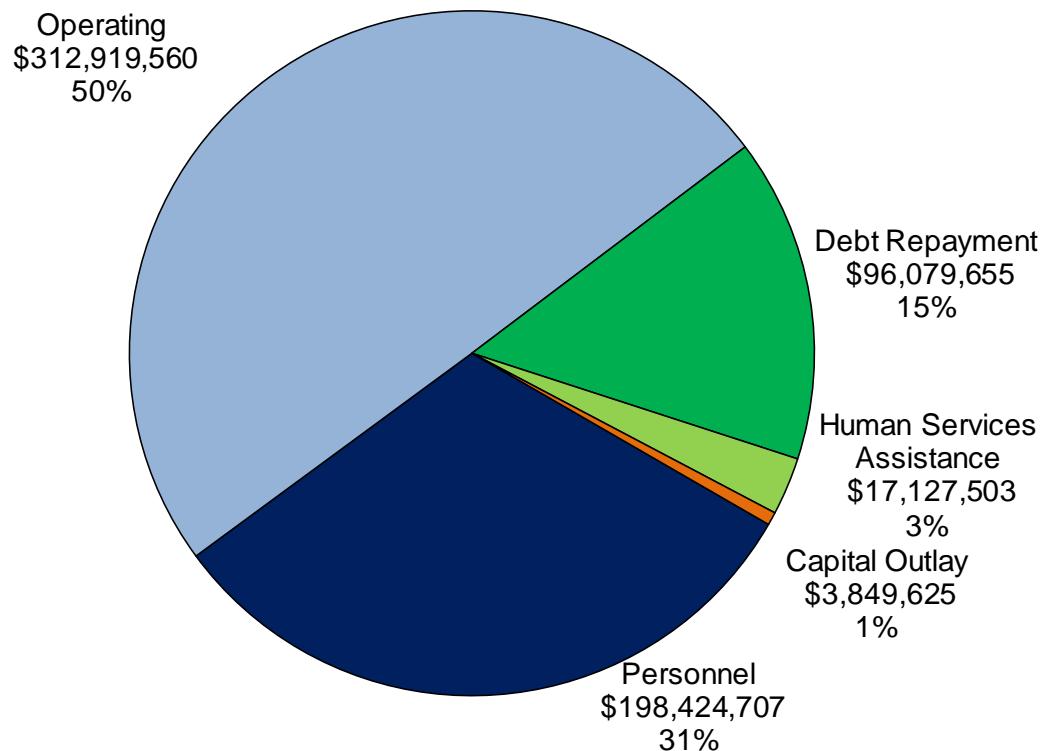
**Summary of Expenditures by Service Category**

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	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	vs. FY19 Adopted	
						\$ chg	% chg
Education	\$ 291,880,308	\$ 309,546,282	\$ 309,550,209	\$ 312,496,192	\$ 312,496,192	\$ 2,949,910	1.0%
<i>includes Education debt repayment</i>							
Human Services	\$ 107,935,866	\$ 118,086,430	\$ 121,764,896	\$ 118,834,336	\$ 118,961,336	\$ 874,906	0.7%
Public Safety	\$ 109,047,053	\$ 112,117,475	\$ 115,923,303	\$ 115,365,037	\$ 116,090,088	\$ 3,972,613	3.5%
Non-Education Debt	\$ 230,035,310	\$ 12,172,128	\$ 12,172,702	\$ 13,960,389	\$ 13,960,389	\$ 1,788,261	14.7%
Support Services	\$ 20,541,865	\$ 23,998,542	\$ 24,401,976	\$ 24,098,566	\$ 23,609,566	\$ (388,976)	-1.6%
General Government	\$ 25,039,145	\$ 29,089,002	\$ 29,185,943	\$ 31,718,702	\$ 32,288,705	\$ 3,199,703	11.0%
Community Services	\$ 11,494,621	\$ 11,303,141	\$ 15,305,621	\$ 10,944,774	\$ 10,994,774	\$ (308,367)	-2.7%
<b>Total Expenditures</b>	<b>\$ 795,974,168</b>	<b>\$ 616,313,000</b>	<b>\$ 628,304,650</b>	<b>\$ 627,417,996</b>	<b>\$ 628,401,050</b>	<b>\$ 12,088,050</b>	<b>2.0%</b>
Permanent Positions	2,554.25	2,574.25	2,580.75	2,586.75	<b>2,606.75</b>	32.50	1.3%

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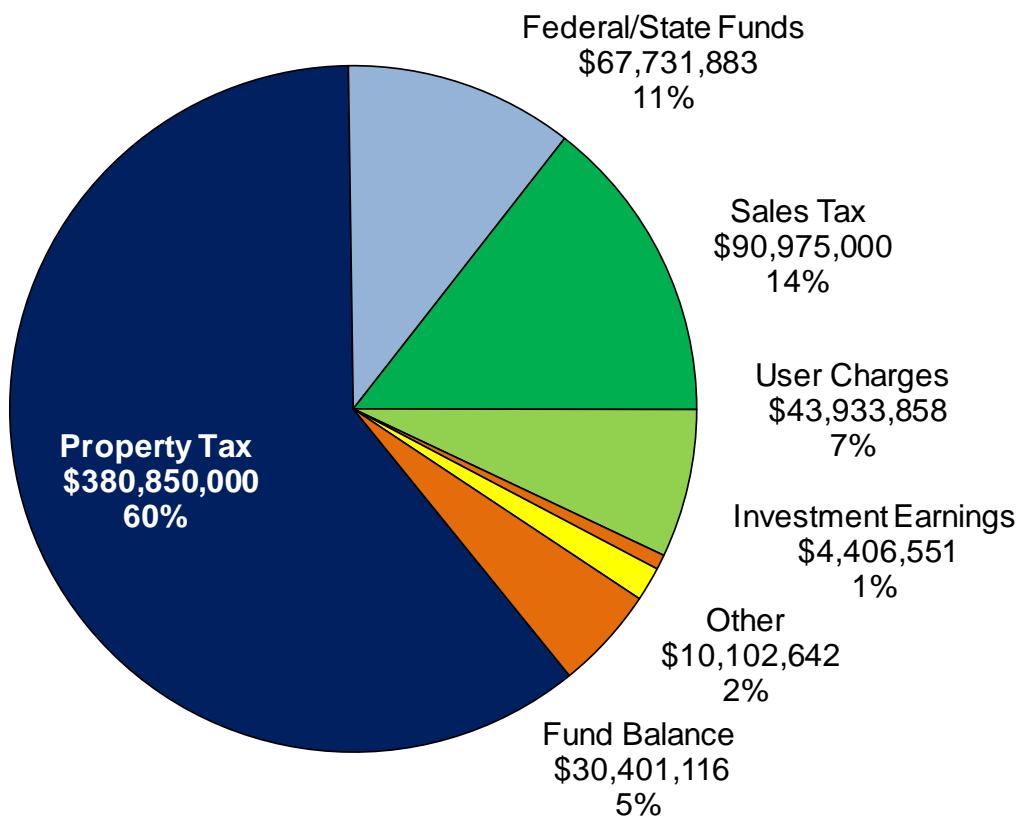
## FY 2019-20 Budget by Type of Expense



**Summary of Expenditures by Type of Expense**

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ chg	% chg	vs. FY19 Adopted
Personnel	\$ 182,450,504	\$ 191,441,295	\$ 191,496,037	\$ 197,835,763	\$ 198,424,707	\$ 6,983,412	3.6%	
Operating	\$ 289,145,462	\$ 307,898,045	\$ 311,750,603	\$ 312,513,455	\$ 312,919,560	\$ 5,021,515	1.6%	
Debt Repayment	\$ 304,405,220	\$ 95,458,012	\$ 95,462,513	\$ 96,079,655	\$ 96,079,655	\$ 621,643	0.7%	
Human Svc Assistance	\$ 13,849,788	\$ 17,018,909	\$ 17,500,384	\$ 17,127,503	\$ 17,127,503	\$ 108,594	0.6%	
Capital Outlay	\$ 6,123,195	\$ 4,496,739	\$ 12,095,113	\$ 3,861,625	\$ 3,849,625	\$ (647,114)	-14.4%	
<b>Total Expenditures</b>	<b>\$ 795,974,169</b>	<b>\$ 616,313,000</b>	<b>\$ 628,304,650</b>	<b>\$ 627,418,001</b>	<b>\$ 628,401,050</b>	<b>\$ 12,088,050</b>	<b>2.0%</b>	
<b>Permanent Positions</b>	2,554.25	2,574.25	2,580.75	2,586.75	<b>2,606.75</b>	32.50	1.3%	

## FY 2019-20 Budget General Fund by Source of Funds



### Summary of Sources of Funds

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	vs. FY19 Adopted	
						\$ chg	% chg
Property Tax	\$ 370,222,425	\$ 372,870,000	\$ 372,870,000	\$ 379,950,000	<b>\$ 380,850,000</b>	\$ 7,980,000	2.1%
Federal/State Funds	\$ 62,329,663	\$ 66,595,893	\$ 68,458,660	\$ 67,691,883	<b>\$ 67,731,883</b>	\$ 1,135,990	1.7%
Sales Tax	\$ 85,925,781	\$ 90,975,000	\$ 90,975,000	\$ 90,975,000	<b>\$ 90,975,000</b>	\$ -	0.0%
User Charges	\$ 41,578,529	\$ 39,864,419	\$ 39,916,019	\$ 43,190,652	<b>\$ 43,933,858</b>	\$ 4,069,439	10.2%
Investment Earnings	\$ 3,923,753	\$ 5,362,353	\$ 5,362,353	\$ 5,362,551	<b>\$ 4,406,551</b>	\$ (955,802)	-17.8%
Other	\$ 220,076,098	\$ 9,635,048	\$ 9,734,758	\$ 10,102,642	<b>\$ 10,102,642</b>	\$ 467,594	4.9%
<b>Total Revenues</b>	<b>\$ 784,056,249</b>	<b>\$ 585,302,713</b>	<b>\$ 587,316,790</b>	<b>\$ 597,272,728</b>	<b>\$ 597,999,934</b>	<b>\$ 12,697,221</b>	<b>2.2%</b>
Fund Balance	\$ 11,917,919	\$ 31,010,287	\$ 40,987,860	\$ 30,145,272	<b>\$ 30,401,116</b>	\$ (609,171)	-2.0%
<b>Total</b>	<b>\$ 795,974,168</b>	<b>\$ 616,313,000</b>	<b>\$ 628,304,650</b>	<b>\$ 627,418,000</b>	<b>\$ 628,401,050</b>	<b>\$ 12,088,050</b>	<b>2.0%</b>

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

Department	FY 2018 Actual		FY 2019 Adopted Budget		FY 2019 Amended Budget		FY 2020 Adopted Budget	
	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue
<b>General Government</b>								
Budget and Management	\$ 600,615	\$ 5,000	\$ 699,810	\$ -	\$ 701,013	\$ -	\$ 726,315	\$ -
Clerk to the Board	\$ 268,728	\$ 55	\$ 380,166	\$ 3,000	\$ 426,768	\$ 3,000	\$ 466,207	\$ 3,000
County Administration	\$ 803,996	\$ 36,757	\$ 1,422,349	\$ 31,000	\$ 1,281,455	\$ 31,000	\$ 1,544,356	\$ 30,028
County Attorney	\$ 2,247,053	\$ 10,449	\$ 2,393,928	\$ 10,000	\$ 2,450,507	\$ 10,000	\$ 2,589,839	\$ 12,000
County Commissioners	\$ 560,093	\$ 158	\$ 493,887	\$ -	\$ 510,154	\$ -	\$ 974,398	\$ -
Elections	\$ 1,907,474	\$ 421,084	\$ 1,930,157	\$ 600	\$ 1,932,285	\$ 600	\$ 2,497,614	\$ 169,050
Finance	\$ 2,351,295	\$ 96,132	\$ 2,831,875	\$ 90,000	\$ 2,711,905	\$ 90,000	\$ 2,736,368	\$ 96,000
Human Resources	\$ 7,275,371	\$ 143,289	\$ 9,057,037	\$ 58,591	\$ 9,188,845	\$ 58,591	\$ 10,685,800	\$ 58,591
Internal Audit	\$ 470,800	\$ -	\$ 564,783	\$ -	\$ 545,064	\$ -	\$ 624,200	\$ -
Purchasing	\$ 378,642	\$ 30	\$ 324,662	\$ -	\$ 321,672	\$ -	\$ 330,815	\$ -
Register Of Deeds	\$ 2,111,841	\$ 5,536,374	\$ 2,287,330	\$ 5,302,782	\$ 2,287,334	\$ 5,302,211	\$ 2,330,846	\$ 5,439,740
Tax	\$ 6,063,239	\$ 1,650,590	\$ 6,703,018	\$ 1,596,294	\$ 6,828,941	\$ 1,596,294	\$ 6,781,947	\$ 1,770,552
<b>General Government Total</b>	<b>\$ 25,039,147</b>	<b>\$ 7,899,918</b>	<b>\$ 29,089,002</b>	<b>\$ 7,092,267</b>	<b>\$ 29,185,943</b>	<b>\$ 7,091,696</b>	<b>\$ 32,288,705</b>	<b>\$ 7,578,961</b>
<b>Education</b>								
Guilford County & Charter Schools	\$ 200,860,398	\$ -	\$ 208,610,398	\$ -	\$ 208,610,398	\$ -	\$ 212,726,926	\$ -
Guilford Technical Community College	\$ 16,650,000	\$ -	\$ 17,650,000	\$ -	\$ 17,650,000	\$ -	\$ 17,650,000	\$ -
<b>Education Total</b>	<b>\$ 217,510,398</b>	<b>\$ -</b>	<b>\$ 226,260,398</b>	<b>\$ -</b>	<b>\$ 226,260,398</b>	<b>\$ -</b>	<b>\$ 230,376,926</b>	<b>\$ -</b>
<b>Community Services</b>								
Cooperative Extension Service	\$ 1,442,051	\$ 71,276	\$ 741,711	\$ 83,175	\$ 891,962	\$ 83,175	\$ 706,164	\$ 41,500
Culture & Libraries	\$ 1,838,732	\$ 15,800	\$ 1,844,077	\$ 16,270	\$ 1,844,077	\$ 16,270	\$ 1,834,277	\$ 6,470
Economic Develop & Assistance	\$ 1,078,963	\$ 41,220	\$ 1,553,500	\$ -	\$ 4,185,472	\$ -	\$ 1,133,350	\$ -
Recreation (Parks)	\$ 4,516,303	\$ 1,084,672	\$ 4,440,525	\$ 1,186,450	\$ 5,486,009	\$ 1,191,450	\$ 4,458,312	\$ 1,194,400
Planning and Development	\$ 813,329	\$ 69,972	\$ 809,409	\$ 61,970	\$ 886,914	\$ 61,970	\$ 869,520	\$ 64,038
Soil & Water Conservation	\$ 297,983	\$ 40,161	\$ 310,872	\$ 35,905	\$ 316,763	\$ 36,725	\$ 318,820	\$ 35,090
Solid Waste	\$ 1,507,260	\$ 1,085,208	\$ 1,603,047	\$ 1,021,100	\$ 1,694,424	\$ 1,021,100	\$ 1,674,331	\$ 993,704
<b>Community Services Total</b>	<b>\$ 11,494,621</b>	<b>\$ 2,408,309</b>	<b>\$ 11,303,141</b>	<b>\$ 2,404,870</b>	<b>\$ 15,305,621</b>	<b>\$ 2,410,690</b>	<b>\$ 10,994,774</b>	<b>\$ 2,335,202</b>
<b>Debt Repayment</b>								
Debt Repayment	\$ 304,405,220	\$ 217,089,000	\$ 95,458,012	\$ 14,474,980	\$ 95,462,513	\$ 14,474,980	\$ 96,079,655	\$ 15,096,623
<b>Debt Service Total</b>	<b>\$ 304,405,220</b>	<b>\$ 217,089,000</b>	<b>\$ 95,458,012</b>	<b>\$ 14,474,980</b>	<b>\$ 95,462,513</b>	<b>\$ 14,474,980</b>	<b>\$ 96,079,655</b>	<b>\$ 15,096,623</b>
<b>Human Services</b>								
Child Support Enforcement	\$ 6,187,486	\$ 6,240,340	\$ 6,554,515	\$ 6,558,729	\$ 6,587,619	\$ 6,558,729	\$ 6,747,354	\$ 6,670,191
Coordinated Services	\$ 1,272,779	\$ 1,193,548	\$ 1,379,228	\$ 1,253,426	\$ 1,401,555	\$ 1,272,911	\$ 1,274,437	\$ 1,155,424
Mental Health	\$ 9,674,000	\$ -	\$ 9,674,000	\$ -	\$ 9,674,000	\$ -	\$ 9,674,000	\$ -
Public Assistance Mandates	\$ 2,388,952	\$ -	\$ 2,552,365	\$ -	\$ 2,552,365	\$ -	\$ 2,391,076	\$ -
Public Health	\$ 31,664,164	\$ 18,068,833	\$ 36,231,901	\$ 18,840,732	\$ 38,153,751	\$ 19,118,927	\$ 36,518,294	\$ 18,045,110
Social Services	\$ 55,067,673	\$ 36,688,593	\$ 60,054,066	\$ 40,734,386	\$ 61,552,622	\$ 41,733,376	\$ 60,952,208	\$ 41,771,598
Transportation-Human Serv	\$ 1,680,812	\$ 1,530,092	\$ 1,640,355	\$ 1,476,296	\$ 1,629,621	\$ 1,458,901	\$ 1,122,950	\$ 1,070,296
Veteran Services	\$ -	\$ -	\$ -	\$ -	\$ 213,363	\$ 3,000	\$ 281,017	\$ 3,000
<b>Human Services Total</b>	<b>\$ 107,935,866</b>	<b>\$ 63,721,406</b>	<b>\$ 118,086,430</b>	<b>\$ 68,863,569</b>	<b>\$ 121,764,896</b>	<b>\$ 70,145,844</b>	<b>\$ 118,961,336</b>	<b>\$ 68,715,619</b>

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

Department	FY 2018 Actual		FY 2019 Adopted Budget		FY 2019 Amended Budget		FY 2020 Adopted Budget	
	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue
<b>Public Safety</b>								
Animal Services	\$ 3,807,610	\$ 1,087,404	\$ 4,134,716	\$ 1,128,664	\$ 4,303,539	\$ 1,177,242	\$ 4,235,302	\$ 1,185,366
Court Alternatives	\$ 2,410,534	\$ 2,098,716	\$ 2,627,589	\$ 2,655,316	\$ 2,687,502	\$ 2,691,916	\$ 2,883,116	\$ 2,540,973
Emergency Services	\$ 28,775,737	\$ 16,829,824	\$ 30,861,426	\$ 16,727,673	\$ 31,494,355	\$ 16,879,472	\$ 32,698,734	\$ 19,876,695
Family Justice Center	\$ 447,661	\$ 80,225	\$ 630,604	\$ 45,000	\$ 828,695	\$ 233,694	\$ 819,086	\$ 208,055
Inspections	\$ 2,300,227	\$ 1,138,770	\$ 2,379,363	\$ 1,108,050	\$ 2,522,603	\$ 1,108,050	\$ 2,537,285	\$ 1,124,848
Law Enforcement	\$ 68,533,700	\$ 8,048,471	\$ 68,292,978	\$ 6,806,732	\$ 70,890,660	\$ 7,796,434	\$ 69,295,243	\$ 7,301,917
Other Protection/Court Services	\$ 884,795	\$ 360	\$ 1,017,436	\$ 360	\$ 1,017,581	\$ 360	\$ 1,080,748	\$ 360
Security	\$ 1,886,789	\$ 22,187	\$ 2,173,363	\$ 20,349	\$ 2,178,368	\$ 20,349	\$ 2,540,574	\$ 26,600
<b>Public Safety Total</b>	<b>\$ 109,047,053</b>	<b>\$ 29,305,957</b>	<b>\$ 112,117,475</b>	<b>\$ 28,492,144</b>	<b>\$ 115,923,303</b>	<b>\$ 29,907,517</b>	<b>\$ 116,090,088</b>	<b>\$ 32,264,814</b>
<b>Support Services</b>								
Facilities	\$ 8,005,603	\$ 1,382,188	\$ 10,479,263	\$ 1,363,164	\$ 9,820,271	\$ 1,363,164	\$ 10,336,634	\$ 1,411,262
Fleet Operation	\$ 1,144,444	\$ 36,815	\$ 1,305,536	\$ 22,559	\$ 1,356,927	\$ 38,189	\$ 1,096,999	\$ 25,000
Information Services	\$ 9,391,818	\$ 5,340	\$ 10,213,743	\$ 3,216	\$ 11,224,778	\$ 3,216	\$ 11,164,933	\$ 3,216
Transfer for Future Capital Needs	\$ 2,000,000	\$ -	\$ 2,000,000	\$ -	\$ 2,000,000	\$ -	\$ 1,011,000	\$ -
<b>Support Services Total</b>	<b>\$ 20,541,865</b>	<b>\$ 1,424,343</b>	<b>\$ 23,998,542</b>	<b>\$ 1,388,939</b>	<b>\$ 24,401,976</b>	<b>\$ 1,404,569</b>	<b>\$ 23,609,566</b>	<b>\$ 1,439,478</b>
<b>Non-Departmental</b>								
General Revenues	\$ -	\$ 496,176,223	\$ -	\$ 493,596,231	\$ -	\$ 502,869,354	\$ -	\$ 500,970,353
<b>Other Funds Total</b>	<b>\$ -</b>	<b>\$ 496,176,223</b>	<b>\$ -</b>	<b>\$ 493,596,231</b>	<b>\$ -</b>	<b>\$ 502,869,354</b>	<b>\$ -</b>	<b>\$ 500,970,353</b>
<b>Grand Total</b>	<b>\$ 795,974,170</b>	<b>\$ 818,025,156</b>	<b>\$ 616,313,000</b>	<b>\$ 616,313,000</b>	<b>\$ 628,304,650</b>	<b>\$ 628,304,650</b>	<b>\$ 628,401,050</b>	<b>\$ 628,401,050</b>

### 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 more than 90% of all available county funds.**

Department	Adopted FY 2019-20			Cummulative			<b>90% of County \$</b>	
	Total Budget	County		County				
		\$	%	\$	%			
Education	\$ 312,496,192	\$ 305,576,382	98%	\$ 305,576,382	61%			
Law Enforcement	\$ 69,295,243	\$ 61,993,326	89%	\$ 367,569,708	73%			
Social Services	\$ 60,952,208	\$ 19,180,610	31%	\$ 386,750,318	77%			
Public Health	\$ 36,518,294	\$ 18,473,184	51%	\$ 405,223,502	81%			
Emergency Services	\$ 32,698,734	\$ 12,822,039	39%	\$ 418,045,541	83%			
Information Services	\$ 11,164,933	\$ 11,161,717	100%	\$ 429,207,258	86%			
Mental Health	\$ 9,674,000	\$ 9,674,000	100%	\$ 438,881,258	88%			
Facilities	\$ 10,336,634	\$ 8,925,372	86%	\$ 447,806,630	89%			
Human Resources*	\$ 10,685,800	\$ 10,627,209	99%	\$ 458,433,839	92%			
County Debt Repayment	\$ 13,960,389	\$ 5,783,576	41%	\$ 464,217,415	93%			
Tax	\$ 6,781,947	\$ 5,011,395	74%	\$ 469,228,810	94%			
Parks & Open Space	\$ 4,458,312	\$ 3,263,912	73%	\$ 472,492,722	94%			
Animal Services	\$ 4,235,302	\$ 3,049,936	72%	\$ 475,542,658	95%			
Finance	\$ 2,736,368	\$ 2,640,368	96%	\$ 478,183,026	95%			
County Attorney	\$ 2,589,839	\$ 2,577,839	100%	\$ 480,760,865	96%			
Security	\$ 2,540,574	\$ 2,513,974	99%	\$ 483,274,839	96%			
Public Assistance Mandates	\$ 2,391,076	\$ 2,391,076	100%	\$ 485,665,915	97%			
Elections	\$ 2,497,614	\$ 2,328,564	93%	\$ 487,994,479	97%			
Culture & Libraries	\$ 1,834,277	\$ 1,827,807	100%	\$ 489,822,286	98%			
County Administration	\$ 1,544,356	\$ 1,514,328	98%	\$ 491,336,614	98%			
Inspections	\$ 2,537,285	\$ 1,412,437	56%	\$ 492,749,051	98%			
Economic Develop & Assistance	\$ 1,133,350	\$ 1,133,350	100%	\$ 493,882,401	99%			
Other Protection/Court Services	\$ 1,080,748	\$ 1,080,388	100%	\$ 494,962,789	99%			
Fleet Operation	\$ 1,096,999	\$ 1,071,999	98%	\$ 496,034,788	99%			
Transfer for Future Capital Needs	\$ 1,011,000	\$ 1,011,000	100%	\$ 497,045,788	99%			
County Commissioners	\$ 974,398	\$ 974,398	100%	\$ 498,020,186	99%			
Planning and Development	\$ 869,520	\$ 805,482	93%	\$ 498,825,668	100%			
Budget & Management	\$ 726,315	\$ 726,315	100%	\$ 499,551,983	100%			
Solid Waste	\$ 1,674,331	\$ 680,627	41%	\$ 500,232,610	100%			
Cooperative Extension Service	\$ 706,164	\$ 664,664	94%	\$ 500,897,274	100%			
Internal Audit	\$ 624,200	\$ 624,200	100%	\$ 501,521,474	100%			
Family Justice Center	\$ 819,086	\$ 611,031	75%	\$ 502,132,505	100%			
Clerk to the Board	\$ 466,207	\$ 463,207	99%	\$ 502,595,712	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 more than 90% of all available county funds.**

Department	Adopted FY 2019-20			Cummulative		
	Total Budget	County		County		
		\$	%	\$	%	
Court Alternatives	\$ 2,883,116	\$ 342,143	12%	\$ 502,937,855	100%	
Purchasing	\$ 330,815	\$ 330,815	100%	\$ 503,268,670	100%	
Soil & Water Conservation	\$ 318,820	\$ 283,730	89%	\$ 503,552,400	101%	
Veteran Services	\$ 281,017	\$ 278,017	99%	\$ 503,830,417	101%	
Coordinated Services	\$ 1,274,437	\$ 119,013	9%	\$ 503,949,430	101%	
Child Support Enforcement	\$ 6,747,354	\$ 77,163	1%	\$ 504,026,593	101%	
Transportation-Human Serv	\$ 1,122,950	\$ 52,654	5%	\$ 504,079,247	101%	
Register Of Deeds	\$ 2,330,846	\$ (3,108,894)	-133%	\$ 500,970,353	100%	
<b>TOTAL</b>	<b>\$ 628,401,050</b>	<b>\$ 500,970,353</b>	<b>80%</b>			

#### Breakdown of County \$:

Property Taxes	\$ 380,850,000	76%
Sales Taxes	\$ 90,975,000	18%
Fund Balance	\$ 20,546,353	4%
Other Revenues	\$ 6,979,000	1%
Federal & State Funds	\$ 1,545,000	0.3%
User Charges & Fees	\$ 75,000	0.01%
<b>TOTAL</b>	<b>\$ 500,970,353</b>	<b>100%</b>

\* The FY 2020 budget includes \$2.5 million in Human Resources (HR) for pay plan and compensation adjustments. Because this funding is temporary and will be distributed across all departments once pay recommendations are finalized and implemented, HR has been ranked based on its budget without this unique funding.

## Summary of Positions by Department

Departments	FY 17-18		FY 18-19			FY 19-20			Change vs. FY 18-19
			Mid-Year			New	Cut	Total	
	Adopted	Adopted	Adds	Moves					
<b>GENERAL FUND</b>									
Child Support Enforcement	93.85	95.85	-	-	1.00	-	96.85	1.00	
Coordinated Services	0.10	0.10	-	-	-	-	0.10	-	
Mental Health	-	-	-	-	-	-	-	-	
Public Health	397.00	405.00	(0.50)	-	2.00	-	406.50	1.50	
Social Services	618.50	623.50	3.00	1.00	-	-	627.50	4.00	
Transportation	17.00	17.00	-	(2.00)	-	-	15.00	(2.00)	
Veterans Services*	-	1.00	-	1.00	2.00	-	4.00	3.00	
<b>Human Services</b>	<b>1,126.45</b>	<b>1,142.45</b>	<b>2.50</b>	<b>-</b>	<b>5.00</b>	<b>-</b>	<b>1,149.95</b>	<b>7.50</b>	
Animal Services	45.00	45.00	-	-	2.00	-	47.00	2.00	
Court Alternatives	33.00	33.00	-	-	4.00	-	37.00	4.00	
Emergency Services	257.25	261.25	-	-	15.00	-	276.25	15.00	
Family Justice Center	5.00	8.00	2.00	-	-	-	10.00	2.00	
Inspections	27.00	27.00	-	-	-	-	27.00	-	
Law Enforcement	660.00	665.00	-	(1.00)	-	(1.00)	663.00	(2.00)	
Other Protection	15.15	15.15	-	-	-	-	15.15	-	
Security	15.00	16.00	1.00	-	-	-	17.00	1.00	
<b>Public Safety</b>	<b>1,057.40</b>	<b>1,070.40</b>	<b>3.00</b>	<b>(1.00)</b>	<b>21.00</b>	<b>(1.00)</b>	<b>1,092.40</b>	<b>22.00</b>	
Parks	31.00	31.00	-	(1.00)	-	-	30.00	(1.00)	
Planning & Development	9.00	9.00	-	(0.25)	-	-	8.75	(0.25)	
Soil & Water Conservation	3.00	3.00	-	-	-	-	3.00	-	
Solid Waste	6.00	6.00	-	0.25	-	-	6.25	0.25	
<b>Community Services</b>	<b>49.00</b>	<b>49.00</b>	<b>-</b>	<b>(1.00)</b>	<b>-</b>	<b>-</b>	<b>48.00</b>	<b>(1.00)</b>	
Budget and Management	5.00	6.00	-	-	-	-	6.00	-	
County Administration	3.90	4.90	-	-	1.00	-	5.90	1.00	
County Attorney	18.00	18.00	-	1.00	-	-	19.00	1.00	
County Commissioners	9.00	9.00	-	-	-	-	9.00	-	
Clerk to Board	3.00	3.00	1.00	-	-	-	4.00	1.00	
Elections	16.00	16.00	-	-	-	-	16.00	-	
Finance	27.00	27.00	-	-	-	-	27.00	-	
Human Resources	18.00	18.00	-	-	-	-	18.00	-	
Internal Audit	5.00	5.00	-	-	-	-	5.00	-	
Purchasing	5.00	4.00	-	-	-	-	4.00	-	
Register of Deeds	25.50	26.50	-	-	-	-	26.50	-	
Tax Department	63.00	64.00	-	-	-	-	64.00	-	
<b>General Government</b>	<b>198.40</b>	<b>201.40</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>	<b>204.40</b>	<b>3.00</b>	
Facilities	60.00	60.00	-	1.00	-	-	61.00	1.00	
Information Services	48.00	49.00	-	-	-	-	49.00	-	
Fleet Operations	2.00	2.00	-	-	-	-	2.00	-	
<b>Support Services</b>	<b>110.00</b>	<b>111.00</b>	<b>-</b>	<b>1.00</b>	<b>-</b>	<b>-</b>	<b>112.00</b>	<b>1.00</b>	
<b>Total General Fund</b>	<b>2,541.25</b>	<b>2,574.25</b>	<b>6.50</b>	<b>-</b>	<b>27.00</b>	<b>(1.00)</b>	<b>2,606.75</b>	<b>32.50</b>	
<b>INTERNAL SERVICES</b>									
Risk Management	2.50	2.50	-	-	-	-	2.50	-	
Healthcare	-	-	-	-	1.00	-	1.00	1.00	
<b>Total Internal Services</b>	<b>2.50</b>	<b>2.50</b>	<b>-</b>	<b>-</b>	<b>1.00</b>	<b>-</b>	<b>3.50</b>	<b>1.00</b>	
<b>Total All Departments</b>	<b>2,543.75</b>	<b>2,576.75</b>	<b>6.50</b>	<b>-</b>	<b>28.00</b>	<b>(1.00)</b>	<b>2,610.25</b>	<b>33.50</b>	

\*Veterans Services was merged with Social Svcs. eff. FY 2016-17 and separated again in FY 2018-19 in an effort to improve services.

**Summary of Position Changes from FY 2018-19 to FY 2019-20**

<b>Department</b>	<b>Position Name</b>	<b>FTE</b>
<b>BOARD-APPROVED CHANGES DURING FY 2018-19</b>		
Clerk to Board	Deputy Clerk	1.00
Security	County Security Officer for Old Courthouse	1.00
Social Services	Eligibility Casworkers for Energy Assistance Program	3.00
Family Justice Center	Child Trauma Coordinator, Elder Justice Coordinator for Governor's Crime Commission Grant	2.00
Public Health	Certified Medical Assistant (grant funding ended)	(0.50)
		<b>6.50</b>
<b>RECOMMENDED CHANGES FOR FY 2019-20 (starting July 2019 unless otherwise noted)</b>		
County Administration	Administrative Assistant-type Position (to support MWBE)	<b>1.00</b>
Public Health	Environmental Health Specialist (Water Quality)	1.00
	Environmental Health Specialist (Food & Lodging)	<b>1.00</b>
		<b>2.00</b>
Child Support Enforcement	Child Support Agent	<b>1.00</b>
Veterans Services	Veterans' Services Officers	<b>2.00</b>
Law Enforcement	Convert Re-Entry Program Manager to Permanent County-funded Position (grant ends in September 2019)*	-
	Eliminate DNA Analyst position (effective October 2019; funds to be used to support Re-Entry Program)	(1.00)
		<b>(1.00)</b>
Emergency Services	Technical Support Specialist	1.00
	Emergency Services Technicians	4.00
	Paramedics	4.00
	EMS Captains (January 2020)	2.00
	Paramedics (January 2020)	4.00
		<b>15.00</b>
Court Alternatives	Juvenile Counselor Technicians (March 2020)	3.00
	Human Services Coordinator (March 2020)	<b>1.00</b>
		<b>4.00</b>
Animal Services	Animal Intake / Care Specialists (July 2019)	<b>2.00</b>
Healthcare	HR Specialist for Wellness	<b>1.00</b>
<b>Total Recommended Changes for FY 2019-20</b>		<b>27.00</b>
<b>Grand Total FY 2019-20 Staffing Adjustments</b>		<b>33.50</b>

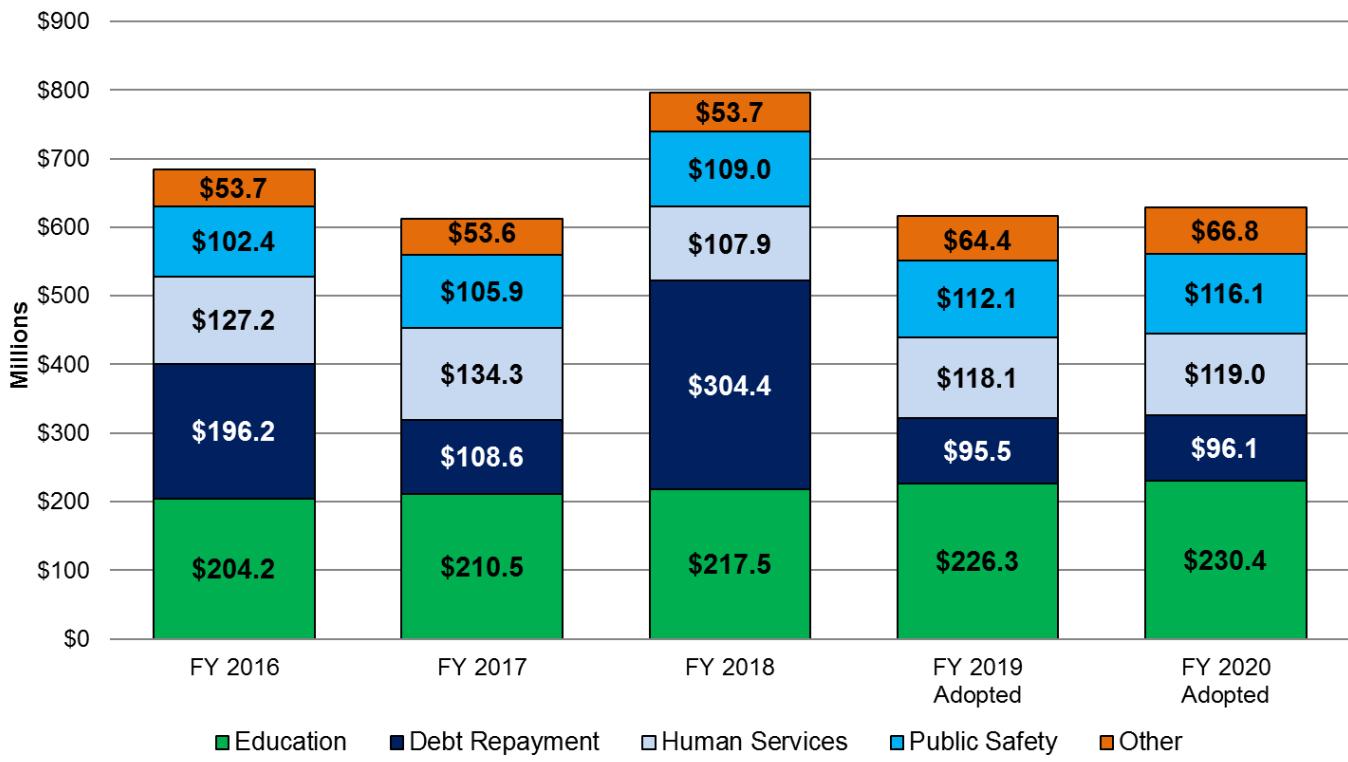
\* It is County practice to not fund grant positions after the grant has ended without explicit Board action.

## GENERAL FUND EXPENDITURES

The fiscal year (FY) 2019-20 General Fund budget totals \$628,401,050. This is \$12.1 million (2%) more than the budget approved for FY 2018-19. The general property tax rate is \$0.7305 per \$100 of assessed valuation, no change from the FY 2018-19 general tax rate. At this rate, a property owner will pay \$73.05 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									
	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ chg	% chg	vs. FY19 Adopted	
Education	\$ 291,880,308	\$ 309,546,282	\$ 309,550,209	\$ 312,496,192	\$ 312,496,192	\$ 2,949,910	1.0%		
<i>includes Education debt repayment</i>									
Human Services	\$ 107,935,866	\$ 118,086,430	\$ 121,764,896	\$ 118,834,336	\$ 118,961,336	\$ 874,906	0.7%		
Public Safety	\$ 109,047,053	\$ 112,117,475	\$ 115,923,303	\$ 115,365,037	\$ 116,090,088	\$ 3,972,613	3.5%		
Non-Education Debt	\$ 230,035,310	\$ 12,172,128	\$ 12,172,702	\$ 13,960,389	\$ 13,960,389	\$ 1,788,261	14.7%		
Support Services	\$ 20,541,865	\$ 23,998,542	\$ 24,401,976	\$ 24,098,566	\$ 23,609,566	\$ (388,976)	-1.6%		
General Government	\$ 25,039,145	\$ 29,089,002	\$ 29,185,943	\$ 31,718,702	\$ 32,288,705	\$ 3,199,703	11.0%		
Community Services	\$ 11,494,621	\$ 11,303,141	\$ 15,305,621	\$ 10,944,774	\$ 10,994,774	\$ (308,367)	-2.7%		
<b>Total Expenditures</b>	<b>\$ 795,974,168</b>	<b>\$ 616,313,000</b>	<b>\$ 628,304,650</b>	<b>\$ 627,417,996</b>	<b>\$ 628,401,050</b>	<b>\$ 12,088,050</b>	<b>2.0%</b>		
Permanent Positions	2,554.25	2,574.25	2,580.75	2,586.75	2,606.75	32.50	1.3%		

### FY 2019-20 General Fund Expenditure History



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

### 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 50% of the total county operating budget.

**Human Services and Public Safety** services, the next largest expenditures, account for 19% and 18% of expenses, respectively.

The budget includes \$212.7 million in operating and capital maintenance support for the **Guilford County Schools** -- an increase of \$4.1 million over the previous year's budget. The operating and capital budget for **Guilford Technical Community College** totals \$17.65 million – no net change from the previous year's budget. The budget also includes over \$82 million for the repayment of voter-approved **debt for the construction and renovation of school and community college facilities**.

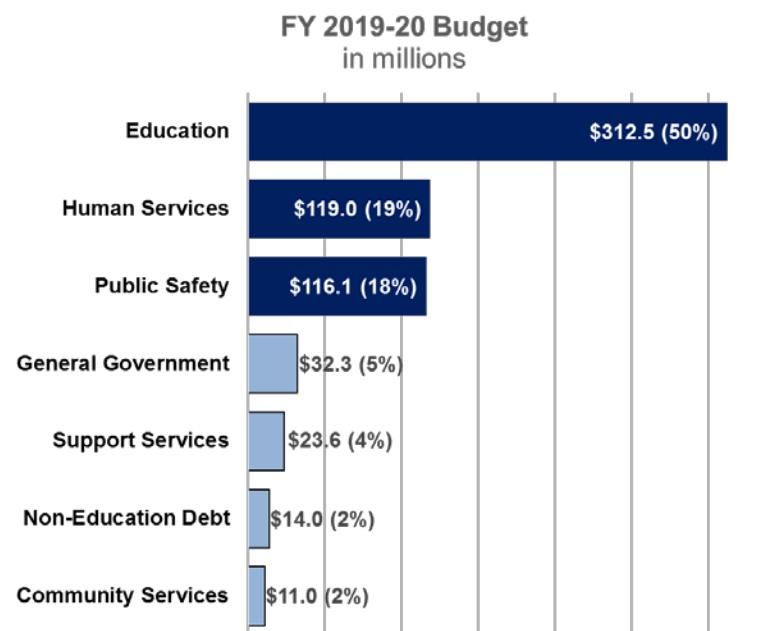
The overall **Human Services** budget increases slightly by 0.7%, or \$875,000. Two new positions in Veterans Services, two new Environmental Health positions in Public Health, and one new Child Support Agent are included in the budget at an annual cost of approximately \$340,000. These positions will allow the department to increase the number of veterans seen and allow for community outreach activities, address backlogs in well/septic system and restaurant inspections, and meet service demands for child support needs. The Social Services

SUMMARY OF GENERAL FUND CHANGES in millions	
<b>EDUCATION - Operating &amp; Capital Maintenance</b>	
Guilford County Schools & Charter Schools - Operating	\$ 4.00
Guilford County Schools - Capital Maintenance	\$ 0.12
Guilford Technical Community College - Operating	\$ 0.50
Guilford Technical Community College - Capital Maintenance	<u>\$(0.50)</u>
	\$ 4.12
<b>PERSONNEL</b>	
3% Merit pool (applied in January 2020)	\$ 2.19
Additional funding for 1st phase of market	\$ 1.50
State change in employer's retirement share	\$ 1.60
Board-approved position changes during FY 18-19	\$ 0.34
New positions for FY 19-20	<u>\$ 1.18</u>
	\$ 6.81
<b>MAJOR CHANGES</b>	
Debt Repayment	\$ 0.62
Public Health, Behavioral Health, Community Welfare needs	\$ 0.50
Emergency Services medical supplies	\$ 0.40
EnerGov permitting software	\$ 0.40
Inmate medical services	\$ 0.37
Utilities assistance for Human Services clients	\$ 0.34
Security services	\$ 0.34
County's share of Guilford-Metro 911	\$ 0.27
Court facility maintenance needs	\$ 0.19
Emergency Services billing charges for increased revenues	\$ 0.13
Inmate food for adult and juvenile detention	\$ 0.11
Health Department drugs	\$ 0.11
Add county funding for Law Enforcement Reentry Program	\$ 0.08
Law Enforcement Special Operations grants	<u>\$ 0.07</u>
	\$ 3.93
<b>NET OTHER CHANGES</b>	
Defer major capital equipment and vehicles	<u>\$(0.64)</u>
Reduce transfer for future capital needs	<u>\$(0.50)</u>
Defer major facility maintenance	<u>\$(0.50)</u>
Net other reductions	<u>\$(1.13)</u>
	\$ (2.76)
<b>TOTAL CHANGE</b>	
	<b>\$ 12.09</b>

budget includes an additional \$150,000 for the county's share of adoption subsidies to support proper placements of children in the county's care, as well as an additional \$350,000 in utilities assistance for clients that experience heating and/or cooling crises. An additional \$144,000 for drugs and medical supplies is included in the Public Health budget, mostly to support the expansion of clinical services in response to the new Medicaid transformation into managed care process being mandated by North Carolina's Department of Health and Human Services.

The **Public Safety** budget includes funds for medical supplies, inmate medical care and food, replacement patrol cars and ambulances, and the county's share of Guilford-Metro 911. The budget also includes county funds to support the re-entry pilot program for justice-involved residents once grant funding expires at the end of September. Four new positions are included in the Juvenile Detention budget to provide secure care and programming for 16 and 17 year-olds that will no longer be assigned to the adult detention center in accordance with the state's Raise the Age legislation. Two new animal care positions are also included for the Animal Shelter to address service demands at the facility.

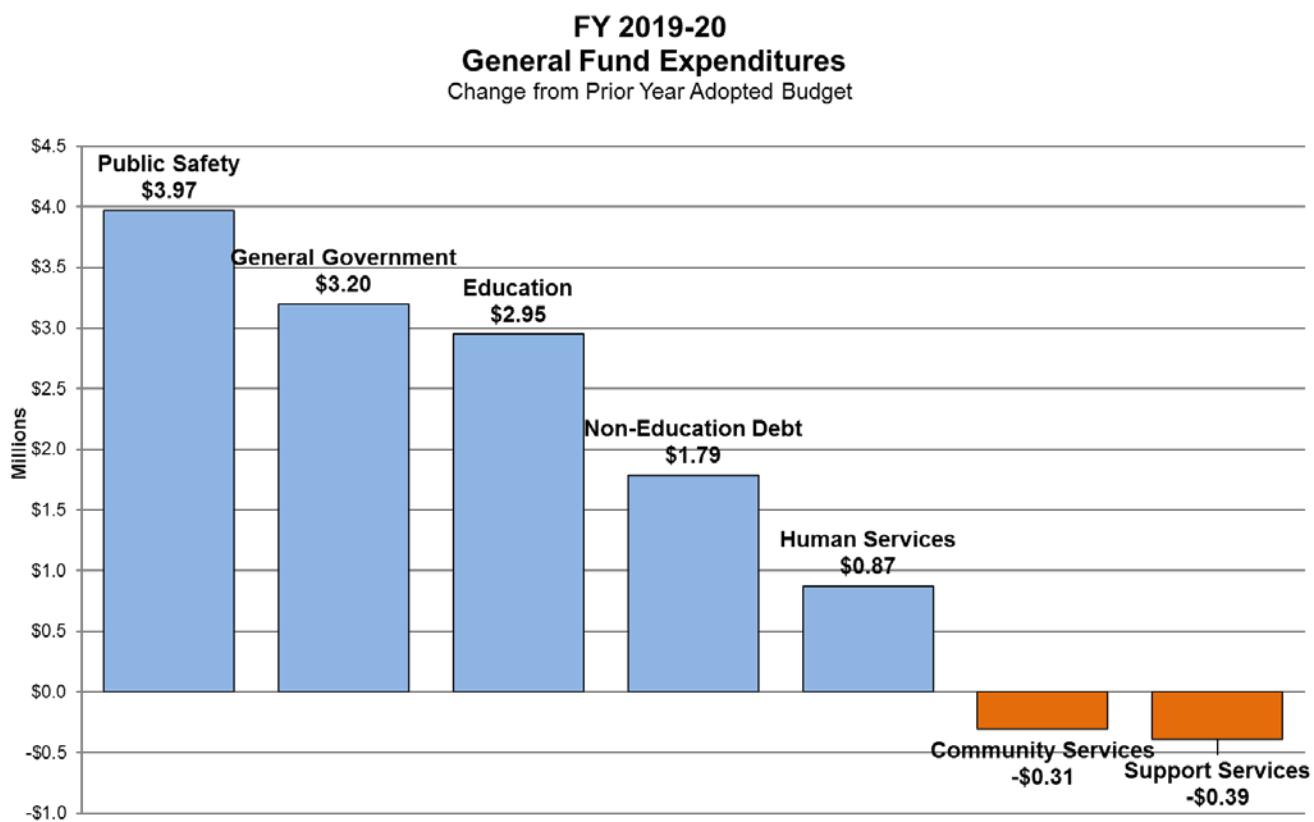
The Emergency Services budget includes 15 new positions to expand emergency medical system (ambulance) response capacity. These cost of these new positions will be offset by increasing emergency medical service rates to 200% of the Medicare-allowable rates, keeping Guilford County competitive with surrounding counties and reducing reliance on property taxes for this program.



The budget also includes funds in **General Government** to implement the first phase of a recommended restructuring of the county's market pay plan so that it can continue to provide quality services by attracting and retaining quality employees.

To prepare a budget that protects current service levels as much as possible without a property tax increase, several reductions were made to the county's facility maintenance program (-\$500,000), vehicles replacement plan (-\$139,000), and the annual set-aside for future building projects planned for in the Capital Investment Plan (CIP) (-\$500,000). Additional cash funds or debt issues will be required to fully fund the projects included in the CIP. For more information, see the CIP section of this document.

The following chart illustrates the overall changes in the FY 2019-20 budget by service area.



## Expenditure Types

Summary of Expenditures by Type of Expense								
	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ chg	% chg	vs. FY19 Adopted
Personnel	\$ 182,450,504	\$ 191,441,295	\$ 191,496,037	\$ 197,835,763	\$ 198,424,707	\$ 6,983,412	3.6%	
Operating	\$ 289,145,462	\$ 307,898,045	\$ 311,750,603	\$ 312,513,455	\$ 312,919,560	\$ 5,021,515	1.6%	
Debt Repayment	\$ 304,405,220	\$ 95,458,012	\$ 95,462,513	\$ 96,079,655	\$ 96,079,655	\$ 621,643	0.7%	
Human Svc Assistance	\$ 13,849,788	\$ 17,018,909	\$ 17,500,384	\$ 17,127,503	\$ 17,127,503	\$ 108,594	0.6%	
Capital Outlay	\$ 6,123,195	\$ 4,496,739	\$ 12,095,113	\$ 3,861,625	\$ 3,849,625	\$ (647,114)	-14.4%	
<b>Total Expenditures</b>	<b>\$ 795,974,169</b>	<b>\$ 616,313,000</b>	<b>\$ 628,304,650</b>	<b>\$ 627,418,001</b>	<b>\$ 628,401,050</b>	<b>\$ 12,088,050</b>	<b>2.0%</b>	
<b>Permanent Positions</b>	2,554.25	2,574.25	2,580.75	2,586.75	<b>2,606.75</b>	32.50	1.3%	

Personnel Services (e.g., salaries and related benefits) account for 31% of all General Fund expenditures. Operating Expenses, which include appropriations to the Guilford County Schools and charter schools, Guilford Technical Community College, and Sandhills Center, represent 50% of total expenditures. Other expenditures are for Debt Repayment (15%), Human Services Assistance (3%), and funding for capital needs (1%).

## Personnel Services

The county's underlying "base" payroll expense remains relatively unchanged from the prior year's budget with an increase of about \$570,000. This figure includes the full year impact of merit performance pay changes made during the last fiscal year, turnover impacts, and other normal personnel fluctuations.

The table to the right summarizes **changes to the base payroll expense in the General Fund** that are included in the budget. More detail regarding these changes is presented the sections below. Overall, total **Personnel Services** expenses are projected to increase by \$6.98 million. The total number of permanent full- and part-time positions in the General Fund is 2,606.75 (including the nine-member Board of Commissioners). There are an additional 3.5 positions in the Internal Services fund for risk management and healthcare activities. Overall, there is a net increase in positions of 33.5 from the prior year's adopted budget.

General Fund Payroll Change Summary	
Base Payroll Change <i>includes full-year impacts of FY 18-19 merit, turnover impacts, etc.</i>	\$ 0.57
Position Changes:	
<i>Positions added mid-year FY 18-19 (net +6.5)</i>	\$ 0.34
<i>New Positions for FY 19-20 (+27)</i>	\$ 0.98
<i>Additional funding for Phase 1 of Market Pay Plan</i>	\$ 1.50
	\$ 2.82
<i>3% Merit Pool (Jan 2019)</i>	\$ 2.19
<i>State-mandated Retirement Changes</i>	\$ 1.60
<i>Reduction in Workers Comp budget</i>	\$ (0.20)
<b>Total General Fund Payroll Change</b>	<b>\$ 6.98</b>

## FY 2018-19 Mid-Year Board-Approved Personnel Additions

The Board of Commissioners approved a net increase of 6.5 new positions during FY 2018-19 in the Security, Social Services, Family Justice Center, and Clerk to the Board departments. Since these positions were approved after the FY 2018-19 budget was adopted, they were not included in the original budget total. The annual impact of funding these positions in next year's budget is approximately \$341,000

## **FY 2019-20 New Positions**

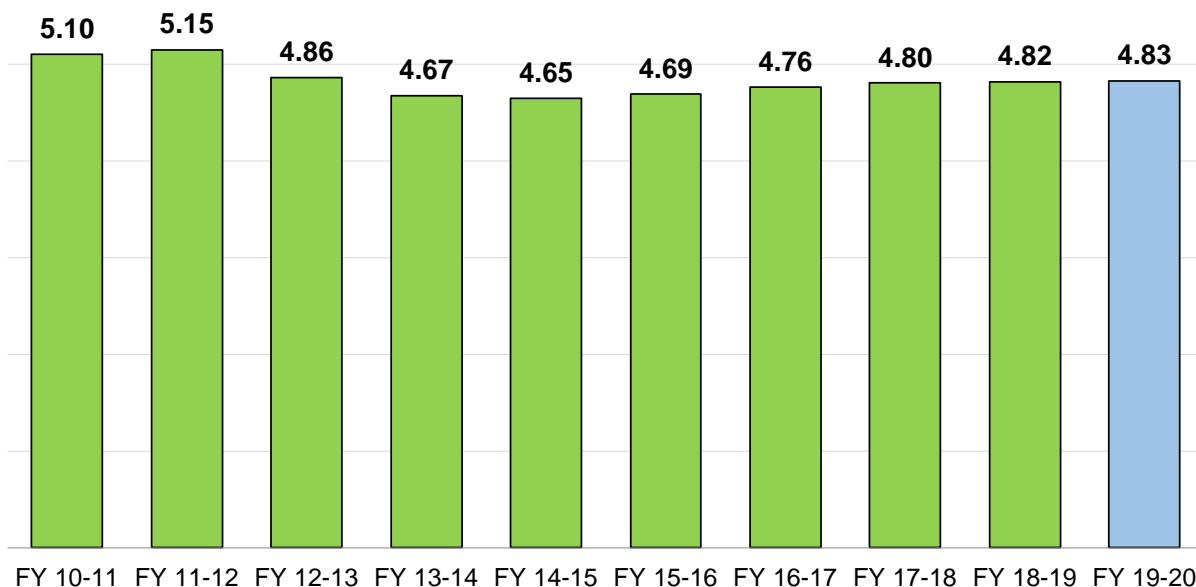
The budget includes a net of **28 new positions – 27 in the General Fund and one in the Health Care fund.** Position changes include:

- +4 positions for **Juvenile Detention/Court Services** (three Juvenile Counselor Technicians and one Human Services Coordinator) to provide adequate supervision and programming for juveniles after the Raise the Age legislation takes effect December 1, 2019. After the change, most 16 and 17 year-olds that become justice-involved will be housed in the Juvenile Detention Center rather than the adult detention center. Recommended best practices include the separation of older juveniles from younger juveniles which requires additional counselors. The Human Services Coordinator will develop age-appropriate programming and development activities for the older juveniles to provide the best opportunities for their success once they leave the center. The positions are budgeted to start in March 2020, though that may change based on the operational impact of the legislative change (\$102,000 for the four positions, starting in March).
- +2 new positions in **Veterans Services** at an annual cost of approximately \$122,500. These positions will allow the department to increase the number of veterans seen and allow for community outreach activities focused on claim support, suicide awareness, mental health issues, and substance abuse. In addition, the new staff will help address changes in the veteran pension application process that have been shifted to counties.
- +1 new Wellness position in the internal Services/**Health Care** fund at a cost of approximately \$55,000 to expand the county's employee wellness program and improve employee well-being. Successful wellness programs can improve county service delivery and help reduce the rate of growth of healthcare.
- The Board made the following final changes to the Manager's Recommended budget, which included the changes outlined above:
  - +2 Animal Shelter positions
  - +2 Public Health Environmental Health positions in Water Quality and Food & Lodging Inspections
  - +1 County Administration Minority & Women-owned Business Enterprises position
  - +1 Child Support position
  - +15 Emergency Services positions

## **Total Service Positions**

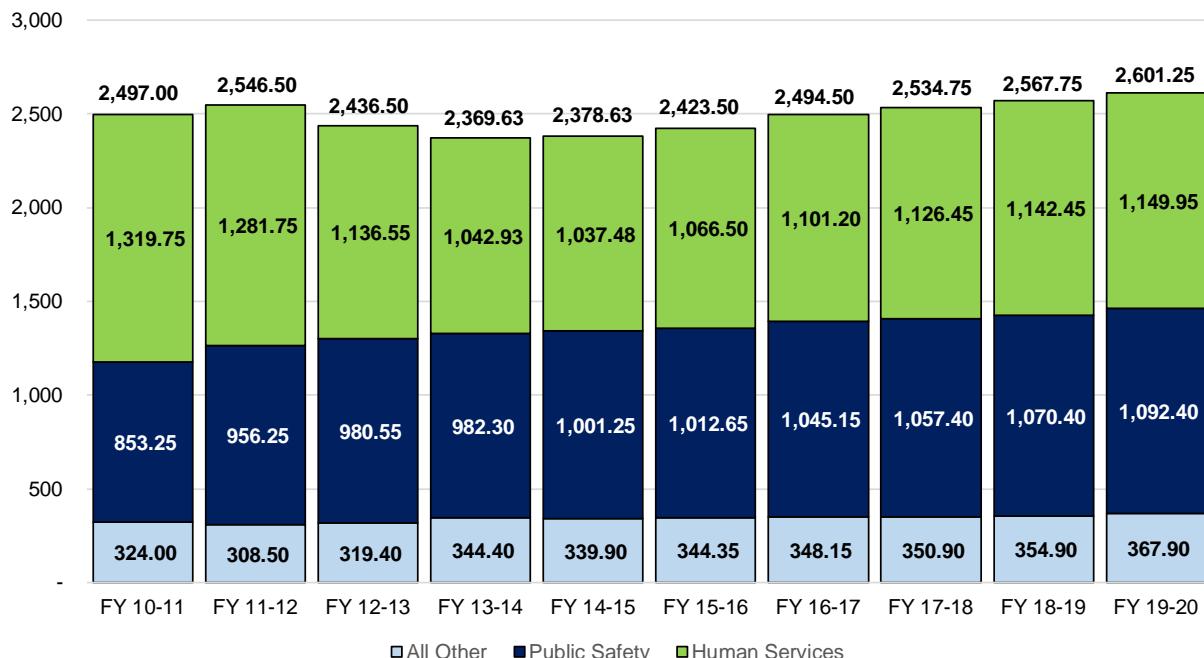
The budget includes 2,601.25 total permanent positions (in all funds, excluding Commissioners). This equates to about 4.8 positions for every 1,000 residents, a slight decrease from the prior year.

## Positions per 1,000 Residents



## Permanent Positions

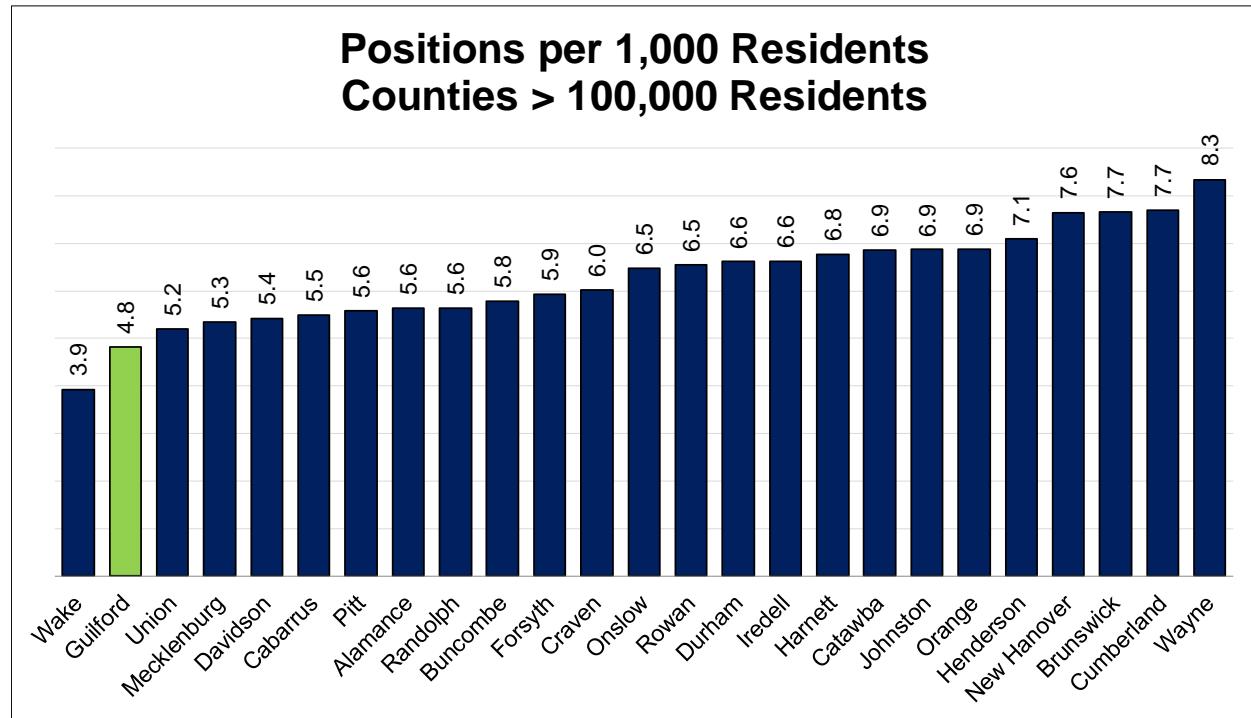
(All Funds, Excluding Commissioners)



□ All Other    ■ Public Safety    ▨ Human Services

## How does Guilford County compare?

Based on county employment data collected by the North Carolina Association of County Commissioners for FY 2018-19 adopted budgets, the latest year for which position counts are available for other counties, Guilford County had the second lowest number of employees per 1,000 residents for counties with populations of at least 100,000 (4.8 positions, with 89 out of 100 counties reporting data). Guilford ranks fourth lowest of all reporting counties. The median for all reporting counties is 60% higher at about 7.7 positions for every 1,000 residents.



## Employee Compensation

The budget includes a merit pool equivalent to 3.0% of salaries and benefits. Employee merit pay increases will be awarded effective the first full pay period in January 2020. Merit adjustments will be based on job performance and may be more or less than 3% based on individual and overall department performance scores. The first year net cost of the merit program is approximately \$1.8 million (\$2.2 million gross expense less expected vacancies and reimbursement revenue from non-county sources). A full year's net cost is approximately \$3.7 million (\$4.5 million gross expense less expected vacancies and reimbursement revenue from non-county sources).

The budget also includes an additional \$1.5 million for the implementation of phase one of the county's market-based compensation study recommendations (\$1.5 million in addition to \$1 million already included in the budget from FY 2018-19 for the attraction/retention of hard-to-fill positions). This study, currently planned to be implemented in three phases, will allow the county to continue to provide high quality services by offering competitive compensation that attracts and retains high quality employees.

## **Operating, Debt Repayment, and Capital Expenses**

**Operating Expenses and Future Major Infrastructure Needs** will increase by \$5 million next year. Most of this change is related to a \$4.1 million increase in the operating and capital allocations to the Guilford County Schools (including operating funds for charter schools) and Guilford Technical Community College. Other adjustments throughout the county, including reductions to major facility maintenance budgets and the set-aside for future capital needs, result in a slight decrease of operating and capital expenditures. More details are available in the summary by service area and individual department pages.

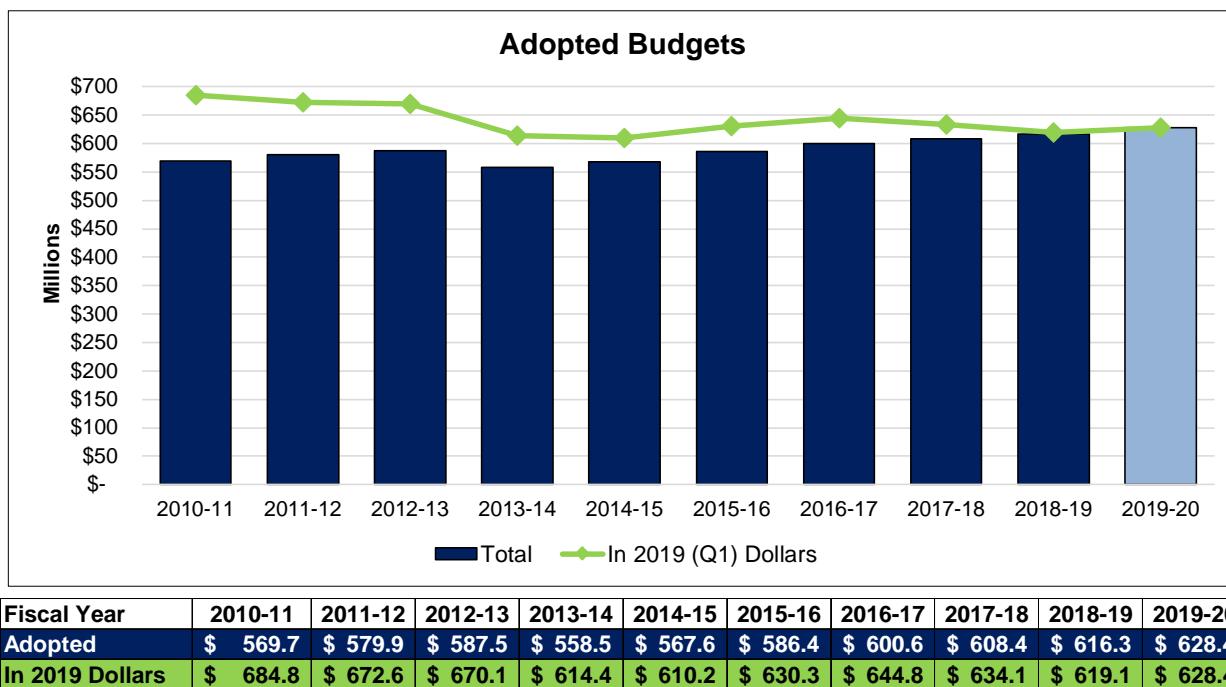
The total **Debt Repayment** budget will increase by \$622,000 next fiscal year. Scheduled debt repayments and related fees for voter-approved bonds and other capital needs, including the Spring 2019 issue of \$40 million in bonds for school and county facilities, are planned to decrease by \$1.97 million. However, the approved debt repayment schedules for existing debt call for an increase in county funds of \$3.1 million in FY 2020-21 and \$3.9 million in FY 2021-22. In addition, the Board of Commissioner and the Board of Education are currently reviewing a school capital facilities report that indicates an additional \$1.5 billion are needed to renovate or rebuild nearly half of the county's 126 school facilities that were rated as unsatisfactory or in poor condition due to age and deferred maintenance. The responsibility for funding school construction rests with the county. To begin planning for the additional debt repayment that will be needed over the next several years, the budget includes a "debt repayment leveling" allocation of \$2.6 million to maintain the current level of county funding for debt repayment. Although this additional funding is not expected to be used next fiscal year, it can be set aside for use in future years to soften the impact of coming increases in debt repayment for major public facilities. More information about the county's outstanding debt and future debt repayment may be found in the Debt Repayment section of this document.

The **Human Services Assistance** budget, which is used to fund certain benefit programs for qualified clients (e.g., room and board payments for children in county's care, adult day care services, and assistance with heating/cooling crises) is expected to increase by \$109,000 next year. The county will receive an additional \$350,000 in federal/state funds to help qualified clients with utilities-related crises. This increase is partially offset by decreases in other areas, including a projects decrease of \$200,000 in room and board charges for foster children.

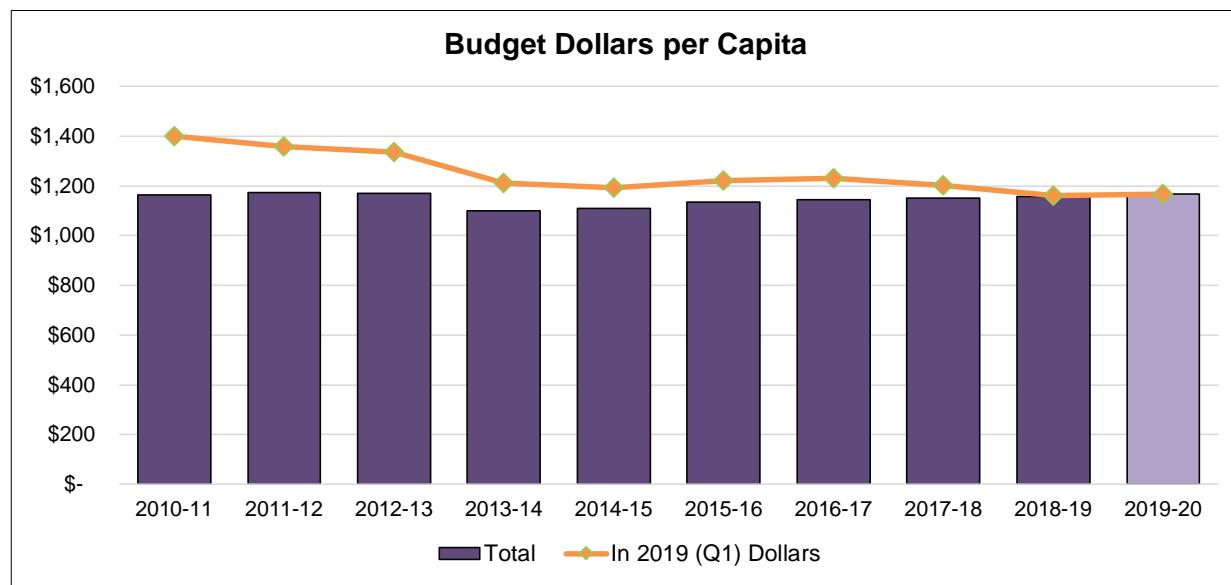
**Capital Outlay** is expected to decrease by \$647,000. Capital funds are typically allocated for vehicle purchases and large equipment needs. The budget reduces the amount allocated for major equipment and vehicle replacement in an effort to maintain service levels in other program areas and avoid an increase in the property tax rate. Additional funds will be required in future years to return to recommended equipment and vehicle replacement schedules.

## Budget History

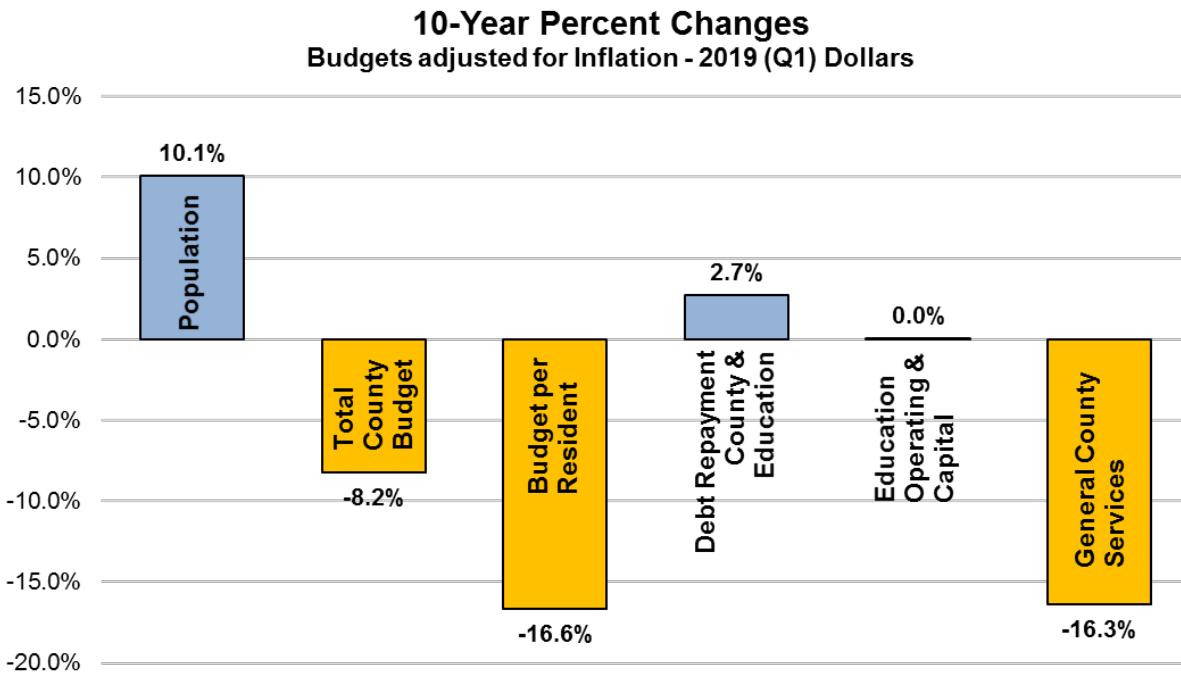
Guilford County's budget has increased less than the inflation rate over the last 10 years. After adjusting for inflationary impacts specific to state and local governments, the FY 2019-20 budget has fallen by over 8% since FY 2010-11. This means that the county has about \$56 million less in "purchasing power" today than it did ten years ago.



Likewise, after controlling for the effects of inflation, the county's budget per person has fallen by \$233 or 17%, from \$1,399 to \$1,166.



Inflation-adjusted percent changes over the last 10 years in various budget categories are shown in the following chart. Although the county's population has increased by 10% since July 2010, the inflation-adjusted budget per resident has fallen by nearly 17%. Debt repayment has increased by nearly 3%, while Education operating and capital spending has not changed and spending on all other county services has fallen by almost 17%.



### Future General Fund Budget Projections

This annual budget projects expenses over the next fiscal year, July 1, 2019 through June 30, 2020. 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, debt 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 allowed the county to add to, rather than use, fund balance for several years. In FY 2017-18, however, the county had to use approximately \$5 million of its savings to pay recurrent expenses. The county is once again in FY 2018-19 projected to use approximately \$7 million of general fund balance to pay recurring expenses. These uses of fund balance are decreasing the amount of

savings the county has available for use in emergencies and to comply with the state's recommended level of reserves. Additional recurring revenues or the elimination of recurring expenses will be required in future budgets to correct this structural imbalance and eliminate annual operating deficits.



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

	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2020 ADOPTED	Pick %	FY 2021 PROJECTION	FY 2022 PROJECTION	FY 2023 PROJECTION	FY 2024 PROJECTION	FY 2025 PROJECTION	FY 2026 PROJECTION	FY 2027 PROJECTION	FY 2028 PROJECTION	FY 2029 PROJECTION	
<b>EXPENSE</b>														
<b>General County Services</b>														
Personnel Services	182,450,505	191,441,295	198,424,707	3.0%	207,877,448	216,213,772	222,700,185	229,381,190	236,262,626	243,350,505	250,651,020	258,170,551	265,915,667	
Supplies & Materials	10,790,426	11,563,009	11,594,017	2.0%	11,825,897	12,062,415	12,303,664	12,549,737	12,800,732	13,056,746	13,317,881	13,584,239	13,855,924	
Other Services & Charges	59,164,415	68,474,638	70,337,617	2.0%	71,744,369	73,179,257	74,642,842	76,135,699	77,658,413	79,211,581	80,795,813	82,411,729	84,059,963	
Human Services Assistance	13,849,788	17,018,909	17,127,503	2.0%	17,470,053	17,819,454	18,175,843	18,539,360	18,910,147	19,288,350	19,674,117	20,067,600	20,468,952	
Capital	6,123,195	4,496,739	3,849,625	2.0%	3,926,618	4,005,150	4,085,253	4,166,958	4,250,297	4,335,303	4,422,009	4,510,449	4,600,658	
Other	(319,777)	(400,000)	(400,000)	2.0%	(408,000)	(416,160)	(424,483)	(432,973)	(441,632)	(450,465)	(459,474)	(468,664)	(478,037)	
	272,058,552	292,594,590	300,933,469		312,436,385	322,863,888	331,483,303	340,339,971	349,440,582	358,792,020	368,401,366	378,275,903	388,423,127	
<b>Debt Repayment</b>														
Existing	304,405,220	95,458,012	93,485,954		90,259,785	93,076,394	93,337,236	85,828,741	83,408,309	62,718,676	60,543,469	42,965,424	38,779,443	
					5,819,870	3,003,261	2,742,419	10,250,914	12,671,346	33,360,979	35,536,186	53,114,231	57,300,212	
<b>Transfer to Capital (County) for the Latest Capital Investment Plan</b>	2,000,000	2,000,000	1,011,000		1,011,000	1,011,000	1,011,000	1,011,000	1,011,000	1,011,000	1,011,000	1,011,000	1,011,000	
					19,742,492	500,000	22,400,000	1,465,000	5,600,000	5,600,000	5,600,000	5,600,000	5,600,000	
					<i>----- NOTE: If transfer is adjusted, please review the Capital Investment Plan to reassess priorities &amp; identify projects that could be delayed or eliminated -----</i>									
<b>Education</b>														
GCS - Operating	195,860,398	202,610,398	206,610,398	3.0%	212,808,710	219,192,971	225,768,760	232,541,823	239,518,078	246,703,620	254,104,729	261,727,871	269,579,707	
GCS - Capital	5,000,000	6,000,000	6,116,528	3.0%	6,300,024	6,489,025	6,683,695	6,884,206	7,090,732	7,303,454	7,522,558	7,748,235	7,980,682	
GTCC - Operating	15,150,000	16,150,000	16,650,000	3.0%	17,149,500	17,663,985	18,193,905	18,739,722	19,301,913	19,880,971	20,477,400	21,091,722	21,724,474	
GTCC - Capital	1,500,000	1,500,000	1,000,000	3.0%	1,030,000	1,060,900	1,092,727	1,125,509	1,159,274	1,194,052	1,229,874	1,266,770	1,304,773	
	217,510,398	226,260,398	230,376,926		237,288,234	244,406,881	251,739,087	259,291,260	267,069,998	275,082,098	283,334,560	291,834,597	300,589,635	
<b>TOTAL EXPENSE</b>	<b>795,974,170</b>	<b>616,313,000</b>	<b>628,401,050</b>		<b>665,546,766</b>	<b>663,850,423</b>	<b>701,702,045</b>	<b>697,175,886</b>	<b>718,190,235</b>	<b>735,553,773</b>	<b>753,415,581</b>	<b>771,790,156</b>	<b>790,692,417</b>	
Percent Change				2.0%		5.9%	-0.3%	5.7%	-0.6%	3.0%	2.4%	2.4%	2.4%	
<b>REVENUE</b>														
Taxes														
Property Taxes	370,222,425	372,870,000	380,850,000	2.0%	388,467,000	396,236,340	404,161,067	412,244,288	420,489,174	428,898,957	437,476,937	446,226,475	455,151,005	
Sales Taxes	85,925,781	90,975,000	90,975,000	2.0%	92,794,500	94,650,390	96,543,398	98,474,266	100,443,751	102,452,626	104,501,679	106,591,712	108,723,546	
Other Taxes	3,963,307	3,700,000	3,800,000	3.0%	3,914,000	4,031,420	4,152,363	4,276,933	4,405,241	4,537,399	4,673,521	4,813,726	4,958,138	
Penalties, Fines & Forfeiture	1,660,256	1,417,000	1,472,000	2.0%	1,501,440	1,531,469	1,562,098	1,593,340	1,625,207	1,657,711	1,690,865	1,724,683	1,759,176	
Licenses and Permits	1,994,084	1,904,000	1,936,018	2.0%	1,974,738	2,014,233	2,054,518	2,095,608	2,137,520	2,180,271	2,223,876	2,268,354	2,313,721	
Intergovernmental	62,329,663	66,595,893	67,731,883	3.0%	69,763,839	71,856,755	74,012,457	76,232,831	78,519,816	80,875,410	83,301,673	85,800,723	88,374,745	
Charges for Services	39,584,445	37,960,419	41,997,840	2.0%	42,837,797	43,694,553	44,568,444	45,459,813	46,369,009	47,296,389	48,242,317	49,207,163	50,191,306	
Other Financing Sources	458,147	108,059	177,000	2.0%	180,540	184,151	187,834	191,590	195,422	199,331	203,317	207,384	211,531	
Miscellaneous Revenues	217,918,142	9,772,342	9,060,193	2.0%	9,241,397	9,426,225	9,614,749	9,807,044	10,003,185	10,203,249	10,407,314	10,615,460	10,827,769	
<b>TOTAL REVENUES</b>	<b>784,056,250</b>	<b>585,302,713</b>	<b>597,999,934</b>		<b>610,675,252</b>	<b>623,625,535</b>	<b>636,856,927</b>	<b>650,375,714</b>	<b>664,188,326</b>	<b>678,301,343</b>	<b>692,721,498</b>	<b>707,455,680</b>	<b>722,510,938</b>	
Revenues less Expenses	(11,917,920)	(31,010,287)	(30,401,116)		(54,871,515)	(40,224,888)	(64,845,118)	(46,800,172)	(54,001,909)	(57,252,430)	(60,694,083)	(64,334,476)	(68,181,479)	
<i>Bond Premium Fund Balance Plan*</i>	7,014,550	7,019,480	7,641,123		1,655,800	654,600								
<b>Net Funding Need</b>	<b>(4,903,370)</b>	<b>(23,990,807)</b>	<b>(22,759,993)</b>		<b>(53,215,715)</b>									
<b>ADJUSTED Net Funding Need based on FY18 Actual &amp; FY19 Projections</b>		(14,500,000)	(14,215,562)		(19,424,516)	(14,239,611)	(22,955,172)	(16,567,261)	(19,116,676)	(20,267,360)	(21,485,705)	(22,774,404)	(24,136,244)	
Unassigned Fund Balance	82,892,048	75,411,528	68,837,090		51,068,373	36,828,763	13,873,591	(2,693,670)	(21,810,345)	(42,077,706)	(63,563,411)	(86,337,815)	(110,474,059)	
% of Next Year's Budget	13.2%	12.0%	10.3%		7.7%	5.2%	2.0%	-0.4%	-3.0%	-5.6%	-8.2%	-10.9%		



## **Education and Related Debt**

**\$312.5 million**

The budget includes \$312.5 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 \$2.9 million more than the amount included in the previous budget.

The budget includes an increase of \$4.1 million for GCS and charter schools (\$4 million in operating funds and \$116,500 in GCS capital maintenance and repair funds). The total operating and capital budget for GTCC remains the same as last year at \$17.65 million. \$1.2 million less 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 50% 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 nearly 60 cents of every dollar of property tax collected for Education expenses.

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	<b>vs. FY19 Adopted</b>	
						<b>\$ chg</b>	<b>% chg</b>
<b>Guilford County Schools (GCS) including Operating Expense Allocations for Charter Schools</b>							
Operating Expenses	\$195,860,398	\$202,610,398	\$202,610,398	\$206,610,398	<b>\$206,610,398</b>	\$4,000,000	2.0%
Capital Maintenance	\$5,000,000	\$6,000,000	\$6,000,000	\$6,116,528	<b>\$6,116,528</b>	\$116,528	1.9%
Debt Repayment	\$64,178,375	\$73,300,865	\$73,304,321	\$72,319,227	<b>\$72,319,227</b>	-\$981,638	-1.3%
<b>Total</b>	<b>\$265,038,773</b>	<b>\$281,911,263</b>	<b>\$281,914,719</b>	<b>\$285,046,153</b>	<b>\$285,046,153</b>	<b>\$3,134,890</b>	<b>1.1%</b>
<b>Guilford Technical Community College (GTCC)</b>							
Operating Expenses	\$15,150,000	\$16,150,000	\$16,150,000	\$16,650,000	<b>\$16,650,000</b>	\$500,000	3.1%
Capital Maintenance	\$1,500,000	\$1,500,000	\$1,500,000	\$1,000,000	<b>\$1,000,000</b>	-\$500,000	-33.3%
Debt Repayment	\$10,191,535	\$9,985,019	\$9,985,490	\$9,800,039	<b>\$9,800,039</b>	-\$184,980	-1.9%
<b>Total</b>	<b>\$26,841,535</b>	<b>\$27,635,019</b>	<b>\$27,635,490</b>	<b>\$ 27,450,039</b>	<b>\$27,450,039</b>	<b>(\$184,980)</b>	<b>-0.7%</b>
<b>Total Education</b>	<b>\$291,880,308</b>	<b>\$309,546,282</b>	<b>\$309,550,209</b>	<b>\$312,496,192</b>	<b>\$312,496,192</b>	<b>\$2,949,910</b>	<b>1.0%</b>
<b>Sources of Funds</b>							
Federal & State Funds							
<i>Lottery Funds</i>	\$ 4,799,500	\$ 4,750,000	\$ 4,750,000	\$ 4,750,000	<b>\$ 4,750,000</b>	\$0	0.0%
<i>American Rec/Reinvest Act</i>	\$ 2,170,128	\$ 2,169,627	\$ 2,169,627	\$ 2,169,810	<b>\$ 2,169,810</b>	\$183	0.0%
<i>County Funds</i>	\$ 284,910,680	\$ 302,626,655	\$ 302,630,582	\$ 305,576,382	<b>\$ 305,576,382</b>	\$2,949,727	1.0%
<b>Sources of Funds</b>	<b>\$ 291,880,308</b>	<b>\$ 309,546,282</b>	<b>\$ 309,550,209</b>	<b>\$ 312,496,192</b>	<b>\$ 312,496,192</b>	<b>\$2,949,910</b>	<b>1.0%</b>

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

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

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

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

### **Guilford County Schools**

The total budget presented by the Superintendent to the Guilford County Board of Education (BoE) from all funding sources is \$767.3 million. (This includes capital maintenance funds but excludes debt repayment for school needs. Debt payments are included in the county's budget, not the Board of Education's budget.) Approximately 71% of the requested funding would come from the state and federal governments and other non-Guilford County sources. The Board of Education will finalize its request and present it to the Board of Commissioners in mid-May.

The Superintendent's request from the county for the local part of the total budget is \$224.6 million, or \$16 million more than the previous year's budget (+\$10 million in additional operating funding and an additional \$6 million for capital maintenance needs). More information about the Board of Education's request is included in the Education section of this document.

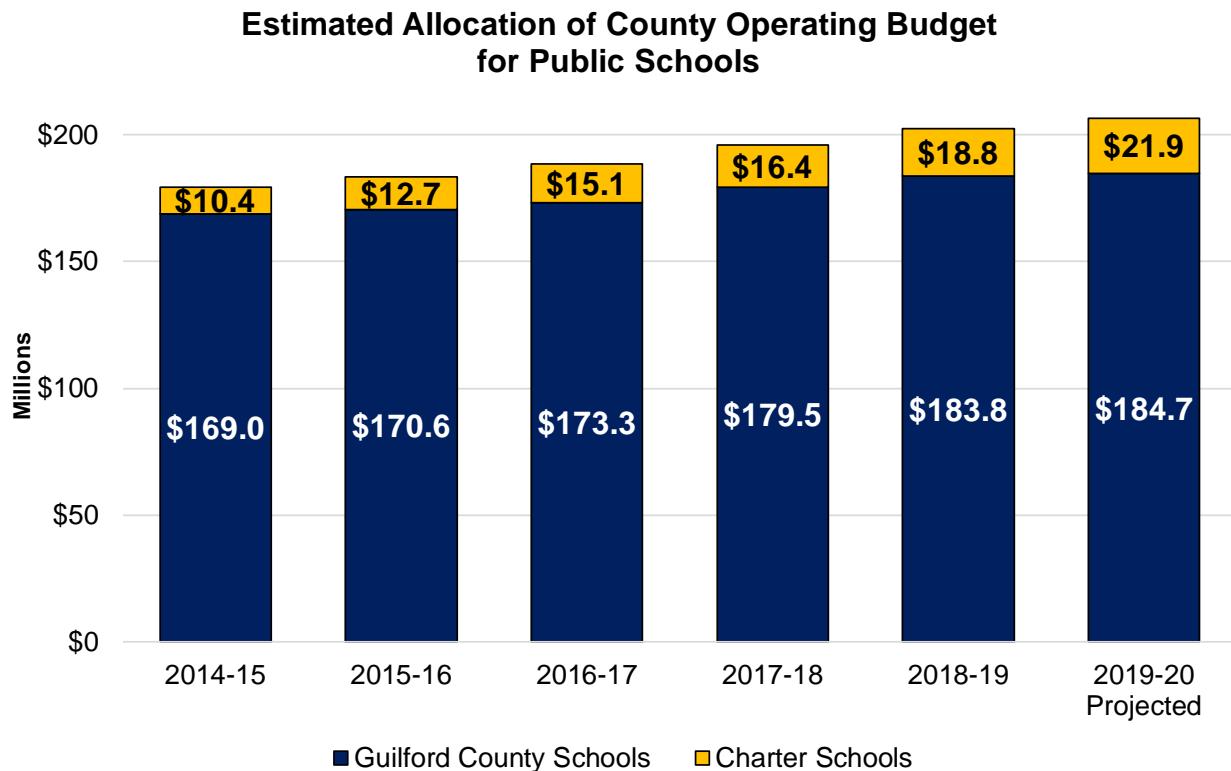
**The FY 2019-20 local Operating and Capital Maintenance Budget for the Guilford County Schools is \$212,726,926, an increase of \$4.1 million over the previous year's adopted budget.**

- The overall budget increase is based on allocating approximately 41.2 cents of the current property tax rate for GCS/Charter School operating expense (40 cents) and approximately GCS capital maintenance needs (1.2 cents). This share of the property tax is based on the conversion of the prior year's operating and capital allocation to an equivalent property tax rate. A property tax rate increase of 2.3 cents is needed to fully fund the Superintendent's request. (Note: Guilford County Government does not allocate operating funding directly to charter schools. Guilford County Schools allocates a per pupil amount to the charter schools from its county allocation based on final funding and student population numbers and actual charter school enrollment.)
- **The budget includes an increase in operating funding of \$4 million from \$202,610,398 to \$206,610,398.** This allocation increases the county's projected per pupil operating allocation from \$2,563 to \$2,568. For FY 18-19, the county ranked fifth highest in local operating funding among the 10 largest counties and 14<sup>th</sup> among all counties. The Board of Commissioners previously set target funding levels of third among the 10 largest counties and within the top 10 among all counties. Rankings for FY 19-20 will not be available until all counties adopt their budgets.
- The Board of Education has responsibility for determining the final allocation of these funds and may choose to allocate all or some of the county budget for pay increases for locally funded teachers, operating expenses for new facilities, or other system needs. Per state law, the local county appropriation must be shared on a per pupil basis with charter schools that have enrolled students from Guilford County
- **The county funding for capital maintenance and repair projects is \$6,116,528 million, an increase of \$116,528 million over the previous budget.** At the present time, the Board of Education is not required to appropriate local capital funds to charter schools.

- The Board of Commissioners also approved up to \$10 million for Guilford County Schools security needs to be funded through anticipated bond sales in Spring 2019. Debt repayment for the bonds is expected to begin in FY 2019-20.

In addition to the operating and capital maintenance funding described above, the budget includes \$72.3 million dollars for the repayment of voter-approved bonds for school construction and renovation projects.

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

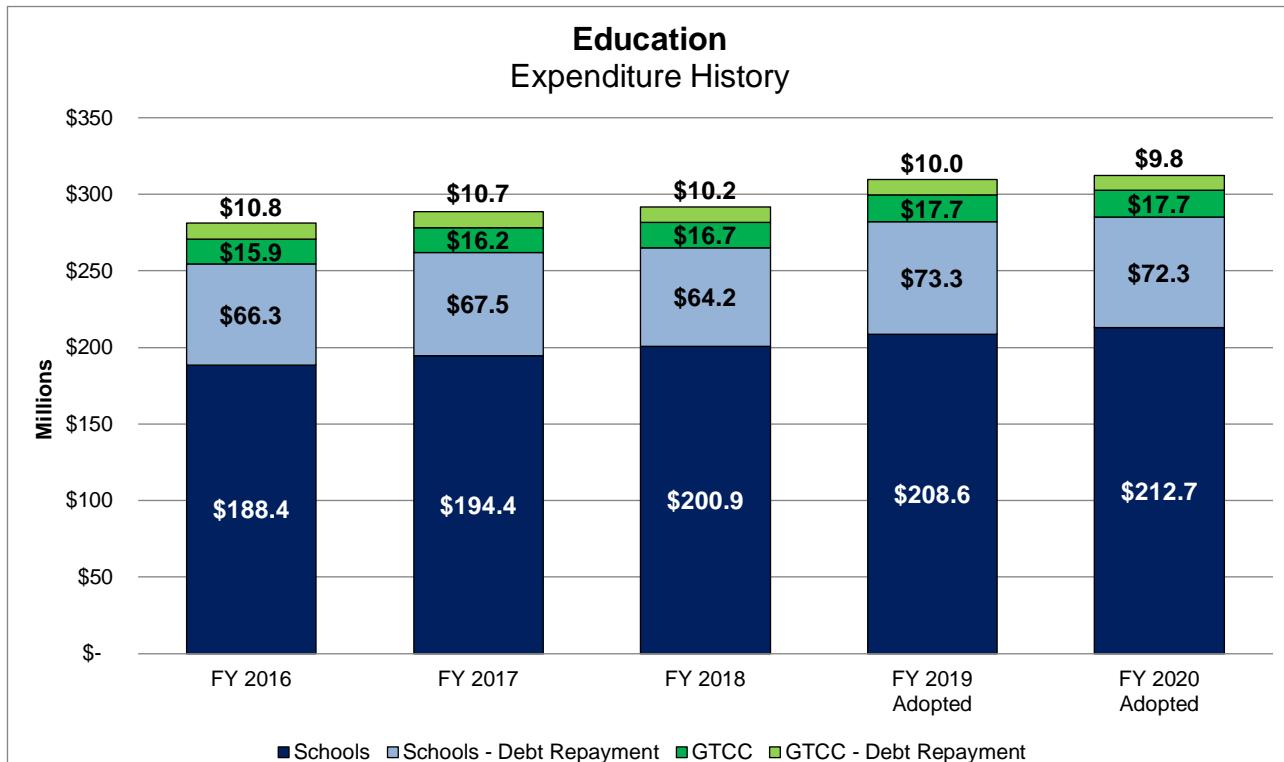


#### **Guilford Technical Community College**

The Guilford Technical Community College's Board of Trustees has requested a total budget of \$19,515,000 from Guilford County - \$17,365,000 in operating funds and \$2,150,000 in capital outlay funds. This request is \$1.865 million higher than the current year's budget. More details about the Board of Trustee's request may be found in the Education section of this document.

- The FY 2019-20 budget increases the operating allocation for Guilford Technical Community College by \$500,000 million to \$16,650,000.** 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 budget includes \$1 million for capital maintenance and repairs, \$500,000 less than the amount appropriated in the previous budget.**

The county budget also allocates \$9.8 million for debt repayment for voter-approved bonds for new and renovated community college facilities.



## Human Services

\$119 million

The recommended budget includes \$119 million for Human Services expenditures, a slight increase of \$875,000 (0.7%) from the current year's budget. Human Services is the second largest expenditure category and accounts for 19% 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.

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	vs. FY19 Adopted	
						\$ chg	% chg
<b>Department</b>							
Child Support Enforcement	\$6,187,486	\$6,554,515	\$6,587,619	\$6,694,354	<b>\$6,747,354</b>	\$192,839	2.9%
Coordinated Services	\$1,272,779	\$1,379,228	\$1,401,555	\$1,274,437	<b>\$1,274,437</b>	(\$104,791)	-7.6%
Mental Health	\$9,674,000	\$9,674,000	\$9,674,000	\$9,674,000	<b>\$9,674,000</b>	\$0	0.0%
Public Assistance Mandates	\$2,388,952	\$2,552,365	\$2,552,365	\$2,391,076	<b>\$2,391,076</b>	(\$161,289)	-6.3%
Public Health	\$31,664,164	\$36,231,901	\$38,153,751	\$36,444,294	<b>\$36,518,294</b>	\$286,393	0.8%
Social Services	\$55,067,673	\$60,054,066	\$61,552,622	\$60,952,208	<b>\$60,952,208</b>	\$898,142	1.5%
Transportation	\$1,680,812	\$1,640,355	\$1,629,621	\$1,122,950	<b>\$1,122,950</b>	(\$517,405)	-31.5%
Veterans Services*	\$0	\$0	\$213,363	\$281,017	<b>\$281,017</b>	\$281,017	n/a
<b>Total Expenditures</b>	<b>\$107,935,866</b>	<b>\$118,086,430</b>	<b>\$121,764,896</b>	<b>\$118,834,336</b>	<b>\$118,961,336</b>	<b>\$874,906</b>	<b>0.7%</b>
* included in Social Services beginning in FY 2017 and made Health & Human Services division in FY 2019							
<b>Sources of Funds</b>							
Federal & State Funds	\$51,277,166	\$55,406,275	\$56,467,062	\$56,306,893	<b>\$56,346,893</b>	\$940,618	1.7%
User Charges	\$9,875,301	\$8,487,090	\$8,487,090	\$8,712,768	<b>\$8,753,768</b>	\$266,678	3.1%
Other	\$1,663,671	\$1,785,005	\$1,813,005	\$1,966,386	<b>\$1,966,386</b>	\$181,381	10.2%
Fund Balance	\$905,267	\$3,185,199	\$3,378,687	\$1,596,572	<b>\$1,648,572</b>	(\$1,536,627)	-48.2%
County Funds	\$44,214,461	\$49,222,861	\$51,619,052	\$50,251,717	<b>\$50,245,717</b>	\$1,022,856	2.1%
<b>Sources of Funds</b>	<b>\$107,935,866</b>	<b>\$118,086,430</b>	<b>\$121,764,896</b>	<b>\$118,834,336</b>	<b>\$118,961,336</b>	<b>\$874,906</b>	<b>0.7%</b>
<b>Permanent Positions</b>	<b>1,132.450</b>	<b>1,142.450</b>	<b>1,144.950</b>	<b>1,146.950</b>	<b>1,149.950</b>	<b>7.500</b>	<b>0.7%</b>

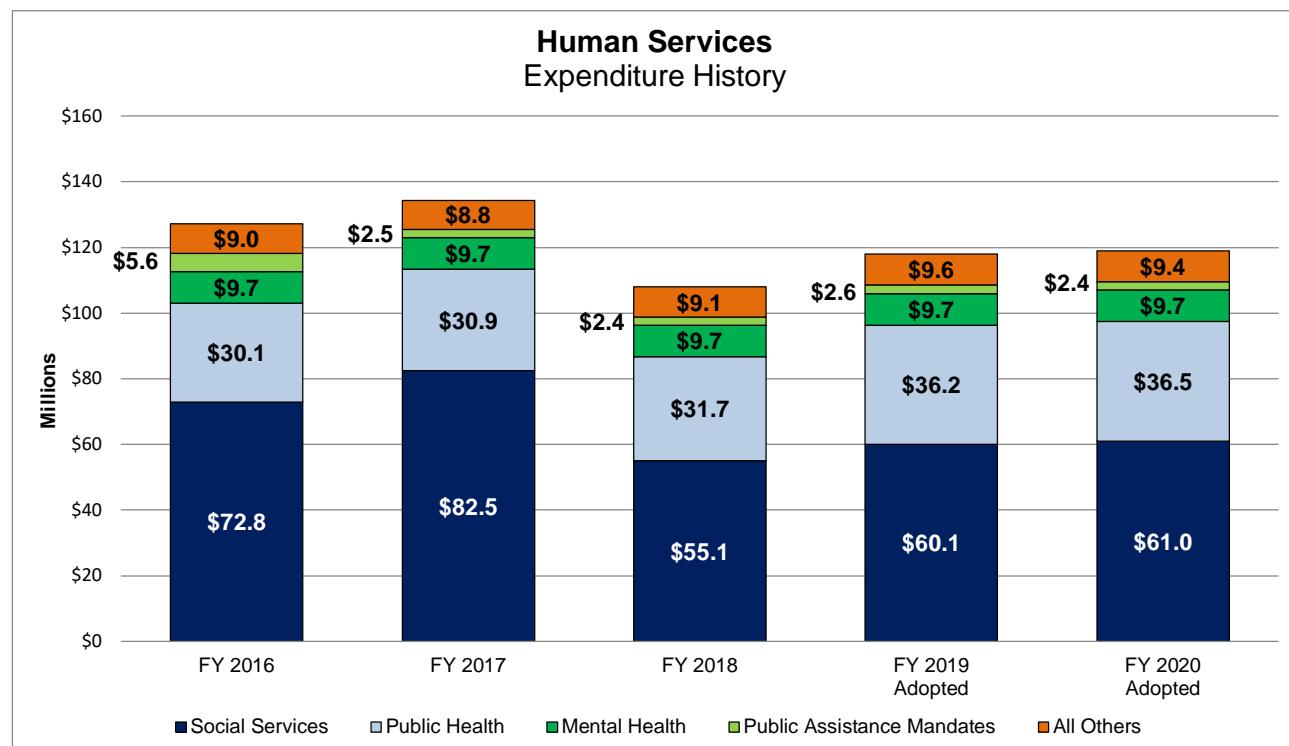
Two new positions in Veterans Services are included in the recommended budget at an annual cost of approximately \$122,500. These positions will allow the department to increase the number of veterans seen and allow for community outreach activities focused on claim support, suicide awareness, mental health issues, and substance abuse. In addition, the new staff will help address changes in the veteran pension application process that have been shifted to counties.

The Board also approved two new Environmental Health positions in Public Health and one new Child Support Agent in the budget at an annual cost of approximately \$216,000 (county's share of this cost is approximately \$136,000). These positions will allow the departments to address backlogs in well/septic system and restaurant inspections and meet service demands for child support needs.

The Social Services budget includes an additional \$150,000 for the county's share of adoption subsidies to support proper placements of children in the county's care, as well as an additional \$350,000 in utilities assistance for clients that experience heating and/or cooling crises. The increase in utilities assistance is funded by non-county revenues. The new budget also fully funds

three new eligibility caseworkers added by the Board during last fiscal year after the original budget was adopted (\$104,000).

An additional \$144,000 for drugs and medical supplies is included in the Public Health budget, mostly to support the expansion of clinical services in response to the new Medicaid transformation into managed care process being mandated by North Carolina's Department of Health and Human Services.



## Public Safety

\$116.1 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 \$116.1 million for Public Safety services, an increase of \$4 million (3.5%) over the prior year's budget. Revenues offset approximately 28% of total expenses.

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	vs. FY19 Adopted	
						\$ chg	% chg
<b>Department</b>							
Animal Services	\$3,807,610	\$4,134,716	\$4,303,539	\$4,153,302	<b>\$4,235,302</b>	\$100,586	2.4%
Court Alternatives	\$2,410,534	\$2,627,589	\$2,687,502	\$2,883,116	<b>\$2,883,116</b>	\$255,527	9.7%
Emergency Services	\$28,775,737	\$30,861,426	\$31,494,355	\$32,085,684	<b>\$32,698,734</b>	\$1,837,308	6.0%
Family Justice Center	\$447,661	\$630,604	\$828,695	\$819,086	<b>\$819,086</b>	\$188,482	29.9%
Inspections	\$2,300,227	\$2,379,363	\$2,522,603	\$2,537,285	<b>\$2,537,285</b>	\$157,922	6.6%
Law Enforcement	\$68,533,700	\$68,292,978	\$70,890,660	\$69,265,243	<b>\$69,295,243</b>	\$1,002,265	1.5%
Other Protection	\$884,795	\$1,017,436	\$1,017,581	\$1,080,748	<b>\$1,080,748</b>	\$63,312	6.2%
Security	\$1,886,789	\$2,173,363	\$2,178,368	\$2,540,574	<b>\$2,540,574</b>	\$367,211	16.9%
<b>Total Expenditures</b>	<b>\$109,047,053</b>	<b>\$112,117,475</b>	<b>\$115,923,303</b>	<b>\$115,365,038</b>	<b>\$116,090,088</b>	<b>\$3,972,613</b>	<b>3.5%</b>
<b>Sources of Funds</b>							
Federal & State Funds	\$889,483	\$1,091,368	\$1,991,030	\$1,457,008	<b>\$1,457,008</b>	\$365,640	33.5%
User Charges	\$25,755,519	\$25,846,848	\$25,898,448	\$28,539,344	<b>\$29,241,550</b>	\$3,394,702	13.1%
Other	\$1,678,290	\$1,105,035	\$1,155,565	\$1,225,210	<b>\$1,225,210</b>	\$120,175	10.9%
Fund Balance	\$982,664	\$448,893	\$862,474	\$341,046	<b>\$341,046</b>	(\$107,847)	-24.0%
County Funds	\$79,741,097	\$83,625,331	\$86,015,786	\$83,802,430	<b>\$83,825,274</b>	\$199,943	0.2%
<b>Sources of Funds</b>	<b>\$109,047,053</b>	<b>\$112,117,475</b>	<b>\$115,923,303</b>	<b>\$115,365,038</b>	<b>\$116,090,088</b>	<b>\$3,972,613</b>	<b>3.5%</b>
<b>Permanent Positions</b>	<b>1,064.400</b>	<b>1,070.400</b>	<b>1,072.400</b>	<b>1,076.400</b>	<b>1,092.400</b>	<b>22.000</b>	<b>2.1%</b>

The **Law Enforcement** budget includes additional funds for medical care of inmates (\$384,000), grant program expenses, including the Governor's Highway Safety Grant and drug trafficking grants (\$85,000), department accreditation expenses (\$21,000), enhanced advertising for hard-to-fill positions (\$30,000), increased fuel costs (\$55,000), and increased inmate food costs (\$67,000). The budget also includes funding for 38 replacement vehicles.

The budget recommends allocating \$79,000 of county funds and \$80,000 of previously-designated inmate welfare funds to Law Enforcement to pay for the existing re-entry program for justice-involved residents after grant funding expires in September. A DNA position will be eliminated in October and associated funding moved to the re-entry program, as well. The department reports early success of the program, and the recommendation for county funds to continue services is contingent upon the department working with County Administration and the Budget, Management, and Evaluation Department to establish a data collection and program evaluation framework to assess the impacts of the pilot program.

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

- An increase of \$267,000 in the county's share of Guilford-Metro 911 expenses. Costs are shared with Greensboro based upon usage by participating county and city departments

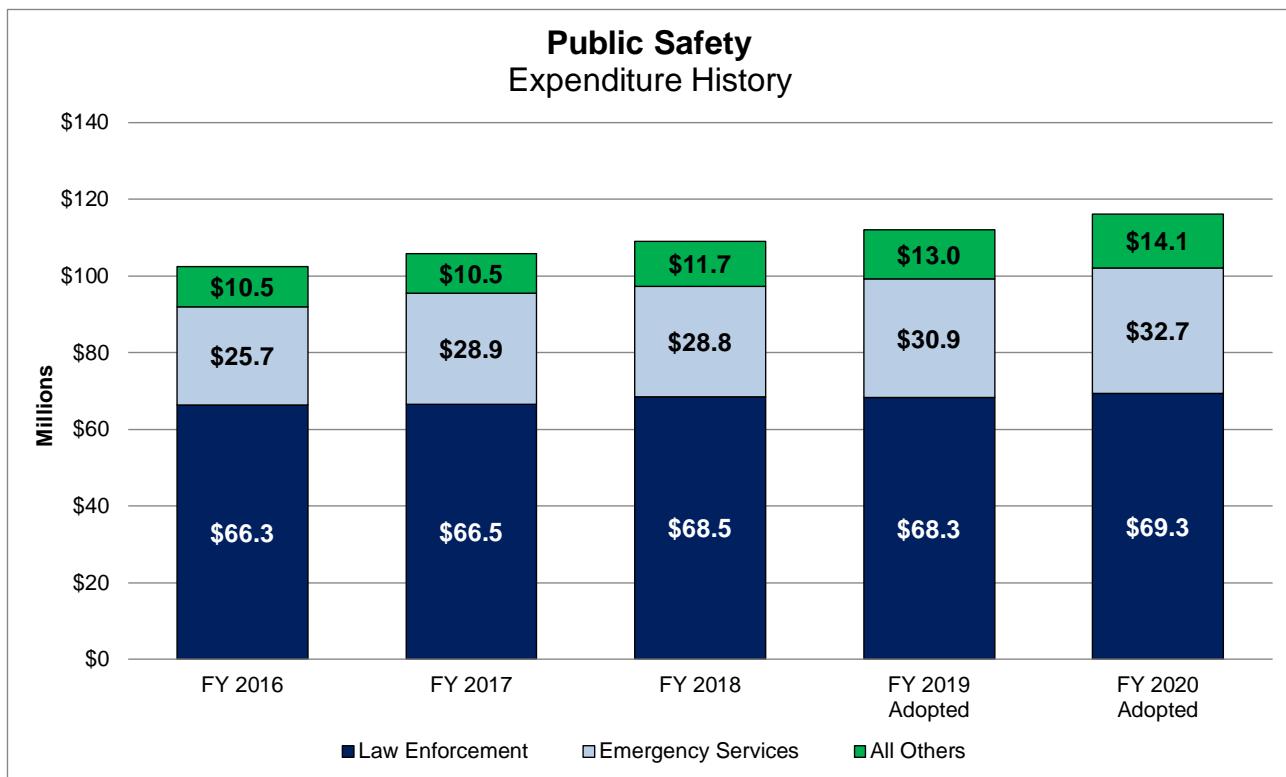
during the previous calendar year. The county will pay 40% of GM 911's net expenses next year, up from 39% in the previous year.

- An additional \$400,000 to purchase the initial supply of disposable linens. The hospital recently stopped providing these to the department.
- Four replacement ambulances and a staff vehicle.
- An increase in special event fees, resulting in an annual revenue increase of approximately \$50,000.
- 15 new positions to address emergency medical service (ambulance) demand and technology support.
- An increase in the fees for emergency medical services from 150% to 200% of the Medicare allowable rate. The county expects to collect an additional \$2.1 million in annual revenues (less an additional 112,000 in fees charged by the county external billing service) as a result of this change. Despite this increase, Guilford County rates will still be lower than the rates charged by several peer counties.

The **Family Justice Center** budget includes the full-year impact of the Board's addition of two new positions (\$95,000 for child trauma and elder justice services) during FY 2018-19 after the budget was adopted and the full year costs of the new High Point office.

**Animal Services** adds two new animal care positions to address shelter demands at an annual cost of approximately \$82,000. Additional funds are also included in the **Security** budget for higher costs associated with the master security services contract and for enhancements at county facilities (\$336,000).

The **Juvenile Detention/Court Services** budget includes funding for four new positions (three Juvenile Counselor Technicians and one Human Services coordinator) to provide adequate supervision and programming for juveniles after the Raise the Age legislation takes effect December 1, 2019. After the change, most 16 and 17 year olds that become justice-involved will be housed in the Juvenile Detention Center rather than the adult detention center. The positions are budgeted to start in March 2020, though that may change based on the operational impact of the legislative change (\$102,000 for the four positions, starting in March).



## Support Services & Capital Needs

\$23.6 million

At \$23.6 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 departments need to conduct business.

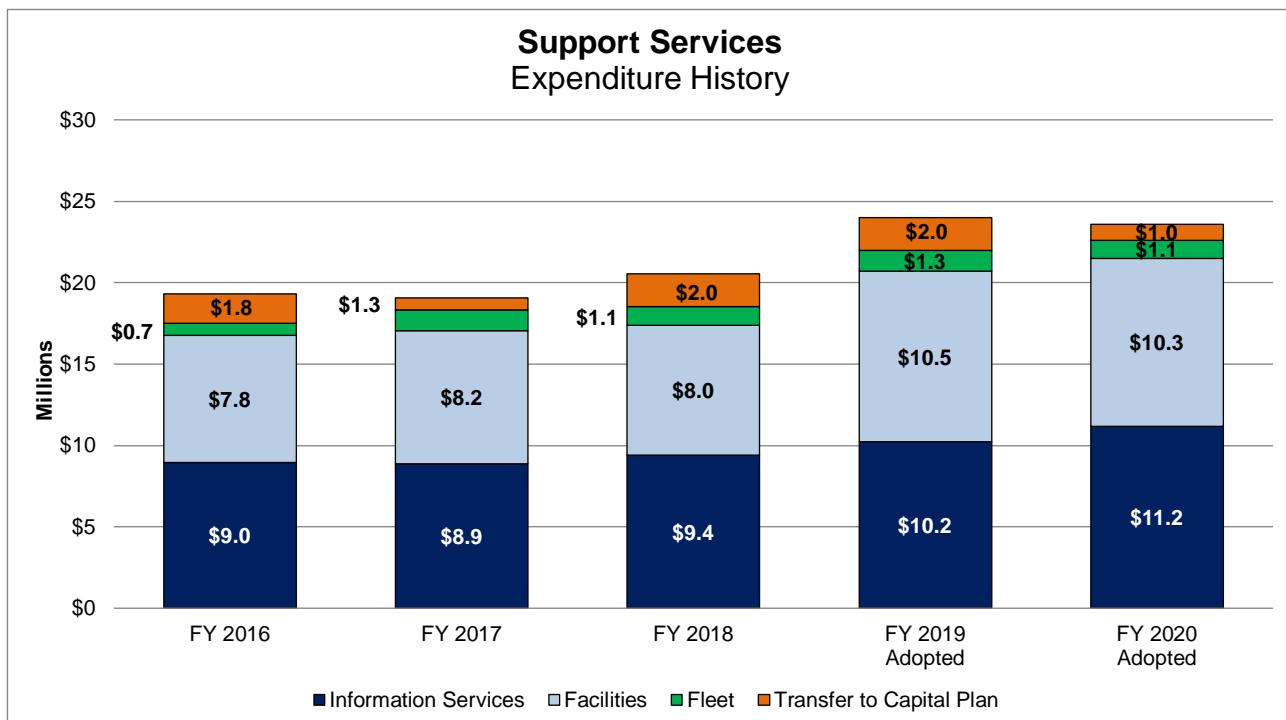
	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	vs. FY19 Adopted	
						\$ chg	% chg
<b>Department</b>							
Facilities	\$8,005,603	\$10,479,263	\$9,820,271	\$10,336,634	\$10,336,634	(\$142,629)	-1.4%
Information Services	\$9,391,818	\$10,213,743	\$11,224,778	\$11,164,933	\$11,164,933	\$951,190	9.3%
Fleet Operations	\$1,144,444	\$1,305,536	\$1,356,927	\$1,096,999	\$1,096,999	(\$208,537)	-16.0%
Transfer to Capital Plan	\$2,000,000	\$2,000,000	\$2,000,000	\$1,500,000	\$1,011,000	(\$989,000)	-49.5%
<b>Total Expenditures</b>	<b>\$20,541,865</b>	<b>\$23,998,542</b>	<b>\$24,401,976</b>	<b>\$24,098,566</b>	<b>\$23,609,566</b>	<b>(\$388,976)</b>	<b>-1.6%</b>
<b>Sources of Funds</b>							
User Charges	\$718,122	\$693,000	\$693,000	\$763,000	<b>\$763,000</b>	\$70,000	10.1%
Other	\$706,222	\$695,939	\$711,569	\$676,478	<b>\$676,478</b>	(\$19,461)	-2.8%
County Funds	\$19,117,521	\$22,699,603	\$22,997,407	\$22,659,088	<b>\$22,170,088</b>	(\$439,515)	-1.9%
<b>Sources of Funds</b>	<b>\$20,541,865</b>	<b>\$23,998,542</b>	<b>\$24,401,976</b>	<b>\$24,098,566</b>	<b>\$23,609,566</b>	<b>(\$388,976)</b>	<b>-1.6%</b>
<b>Permanent Positions</b>	<b>110.000</b>	<b>111.000</b>	<b>112.000</b>	<b>112.000</b>	<b>112.000</b>	<b>1.000</b>	<b>0.9%</b>

The decrease in the **Facilities** budget reflects a reduction in major facility maintenance of \$500,000 from \$3 million to \$2.5 million. This decrease was one of the major changes made to prepare a budget that maintained external community services levels without a property tax increase. This reduction, however, defers needed maintenance and is likely to increase repair costs for public facilities over the next several years.

The **Information Services** budget reflects the costs associated with the county's new permitting and inspections software, EnerGov, and the new enterprise resource planning software, Munis.

The **Fleet Operations** annual replacement budget is reduced by \$139,000. This will allow the county to purchase 16 replacement vehicles and 4 new vehicles to address department needs. However, it defers other needed replacements until future years.

The budget reduces the cash transfer for the county's **Capital Investment Plan (CIP)** from \$2 million to \$1.1 million (total available will be \$1.5 million because about \$490,000 of investment earnings will be allocated in the capital fund). Like the reductions in facility maintenance and vehicle replacements, this decrease was made to maintain community service levels and avoid a property tax increase. However, the county's CIP is not fully funded and additional cash funds or debt issues will be required to fully fund all of the planned projects.



## General Government

\$32.3 million

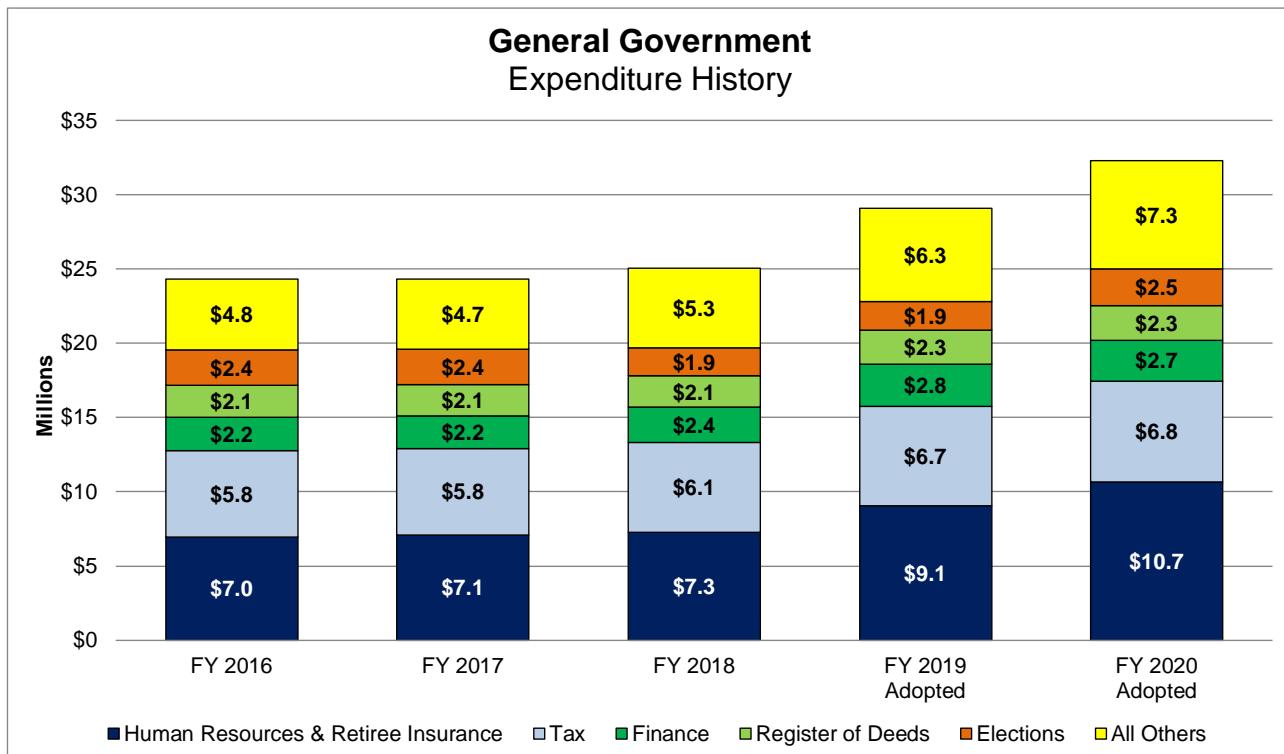
General Government departments provide for the overall policy direction, administration, record keeping, and fiscal and legal management of the county. Among others, this category includes the budgets for the Guilford County Board of Commissioners, the Clerk to the Board, County Administration, the County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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	vs. FY19 Adopted	
						\$ chg	% chg
<b>Department</b>							
Budget & Management	\$600,615	\$699,810	\$701,013	\$726,312	<b>\$726,315</b>	\$26,505	3.8%
Clerk to the Board	\$268,728	\$380,166	\$426,768	\$466,207	<b>\$466,207</b>	\$86,041	22.6%
County Administration	\$803,996	\$1,422,349	\$1,281,455	\$1,484,356	<b>\$1,544,356</b>	\$122,007	8.6%
County Attorney	\$2,247,053	\$2,393,928	\$2,450,507	\$2,589,839	<b>\$2,589,839</b>	\$195,911	8.2%
County Commissioners	\$560,093	\$493,887	\$510,154	\$464,398	<b>\$974,398</b>	\$480,511	97.3%
Elections	\$1,907,474	\$1,930,157	\$1,932,285	\$2,497,614	<b>\$2,497,614</b>	\$567,457	29.4%
Finance	\$2,351,295	\$2,831,875	\$2,711,905	\$2,736,368	<b>\$2,736,368</b>	(\$95,507)	-3.4%
Human Resources	\$7,275,371	\$9,057,037	\$9,188,845	\$10,685,800	<b>\$10,685,800</b>	\$1,628,763	18.0%
Internal Audit	\$470,800	\$564,783	\$545,064	\$624,200	<b>\$624,200</b>	\$59,417	10.5%
Purchasing	\$378,642	\$324,662	\$321,672	\$330,815	<b>\$330,815</b>	\$6,153	1.9%
Register of Deeds	\$2,111,841	\$2,287,330	\$2,287,334	\$2,330,846	<b>\$2,330,846</b>	\$43,516	1.9%
Tax	\$6,063,239	\$6,703,018	\$6,828,941	\$6,781,947	<b>\$6,781,947</b>	\$78,929	1.2%
<b>Total Expenditures</b>	<b>\$25,039,147</b>	<b>\$29,089,002</b>	<b>\$29,185,943</b>	<b>\$31,718,702</b>	<b>\$32,288,705</b>	<b>\$3,199,703</b>	<b>11.0%</b>
<b>Sources of Funds</b>							
Federal & State Funds	\$26,757	\$28,000	\$28,000	\$27,028	<b>\$27,028</b>	(\$972)	-3.5%
User Charges	\$4,131,745	\$3,624,111	\$3,624,111	\$3,971,452	<b>\$3,971,452</b>	\$347,341	9.6%
Other	\$3,717,135	\$3,342,177	\$3,342,177	\$3,455,902	<b>\$3,455,902</b>	\$113,725	3.4%
Fund Balance	\$24,280	\$97,979	\$97,408	\$124,579	<b>\$124,579</b>	\$26,600	27.1%
County Funds	\$17,139,230	\$21,996,735	\$22,094,247	\$24,139,741	<b>\$24,139,741</b>	\$2,713,009	12.3%
<b>Sources of Funds</b>	<b>\$25,039,147</b>	<b>\$29,089,002</b>	<b>\$29,185,943</b>	<b>\$31,718,702</b>	<b>\$32,288,705</b>	<b>\$3,199,703</b>	<b>11.0%</b>
<b>Permanent Positions</b>	<b>198.400</b>	<b>201.400</b>	<b>203.400</b>	<b>203.400</b>	<b>204.400</b>	<b>3.000</b>	<b>1.5%</b>

General Government expenditures total \$32.3 million and are about 5% of total general fund expenditures. Total expenditures for FY 2019-20 are about \$3.2 million higher than those adopted for the previous year. Major changes in General Government department include:

- The implementation of phase one of the county's market-based compensation study recommendations (\$1.5 million in addition to \$1 million already included in the budget from FY 2018-19 for the attraction/retention of hard-to-fill positions). This study, currently planned to be implemented in three phases, will allow the county to continue to provide high quality services by offering competitive compensation that attracts and retains high quality employees.
- An increase in the Elections budget due to an increase in the number of elections scheduled during FY 2019-20. The budget includes funds for two municipal elections and one presidential primary. The additional expense will be offset by revenues from the municipal elections.
- Full-year funding for a new Deputy Clerk added to the Clerk to the Board's budget after the budget was adopted.

- The addition of a new MWBE position in County Administration
- The budgeting of \$500,000 of previously-designated inmate welfare funds in the Board of Commissioners budget for the purpose of public safety, behavioral health, and community welfare needs.



## Community Services

\$11 million

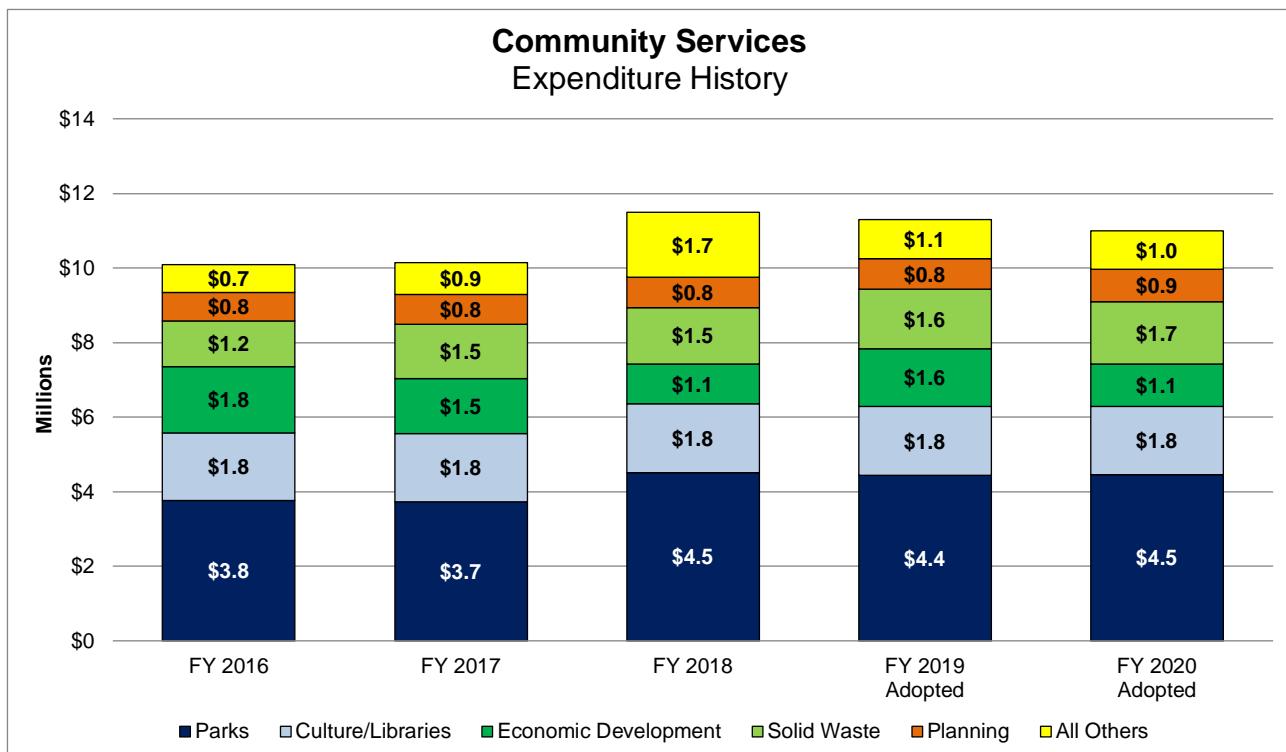
Guilford County's Community Service departments provide for orderly growth and development, encourage economic development and job creation, provide recreation outlets, and protect the environment. Community Services represents about 2% of total General Fund expenditures.

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	vs. FY19 Adopted	
						\$ chg	% chg
<b>Department</b>							
Cooperative Extension	\$1,442,051	\$741,711	\$891,962	\$706,164	\$706,164	(\$35,547)	-4.8%
Culture & Libraries	\$1,838,732	\$1,844,077	\$1,844,077	\$1,834,277	\$1,834,277	(\$9,800)	-0.5%
Economic Development	\$1,078,963	\$1,553,500	\$4,185,472	\$1,083,350	\$1,133,350	(\$420,150)	-27.0%
Parks	\$4,516,303	\$4,440,525	\$5,486,009	\$4,458,312	\$4,458,312	\$17,787	0.4%
Planning & Development	\$813,329	\$809,409	\$886,914	\$869,520	\$869,520	\$60,111	7.4%
Soil & Water Conservation	\$297,983	\$310,872	\$316,763	\$318,820	\$318,820	\$7,948	2.6%
Solid Waste	\$1,507,260	\$1,603,047	\$1,694,424	\$1,674,331	\$1,674,331	\$71,284	4.4%
<b>Total Expenditures</b>	<b>\$11,494,621</b>	<b>\$11,303,141</b>	<b>\$15,305,621</b>	<b>\$10,944,774</b>	<b>\$10,994,774</b>	<b>(\$308,367)</b>	<b>-2.7%</b>
<b>Sources of Funds</b>							
Federal & State Funds	\$1,142,011	\$1,069,750	\$972,068	\$900,454	\$900,454	(\$169,296)	-15.8%
User Charges	\$1,030,028	\$1,138,370	\$1,138,370	\$1,129,088	\$1,129,088	(\$9,282)	-0.8%
Other	\$236,202	\$194,245	\$199,795	\$206,217	\$206,217	\$11,972	6.2%
Appropriated Fund Balance	\$67	\$2,505	\$100,457	\$99,443	\$99,443	\$96,938	3869.8%
County Funds	\$9,086,313	\$8,898,271	\$12,894,931	\$8,609,572	\$8,659,572	(\$238,699)	-2.7%
<b>Sources of Funds</b>	<b>\$11,494,621</b>	<b>\$11,303,141</b>	<b>\$15,305,621</b>	<b>\$10,944,774</b>	<b>\$10,994,774</b>	<b>(\$308,367)</b>	<b>-2.7%</b>
<b>Permanent Positions</b>	<b>49.000</b>	<b>49.000</b>	<b>48.000</b>	<b>48.000</b>	<b>48.000</b>	<b>(1.000)</b>	<b>-2.0%</b>

Total Community Services expenditures are expected to decrease by \$308,000 from the prior year's budget. This reduction is due to a significant reduction in planned incentive grant payouts scheduled during the next fiscal year in the **Economic Development** department. A full list of approved allocations is included on the Economic Development pages in the Community Services section of this document.

The Economic Development reduction is partially offset by small increases in other departments for technology equipment in Planning and Development and a new truck for the White Goods program.

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. In return for providing funding to the municipal systems, all county residents, regardless of where they live, may use any of these facilities without paying a non-resident library card fee. Specific allocations for each library are included on the Culture & Libraries pages the Community Services section of this document.



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<b>Non-Education Debt Repayment</b>	<b>\$13.96 million</b>
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Total debt repayment expenditures in the FY2019-20 budget are expected to be just over \$96 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 \$82.1 million of this total is for Guilford County Schools and Guilford Technical Community College debt and is discussed in the Education section above. The remaining \$14 million supports all other debt-financed projects, including the Greensboro Detention Center, parks and open space development, a new animal shelter, and other county facilities. This amount is about \$1.8 million higher than the amount included in the prior year's budget.

The total **Debt Repayment** budget (Education and non-Education debt) will increase by \$622,000 next fiscal year. Scheduled debt repayments and related fees for voter-approved bonds and other capital needs, including the Spring 2019 issue of \$40 million in bonds for school and county facilities, are planned to decrease by \$1.97 million. However, the approved debt repayment schedules for existing debt call for an increase in county funds of \$3.1 million in FY 2020-21 and \$3.9 million in FY 2021-22. In addition, the Board of Commissioner and the Board of Education are currently reviewing a school capital facilities report that indicates an additional \$1.5 billion are needed to renovate or rebuild nearly half of the county's 126 school facilities that were rated as unsatisfactory or in poor condition due to age and deferred maintenance. The responsibility for funding school construction rests with the county. To begin planning for the additional debt repayment that will be needed over the next several years, the budget includes a “**debt repayment leveling**” allocation of \$2.6 million to maintain the current level of county funding for debt repayment. Although this additional funding is not expected to be used next fiscal year, it can be set aside for use in future years to soften the impact of coming increases in debt repayment for major public facilities. More information about the county's outstanding debt and future debt repayment may be found in the Debt Repayment section of this document.

## GENERAL FUND REVENUES

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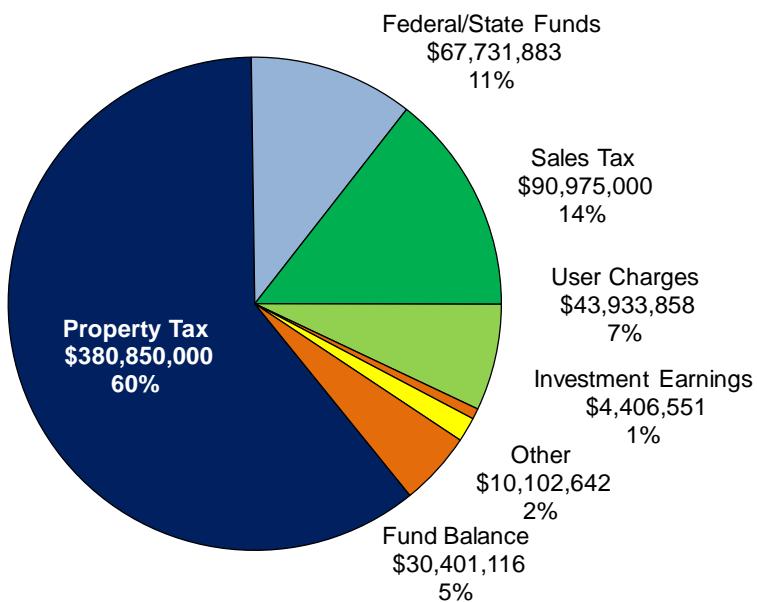
General Fund revenues and appropriated fund balance for next year total \$628,401,050. This is \$12.1 million (+2%) more than the budget adopted for FY 2018-19.

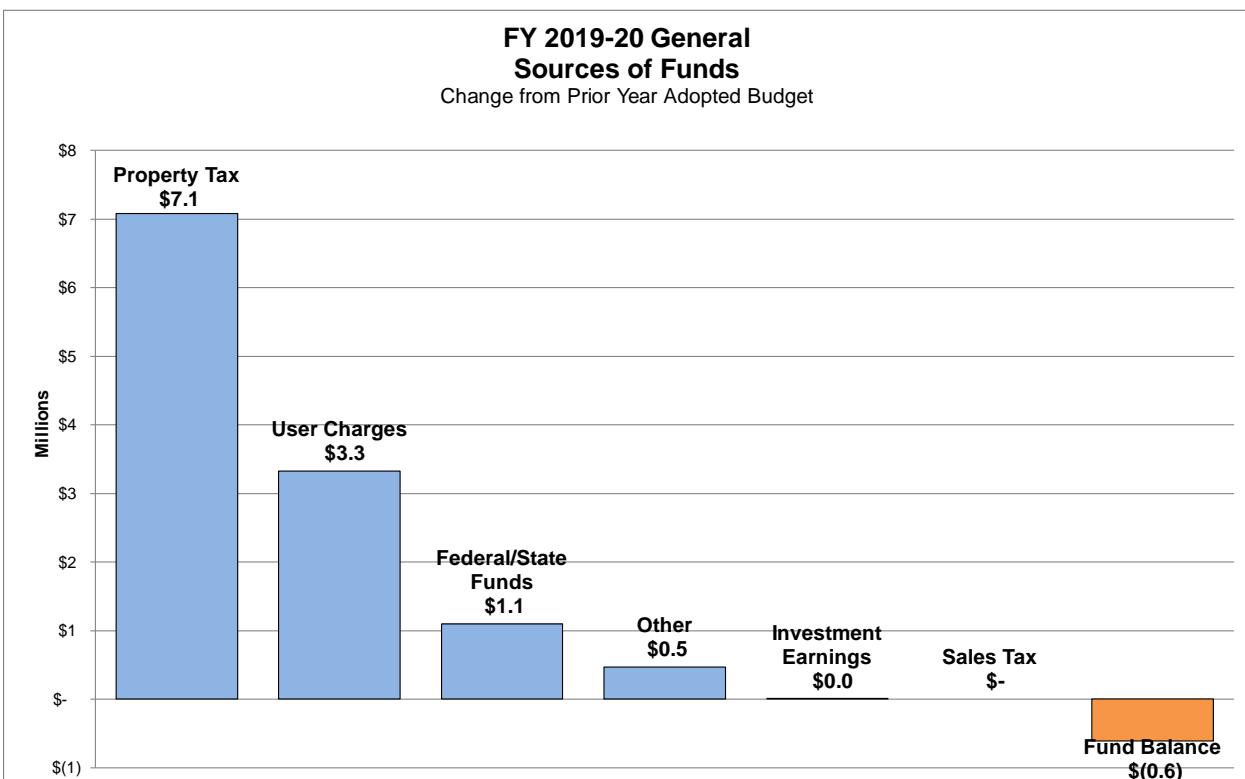
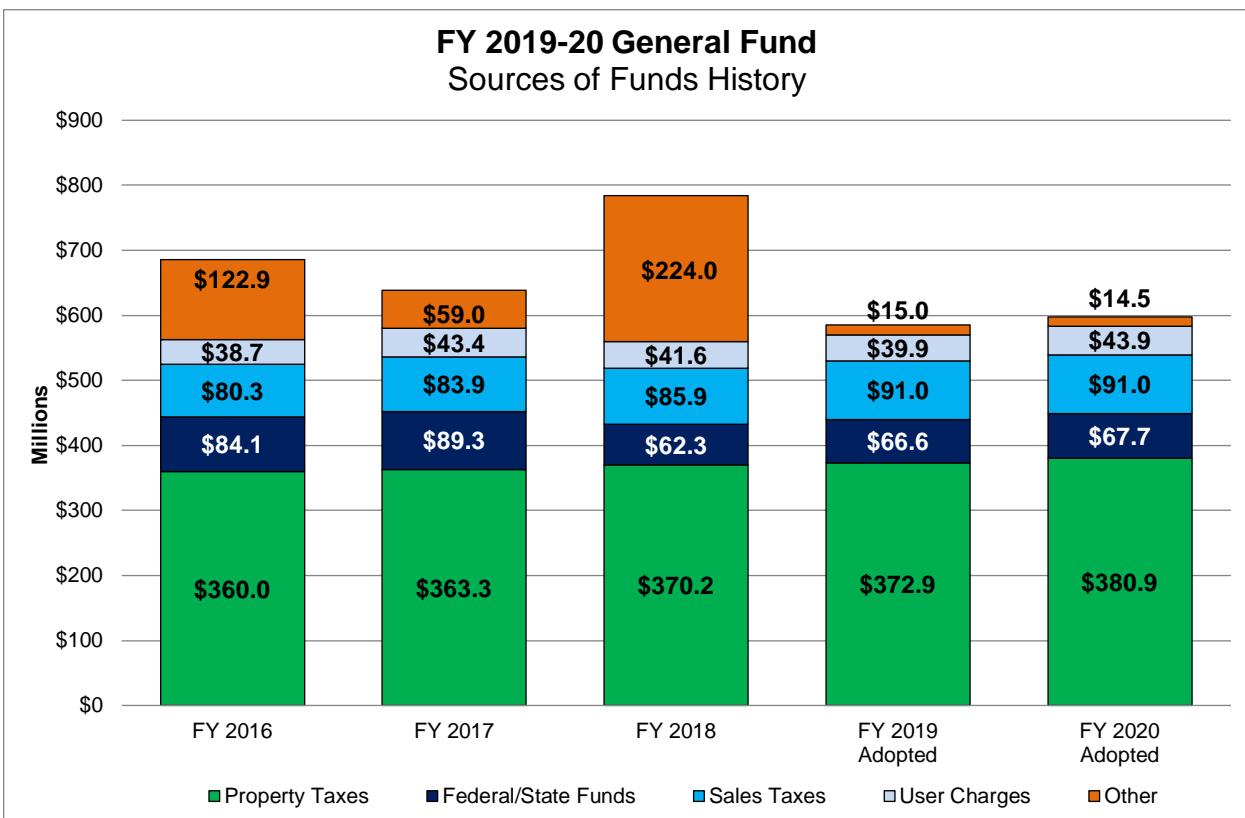
The general recommended county-wide **property tax rate** for FY 2019-20 is \$0.7305 for each \$100 of assessed valuation, no change from the prior year's property tax rate. This means that you will pay \$73.05 in property tax for each \$10,000 of property owned in Guilford County. Depending on where you live in Guilford County, your property may be subject to additional municipal, fire, or other tax rates. Each penny of property tax generates about \$5.2 million.

Nearly nine of every ten dollars of revenue are generated from just three sources – property taxes (60%), sales taxes (14%), federal and state funds (11%). 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							
	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	vs. FY19 Adopted	
						\$ chg	% chg
Property Tax	\$ 370,222,425	\$ 372,870,000	\$ 372,870,000	\$ 379,950,000	\$ 380,850,000	\$ 7,980,000	2.1%
Federal/State Funds	\$ 62,329,663	\$ 66,595,893	\$ 68,458,660	\$ 67,691,883	\$ 67,731,883	\$ 1,135,990	1.7%
Sales Tax	\$ 85,925,781	\$ 90,975,000	\$ 90,975,000	\$ 90,975,000	\$ 90,975,000	\$ -	0.0%
User Charges	\$ 41,578,529	\$ 39,864,419	\$ 39,916,019	\$ 43,190,652	\$ 43,933,858	\$ 4,069,439	10.2%
Investment Earnings	\$ 3,923,753	\$ 5,362,353	\$ 5,362,353	\$ 5,362,551	\$ 4,406,551	\$ (955,802)	-17.8%
Other	\$ 220,076,098	\$ 9,635,048	\$ 9,734,758	\$ 10,102,642	\$ 10,102,642	\$ 467,594	4.9%
<b>Total Revenues</b>	<b>\$ 784,056,249</b>	<b>\$ 585,302,713</b>	<b>\$ 587,316,790</b>	<b>\$ 597,272,728</b>	<b>\$ 597,999,934</b>	<b>\$ 12,697,221</b>	<b>2.2%</b>
Fund Balance	\$ 11,917,919	\$ 31,010,287	\$ 40,987,860	\$ 30,145,272	\$ 30,401,116	\$ (609,171)	-2.0%
<b>Total</b>	<b>\$ 795,974,168</b>	<b>\$ 616,313,000</b>	<b>\$ 628,304,650</b>	<b>\$ 627,418,000</b>	<b>\$ 628,401,050</b>	<b>\$ 12,088,050</b>	<b>2.0%</b>

### FY 2019-20 Budget General Fund by Source of Funds





## **Property Tax** \$380.85 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 \$378.3 million. Another \$2.55 million will come from payments made for taxes originally due in prior years. Each penny of property tax generates about \$5.2 million.

### **Estimating Property Tax Revenues**

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

### **Assessed Value of Taxable Property**

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

The total property tax base for next year is estimated to be \$52.6 billion. This reflects the most recent estimates of real values established during the current property reappraisal cycle, as well as current projections for personal property, public service property, and motor vehicle values. The projected property tax base is 2.1% higher than the value estimated for the current year.

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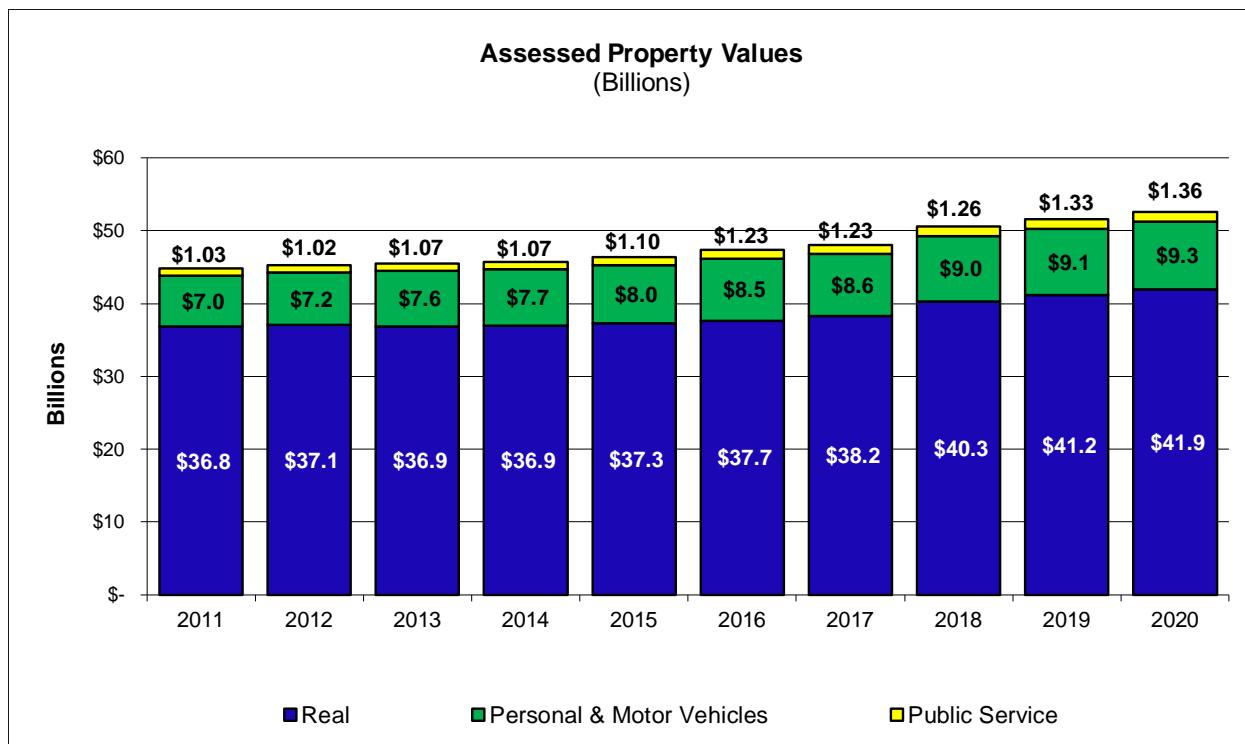
### **Assessed Property Values and General Tax Rates**

*Property values in billions*

Fiscal Year	Tax Rate	Taxable Real Property	Personal Property & Motor Vehicles	Public Service Property	Total	% chg
2010	73.74	\$36.60	\$7.22	\$1.07	\$44.89	0.7%
2011	73.74	\$36.81	\$7.02	\$1.03	\$44.87	-0.1%
2012	78.24	\$37.05	\$7.23	\$1.02	\$45.29	1.0%
2013	R 78.04	\$36.88	\$7.59	\$1.07	\$45.54	0.5%
2014	77.00	\$36.94	\$7.74	\$1.07	\$45.75	0.5%
2015	77.00	\$37.25	\$8.01	\$1.10	\$46.36	1.3%
2016	76.00	\$37.68	\$8.47	\$1.23	\$47.37	2.2%
2017	75.50	\$38.25	\$8.61	\$1.23	\$48.08	1.5%
2018	R 73.05	\$40.32	\$8.96	\$1.26	\$50.54	5.1%
2019	P 73.05	\$41.17	\$9.05	\$1.33	\$51.55	2.0%
<b>2020</b>	<b>B 73.05</b>	<b>\$41.93</b>	<b>\$9.34</b>	<b>\$1.36</b>	<b>\$52.63</b>	<b>2.1%</b>

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



### **Property Tax Rate**

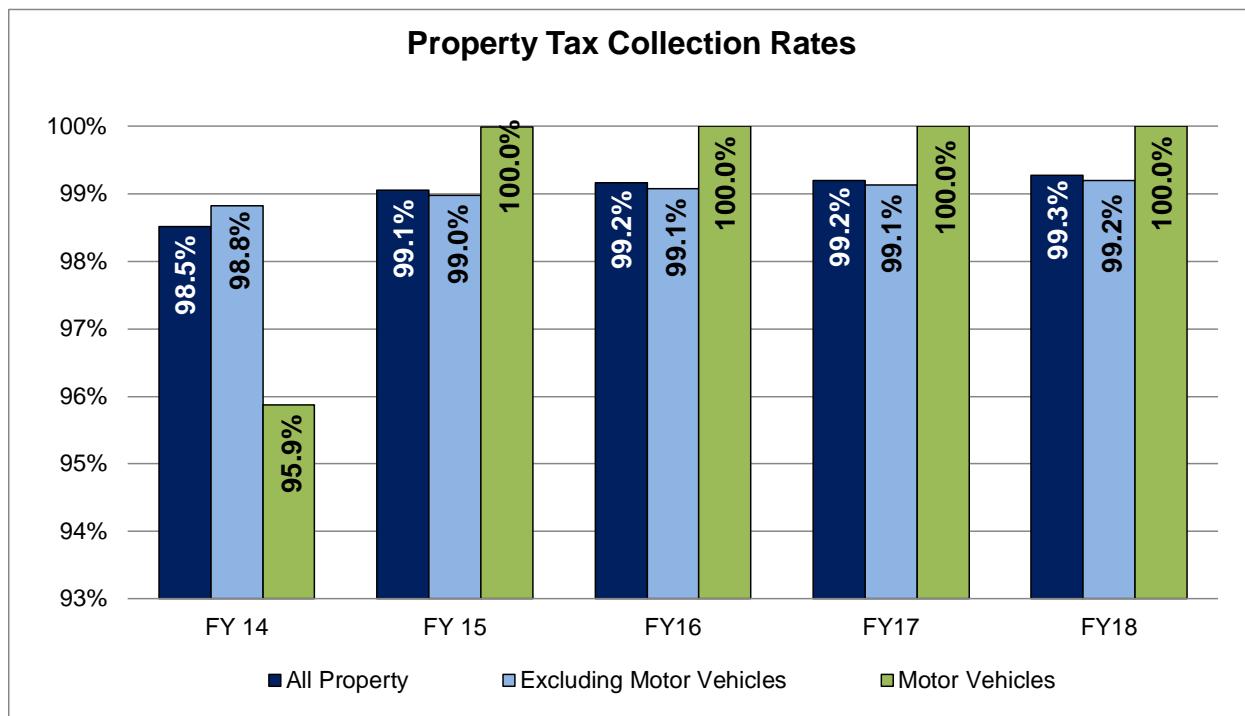
The budget is based on a general, county-wide property tax rate of **\$0.7305 cents** for every \$100 of assessed property valuation – no change from the prior year's adopted rate. In dollars, this means a property owner in Guilford County would pay \$73.05 in property taxes for each \$10,000 of taxable property owned. In addition to paying the general, county-wide property tax, property owners may pay additional property taxes for fire protection (see the Fire Districts section of this document) or municipal services, depending on where their property is located (contact your municipality for more information).

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

When estimating property tax revenues, North Carolina counties must consider the fact that they will not collect 100% of the total taxes billed each year. In Guilford County, the overall collection rate in FY 2017-18 was 99.27%, slightly higher than the prior year's rate. The overall collection rate for FY 2018-19 is estimated to remain roughly equal to FY 2017-18's rate.

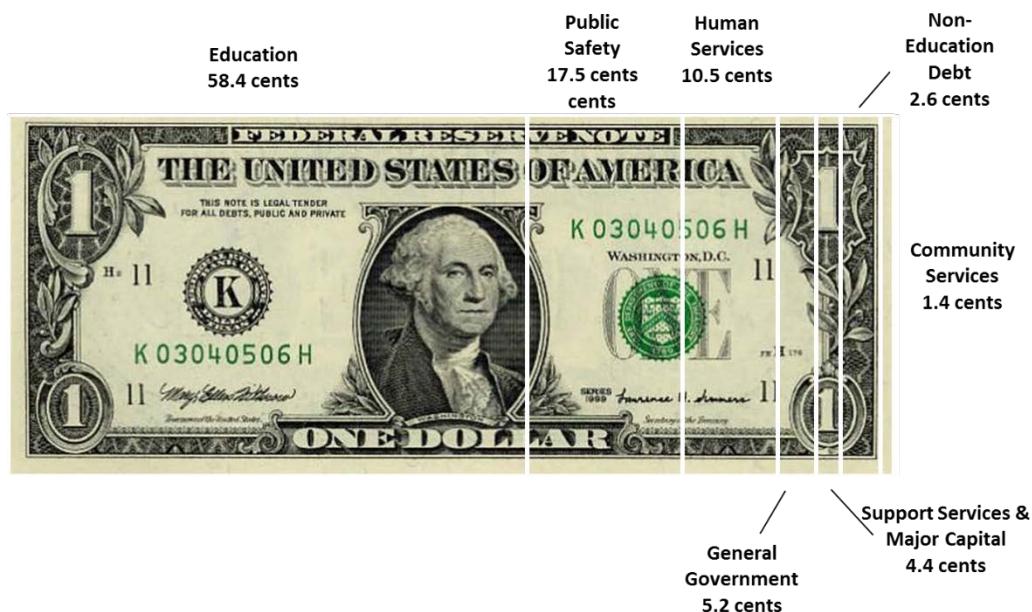
The FY 2019-20 budget assumes an overall collection rate of approximately 98.4%. This rate is slightly lower than the collection rate projected for FY 2017-18 to provide protection against unexpected changes in property values that could impact property tax revenues.

The county offers a discount of 0.5% on current year taxes paid by August 31. About 60% of property owners pay their tax bill(s) by the discount deadline. The reduction in tax revenues due to this discount is approximately \$1 million.



#### 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

**\$67.7 million**

Federal and state funds represent about 11%, or \$67.7 million, of total revenues anticipated to be received in FY 2019-20. This represents an increase of \$1.1 million (1.6%) from the amount of federal and state funds included in the FY 2018-19 adopted budget.

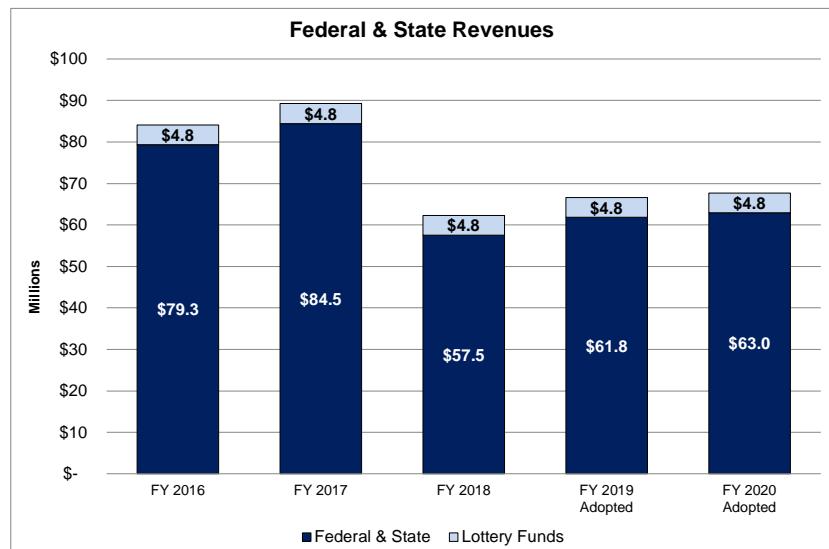
### ***Human Services Reimbursements and Grants***

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.

About \$292,000 of new grant funds for the Family Justice Center and Law Enforcement special operations are included in next year's budget.

### ***Lottery Funds***

The original legislation that established the North Carolina Education Lottery directed 40% of lottery proceeds to counties for local school capital needs, including debt service on school facilities. Guilford County chose to use its share of lottery revenues to repay debt/bonds issued to build and renovate school facilities. Several years ago, the state changed the lottery legislation and reduced the amount of money provided to counties. Many counties, including Guilford County, had already approved bonds and issued debt that was to be supported by lottery proceeds. As a result of this unexpected drop in revenue, Guilford County was forced to reduce spending in other areas of operation and increase property taxes to provide resources to replace the lost lottery funds.



The budget includes \$4.75

million of lottery revenues. If the original lottery legislation were still in effect, the county's share of lottery revenues would exceed \$10 million.

### ***American Recovery and Reinvestment Act Funds***

A portion of the school bonds approved by voters in 2008 was issued using bonds authorized by the American Recovery and Reinvestment Act of 2009 (ARRA). As part of that act, the county is eligible to receive a federal subsidy payment for portions of the debt service paid for these ARRA-related debt instruments. The FY 2019-20 budget includes \$2.7 million of ARRA subsidy revenue.

## Sales Tax

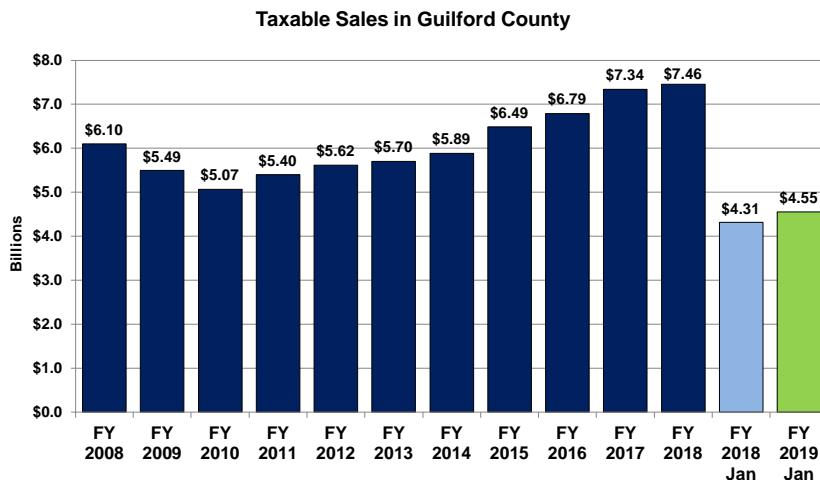
\$91.0 million

Sales Tax revenues are budgeted at \$91.0 million for FY 2019-20 – no increase over the prior year's budget. Sales Tax revenues account for about 14% 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 7.0% for most purchases (some counties are also authorized to levy an additional 0.50% transit county tax for public transportation). Guilford County levies local sales taxes of 2.0%, for a combined general rate of 6.75%.

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



### **FY 2019-20 Projections**

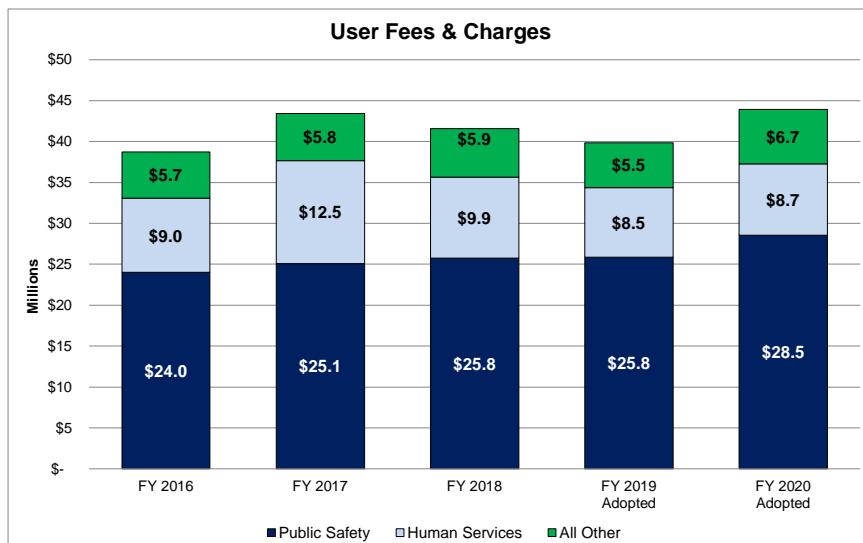
Through January 2018, the latest month for which sales data are available from the state, taxable retail sales in Guilford County are up 5.5% over the same period last year. However, actual sales tax revenues through the April 2019 distribution (seven of the twelve distributions the county receives annually), are only up 1% over the same period last year. The amount of sales tax revenue the county receives is based on retail sales, the sales tax rate, and **refunds** of sales taxes paid by non-profits, local governments, and other entities qualified to receive a refund of taxes paid. Because of the way refunds are reported to and processed by the state, the reduction in net sales tax revenues can vary significantly from year to year. So far in FY 2019-20, refunds charged against the sales tax revenues returned to Guilford County are up 57% over the same period last year. This means that at least some of the increase in underlying taxable sales are being made by organizations that can later claim refunds. Because of the significant increase in refunds, actual sales tax revenues this year are \$2.4 million under budget. Given the uncertainty surrounding the level of sales tax refunds and performance so far this year, a conservative approach to budgeting sales tax revenues is prudent. The FY 2019-20 budget for sales tax of \$91.0 million reflects no increase over the current year's budget.

## User Fees and Charges

\$43.9 million

County departments expect to generate approximately \$43.9 million from fees and other charges for services, such as fees for ambulance transportation and medical visits to the Health Department. Most user fees and charges are collected by Public Safety and Human Services departments. Other fees include inspections and permitting charges, fees received from the state for housing out-of-county inmates, fees paid to the Register of Deeds for various documents and transactions, and park fees. Revenue from user charges and fees accounts for 6% of total county revenues.

While there is considerable variation in individual user fee budgets, the overall total is about \$4.1 million more than the amount adopted for fiscal year 2018-19. Law Enforcement fees will increase by \$276,000 primarily for housing federal and state inmates, Public Health fees are up by \$326,000 as a result of increases in services, and Elections fees will increase by \$168,000 due to municipal reimbursements for elections.



In addition to the change in fee revenues related to general service level changes, the budget proposes increases to the base fee rates for several programs. Based on 2018 local government financial data collected by the state Treasurer, Guilford County's revenue per capita generated from fees for sales and services is less than a third of the per capita average for counties with populations of 100,000 or more. Although Guilford offers many of the same services as other large counties, it is not collecting as much revenue from the primary users of those services as are other governments. As a result, property tax revenues and other general revenues are being used to subsidize those services and are not available to fund needs in other programs.

The FY 2019-20 budget includes the following fee adjustments:

- An increase in Emergency Services special event fees, resulting in an annual revenue increase of approximately \$50,000.
- An increase in Animal Services fees, resulting in an annual revenue increase of approximately \$60,000.
- An increase in Security for identification badge fees to help offset the cost of new security enhancements. About \$6,400 in annual revenues are expected to be generated by these changes.

- An increase in the fees for emergency medical services from 150% to 200% of the Medicare allowable rate. The county expects to collect an additional \$2.1 million in annual revenues (less an additional \$112,000 in fees charged by the county external billing service) as a result of this change. Despite this increase, Guilford County rates will still be lower than the rates charged by several peer counties.

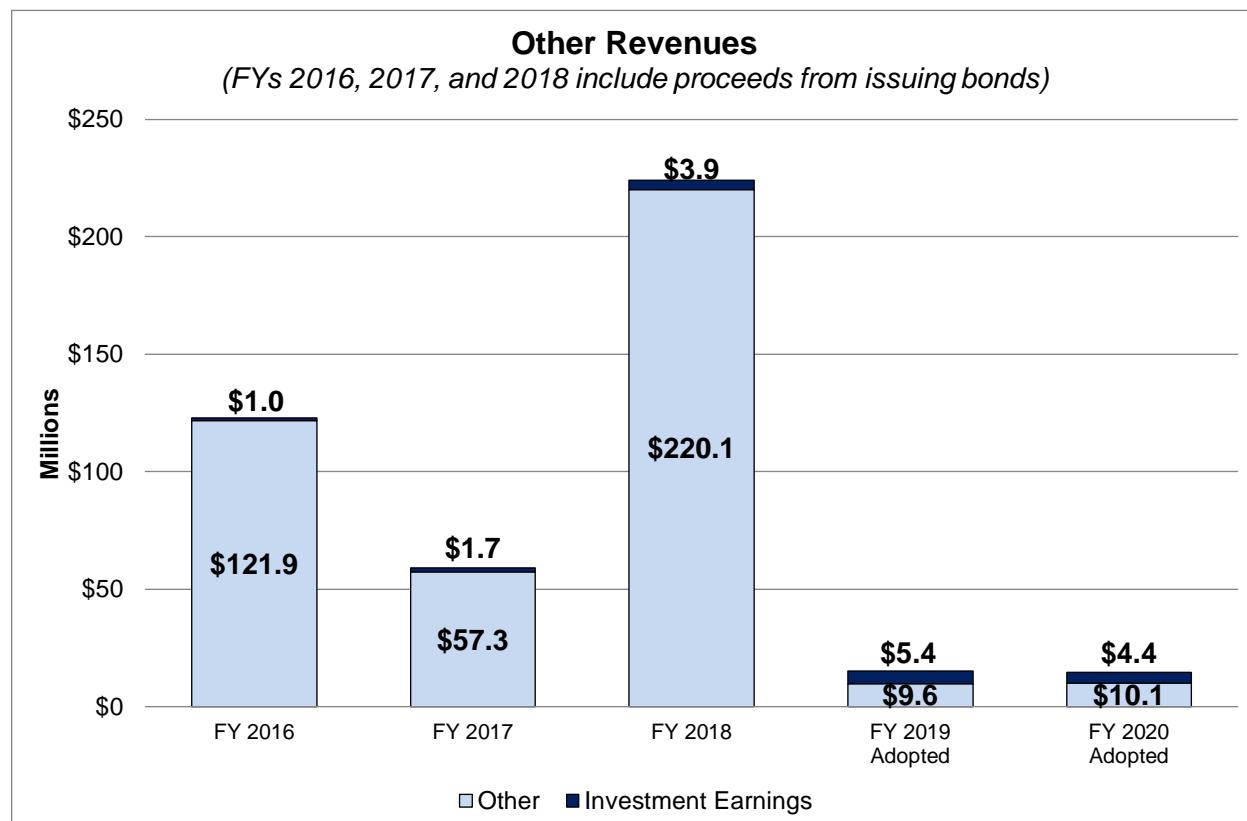
More detail about specific fees is included in the appendix.

## **Other Revenues**

**\$14.5 million**

Next year, Guilford County expects to receive approximately \$14.5 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.

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



<b>Fund Balance (all General Fund sources)</b>	<b>\$30.4 million</b>
--	-----------------------

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

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

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

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

#### **FY 2019-20 Budget**

The General Fund budget includes a fund balance (from all sources) appropriation of \$30.4 million to help balance the budget – about \$609,000 less than the amount needed to balance last year’s adopted budget.

The amount of fund balance used to support general county operations is \$20.5 million, a, \$290,000 increase from the prior year’s budget. The departmental fund balances presented below, which can only be used for specific purposes, make up the rest of the \$30.4 million of total appropriated fund balance.

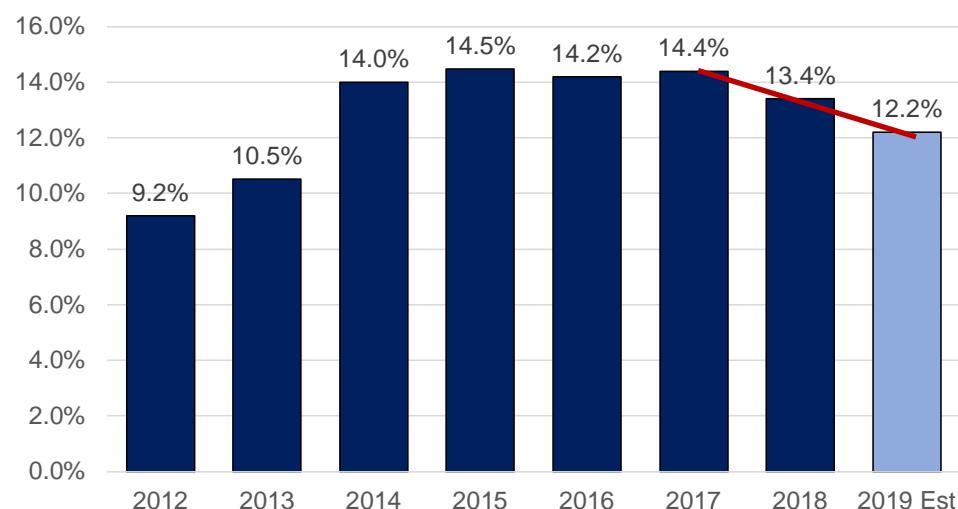
- **Public Health - \$1,241,572** to offset expenses in Medicaid and other program areas.
- **Social Services - \$407,000** for adoption incentives and Team HOPE.
- **Debt Repayment – Bond Premium Funds - \$7,641,123** of bond premium funds generated by the recent sales of general obligation bonds. These funds will be used to help pay for debt service during the first three years of the bonds’ repayment periods.
- **Law Enforcement - \$284,246** of restricted Federal Forfeiture Funds and Unauthorized Substance Abuse Tax Funds, as well as donations for the Explorer Post program. The Forfeiture and Substance Abuse Tax funds will be used to purchase various program

supplies and equipment for Law Enforcement purposes. By law, these funds may only be used for law enforcement expenses.

- **Animal Shelter – Susie’s Fund - \$10,000 and Have a Heart Fund - \$18,200** of funds that must be used for specific expenses related to animals.
- **Family Justice Center - \$28,600** of donations/grant funds to be used for purposes specified by the donors and grantors.
- **Register of Deeds (ROD) Automation Funds - \$124,579** 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.
- **Solid Waste - \$98,000** for expenses related to the White Goods program.
- **Soil & Water Conservation - \$1,443**

At the end of FY 2018-19, the county's recurring revenues did not cover its recurring expenses and approximately \$5 million of general fund balance, or savings, were used to make ends meet (above the amount of restricted bond premium funds for debt repayment). Preliminary projections for FY 2018-19 indicate that once again recurring revenues will not cover recurring expenses. Early projections indicate approximately \$7 million of savings may be needed to close the gap. This use of savings has reduced the amount of money the county has for emergencies and to meet the state's recommendation of maintaining a reserve level of 8% of the next year's expenses. While the early projections indicate the county's reserves will exceed the 8% recommended level, the percent available will have fallen from 14.4% at the end of FY 2016-17 to just over 12% at the end of FY 2018-19. Additional recurring revenues and/or reductions to recurring expenses will be needed to avoid operating at a deficit in future years.

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



Change in  
Actual FB    \$8.20    (\$2.20)    \$12.80    \$11.90    \$2.40    \$2.90    (\$11.90) (\$14.50)  
(millions)

# MISSION, VISION & FOCUS AREAS

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## Guilford County Mission

To provide efficient, effective, and responsive government.

## 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 Focus Areas

The Board of Commissioners identified the following focus areas that reflect the County vision:



Organizational  
Excellence



Healthy  
People



Public Safety



Economic  
Development



Education



Recreation  
& Culture



Infrastructure

These priorities guide many of the decisions made in the County including budget development, long-term planning, and the creation and implementation of new programs in the County.

The following are the Board's high priority focus areas for FY 2019-20.

# Organizational Excellence



*Guilford County provides the highest possible level of services by being a fiscally sound organization that values a high performing, professional, and innovative workforce.*

## **Maintain Competitive Compensation and Benefits**

- Implement Phase 1 of the classification / compensation plan
- Continue performance-based compensation adjustments with a 3% merit pool

## **Work Life Balance for County Employees**

- Develop and implement a policy to accommodate flexible work schedules and telecommuting
- Expand comprehensive well-being initiatives for the county's workforce by opening a workout facility for all employees and employing a Health Coach / Wellness Coordinator

## **Expand Data Analytics and Innovation Capacity and Initiatives**

## **Promote Fiscal Responsibility, Accountability and Stewardship**

- Maintain AAA bond rating with all major agencies

## **Implement the new Enterprise Resource Planning (ERP) System to increase efficiency in all business processes**

# Healthy People



*Guilford County is a healthy community that strengthens coordination of care through partnerships which ensure the availability of quality social, physical, psychological and behavioral health services.*

## **Proactively Address the Opioid and Substance Abuse Problem**

- Develop a plan to ensure the sustainability of the Guilford STOP Program
- Reduce the number of opioid overdoses and deaths through outreach, education and research
- Support the litigation against opioid manufacturers and distributors

## **Enhance School Medical Services and Quality of Life for Children**

- Utilize technology to increase efficiency of school medical services through telemedicine
- Reduce the number of children in foster care and the length of time in foster care

## **Support an Enhanced System of Mental Health Care**

- Work with strategic partners to plan, develop, construct and operate a comprehensive open access behavioral health service center for facility based crisis and involuntary commitments for adults and adolescents
- Issue tax-exempt bonds and seek funding the 2019-20 State Budget to fund the capital costs associated with the adult behavioral health crisis center

## Public Safety



*Guilford County maintains safe and secure communities through strategically coordinated and professional public safety services.*

**Evaluate the feasibility of Expanding the Guilford County Juvenile Detention Center due to the passage of the Juvenile Reinvestment Act of 2017**

**Reduce the Juvenile to Juvenile Counselor ratio due to the anticipated increase in 16-and 17-year-olds confined in the County Juvenile Detention Center as a result of the Juvenile Reinvestment Act of 2017.**

**Appoint a Task Force to develop a strategic plan for the Rural Fire Service to include recommendations for long-term sustainability**

**Select a design consultant to design the new two-story Law Enforcement Center and additional surface parking**

# Economic Development



*Guilford County encourages economic development by working with all stakeholders to create quality jobs, and expand and diversify the local and regional economy.*

## **Facilitate Economic Growth, Private Investment and Quality Job Creation in the Community and Region**

- Improve the planning and development process through the implementation of new permitting and inspection software system.
- Support the Guilford County Economic Development Alliance

## **Expand and Diversify the local and regional economies**

- Support the marketing and development of the Greensboro-Randolph Megasite
- Support new development at the Piedmont Triad Airport
- Support regional workforce development and alignment strategies
- Partner with local universities to develop strategies to retain university graduates and young professionals

# Education



*Guilford County partners with local schools to develop a system that produces graduates with high academic achievement and skill levels to compete successfully in the job market.*

## **Ensure Adequate Funding for Public Education**

### **Support a Comprehensive School Security Plan**

- Coordinate with Guilford County Schools and local law enforcement agencies to development innovative plans to increase security in schools.
- Utilize \$10 million in tax-exempt financing proceeds and seek additional funding assistance from State and Federal sources to fund additional security technology measures in schools to include emergency radio communication enhancements

### **Work with Guilford County Schools to finalize a School Facilities Master Plan and a 2020 Bond Referendum Project Plan**

- Reach agreement with the Board of Education on the capital projects to be included in a 2020 Bond Referendum Package by the first quarter of 2020 and implement a public education strategy
- Evaluate all financing and contracting options available to county government in North Carolina to determine the most cost-effective method to fund school construction

## Recreation & Culture



*Guilford County enhances the quality of life in the community by supporting leisure, physical activities, and cultural opportunities.*

### **Provide Planned Space for Multi-Purpose Active Recreation**

- Partner with the City of Greensboro to finalize a plan for the development of Bryan Park acreage
- Work with the Greensboro Sports Commission identify other sports tourism facility opportunities

## Infrastructure



*Guilford County provides safe and adequate public facilities that support the service, access, and technological needs of the public while optimizing the utilization of all properties.*

### **Complete the Feasibility Study Phase of the Northwest Regional Water Study**

- Work with the municipalities to obtain commitments on participation and determine the appropriate governing structure for the water system.
- Contract for the design of Phase I of the water system

### **Increase Broadband Access in the County**

- Seek legislation and funding and work with providers in the county to expand digital infrastructure/broadband capability to the unserved and underserved areas of the county and support the development of gigabit broadband access.

### **Complete Architectural and Engineering Design and start construction on the new County Animal Shelter**



# 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

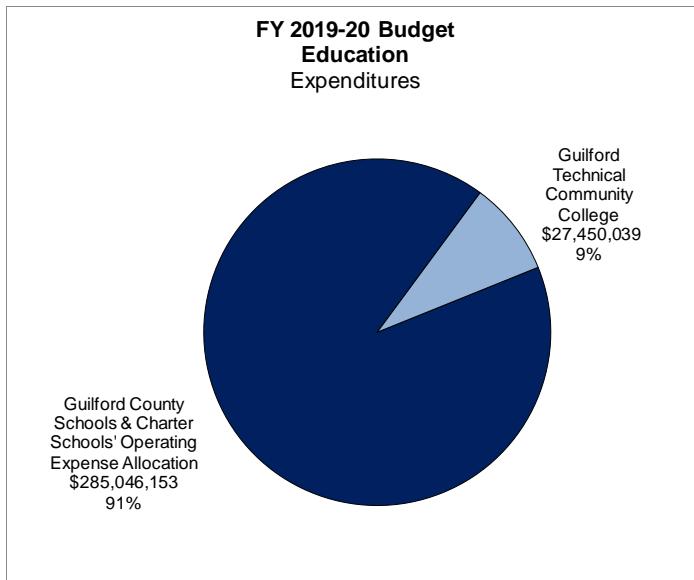
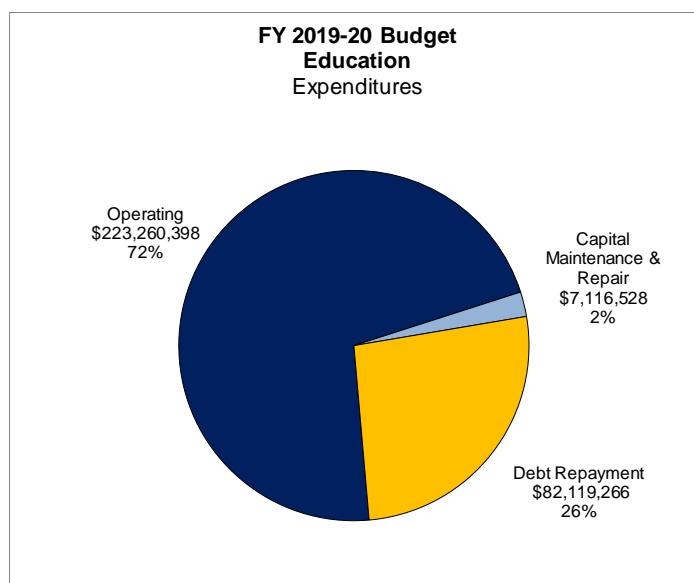
## Expenditures

The FY 2019-20 Adopted Budget includes \$312.5 million for Education and Education Debt Repayment, an increase of approximately \$3.0 million or 1.0%. 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 50% of total general fund expenditures.

The FY 2019-20 Budget increases operating funding for GCS by \$4.0 million and for GTCC by \$0.5 million. For GCS, this appropriation increases the County's projected per pupil operating funding from \$2,526 to \$2,554.

The budget also includes capital maintenance and repair allocations of \$6.1 million for GCS and \$1.0 million for GTCC. In addition, up to \$10.0 million for GCS security improvements to be funded with debt is planned with specific projects to be based on the facility study initiated in FY 2018.

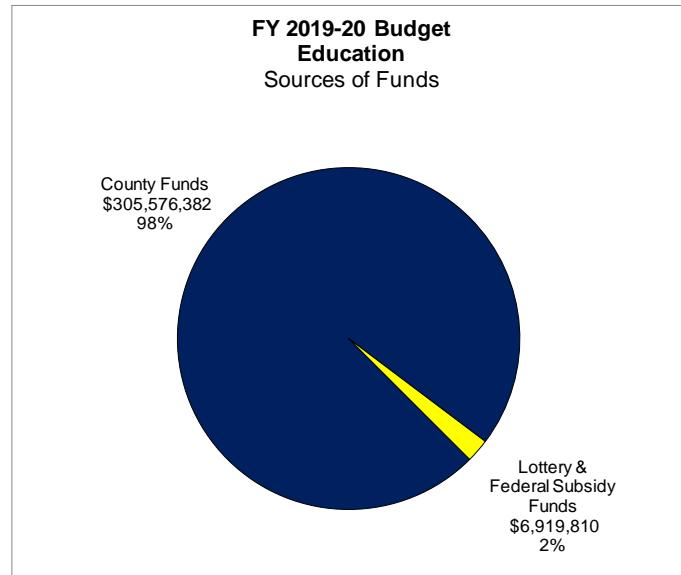
Education-related debt repayment is expected to decrease by just under \$1.2 million in FY 2019-20 to \$82.1 million. This represents the payments on existing issues of voter-approved debt and Qualified School Construction



Bonds approved by the Board of Commissioners for school and community college capital needs including the remaining bonds approved under the 2008 referenda that were issued in April 2017 and \$10.0 million in 2/3rds bonds for school security improvements issued in May 2019. For more information on existing and future bond issues is included in the Debt Service section of this document.

## Revenues

Most (98%) Education expenditures are funded with general county revenues. The County expects to receive \$4.75 million from the state education lottery. These funds must be used for the capital and/or debt service needs of the Guilford County School System. In addition, a portion of the debt used for school needs was authorized under the American Recovery and Reinvestment Act (ARRA). As a result, the County receives a "rebate" (\$2.2 million) based on the cost of repaying ARRA-related debt.



	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	vs. FY19 Adopted	
						\$ chg	% chg
<b>Guilford County Schools (GCS) including Operating Expense Allocations for Charter Schools</b>							
Operating Expenses	\$195,860,398	\$202,610,398	\$202,610,398	\$206,610,398	<b>\$206,610,398</b>	\$4,000,000	2.0%
Capital Maintenance	\$5,000,000	\$6,000,000	\$6,000,000	\$6,116,528	<b>\$6,116,528</b>	\$116,528	1.9%
Debt Repayment	\$64,178,375	\$73,300,865	\$73,304,321	\$72,319,227	<b>\$72,319,227</b>	-\$981,638	-1.3%
<b>Total</b>	<b>\$265,038,773</b>	<b>\$281,911,263</b>	<b>\$281,914,719</b>	<b>\$285,046,153</b>	<b>\$285,046,153</b>	<b>\$3,134,890</b>	<b>1.1%</b>
<b>Guilford Technical Community College (GTCC)</b>							
Operating Expenses	\$15,150,000	\$16,150,000	\$16,150,000	\$16,650,000	<b>\$16,650,000</b>	\$500,000	3.1%
Capital Maintenance	\$1,500,000	\$1,500,000	\$1,500,000	\$1,000,000	<b>\$1,000,000</b>	-\$500,000	-33.3%
Debt Repayment	\$10,191,535	\$9,985,019	\$9,985,490	\$9,800,039	<b>\$9,800,039</b>	-\$184,980	-1.9%
<b>Total</b>	<b>\$26,841,535</b>	<b>\$27,635,019</b>	<b>\$27,635,490</b>	<b>\$27,450,039</b>	<b>\$27,450,039</b>	<b>(\$184,980)</b>	<b>-0.7%</b>
<b>Total Education</b>	<b>\$291,880,308</b>	<b>\$309,546,282</b>	<b>\$309,550,209</b>	<b>\$312,496,192</b>	<b>\$312,496,192</b>	<b>\$2,949,910</b>	<b>1.0%</b>
<b>Sources of Funds</b>							
Federal & State Funds							
<i>Lottery Funds</i>	\$ 4,799,500	\$ 4,750,000	\$ 4,750,000	\$ 4,750,000	<b>\$ 4,750,000</b>	\$0	0.0%
<i>American Rec/Reinvest Act</i>	\$ 2,170,128	\$ 2,169,627	\$ 2,169,627	\$ 2,169,810	<b>\$ 2,169,810</b>	\$183	0.0%
<i>County Funds</i>	\$ 284,910,680	\$ 302,626,655	\$ 302,630,582	\$ 305,576,382	<b>\$ 305,576,382</b>	\$2,949,727	1.0%
<b>Sources of Funds</b>	<b>\$ 291,880,308</b>	<b>\$ 309,546,282</b>	<b>\$ 309,550,209</b>	<b>\$ 312,496,192</b>	<b>\$ 312,496,192</b>	<b>\$2,949,910</b>	<b>1.0%</b>

# GUILFORD COUNTY SCHOOLS

Sharon L. Contreras, Ph.D., 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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Guilford County Schools	265,038,773	281,911,263	281,914,719	285,046,153	285,046,153	3,134,890	1.1%
<b>EXPENSE</b>							
Operating Expenses	195,860,398	202,610,398	202,610,398	206,610,398	206,610,398	4,000,000	2.0%
Capital Maintenance	5,000,000	6,000,000	6,000,000	6,116,528	6,116,528	116,528	1.9%
Debt Repayment	64,178,375	73,300,865	73,304,321	72,319,227	72,319,227	(981,638)	(1.3%)
<b>Total Expense</b>	<b>265,038,773</b>	<b>281,911,263</b>	<b>281,914,719</b>	<b>285,046,153</b>	<b>285,046,153</b>	<b>3,134,890</b>	<b>1.1%</b>
<b>REVENUE</b>							
Federal & State Funds							
<i>Lottery Funds</i>	4,799,500	4,750,000	4,750,000	4,750,000	4,750,000	0	0.0%
<i>American Rec/Reinvest Act</i>	1,840,424	1,839,859	1,839,859	1,840,154	1,840,154	295	0.0%
<b>Total Revenue</b>	<b>6,639,924</b>	<b>6,589,859</b>	<b>6,589,859</b>	<b>6,590,154</b>	<b>6,590,154</b>	<b>295</b>	<b>0.0%</b>
County Funds	258,398,849	275,321,404	275,324,860	278,455,999	278,455,999	3,134,595	1.1%

## DEPARTMENTAL PURPOSE

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

This additional funding is used to pay for local enhancements, such as extra teaching positions to reduce class sizes, teacher and staff salary supplements, and other programs and services in response to unique local needs. Please see the Guilford County Schools website at <http://www.gcsnc.com/> for more details about the school system and its services.

The Superintendent must present a recommended budget to the Board of Education by May 1<sup>st</sup> of each year. The Board of Education must present its formal request budget to the county by May 15<sup>th</sup> of each year. The Superintendent's Budget requested a total of \$224.6 million from Guilford County -- \$212,610,398 for operating expenses and \$12,000,000 million for capital needs.

More detail about this request is available on the Guilford County Schools' website at [www.gcsnc.com.](http://www.gcsnc.com.)

## FY 2020 ADOPTED BUDGET HIGHLIGHTS

- The FY 2020 budget increased operating funding for the Guilford County Schools by \$4.0 million or 2.0% to a total of \$206,610,398. This appropriation increases the County's per pupil funding from \$2,526 to \$2,554 or an additional 1.1% per pupil based on the state Department of Public Instruction's estimated average daily student population for FY 2020.
- A total of \$6.1 million is included for capital outlay for the Guilford County School System. This total represents an increase of \$116,528 over FY 2019. In addition, up to \$10.0 million for GCS security improvements to be funded with debt is planned with specific projects to be based on the facility study initiated in FY 2018.
- The increase to the operating budget is at a level where the Guilford County Schools will receive approximately \$1.2 million or 0.7% in additional funding and charter schools, which are funded by the school system based on the estimated per pupil amount, will receive an additional \$2.8 million or 13.9%.
- The FY 2020 budget also included \$72.3 million in debt service related to Guilford County Schools. This represents a decrease of almost \$1.0 million or 1.3%, primarily due to the debt service schedule.

County Allocation for Guilford County Schools					
	FY 2018-19		FY 2019-20		
	Adopted Budget		Adopted Budget	\$ Chg	% Chg
Operating Funds	\$ 202,610,398		\$ 206,610,398	\$ 4,000,000	1.97%
Capital Maintenance & Repair Funds	\$ 6,000,000		\$ 6,116,528	\$ 116,528	1.94%
<b>Total County Funding</b>	<b>\$ 208,610,398</b>		<b>\$ 212,726,926</b>	<b>\$ 4,116,528</b>	<b>1.97%</b>
Student Population (GCS + Charter)*	80,211		80,886	675	0.8%
Per Pupil Operating Allocation	\$ 2,526		\$ 2,554	\$ 28	1.1%

\* NC DPI ADM Estimates for budget year.

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

# GUILFORD TECHNICAL COMMUNITY COLLEGE

Dr. 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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Guilford Tech. Comm. College	26,841,535	27,635,019	27,635,490	27,450,039	27,450,039	(184,980)	(0.7%)
<b>EXPENSE</b>							
Operating Expenses	15,150,000	16,150,000	16,150,000	16,650,000	16,650,000	500,000	3.1%
Capital Maintenance	1,500,000	1,500,000	1,500,000	1,000,000	1,000,000	(500,000)	(33.3%)
Debt Repayment	10,191,535	9,985,019	9,985,490	9,800,039	9,800,039	(184,980)	(1.9%)
<b>Total Expense</b>	<b>26,841,535</b>	<b>27,635,019</b>	<b>27,635,490</b>	<b>27,450,039</b>	<b>27,450,039</b>	<b>(184,980)</b>	<b>(0.7%)</b>
<b>REVENUE</b>							
Federal & State Funds <i>American Rec/Reinvest Act</i>	329,704	329,768	329,768	329,656	329,656	(112)	(0.0%)
<b>Total Revenue</b>	<b>329,704</b>	<b>329,768</b>	<b>329,768</b>	<b>329,656</b>	<b>329,656</b>	<b>(112)</b>	<b>(0.0%)</b>
County Funds	26,511,831	27,305,251	27,305,722	27,120,383	27,120,383	(184,868)	(0.7%)

## DEPARTMENTAL PURPOSE

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

The Community College's Board of Trustees requested a total budget of \$19,515,000 from Guilford County for FY 2020 (\$17,365,000 in operating funds and \$2,150,000 in capital outlay funds). This request is \$1,865,000 or 10.6% higher than the FY 2017-18 Adopted Budget.

## FY 2020 ADOPTED BUDGET HIGHLIGHTS

- The FY 2020 Adopted Budget increases operating funding for the community college by \$500,000 or 3.1% to a total of \$16,650,000. This additional funding will be used for personnel expenses including merit and retirement adjustments, the on-going operating

costs of new facilities, as well as other college expenses for which the county is responsible for funding.

- The budget also reduces capital funding from the county's general fund to maintain the college's facilities by \$500,000 from \$1.5 million to \$1.0 million.
- The 2020 budget includes approximately \$9.8 million in debt service related to GTCC. This represents a decrease of about \$200,000 or 1.9% due to scheduled debt payments of the remaining bonds for GTCC capital projects.

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

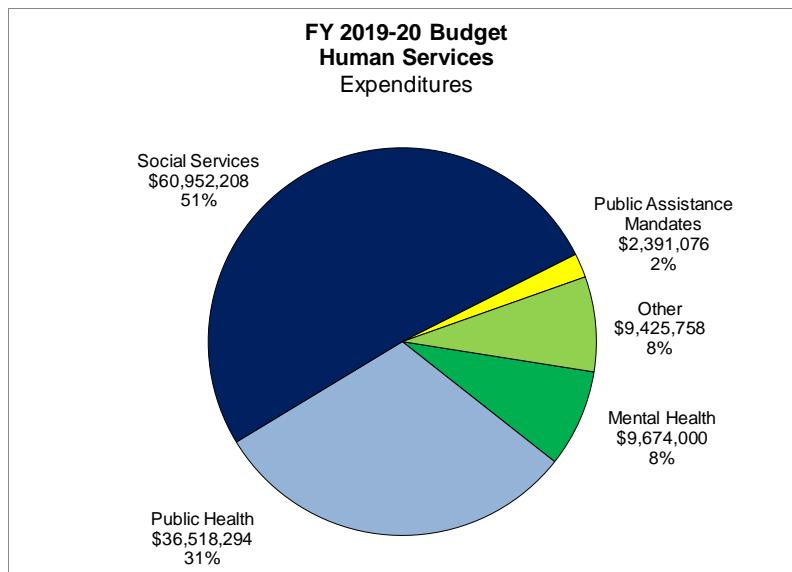
# Human Services

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

- Public Health
- Mental Health
- 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's FY 2019-20 budget includes approximately \$118.9 million for Human Services expenditures, an increase of approximately \$875,000 or 0.7% from FY 2018-19. Additionally, net County funding increases by \$1.02 million or 2.1% as fund balance, primarily from Medicaid Maximization funds in Public Health, decreased \$1.54 million due to the completion of one-time projects. Human Services is the second largest service area after Education and accounts for approximately 19% of total County expenditures.



The Social Services and Public Health Departments have been merged into a single Department of Health & Human Services (DHHS) since FY 2014-15 with two respective divisions providing the same services. Because of the range of services provided by DHHS, the budget retains separate pages for the Public Health and Social Services divisions. In FY 2019, Veterans' Services was moved from a Social Services program to a full DHHS Division, also with its own budget page.

The Social Services expenditure budget increased by approximately \$898,000 or 1.5%, primarily driven by the annualization of three eligibility caseworkers for the energy assistance program added mid-year in FY 2019 as well as routine personnel adjustments and merit increases.

The Public Health expense budget increased by approximately \$286,400, or 0.8% due primarily to routine personnel adjustments. Public Health funding is influenced by State-mandated funding levels for county health departments throughout North Carolina; the statute states that counties shall provide (using ad valorem property tax dollars) net-county funding for public

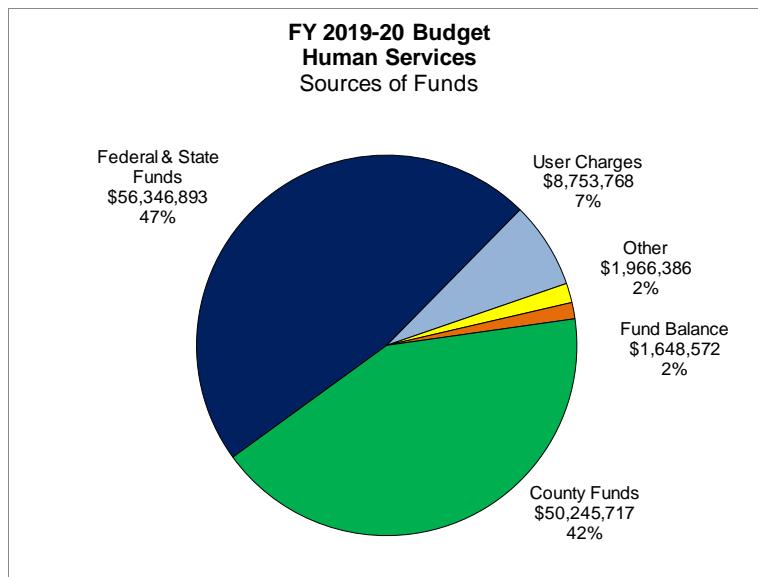
health services equal to that appropriated during FY 2011. Like Social Services, Public Health receives multiple grants and similar funding from non-County sources that impact funding.

Veterans' Services received two additional Veterans' Services Officer positions (\$122,467) to enable the department to provide additional resources for veterans in the office and through community outreach efforts. Other than this addition, the budget remains largely unchanged.

The budgets for most other Human Services departments will remain largely the same or increase slightly in FY 2018-19.

## Revenues

For FY 2019-20, total Human Services revenues have decreased by about \$148,000, or less than 1% from the FY 2019 adopted budget. Federal & State Revenues support 47% of the Human Services operations while County Funds support 42%, User Charges 7%, Other Revenues 2%, and restricted Fund Balance 2%.



	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	vs. FY19 Adopted
						\$ chg
						% chg
<b>Department</b>						
Child Support Enforcement	\$6,187,486	\$6,554,515	\$6,587,619	\$6,694,354	<b>\$6,747,354</b>	\$192,839 2.9%
Coordinated Services	\$1,272,779	\$1,379,228	\$1,401,555	\$1,274,437	<b>\$1,274,437</b>	(\$104,791) -7.6%
Mental Health	\$9,674,000	\$9,674,000	\$9,674,000	\$9,674,000	<b>\$9,674,000</b>	\$0 0.0%
Public Assistance Mandates	\$2,388,952	\$2,552,365	\$2,552,365	\$2,391,076	<b>\$2,391,076</b>	(\$161,289) -6.3%
Public Health	\$31,664,164	\$36,231,901	\$38,153,751	\$36,444,294	<b>\$36,518,294</b>	\$286,393 0.8%
Social Services	\$55,067,673	\$60,054,066	\$61,552,622	\$60,952,208	<b>\$60,952,208</b>	\$898,142 1.5%
Transportation	\$1,680,812	\$1,640,355	\$1,629,621	\$1,122,950	<b>\$1,122,950</b>	(\$517,405) -31.5%
Veterans Services*	\$0	\$0	\$213,363	\$281,017	<b>\$281,017</b>	\$281,017 n/a
<b>Total Expenditures</b>	<b>\$107,935,866</b>	<b>\$118,086,430</b>	<b>\$121,764,896</b>	<b>\$118,834,336</b>	<b>\$118,961,336</b>	<b>\$874,906 0.7%</b>
* included in Social Services beginning in FY 2017 and made Health & Human Services division in FY 2019						
<b>Sources of Funds</b>						
Federal & State Funds	\$51,277,166	\$55,406,275	\$56,467,062	\$56,306,893	<b>\$56,346,893</b>	\$940,618 1.7%
User Charges	\$9,875,301	\$8,487,090	\$8,487,090	\$8,712,768	<b>\$8,753,768</b>	\$266,678 3.1%
Other	\$1,663,671	\$1,785,005	\$1,813,005	\$1,966,386	<b>\$1,966,386</b>	\$181,381 10.2%
Fund Balance	\$905,267	\$3,185,199	\$3,378,687	\$1,596,572	<b>\$1,648,572</b>	(\$1,536,627) -48.2%
County Funds	\$44,214,461	\$49,222,861	\$51,619,052	\$50,251,717	<b>\$50,245,717</b>	\$1,022,856 2.1%
<b>Sources of Funds</b>	<b>\$107,935,866</b>	<b>\$118,086,430</b>	<b>\$121,764,896</b>	<b>\$118,834,336</b>	<b>\$118,961,336</b>	<b>\$874,906 0.7%</b>
<b>Permanent Positions</b>	<b>1,132.450</b>	<b>1,142.450</b>	<b>1,144.950</b>	<b>1,146.950</b>	<b>1,149.950</b>	<b>7.500 0.7%</b>

## 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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Child Support Enforcement	6,187,486	6,554,515	6,587,619	6,694,354	6,747,354	192,839	2.9%
<b>Child Support Enforcement</b>	<b>6,187,486</b>	<b>6,554,515</b>	<b>6,587,619</b>	<b>6,694,354</b>	<b>6,747,354</b>	<b>192,839</b>	<b>2.9%</b>
<b>EXPENSE</b>							
Personnel Services	5,708,563	6,023,410	6,023,410	6,137,865	6,188,445	165,035	2.7%
Supplies & Materials	79,403	69,834	76,536	84,850	85,475	15,641	22.4%
Other Services & Charges	377,493	461,271	480,173	471,639	473,434	12,163	2.6%
Capital	22,027	0	7,500	0	0	0	0.0%
<b>Total Expense</b>	<b>6,187,486</b>	<b>6,554,515</b>	<b>6,587,619</b>	<b>6,694,354</b>	<b>6,747,354</b>	<b>192,839</b>	<b>2.9%</b>
<b>REVENUE</b>							
Intergovernmental	6,070,392	6,448,389	6,448,389	6,500,021	6,535,021	86,632	1.3%
Charges for Services	55,916	50,340	50,340	60,170	60,170	9,830	19.5%
Miscellaneous Revenues	114,032	60,000	60,000	75,000	75,000	15,000	25.0%
<b>Total Revenue</b>	<b>6,240,340</b>	<b>6,558,729</b>	<b>6,558,729</b>	<b>6,635,191</b>	<b>6,670,191</b>	<b>111,462</b>	<b>1.7%</b>
<b>County Funds</b>	<b>(52,853)</b>	<b>(4,214)</b>	<b>28,890</b>	<b>59,163</b>	<b>77,163</b>	<b>81,377</b>	<b>1,931.1%</b>
<b>Positions</b>	<b>93.85</b>	<b>95.85</b>	<b>95.85</b>	<b>95.85</b>	<b>96.85</b>	<b>1.00</b>	<b>1.0%</b>

### DEPARTMENTAL PURPOSE

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

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

## **FY 2020 GOALS & OBJECTIVES**

- The agency continues to use technology to increase efficiency and productivity through the use of the imaging system and the acquisition and use of dual monitors.
- The agency would like to continue to encourage staff development, productivity, and improve customer service by offering new training opportunities to include in house training, webinars, and encouraging attendance at state conferences.

## **FY 2020 ADOPTED BUDGET HIGHLIGHTS**

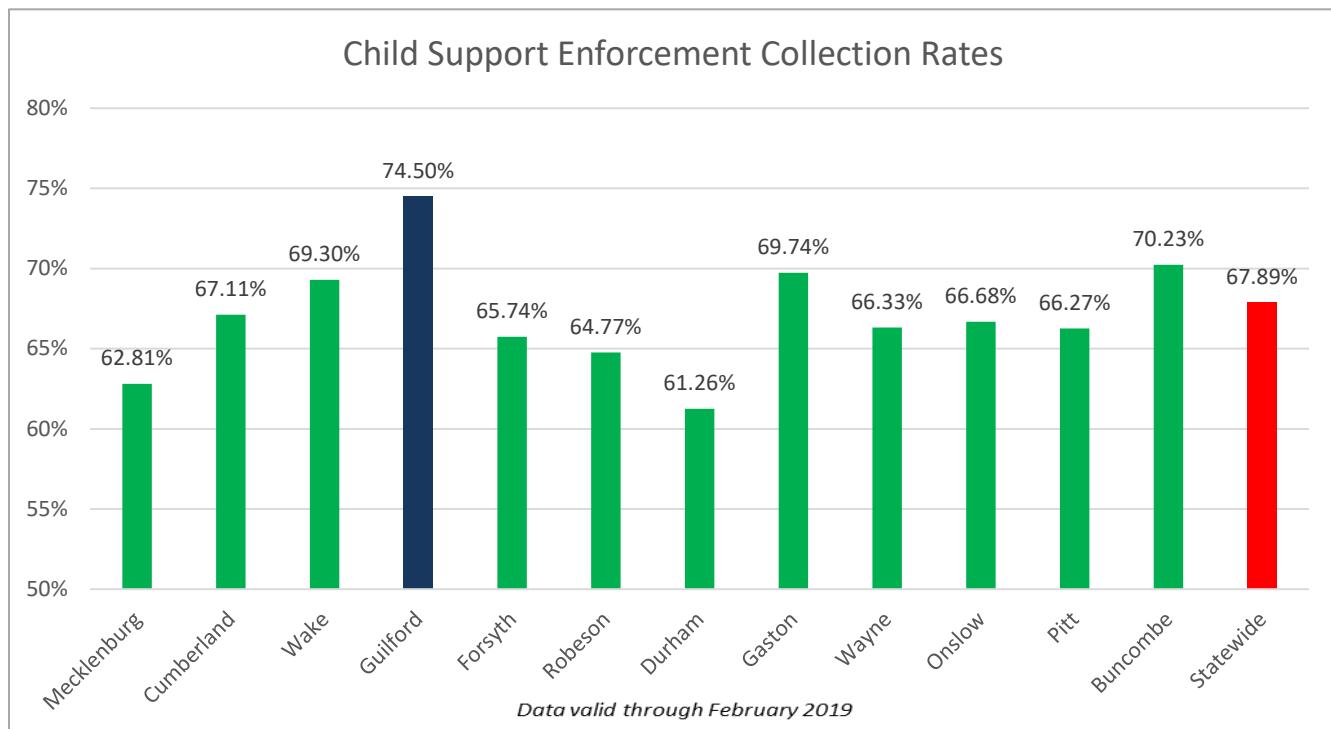
- The FY 2020 Adopted expense budget increased by \$192,839, or 2.9%, primarily driven by increases in Supplies & Materials and Personnel Services.
- Personnel expenses increased by \$165,035, or 2.7%, primarily driven by the addition of one (1) child support agent position to serve in the High Point office (net county funds \$18,000), and county-wide merit raises.
- Supplies and Materials increased by \$15,641, or 22.4%, due to an increase in printing and office supplies for court files that cannot be transmitted electronically, combined with an increase in small office furniture and fixture expenses.
- Other Services & Charges increased \$12,163, or 2.6%, primarily driven by professional services, where increases in Clerk of Court fees for complaints and voluntary support agreements have resulted in higher expenses. The increase aligns with the department's goal of increasing cases under order, resulting in increased federal revenues that will offset these expenses.
- The overall revenue budget for FY 2020 increased by \$111,462, or 1.7%. 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.
- The FY 2020 Adopted budget does not include the department's request for a second new child support agent position to support the High Point office. A Deputy Director position to assist with personnel management, training, financial oversight and report monitoring (\$27,800 net county funds) is also not included in the adopted budget.

## **FY 2019 SIGNIFICANT ACCOMPLISHMENTS**

- The department collected \$34,180,845 for fiscal year FY 2018-19. Approximately 98% of the collections were disbursed directly to families.
- As of March 2019, the agency maintains the largest current support collection rate when compared to the 12 largest counties in the state at 74.50%.
- The NC FAST coordinator has provided very beneficial assistance to the establishment unit by troubleshooting triggers and errors created by NC FAST in an effort to help with dispersing and building cases.

## KEY PERFORMANCE MEASURES

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
<b>Child Support Enforcement</b>					
Collection Rate	74.86%	74.50%	74.50%	74.50%	74.50%
Cases Under Order	81.71%	81.71%	82%	82%	82%
Paternity Establishment Rate	103.56%	101%	101%	101%	101%
Payment to Arrears	69.68%	69.50%	69.50%	69.50%	69.50%
Total Collections	\$34,878,795	\$34,180,845	\$34,100,000	\$34,100,000	\$34,100,000
Total Caseload	20,906	20,900	20,900	20,900	20,900
Total Caseload per FTE	217	213	213	213	213
Total Caseload per Agent	444	426	426	426	426



## FUTURE OPPORTUNITIES AND CHALLENGES

- The agency must obtain fingerprints and background checks to include information regarding where every current employee and new hire(s) has lived, worked and/or attended school within the last five (5) years according to IRS legislation 1075 Publication. This will be an additional cost to the agency.
- The agency continues to face challenges because of inadequate space. The agency needs more offices, a training room, additional conference rooms and interview

cubicles/offices for both the High Point and Greensboro Offices to carry out daily and mandated functions.

- North Carolina Families Accessing Services through Technology (NC FAST) is a program designed to improve and streamline the application process for people receiving benefits. NC FAST continues to be a challenge and has had a negative impact on the Child Support Agency creating backlogs and thereby adversely affecting the percentage of cases under order. The challenge of increasing the cases under order can be obtained by adding two new positions in the establishment unit in the High Point Office.
- Guilford County offers countywide leadership trainings to identify future leaders in county government and employees are encouraged to take advantage of the opportunities for career growth and succession planning.
- HB 630 requires each County DSS and Child Support Department to enter into a Memorandum of Understanding to meet mandated performance measures to continue to receive federal funding. Again, additional positions and/or other resources are needed to meet this mandate by strategizing and focusing on key performance measures.
- Agency caseloads could increase within the next year or two due to a current bill, Child Care Bill 114, mandating that recipients of child care vouchers be referred to the Child Support Agency.

## COORDINATED SERVICES

Clarence Grier, Deputy County Manager

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

### Healthy People

Strengthen coordination of care through partnerships which ensure the availability of quality social, physical, psychological and behavioral health services.



### Public Safety

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



## BUDGET SUMMARY

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Coordinated Services-Administration	42,963	44,418	44,418	36,780	36,780	(7,638)	(17.2%)
Coordinated Services-General Services	165,500	265,500	265,500	165,500	165,500	(100,000)	(37.7%)
Coordinated Services-JCPC Services	1,064,316	1,069,310	1,091,637	1,072,157	1,072,157	2,847	0.3%
<b>Coordinated Services</b>	<b>1,272,779</b>	<b>1,379,228</b>	<b>1,401,555</b>	<b>1,274,437</b>	<b>1,274,437</b>	<b>(104,791)</b>	<b>(7.6%)</b>
<b>EXPENSE</b>							
Personnel Services	6,149	5,984	4,712	6,280	6,280	296	4.9%
Supplies & Materials	0	0	172	0	0	0	0.0%
Other Services & Charges	1,266,630	1,373,244	1,396,671	1,268,157	1,268,157	(105,087)	(7.7%)
<b>Total Expense</b>	<b>1,272,779</b>	<b>1,379,228</b>	<b>1,401,555</b>	<b>1,274,437</b>	<b>1,274,437</b>	<b>(104,791)</b>	<b>(7.6%)</b>
<b>REVENUE</b>							
Intergovernmental	1,192,935	1,153,276	1,172,761	1,155,274	1,155,274	1,998	0.2%
Appropriated Fund Balance	0	100,000	100,000	0	0	(100,000)	(100.0%)
Miscellaneous Revenues	613	150	150	150	150	0	0.0%
<b>Total Revenue</b>	<b>1,193,548</b>	<b>1,253,426</b>	<b>1,272,911</b>	<b>1,155,424</b>	<b>1,155,424</b>	<b>(98,002)</b>	<b>(7.8%)</b>
<b>County Funds</b>	<b>79,231</b>	<b>125,802</b>	<b>128,644</b>	<b>119,013</b>	<b>119,013</b>	<b>(6,789)</b>	<b>(5.4%)</b>
<b>Positions</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>	<b>0.00</b>	<b>0.0%</b>

## 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 2020 ADOPTED BUDGET HIGHLIGHTS**

- Revenues have remained relatively unchanged since the FY 2014-15 adopted budget. The \$987,774 allocated from the North Carolina Department of Public Safety for Juvenile Justice and JCPC programs is unchanged from the FY 2018-19 adopted budget.
- The budget maintains funding for the e-Civis grant locator software utilized by county departments and non-profit agencies to identify and apply for grant funding.

## **FY 2019 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 2020 JCPC County Funding Plan, which must be approved by the Board of Commissioners upon adoption of the budget.

JCPC Program Applicants for FY 2019-20									
Program Name	Program Type	FY 2019		FY 2020 Total Request	FY 2019-20 Requested JCPC Funds County Match			Served YTD*	Estimated to Serve 2019-2020
		JCPC Funding	Total Request		JCPC Funds	County Match			
Youth Villages-Comprehensive Clinical Assessments-Assessments	Assessments	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 1,697	108	150	
Nehemiah Apprenticeship Training	Vocational Skill	\$ -	\$ 60,000	\$ -	\$ -	-	0	24	
Youth Focus-Psychological Testing-Assessments	Assessments	\$ 27,000	\$ 27,000	\$ 27,000	\$ -	-	24	36	
Youth Focus-Active Parenting-Parent/Family Skill Building	Family/Parent	\$ 37,000	\$ 37,000	\$ 37,000	\$ -	-	34	50	
Youth Focus-ASAP-Group Home Transitioning Minds-Making a Change-Home Based Family Counseling	Group Home	\$ 70,000	\$ 70,000	\$ 70,000	\$ 7,000	14	18		
Selfless Foundation - Exposed Empowerment Headquarters CDC - Father Figures	Home Based Family Counseling	\$ 29,150	\$ 50,000	\$ 34,418	\$ 5,801	12	30		
Youth Focus-Counseling-Individual Counseling	Individual Counseling	\$ 80,000	\$ 80,000	\$ 80,000	\$ -	-	183	200	
Unifour One-Changing Faces-Interpersonal One Step Further- Life Skills-Interpersonal Skills	Interpersonal Skill	\$ 25,000	\$ 25,000	\$ 25,000	\$ 3,800	30	40		
Selfless Foundation - Exposed Empowerment Headquarters CDC - Father Figures	Interpersonal Skill	\$ 36,000	\$ 44,000	\$ 44,000	\$ 5,000	259	400		
People and Paws-Second Chance-Interpersonal Skill	Vocational Skill	\$ -	\$ 84,632	\$ -	\$ -	0	120		
Youth Focus-Mell Burton Structured Day	Mentoring	\$ -	\$ 121,069	\$ -	\$ -	0	35		
One Step Further-Juvenile Mediation-Mediation	Mediation	\$ 26,000	\$ 32,000	\$ 31,418	\$ 1,830	32	168		
BOTSO Mentoring-Mentoring	Mentoring	\$ 29,611	\$ 41,608	\$ -	\$ -	34	50		
Unifour One-Changing Faces-Mentoring	Mentoring	\$ 30,000	\$ 30,000	\$ 30,000	\$ 4,300	81	40		
One Step Further-Community Service Restitution-Restitution/Community Service	Restitution/Community Service	\$ 98,000	\$ 98,000	\$ 98,000	\$ 11,000	112	260		
Barium Springs-STOP-Sex Offender Treatment	Sex Offender Treatment	\$ 48,238	\$ 48,238	\$ 48,238	\$ 7,000	26	40		
One Step Further-Guilford County Teen Court-Teen Court	Teen Court	\$ 72,075	\$ 73,000	\$ 73,000	\$ 10,000	244	250		
Youth Focus-Act Together-Temporary Shelter Nehemiah's-Tech and Robotic-Tutoring/Academic Enhancement	Temp Shelter	\$ 57,000	\$ 57,000	\$ 57,000	\$ -	109	150		
Operation Xcel-Operation Homework-Tutoring/Academic Enhancement	Tutoring/Academic Enhancement	\$ 35,000	\$ 65,048	\$ 35,000	\$ -	32	50		
Unifour One-Changing Faces-Vocational Communities in Schools Vocational Visions-Vocational	Vocational Skill	\$ 25,000	\$ 35,000	\$ 35,000	\$ 5,000	41	35		
JCPC Administration	Administration	\$ 44,000	\$ 44,000	\$ 44,000	\$ 7,000	28	40		
		<b>TOTAL</b>	<b>\$ 987,774</b>	<b>\$ 1,387,059</b>	<b>\$ 987,774</b>	<b>\$ 84,383</b>	<b>1554</b>	<b>2406</b>	

\*YTD through 4/9/2019

# 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

Strengthen coordination of care through partnerships which ensure the availability of quality social, physical, psychological and behavioral health services.



## BUDGET SUMMARY

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Mental Health-Local Management Entity	6,974,000	6,974,000	6,974,000	6,974,000	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%
<b>Mental Health</b>	<b>9,674,000</b>	<b>9,674,000</b>	<b>9,674,000</b>	<b>9,674,000</b>	<b>9,674,000</b>	<b>0</b>	<b>0.0%</b>
<b>EXPENSE</b>							
Other Services & Charges	9,674,000	9,674,000	9,674,000	9,674,000	9,674,000	0	0.0%
<b>Total Expense</b>	<b>9,674,000</b>	<b>9,674,000</b>	<b>9,674,000</b>	<b>9,674,000</b>	<b>9,674,000</b>	<b>0</b>	<b>0.0%</b>
<b>REVENUE</b>							
County Funds	9,674,000	9,674,000	9,674,000	9,674,000	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.

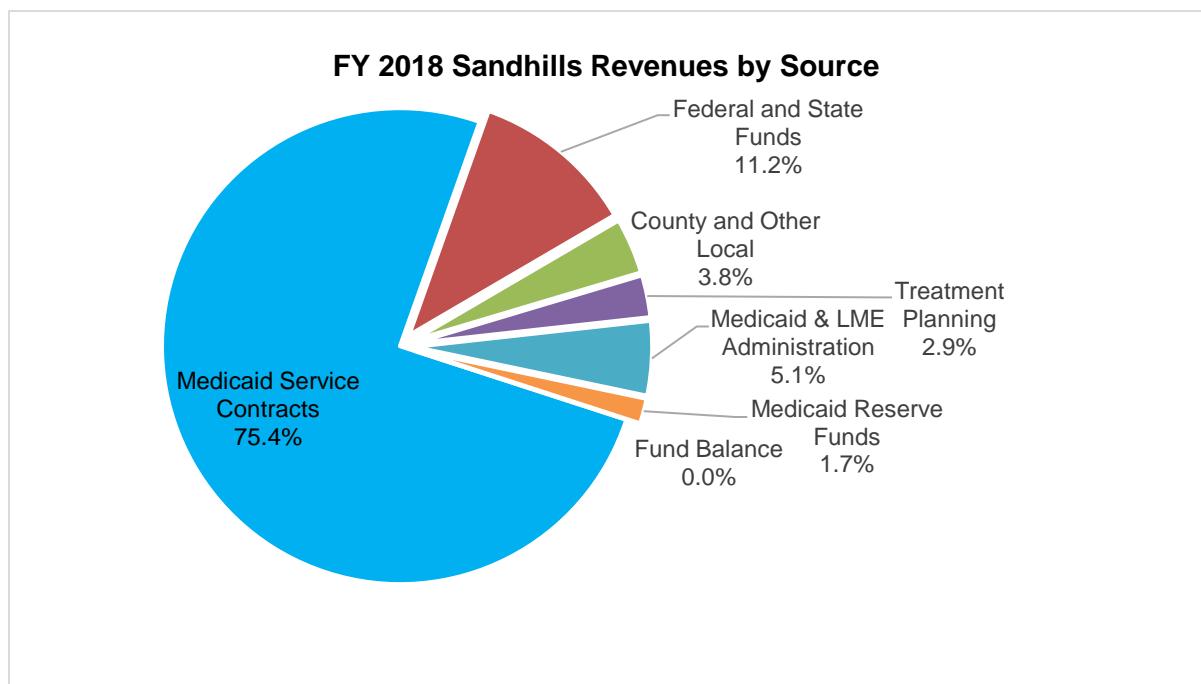
## FY 2020 ADOPTED BUDGET HIGHLIGHTS

- The FY 2020 Adopted budget remains unchanged from FY 2019 as the Sandhills Center has not requested a change in funding.
- Level funding sustains the current level of crisis/psychiatric services for consumers and families in Guilford County.

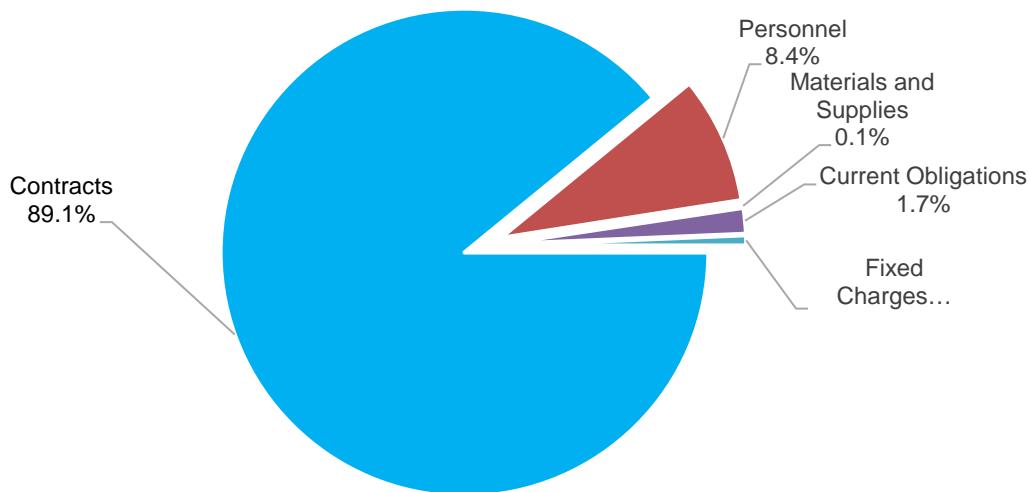
- County funding helps to support Sandhills' 24-hour County Walk-In/Crisis Service and The Guilford County Substance Abuse Treatment Center on Wendover Avenue.

## FY 2019 SIGNIFICANT ACCOMPLISHMENTS

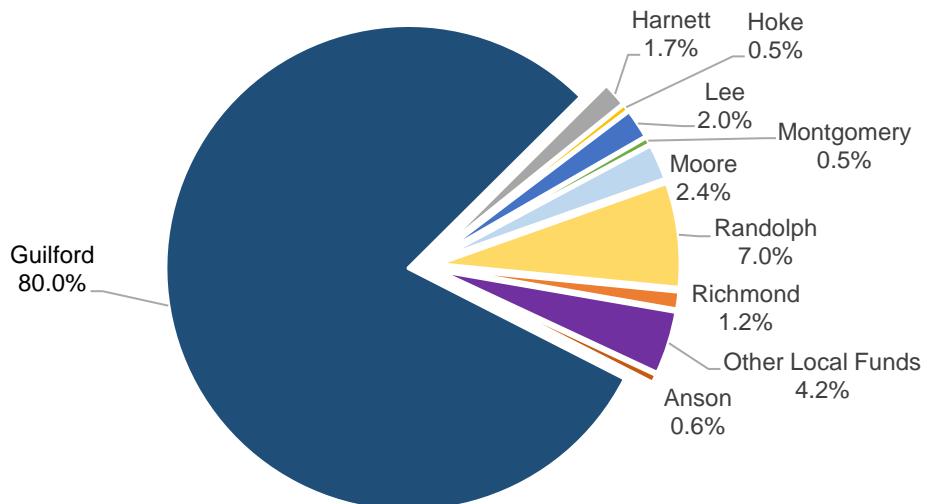
- Sandhills continues to maintain a strong local presence in Guilford County.
- Guilford County holds 4 of 23 Board of Directors positions on the Sandhills Center Board.
- Continue to assist service providers with process of getting necessary credentials.
- Continue monitoring standards for claims, appeals, and incoming calls
- Conducted Quarterly Community Needs Assessment Survey
- Presented quarterly community reports that focus on community, members served, and provider network
- Successfully managed three specialty courts; Juvenile Drug Court, Drug Court and Mental Health Court



### FY 2018 Sandhills Expenses by Source



### FY 2018 Sandhills Revenue Contribution by County



#### *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) began accepting individuals who participate in an OPT (Opiate Treatment Program). With the increase of overdoses and deaths from heroin/opiates, EBP shows that OTP in conjunction with counseling has a higher success rate for individuals in recovery.
- 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.

# PUBLIC ASSISTANCE MANDATES

Heather Skeens, Social Services Div. Director

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

## Healthy People

Strengthen coordination of care through partnerships which ensure the availability of quality social, physical, psychological and behavioral health services.



## BUDGET SUMMARY

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Adults	2,366,426	2,531,989	2,531,989	2,370,700	2,370,700	(161,289)	(6.4%)
Families	22,526	20,376	20,376	20,376	20,376	0	0.0%
<b>Public Assistance Mandates</b>	<b>2,388,952</b>	<b>2,552,365</b>	<b>2,552,365</b>	<b>2,391,076</b>	<b>2,391,076</b>	<b>(161,289)</b>	<b>(6.3%)</b>
<b>EXPENSE</b>							
Human Services Assistance	2,388,952	2,552,365	2,552,365	2,391,076	2,391,076	(161,289)	(6.3%)
<b>Total Expense</b>	<b>2,388,952</b>	<b>2,552,365</b>	<b>2,552,365</b>	<b>2,391,076</b>	<b>2,391,076</b>	<b>(161,289)</b>	<b>(6.3%)</b>
<b>REVENUE</b>							
County Funds	2,388,952	2,552,365	2,552,365	2,391,076	2,391,076	(161,289)	(6.3%)

## 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 \$2,370,700 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, 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. Funds for this program are be included in Social Service's budget.

# PUBLIC HEALTH

Merle Green, Public Health Div. Director

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## Healthy People

Strengthen coordination of care through partnerships which ensure the availability of quality social, physical, psychological and behavioral health services.



## BUDGET SUMMARY

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Public Health-Administration	2,581,075	2,204,811	3,717,348	2,300,759	2,296,763	91,952	4.2%
Public Health-Community Health	8,624,620	9,962,331	10,126,305	9,961,065	9,956,065	(6,266)	(0.1%)
Public Health-Clinical Health	11,082,689	13,604,902	13,717,754	13,890,848	13,864,849	259,947	1.9%
Public Health-Environmental Health	3,663,887	3,865,515	3,880,520	3,897,131	4,036,130	170,615	4.4%
Public Health-Allied Health	5,400,070	6,243,630	6,361,111	6,040,921	6,010,917	(232,713)	(3.7%)
Public Health-Preparedness	311,823	350,712	350,713	353,570	353,570	2,858	0.8%
<b>Public Health</b>	<b>31,664,164</b>	<b>36,231,901</b>	<b>38,153,751</b>	<b>36,444,294</b>	<b>36,518,294</b>	<b>286,393</b>	<b>0.8%</b>
<b>EXPENSE</b>							
Personnel Services	26,509,293	28,803,130	28,834,356	29,768,382	29,838,977	1,035,847	3.6%
Supplies & Materials	1,997,708	2,247,951	2,529,945	2,280,900	2,292,585	44,634	2.0%
Other Services & Charges	2,949,097	4,850,857	4,059,329	4,065,833	4,069,553	(781,304)	(16.1%)
Human Services Assistance	82,496	177,063	179,892	150,704	150,704	(26,359)	(14.9%)
Capital	125,570	152,900	2,550,229	178,475	166,475	13,575	8.9%
<b>Total Expense</b>	<b>31,664,164</b>	<b>36,231,901</b>	<b>38,153,751</b>	<b>36,444,294</b>	<b>36,518,294</b>	<b>286,393</b>	<b>0.8%</b>
<b>REVENUE</b>							
Licenses and Permits	770,871	704,500	704,500	688,570	688,570	(15,930)	(2.3%)
Intergovernmental	6,908,530	6,854,987	7,073,529	7,037,763	7,042,763	187,776	2.7%
Charges for Services	8,951,460	7,503,638	7,503,638	7,829,416	7,870,416	366,778	4.9%
Appropriated Fund Balance	491,660	2,678,199	2,709,852	1,189,572	1,241,572	(1,436,627)	(53.6%)
Miscellaneous Revenues	946,312	1,099,408	1,127,408	1,201,789	1,201,789	102,381	9.3%
<b>Total Revenue</b>	<b>18,068,833</b>	<b>18,840,732</b>	<b>19,118,927</b>	<b>17,947,110</b>	<b>18,045,110</b>	<b>(795,622)</b>	<b>(4.2%)</b>
<b>County Funds</b>	<b>13,595,331</b>	<b>17,391,169</b>	<b>19,034,824</b>	<b>18,497,184</b>	<b>18,473,184</b>	<b>1,082,015</b>	<b>6.2%</b>
<b>Positions</b>	<b>402.00</b>	<b>405.00</b>	<b>404.50</b>	<b>404.50</b>	<b>406.50</b>	<b>1.50</b>	<b>0.4%</b>

## DEPARTMENTAL PURPOSE

The Department of Public Health provides patient care services that include medical care, laboratory services, and pharmacy. A large part of our operation also includes environmental health services such as sanitary sewage management, food and lodging sanitation, public swimming pool inspections, and on-site water supplies. Our Community based services range from in-home care for elderly or disabled of any age, to health education, and health-related emergency preparedness services. Additional key programs include school nursing, nutrition

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

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

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

Additional mandated services include:

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

The Department provides all mandated and essential services such as communicable disease control (TB, HIV, influenza, etc.), family planning, refugee screening, dentistry, vital records management, environmental health, and wellness education. Environmental Health oversees chemical spill investigations, conducts on-site water and sewage inspections, food and lodging inspections, lead poisoning investigations, and mosquito control. The 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 2020 GOALS & OBJECTIVES**

- Continue and expand all clinical services in response to the new *Medicaid Transformation into Managed Care* process via the State of NC DHHS.
- Enhance communicable disease investigations and follow-up through staff training and operational support.
- Maintain in-home services for disabled children (CAP/C) and disabled adults (CAP/DA) and manage the waiting lists for services as funding allows.

- Seek to increase the number of School Nurses on a graduated schedule in order to reduce the nurse to student ratio from the current 1:1900 nearer the generally accepted standard of 1:750.
- Maintain high percentage of children  $\leq$  24 months of age who receive required childhood immunizations at 98% by sponsoring various outreach and patient education activities.
- Increase timeline compliance with wastewater system inspection requirements.
- Maintain visibility of health promotion, disease prevention, and drug use messages by participating in public school and university events, recreation center activities, community health fairs, faith-based conferences, and other appropriate venues.
- Manage Vital Records to the benefit of citizens by meeting the requirement for filing birth certificates within 3 days, and death certificates within 5 days of receipt.
- For the purpose of maintaining our focus on prevention, we will continue to educate the public on environmental health hazards such as Lead Abatement and water quality; communicable infection prevention; chronic disease management; and personal health promotion.

## **FY 2020 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2020 Adopted expense budget increased by \$286,393, or 0.8% over the FY 2019 Adopted budget. While this increase is offset by other revenue sources, net county funding for Public Health increased by \$1,082,015, or 6.2%.
- Public Health FY 2020 Adopted revenues decreased by \$795,622, or 4.2%, primarily driven by decreases in the department's use of Medicaid Maximization (MedMax) appropriated fund balance. Increases in revenues from grants, licensing and permitting fees will be used to maintain or enhance services.
- Personnel expenses increased by \$1,035,847, or 3.6%, to accommodate the addition of two (2) new Environmental Health positions and merit-based raises, and to reflect the full year impact of other personnel adjustments. The department also eliminated a vacant part-time position that was 100% grant-funded, as program deliverables could be achieved with existing staff.
- Supplies & Materials increased by \$44,634, or 2.0%, primarily driven by increases for medical and prescription drug supplies in preparation for the state's Medicaid Managed Care initiative. Public Health will participate in the initial launch phase beginning November 2019. As a state-identified primary health provider (PHP), the department will be required to provide integrated physical health, behavioral health and pharmaceutical services to assigned beneficiaries through this new model.
- Other Charges & Services decreased by \$781,304, or 16.1%, primarily driven by decreases in Special Facilities Maintenance/Repair expenses, to reflect projects that were accomplished during FY 2019.

- Capital expenses increased by \$13,575, or 8.9%, to reflect planned FY 2020 purchases outlined in the County's five-year major equipment plan. Human Services Assistance decreased by \$26,359, or 14.9%, to reflect decreased expenditures primarily associated with grant-funded initiatives.
- The FY 2020 Adopted budget includes one (1) Environmental Health (EH) Program Specialist to complete mandated inspections and monitoring of food-handling, lodging establishments and institutions (\$58,000), and one (1) EH specialist to conduct initial and ongoing inspections for septic systems and maintain oversight of wastewater systems throughout the County (\$60,000).
- Public Health requested five (5) twelve-month school nurse specialist positions to assist the department in reducing its school nurse to student ratio (\$701,927) and one (1) licensed clinical social worker to provide care management services as the department transitions into the Primary Care component of the state's Medicaid Managed Care initiative (\$67,108). These positions were not included in the FY 2020 Adopted budget.

## FY 2019 SIGNIFICANT ACCOMPLISHMENTS

- During FY 2019, Public Health welcomed a new Medical Director (Maricelina Caro, MD) and a new Assistant Health Director (Iulia Vann, MD, MPH) to the staff. These two critical positions are the catalysts for the Department's success in the new Medicaid Managed Care system in NC effective November, 2019. Pharmacy, lab, dental, WIC, and all other medical services will be instrumental in the managed care of Medicaid patients.
- During FY 2019 Public Health successfully renewed our Accreditation status with the most perfect score we have ever received. Staff and county leadership were key to assuring a flawless rating. The next Accreditation process will be due in four years. **Accreditation** is a process of validation in which health care institutions are evaluated for quality and effectiveness. The standards for **accreditation** are set by a peer review board whose members include faculty from various state governments and medical universities.
- Our program that provides Care Management for Children (CC4C) was successful in linking children and families to services that enhanced their health status and the Social Determinants of Health through expert Case Management. Similar services were provided for pregnant women through our Obstetrics Care Management program (OBCM).
- Our in-home care program for disabled adults (CAP/DA) continued to provide valuable services that were instrumental in helping vulnerable clients to remain in their homes with assistance (rather than seeking Nursing Home placements) in order to age-in-place.
- Our school health program continued to document illnesses in children ranging from acute infections such as strep throat, influenza, or appendicitis, to chronic diseases such as high blood pressure, diabetes, and cardio-vascular disease. The nursing staff continue to target the most at-risk students for additional services.
- This year we added new medical contracts at our High Point location, and renewed key contracts with Wake Forest Medical Center, Cone Health Foundation, Healthy High Point

Foundation, and other key partnering agencies. These grants allow PH to expand services in targeted areas.

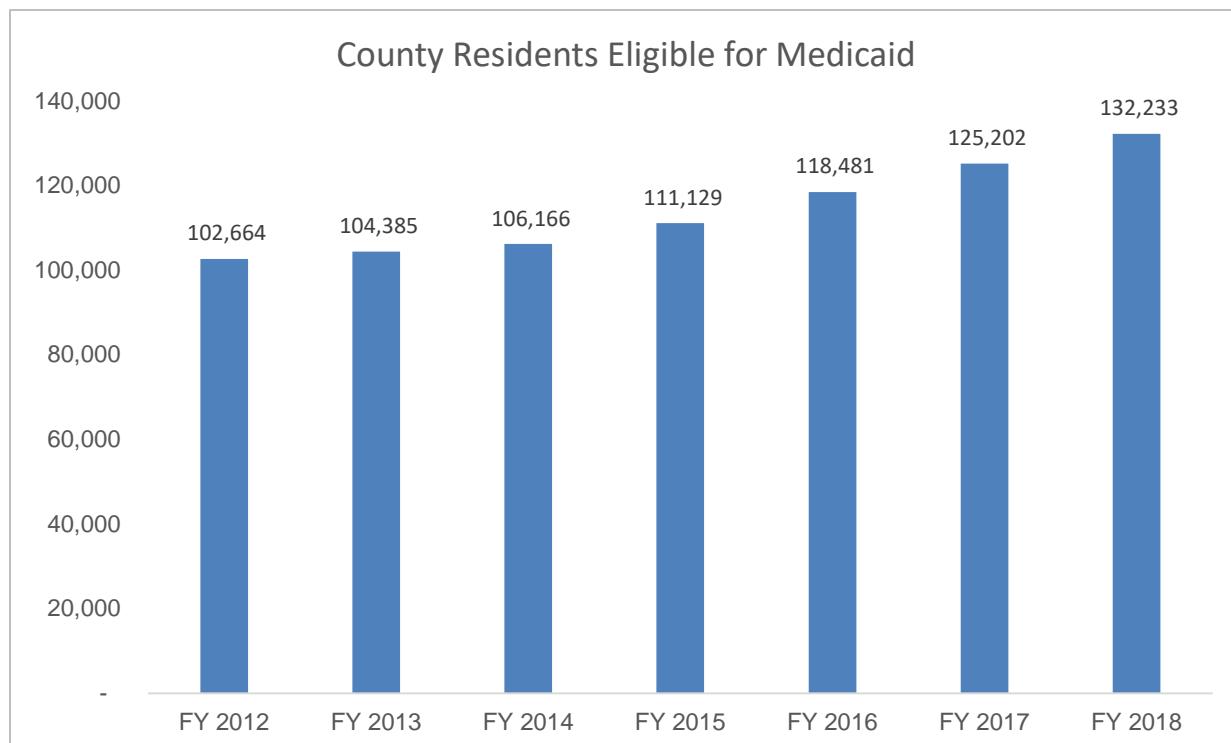
## KEY PERFORMANCE MEASURES

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
<b>Adult Health</b>					
Community Alternative Program for Disabled Adults -(CAP/DA) served/ waiting list	DA-337	DA-337	DA-337	DA-337	DA-337
Community Alternative Program for Disabled Children - (CAP/C) served/ waiting list	C-53	C-58	C-62	C-66	C-70
School Health Nurse / Student Ratio	1:1975	1:1737	1:1553	1:1404	1:750
	3,622	3,672	4,200	4,500	6,000
Newborn Home Visiting	Unduplicated 4,239	Unduplicated 4,400	Unduplicated 4,800	Unduplicated 5,100	Unduplicated 6,600
	Total	Total	Total	Total	Total
<b>Clinical Services</b>					
General Clinical Visits Completed	35,663	36,000	36,000	36,000	36,000
Dental Visits Completed	5,880	5,000	6,000	6,000	6,000
Laboratory Tests Performed	212,292	200,388	206,000	206,000	206,000
Prescriptions Filled by Pharmacy	62,518	62,328	63,000	64,000	64,000
% of Children 24 Month of Age or Below Receiving Required Childhood Immunizations (State Goal is 85%)	72%	85%	100%	100%	100%
Women, Infant and Children (WIC) % of "Base Caseload" within County (State Mandated 97%)	91%	91%	97%	97%	100%
Maternity Clients Visit Counts	6,491	6,500	6,500	6,500	6,500
Family Planning Patient Visit Counts	8,196	9,000	10,000	10,000	10,000
<b>Communicable Disease</b>					
STD Clients that Obtain Clinical Services	11,886	12,000	12,000	12,000	12,000
Tuberculosis Cases	23	22	20	20	0
Reportable Communicable Diseases Reported	1,224	1,200	1,200	1,200	1,200
Refugee Clients Assisted within Clinic	664	700	700	700	700
Refugees Health Assessments Completed	100%	100%	100%	100%	100%
Refugees Health Assessments Completed within State Mandated 90 Day Timeframe	100%	100%	100%	100%	100%
<b>Food and Lodging</b>					

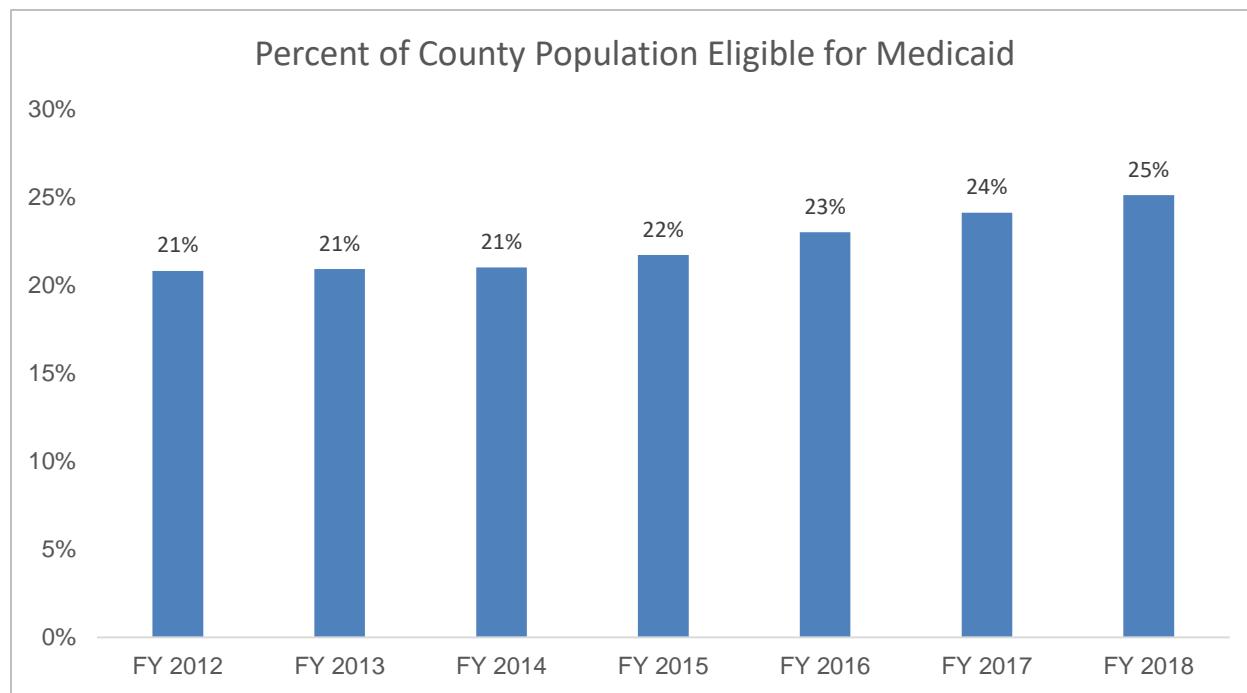
Required Food and Lodging Inspections Conducted	5,357	5,450	5,500	5,500	5,500
Compliance with Required Inspections by Establishments	67%	75%	80%	85%	92%
Reported Food-Borne Illnesses	52	55	55	55	40
Restaurant Employees attended Servsafe	16	12	10	10	10
Restaurant Employees Successfully Completing Serve Safe	55%	60%	65%	70%	75%
<b>Water Quality Program</b>					
Required Wastewater System Inspections (Pump Systems) Conducted	558	612	590	600	1217
Compliance with Required Wastewater System Inspections	46.04%	50.50%	48.68%	49.50%	100.00%
<b>Health Education</b>					
Teen Girls Reached Through Teen Pregnancy Prevention Efforts	1,308	850	850	850	850
Citizens Contacted Through STD Outreach Activities	1,484	1,000	1,000	1,000	1,200
Citizens Tested During STD Outreach Activities	4,497	3,500	3,500	3,500	2,475
Citizens That Tested Positive for Any STD Through Health Ed Outreach Program	11%	12%	12%	12%	15%
Media Contacts Made to Promote Public Health Prevention Goals and Messaging	3,155	3,000	3,000	3,000	3,000
<b>Vital Records</b>					
Average Number of Days for Death Registration (Filed Within 5 Days)	7.7	6.9	6.9	6.9	5
Average Number of Days for Birth Registration (Filed Within 5 Days)	3.8	3	3	3	3

## COMMUNITY MEDICAID POPULATION

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



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



*Population Source: NC OSBM County Estimates*

## **FUTURE OPPORTUNITIES & CHALLENGES**

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

## SOCIAL SERVICES

Heather Skeens, Social Services Div. Director

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### Healthy People

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



### BUDGET SUMMARY

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Social Services-Administration	43,365,704	46,977,943	48,162,041	48,203,948	48,203,948	1,226,005	2.6%
Social Services-Family Supportive Services	8,966,468	10,294,862	10,480,065	10,144,862	10,144,862	(150,000)	(1.5%)
Social Services-Older Adults	2,676,174	2,690,761	2,799,015	2,492,398	2,492,398	(198,363)	(7.4%)
Social Services-Community Alternatives	34,600	15,000	35,001	35,500	35,500	20,500	136.7%
Social Services-County Financial Assistance	24,727	75,500	76,500	75,500	75,500	0	0.0%
<b>Social Services</b>	<b>55,067,673</b>	<b>60,054,066</b>	<b>61,552,622</b>	<b>60,952,208</b>	<b>60,952,208</b>	<b>898,142</b>	<b>1.5%</b>
<b>EXPENSE</b>							
Personnel Services	38,165,993	39,556,894	39,441,981	40,344,290	40,294,290	737,396	1.9%
Supplies & Materials	177,959	243,750	298,028	224,215	224,215	(19,535)	(8.0%)
Other Services & Charges	5,034,754	5,963,941	6,687,428	5,797,980	5,847,980	(115,961)	(1.9%)
Human Services Assistance	11,378,341	14,289,481	14,768,127	14,585,723	14,585,723	296,242	2.1%
Capital	310,627	0	357,058	0	0	0	0.0%
<b>Total Expense</b>	<b>55,067,673</b>	<b>60,054,066</b>	<b>61,552,622</b>	<b>60,952,208</b>	<b>60,952,208</b>	<b>898,142</b>	<b>1.5%</b>
<b>REVENUE</b>							
Intergovernmental	35,614,825	39,498,327	40,335,482	40,565,539	40,565,539	1,067,212	2.7%
Charges for Services	76,878	203,612	203,612	109,612	109,612	(94,000)	(46.2%)
Appropriated Fund Balance	413,607	407,000	568,835	407,000	407,000	0	0.0%
Miscellaneous Revenues	583,283	625,447	625,447	689,447	689,447	64,000	10.2%
<b>Total Revenue</b>	<b>36,688,593</b>	<b>40,734,386</b>	<b>41,733,376</b>	<b>41,771,598</b>	<b>41,771,598</b>	<b>1,037,212</b>	<b>2.5%</b>
<b>County Funds</b>	<b>18,379,080</b>	<b>19,319,680</b>	<b>19,819,246</b>	<b>19,180,610</b>	<b>19,180,610</b>	<b>(139,070)</b>	<b>(0.7%)</b>
<b>Positions</b>	<b>619.50</b>	<b>623.50</b>	<b>627.50</b>	<b>627.50</b>	<b>627.50</b>	<b>4.00</b>	<b>0.6%</b>

Note: FY 2018 Actual and FY 2019 Adopted amounts include Veterans' Services funding. The FY 2019 Adopted budget does reflect the Board's transfer of the Veterans' Services director to Veterans' Services to create a Veterans' Services Division of Health & Human Services; the rest of the program funding was transferred administratively in FY 2019.

### 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. Veterans Services assists Guilford County Veterans, and their dependents, with applying for VA related benefits.
- 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. From FY 2017 forward, these funds will be a part of Social Service's budget. County Medical Assistance accounts for reimbursement-eligible medical transportation services.

## **FY 2020 GOALS & OBJECTIVES**

- Implement service improvement and facilitation programs:
  - Foster Parent Support Network
  - Family Law Facilitation Program
  - Southeastern Work Force Strategies/ AMAC
  - Family First Prevention
  - Medicaid Transformation
  - Reception/Lobby Project
- Continue to monitor and transition all eligibility activities and Children's Services to the NC FAST system.
- Continue to utilize technology to maximize efficiency and effectiveness of agency.

- Continue partnership/collaboration with Family Justice Center (GSO and HP) to address elder abuse, neglect and exploitation via Adult Protective Services.
- Develop new and strengthen existing agency training programs within all divisions.

## **FY 2020 ADOPTED BUDGET HIGHLIGHTS**

- Overall, the Social Services budget increased by \$898,142 or 1.5% due primarily to additional personnel expenses including the addition of three positions and the transfer of two others from Transportation as well as routine county-wide personnel adjustments including merit. This increase is offset by increases in federal grant revenues totaling \$1.07 million for a net decrease in county funds of \$140,000 or 0.7%.
- Personnel Service increased \$737,400 or 2.0% with the mid-year addition of three eligibility caseworkers for energy assistance as well as the transfer of two positions from the Transportation program. The remaining Veterans' Services position not moved in the FY 2019 Adopted budget was also shifted mid-year to Veterans' Services resulting in a net increase of 4 positions. No new positions are included in the recommended budget.
- Supplies & Materials decreased \$19,600 or 8% from reductions in office supply and furniture replacement funds as replacements are completed and some funds were shifted to Veterans' Services for their operations.
- Other Services & Charges decreased \$166,000 or 2.8% because of reductions in budgeted adoption incentive funds (\$100,000), funds for technology and software projects that are shifting based on the technology plan (\$23,000) and other general adjustments of budgets to better reflect actual expenses.
- Revenues increased \$1.04 million or 2.5% due primarily to increases in federal grant programs including food & nutrition (\$314,000), crisis intervention (\$345,000), and the social services block grant (\$584,000).

## **FY 2019 SIGNIFICANT ACCOMPLISHMENTS**

- Social Services' Economic Services Division continues to process food stamp benefits timely and over the past year, the division's timely rate has averaged 98%.
- The Economic Services Division operated and administered two Disaster Food and Nutrition (DSNAP) programs to assist more than 16,000 Guilford county residents. The division also assisted with processing DSNAP applications for three NC counties who experienced natural disasters.
- The Program Integrity module was successfully implemented in NC FAST. Guilford County has completed conversion to NC FAST with no issues.
- Successful Implementation of the Family Law Facilitator Program.
- Social Services' Children's Services Division coordinated a successful Celebrate the Children campaign, which provided Christmas and holiday gifts to children in foster care.

- Thirty-seven (37) additional private foster homes were licensed to help house the large number of foster children in Guilford County.
- Received 811 Adult Protective Services (APS) referrals and provided community outreach to those who did not meet the APS law criteria.
- Adult Guardianship provided comprehensive case management/protective services for up to 269 adult wards, to date. Adult Guardianship also served an increasing number of young adults with 94 wards under the age of 45 and 38 of those under 30.
- Total Restorations/Transfers to date (7) from Adult Guardianship; these individuals are deemed to be able to care for themselves and therefore have their full rights returned and the guardianship of Social Services is terminated.
- Aging and Adult Services Division AASD Quality Assurance/Training Team developed and put in place internal New Employee Orientation/Training to assure consistency for new staff.
- In-Home Aide Services budget management allowed AASD to increase the rate of pay to service providers (closer to market rate) and to decrease the service inquiry list of customers waiting for services.
- Waiting lists for In-Home Aide and Adult Daycare services were reduced by 76%, resulting in more than 89 additional clients opportunities to receive these services.

## KEY PERFORMANCE MEASURES

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
<b>Administration</b>					
Estimated Agency Efficiency Increases from Technology Initiatives In Progress	25%	75%	80%	80%	n/a
<b>Adult &amp; Aging Services</b>					
Adult Foster Care Guardianship caseload per SW	58	40	45	45	25-30
Adult Homes caseload per SW	20	12	12	12	12
Adult Protective Service apps per SW	38	64	70	82	-
Adult Protective Service caseload per SW	16	30	30	31	12
In-Home Aide Caseload per SW	40	40	42	42	40
In-Home Aide/Adult Day Care Initial Visit Timeliness ( <i>goal: 100% of assignments within 7 business days</i> )	100%	100%	100%	100%	100%
<b>Children, Youth &amp; Families</b>					
Foster Care caseload per SW	16.8	16.55	16	15	15
Adoption caseload per SW	17.3	16.65	16	15	15
Abuse Assessment Cases per SW	11.3	11.25	11	10	10
In-Home Services Cases per SW	10.55	10.4	10	10	10

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
Number of Homes per Licensing/Placement Social Worker	16.1	15.85	15	15	15
Rate of repeat maltreatment	5.41%	4%	5%	5%	7%
<b>Economic Services</b>					
Average FNS applications per month	N/A	3,000	3,000	3,000	demand
Average FNS recertification cases per month	3,615	3,615	3,615	3,615	demand
Percent of FNS applications processed timely	98%	98%	98%	98%	95%
Percent of FNS recertification cases processed timely	96%	97%	98%	98%	95%
Average Medicaid recertification cases per month	N/A	7,000	7,200	7,200	demand

## FUTURE OPPORTUNITIES & CHALLENGES

- Changes to Affordable Care Act and Medicaid based on current decisions at state and federal level.
- Impact of Medicaid Transformation to services and current operations.
- Impact of the implementation of NC FAST for Child Welfare Programs and Aging and Adult Services.

# TRANSPORTATION

Myra Thompson, Transportation Director

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

## Healthy People

Strengthen coordination of care through partnerships which ensure the availability of quality social, physical, psychological and behavioral health services.



## BUDGET SUMMARY

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Transportation-Human Serv	1,680,812	1,640,355	1,652,621	1,122,950	1,122,950	(517,405)	(31.5%)
<b>Transportation-Human Serv</b>	<b>1,680,812</b>	<b>1,640,355</b>	<b>1,652,621</b>	<b>1,122,950</b>	<b>1,122,950</b>	<b>(517,405)</b>	<b>(31.5%)</b>
<b>EXPENSE</b>							
Personnel Services	717,225	711,854	711,854	639,449	639,449	(72,405)	(10.2%)
Supplies & Materials	5,093	8,001	8,002	8,001	8,001	0	0.0%
Other Services & Charges	460,222	500,500	512,765	475,500	475,500	(25,000)	(5.0%)
Capital	498,272	420,000	420,000	0	0	(420,000)	(100.0%)
<b>Total Expense</b>	<b>1,680,812</b>	<b>1,640,355</b>	<b>1,652,621</b>	<b>1,122,950</b>	<b>1,122,950</b>	<b>(517,405)</b>	<b>(31.5%)</b>
<b>REVENUE</b>							
Intergovernmental	1,490,485	1,451,296	1,456,901	1,045,296	1,045,296	(406,000)	(28.0%)
Charges for Services	20,176	25,000	25,000	25,000	25,000	0	0.0%
Other Financing Sources	14,431	0	0	0	0	0	0.0%
Miscellaneous Revenues	5,000	0	0	0	0	0	0.0%
<b>Total Revenue</b>	<b>1,530,092</b>	<b>1,476,296</b>	<b>1,481,901</b>	<b>1,070,296</b>	<b>1,070,296</b>	<b>(406,000)</b>	<b>(27.5%)</b>
<b>County Funds</b>	<b>150,720</b>	<b>164,059</b>	<b>170,720</b>	<b>52,654</b>	<b>52,654</b>	<b>(111,405)</b>	<b>(67.9%)</b>
<b>Positions</b>	<b>17.00</b>	<b>17.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>(2.00)</b>	<b>(11.8%)</b>

## DEPARTMENTAL PURPOSE

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

**Human Service Transportation** trips provide eligible citizens transportation to and from job sites, and also provides transportation to elderly citizens to ensure they receive community-based care and services such as congregate meals at nutrition sites. Eligible residents also located in rural areas of the County are also served by transportation services.

## FY 2020 GOALS & OBJECTIVES

- Guilford County Transportation and Mobility Services will deliver safe, high-quality, efficient and reliable transportation services in its region and link people to their medical appointments, jobs, and communities.

## FY 2020 ADOPTED BUDGET HIGHLIGHTS

- The Transportation budget decreased by \$517,405 or 31.5% due primarily to the removal of vehicle replacement funds since all replacements were purchased in accordance with the state schedule in FY 2019. The budget also reflects the shifting of two positions to Social Services.
- Revenues also decreased by \$406,000 or 27.5% reflecting state funding adjustments, specifically the removal of vehicle replacement funds since no transportation vehicles are scheduled to be replaced in FY 2020.

## KEY PERFORMANCE MEASURES

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	FY21 Target
Trips	150,000	49,270	50,000	52,000	55,000
Cost per trip	\$26.52	\$26.52	\$26.52	\$26.52	\$26.52

- Note: the totals above reflect non-Medicaid transportation trips only; Medicaid transportation trips are now part of the Social Services budget effective FY 2017-18. -

## FUTURE OPPORTUNITIES & CHALLENGES

- Increase in demand for transportation services combined with limited grant funds.

# VETERANS' SERVICES

Robert Shelly, Veterans' Services Division Director

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.



## BUDGET SUMMARY

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Veteran Services	153,949	198,363	213,363	281,017	281,017	82,654	41.7%
<b>Veteran Services</b>	<b>153,949</b>	<b>198,363</b>	<b>213,363</b>	<b>281,017</b>	<b>281,017</b>	<b>82,654</b>	<b>41.7%</b>
<b>EXPENSE</b>							
Personnel Services	151,496	191,463	186,463	268,527	268,527	77,064	40.3%
Supplies & Materials	142	1,250	1,250	1,250	1,250	0	0.0%
Other Services & Charges	2,311	5,650	25,650	11,240	11,240	5,590	98.9%
<b>Total Expense</b>	<b>153,949</b>	<b>198,363</b>	<b>213,363</b>	<b>281,017</b>	<b>281,017</b>	<b>281,017</b>	<b>141.7%</b>
<b>REVENUE</b>							
Intergovernmental	2,000	3,000	3,000	3,000	3,000	0	0.0%
<b>Total Revenue</b>	<b>2,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>0</b>	<b>0.0%</b>
<b>County Funds</b>	<b>151,949</b>	<b>195,363</b>	<b>210,363</b>	<b>278,017</b>	<b>278,017</b>	<b>82,654</b>	<b>42.3%</b>
<b>Positions</b>	<b>3.00</b>	<b>1.00</b>	<b>2.00</b>	<b>4.00</b>	<b>4.00</b>	<b>3.00</b>	<b>300.0%</b>

*Note: FY 2018 expenses were in the Social Services budget because Veterans' Services was a Social Services program in FY 2017 and 2018 before being made a separate Health & Human Services division by Board action in FY 2019.*

## DEPARTMENTAL PURPOSE

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

## **FY 2020 GOALS & OBJECTIVES:**

- Expand resources of Guilford County Veterans Services to assist Guilford County Veterans, by coordinating or participating in Outreach Programs.
- Act with high moral principle. Adhere to the highest professional standards. Maintain the trust and confidence of all with whom we engage.
- Be truly Veteran-centric by identifying, fully considering, and appropriately advancing the interests of Veterans and other beneficiaries.
- Ensure staff is well trained and providing personalized services while being proactively engaged in the department's Mission, Vision and Goals.
- Create partnerships/network with other Federal, State and local organizations that will benefit Guilford County veterans through better access to housing, employment, transportation and healthcare resources

## **FY 2020 ADOPTED BUDGET HIGHLIGHTS**

- The Veterans' Services budget includes two additional Veterans' Services Officer positions (\$122,467) to enable the department to provide additional resources for veterans in the office and through community outreach efforts. Other than this addition, the budget remains largely unchanged.

## **FY 2019 SIGNIFICANT ACCOMPLISHMENTS**

- Veterans' Services successfully transitioned to a full, independent division of Human Services following action by the Board of Commissioners in the FY 2019 Adopted budget.
- Veterans' Services initiated a review of its operations and outreach that continues into FY 2020 as it works to improve the veterans' experience and access to resources.

## **KEY PERFORMANCE MEASURES**

*Veterans' Services performance measures are currently being reviewed for accuracy and relevance in an effort to improve the usefulness of these measures. Veterans' Services recently purchased software that will not only enhance quality of service, but also create reports on services by the department to individuals.*

## **FUTURE OPPORTUNITIES & CHALLENGES**

- Our number of veterans and eligible families to be served will continue to increase as aging veterans and dependents seek VA services. We will continue to serve those that have been recently been discharged from the military and call Guilford County home.

- While we wait for the response from VA concerning the Blue Water Navy Veterans and their eligibility for benefits for Agent Orange related issues and possible additions to the Agent Orange presumptive condition list this will add more individuals seeking disability compensation and or Widows Pension.
- We will continue to meet the needs of our Veterans that are returning from Iraq and Afghanistan who seeks advice not only on Claim related issues but VA Hospital Care, Education benefits, homelessness, employment and community support systems for emergency financial assistance.
- 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 with an increased staff Veterans Service will be able to focus on the Strategic Plan as set forth by the County Commissioners and County Manager.

# Public Safety

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

- Emergency Services
- Court Alternatives
- Inspections
- Other Protection
- Law Enforcement
- Family Justice Center
- Animal Services
- Security

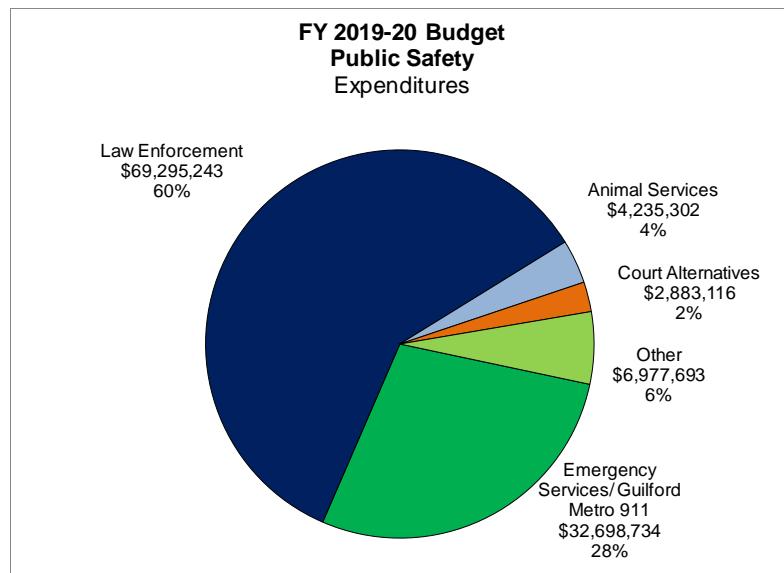
## Expenditures

Guilford County will spend a total of \$116.1 million for Public Safety in FY 2019-20, an increase of approximately \$3.9 million or 3.5% over the FY 2018-19 Adopted Budget, though the net increase in County funds will only be approximately \$200,000 or 0.2%. Public Safety accounts for approximately 18% of the total expenditures for the county.

The FY 2019-20 budget continues to align the Law Enforcement budget more closely with actual expenditures to better identify efficiencies. It also includes funds to continue the re-entry program by converting the grant-funded program director to county funds and to replace 38 vehicles at the end of their service life.

The Emergency Services (ES) budget is increasing by approximately \$1.8 million or 6.0% due to the addition of 15 positions (approx. \$650,000) plus a combination of increased medical linens cost, increased state medical examiner and EMS billing fees reflecting increased call volume; and an increase in the County's share of 911 calls to Guilford-Metro. The budget also continues to fund replacement ambulances and staff vehicles on its fleet replacement plan. These increases in expense are partially off-set by an additional \$2.3 million on revenues from increased fee rates.

The share of calls to the Guilford-Metro 911 Emergency Communications Center (GM911) for County services increased from 39% in calendar year 2017 to 40% in 2018. These costs are contained within the overall ES budget and shared with the City of Greensboro which funds the balance of the center's operation.



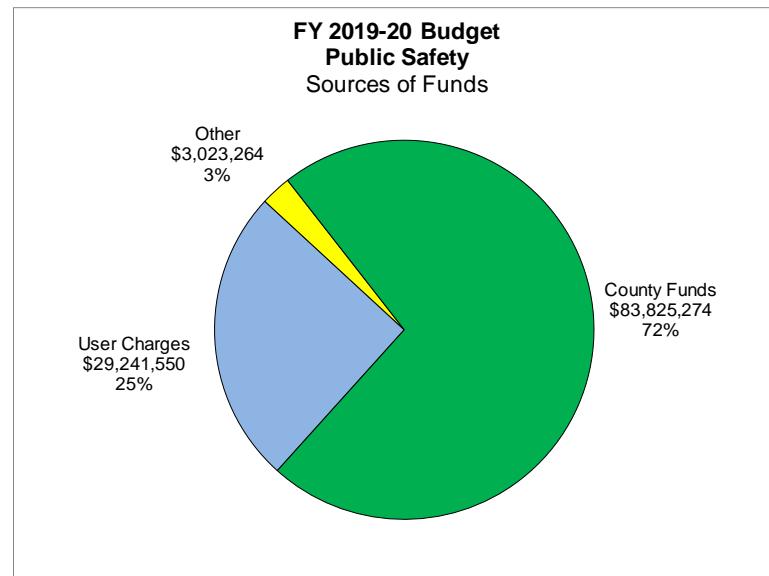
The Animal Services budget is increasing by about \$100,500 or 2.4% with the addition of two animal care positions. Animal Services staff continue to closely monitor expenditures and budgets to ensure they are as accurate as possible. Once the planned new facility is constructed, there may be additional adjustments in future budgets to reflect the new operating location.

The Family Justice Center (FJC) budget is increasing by almost \$188,500 or 29.9% primarily due to funding for a second FJC location in High Point that opened in fall 2018.

The Security budget includes the annualization of an armed county security officer added mid-year in FY 2019 as well as an extension of hours to provide increased security coverage.

### Revenues

Most (72%) 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 25% of the Public Safety revenues. The remaining funds will come from the federal and state government, fund balance, and other minor revenues.



	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	vs. FY19 Adopted
Department						\$ chg
Animal Services	\$3,807,610	\$4,134,716	\$4,303,539	\$4,153,302	<b>\$4,235,302</b>	\$100,586 2.4%
Court Alternatives	\$2,410,534	\$2,627,589	\$2,687,502	\$2,883,116	<b>\$2,883,116</b>	\$255,527 9.7%
Emergency Services	\$28,775,737	\$30,861,426	\$31,494,355	\$32,085,684	<b>\$32,698,734</b>	\$1,837,308 6.0%
Family Justice Center	\$447,661	\$630,604	\$828,695	\$819,086	<b>\$819,086</b>	\$188,482 29.9%
Inspections	\$2,300,227	\$2,379,363	\$2,522,603	\$2,537,285	<b>\$2,537,285</b>	\$157,922 6.6%
Law Enforcement	\$68,533,700	\$68,292,978	\$70,890,660	\$69,265,243	<b>\$69,295,243</b>	\$1,002,265 1.5%
Other Protection	\$884,795	\$1,017,436	\$1,017,581	\$1,080,748	<b>\$1,080,748</b>	\$63,312 6.2%
Security	\$1,886,789	\$2,173,363	\$2,178,368	\$2,540,574	<b>\$2,540,574</b>	\$367,211 16.9%
<b>Total Expenditures</b>	<b>\$109,047,053</b>	<b>\$112,117,475</b>	<b>\$115,923,303</b>	<b>\$115,365,038</b>	<b>\$116,090,088</b>	<b>\$3,972,613 3.5%</b>
<b>Sources of Funds</b>						
Federal & State Funds	\$889,483	\$1,091,368	\$1,991,030	\$1,457,008	<b>\$1,457,008</b>	\$365,640 33.5%
User Charges	\$25,755,519	\$25,846,848	\$25,898,448	\$28,539,344	<b>\$29,241,550</b>	\$3,394,702 13.1%
Other	\$1,678,290	\$1,105,035	\$1,155,565	\$1,225,210	<b>\$1,225,210</b>	\$120,175 10.9%
Fund Balance	\$982,664	\$448,893	\$862,474	\$341,046	<b>\$341,046</b>	(\$107,847) -24.0%
County Funds	\$79,741,097	\$83,625,331	\$86,015,786	\$83,802,430	<b>\$83,825,274</b>	\$199,943 0.2%
<b>Sources of Funds</b>	<b>\$109,047,053</b>	<b>\$112,117,475</b>	<b>\$115,923,303</b>	<b>\$115,365,038</b>	<b>\$116,090,088</b>	<b>\$3,972,613 3.5%</b>
<b>Permanent Positions</b>	<b>1,064.400</b>	<b>1,070.400</b>	<b>1,072.400</b>	<b>1,076.400</b>	<b>1,092.400</b>	<b>22.000 2.1%</b>

## ANIMAL SERVICES

Jorge L. Ortega, Jr., 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

Strengthen coordination of care through partnerships which ensure the availability of quality social, physical, psychological and behavioral health services.



### BUDGET SUMMARY

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<strong>EXPENSE</strong>							
Animal Services-Animal Shelter	2,696,080	2,907,942	3,075,948	2,765,388	2,847,388	(60,554)	(2.1%)
Animal Services-Animal Control	1,111,530	1,226,774	1,227,591	1,387,915	1,387,914	161,140	13.1%
<strong>Animal Services</strong>	<strong>3,807,610</strong>	<strong>4,134,716</strong>	<strong>4,303,539</strong>	<strong>4,153,302</strong>	<strong>4,235,302</strong>	<strong>100,586</strong>	<strong>2.4%</strong>
<strong>EXPENSE</strong>							
Personnel Services	2,296,407	2,504,747	2,514,747	2,521,723	2,603,723	98,976	4.0%
Supplies & Materials	467,855	508,000	555,461	482,998	482,998	(25,002)	(4.9%)
Other Services & Charges	1,013,082	1,091,969	1,202,316	1,010,581	1,010,581	(81,388)	(7.5%)
Capital	30,266	30,000	31,015	138,000	138,000	108,000	360.0%
<strong>Total Expense</strong>	<strong>3,807,610</strong>	<strong>4,134,716</strong>	<strong>4,303,539</strong>	<strong>4,153,302</strong>	<strong>4,235,302</strong>	<strong>100,586</strong>	<strong>2.4%</strong>
<strong>REVENUE</strong>							
Charges for Services	873,180	927,189	927,189	1,087,691	1,087,691	160,502	17.3%
Appropriated Fund Balance	150,000	150,000	172,578	28,200	28,200	(121,800)	(81.2%)
Other Financing Sources	5,622	0	0	0	0	0	0.0%
Miscellaneous Revenues	58,602	51,475	77,475	69,475	69,475	18,000	35.0%
<strong>Total Revenue</strong>	<strong>1,087,404</strong>	<strong>1,128,664</strong>	<strong>1,177,242</strong>	<strong>1,185,366</strong>	<strong>1,185,366</strong>	<strong>56,702</strong>	<strong>5.0%</strong>
<strong>County Funds</strong>	<strong>2,720,206</strong>	<strong>3,006,052</strong>	<strong>3,126,297</strong>	<strong>2,967,936</strong>	<strong>3,049,936</strong>	<strong>43,884</strong>	<strong>1.5%</strong>
<strong>Positions</strong>	<strong>45.00</strong>	<strong>45.00</strong>	<strong>45.00</strong>	<strong>45.00</strong>	<strong>47.00</strong>	<strong>2.00</strong>	<strong>4.4%</strong>

### 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 2020 GOALS & OBJECTIVES**

- Continue to seek strategic partnerships within the community to enhance our services for pets and their owners.
- Continue the County's partnership with Project Bark.
- Continue project to replace the existing county Animal Shelter complex by starting construction in FY 2020.
- 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.
- Increase presentation of animals housed at the shelter on the Animal Shelter website and other social media platforms.

## **FY 2020 ADOPTED BUDGET HIGHLIGHTS**

- Overall, the Animal Services budget increased by \$100,586 or 2.4% with the scheduled replacement of three vehicles for Animal Control and the addition of two Animal Care Technician positions. These increases are partially offset by decreases in Shelter division medical expenses as Susie's Fund is expended and other adjustments to reflect actual expenses. Revenues increased \$56,702 or 5.0% primarily because of fee adjustments and Animal Control revenues from municipalities resulting in a net decrease in county funds needed for Animal Services.
- Personnel Services increased \$98,976 or 4.0% due primarily the addition of two Animal Care Tech positions to decrease the ratio of animals to staff and increase staff capacity. The remainder of the increase is due to a combination of county-wide merit increase, vacancies, and other adjustments.
- Supplies & Materials decreased \$25,000 or 4.9% with all of the change in the shelter division as cleaning, medical, and animal supplies continue to be reviewed and better aligned with actual spending.
- Other Services & Charges decreased by almost over \$81,400 or 7.5% due primarily to a reduction in funds budgeted for Susie's Fund; this change reflects continued expenditure of the funds received in FY 2016 when the County assumed shelter operations. This decrease is partially offset by increases in vehicle fuel (\$14,000) and equipment repair for maintenance of shelter and animal shelter equipment (\$8,500).
- Revenues increased by \$56,702 or 5.0% resulting in a net decrease county funds required for the Animal Service budget of \$38,116 or 1.3%. This increase reflects increased animal shelter fees for boarding and reclaiming animals (\$60,000) and animal control fees charged to municipalities based on population and the county's budgeted expenses (\$100,000). Appropriated fund balance also decreased reflecting the use of Susie's Fund and the reduced amount remaining to be expended.

- Animal Services also requested four additional positions including two Animal Care Technicians to reduce the animal to staff ratio as a first stage in adding nine positions needed to match the best practice ratio recommended by animal care industry standard guidelines (\$82,000); one Foster Coordinator to build and manage relationships with foster organizations and other temporary homes to increase the number of animals transferred out which will increase the shelter's capacity of care without overcrowding and increase positive outcomes for animals (\$49,300); and one Customer Service Manager to ensure Animal Services provides the best customer service possible including handling complaints and improving both Animal Services and the County's brand (\$57,600). None of these additional positions were included in the budget.

## FY 2019 SIGNIFICANT ACCOMPLISHMENTS

- Successfully collaborated with Animal Services Advisory Board to receive citizen input and recommendations on Animal Services operations in Guilford County.
- Hired a new Community Engagement Manager to help improve the shelter's visibility through social media including the Animal Shelter Facebook page and other on-line adoption sites that help promote adoptions.
- Continued to have a progressive adoption program by working with our community partners, social media, and rescue organizations to increase the number of adoptions. Implemented monthly adoption special promotions to encourage adoptions.
- Hired a Shelter Operations Manager to improve coordination with all internal departments to enhance the care and enrichment of shelter animals.
- Utilized budgeted medical funds and Susie's Fund to provide medical treatment to injured, abused, or neglected animals received by the animal shelter.
- New Animal Services Director continues to identify strategic objectives to help the animal shelter move forward and increase the standard level of animal care.

## KEY PERFORMANCE MEASURES

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
<b>Animal Control</b>					
Dispatched Calls	14,702	15,784	15,626	15,470	demand
Dispatched Calls per Officer	1,470	1,578	1,563	1,547	demand
Calls for Animals Running Loose	3,275	3,406	3,542	3,684	demand
Positive Rabies Reports	13	14	14	14	demand
<b>Animal Shelter</b>					
Number of animals taken in	6,700	6,500	6,000	5,500	5,500
Average Daily Population	310	300	300	250	250
Average Length of Stay	16	14	12	10	10
Live Release/Outcome Rate	85%	85%	85%	90%	90%

## **FUTURE OPPORTUNITIES & CHALLENGES**

- 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 continually in need of repair and at times, does not meet minimum standards of care. A new animal shelter is anticipated to provide a more efficient facility layout that will improve operations and capacity of animal care, reduce the cost of maintenance, and will be viewed as a resource for the community.
- There is currently strong community support for the animal shelter. The opportunity is there to build strong private-public partnerships to help sustain the animal shelter's life-saving efforts.

# 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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Court Alternatives-Detention Services	2,410,534	2,627,589	2,687,502	2,883,116	2,883,116	255,527	9.7%
<b>Court Alternatives</b>	<b>2,410,534</b>	<b>2,627,589</b>	<b>2,687,502</b>	<b>2,883,116</b>	<b>2,883,116</b>	<b>255,527</b>	<b>9.7%</b>
<b>EXPENSE</b>							
Personnel Services	1,756,556	1,967,803	1,967,803	2,106,058	2,106,058	138,255	7.0%
Supplies & Materials	269,676	265,235	289,691	358,617	358,617	93,382	35.2%
Other Services & Charges	367,352	394,551	411,358	418,441	418,441	23,890	6.1%
Capital	16,950	0	18,650	0	0	0	0.0%
<b>Total Expense</b>	<b>2,410,534</b>	<b>2,627,589</b>	<b>2,687,502</b>	<b>2,883,116</b>	<b>2,883,116</b>	<b>255,527</b>	<b>9.7%</b>
<b>REVENUE</b>							
Intergovernmental	65,792	77,879	77,879	71,473	71,473	(6,406)	(8.2%)
Charges for Services	2,031,910	2,576,518	2,613,118	2,467,677	2,467,677	(108,841)	(4.2%)
Miscellaneous Revenues	1,014	919	919	1,823	1,823	904	98.4%
<b>Total Revenue</b>	<b>2,098,716</b>	<b>2,655,316</b>	<b>2,691,916</b>	<b>2,540,973</b>	<b>2,540,973</b>	<b>(114,343)</b>	<b>(4.3%)</b>
<b>County Funds</b>	<b>311,818</b>	<b>(27,727)</b>	<b>(4,414)</b>	<b>342,143</b>	<b>342,143</b>	<b>369,870</b>	<b>(1,334.0%)</b>
<b>Positions</b>	<b>33.00</b>	<b>33.00</b>	<b>33.00</b>	<b>37.00</b>	<b>37.00</b>	<b>4.00</b>	<b>12.1%</b>

## DEPARTMENTAL PURPOSE

The Court Alternatives Department provides juvenile detention services in a safe, secure and humane environment for court-involved youth awaiting adjudication. The Department is committed to creating and maintaining alternatives to detention through community supervision programs that promote education, healthy lifestyles and positive choices for youth and their families.

## FY 2020 GOALS & OBJECTIVES

- Continue to advertise for and recruit highly talented & skilled Juvenile Counselor Technicians.

- The Guilford County Juvenile Detention seeks to ensure the safety of juveniles and staff by maintaining an organized and disciplined systems of operations that promote stability in the facility.
- Guilford Juvenile Detention Center (GJDC) will accomplish its mission in a secure, orderly, and structured environment which is maintained by well-trained, competent staff administering the “Model of Positive Behavior Intervention” program, an accountability-based behavior management model comprised of comprehensive educational and recreational programs that promote healthy choices for the youth we serve. The GJDC seeks to provide an environment which enables behavior changes by making rehabilitative opportunities available for juveniles who demonstrate motivation for change and the desire to participate in behavior modification programs.
- To develop ongoing educational training sessions for judges, law enforcement, teachers, youth-focused groups, parent groups, social workers, and youth workers, etc. to increase understanding of the Raise the Age legislation that will become effective, December 1, 2019, which will place all criminal cases for juveniles up to age 18 in juvenile court.
- Develop age appropriate programs for an older juvenile population.
- Collaborate with programs designed to address the increase in sexually exploited children and impact the demand for prostitution and sex trafficking.
- Court Alternatives will continue to offer Community Outreach & Gang Awareness programs throughout Guilford County Schools and the community at-large.
- Our agency will be committed to operating efficiently, effectively, and with accountability for the resources provided.

## FY 2020 ADOPTED BUDGET HIGHLIGHTS

- The Court Alternatives FY 2020 Adopted expense budget will increase by \$255,527, or 9.7%, primarily driven by increases in personnel services and supplies and materials.
- Personnel Services increased by \$138,255, or 7.0%, to accommodate merit-based raises and reflect the full year impact of other personnel adjustments, as well as the addition of four new positions.
- Supplies & Materials increased by \$93,382, or 35.2%, to reflect anticipated increases in food service contracts, in addition to the purchase or repair of wearing apparel and two-way radios for new and existing counselors.
- Other Services & Charges increased by \$23,890, or 6.1%, to reflect an anticipated increase in a medical services contract, in addition to increased training expenses for new personnel to earn state-mandated accreditations.
- Overall revenues will decrease by \$114,343, or 4.3%, resulting from reduced daily subsidy reimbursements from the NC Department of Public Safety. While daily subsidy rates remain stable at \$122 for in-county youth and \$244 for out-of-county youth, GCJDC anticipates a reduction in the number of out-of-county youth served with implementation

of the “Raise the Age” initiative effective December 2019, as the center absorbs Guilford County youth impacted by this new policy.

- Court Alternatives requested four (4) Juvenile Counselor Technician positions and one (1) Human Service Coordinator position. The FY 2020 Adopted budget includes four (4) months of funding for three (3) Juvenile Counselor Technician positions (\$127,141) and one (1) Human Services Coordinator position (\$57,630). These staff will be hired during the final quarter of FY 2020 to assist in providing quality care and case management services for those youth impacted by “Raise the Age” legislation.

## FY 2019 SIGNIFICANT ACCOMPLISHMENTS

- Ongoing staff training and re-certifications, which reinforce safety & security as a top priority, resulted in no major incidents occurring at GJDC this fiscal year.
- Attended several trainings and workshops that increased our knowledge and understanding of the **Raise the Age initiative in North Carolina - effective December 1, 2019.**
- Provided facility tours for organizations and families as a community service, to assist with early interventions & preventions for misguided youth.
- Continued compliance with Department of Public Instruction requirements, in accordance to Child Nutrition reimbursement.
- Employee successfully completed the Instructor training as a G.R.E.A.T. Officer.

## KEY PERFORMANCE MEASURES

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
<b>General Operations</b>					
Total admissions	498	486	507	507	507
Guilford County admissions	197	180	201	201	201
Admissions from outside Guilford County	301	306	306	306	306
Total bed stays	11,174	11,019	11,655	11,655	11,655
Cost per bed day	216	202	244	244	244
Average length of stay	23	23	23	23	23
Average daily population	31	31	32	32	32
<b>Education &amp; Wellness (hours / week)</b>					
Traditional classroom education offered through Guilford County Schools partnership	31.25	31.25	31.25	31.25	31.25
Extracurricular Health & Wellness Education offered	3.50	3.50	3.50	3.50	3.50

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
Extracurricular Nutrition Education offered	3.50	3.50	3.50	3.50	3.50
Physical fitness activities offered	7	7	7	7	7
Gang Resistance Education & Training (GREAT) offered through Project Safe Neighborhood collaborative	10	3	3	3	3

## FUTURE OPPORTUNITIES & CHALLENGES

- Effective December 1, 2019, all criminal cases for juveniles up to age 18 will begin in juvenile court. GJDC population management/available space will be challenged, due to our need to keep older youth housed in different pods from younger juveniles.

# 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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Emergency Services-Administration	1,623,301	1,572,991	1,760,609	1,699,412	1,769,412	196,421	12.5%
Emergency Services-Emergency Management	751,014	859,908	1,070,365	825,697	825,696	(34,212)	(4.0%)
Emergency Services-Communications	3,790,564	4,238,799	4,083,809	4,511,559	4,511,559	272,760	6.4%
Emergency Services-Garage	384,148	353,417	354,999	368,023	368,023	14,606	4.1%
Emergency Services-Medical	19,572,128	20,852,607	21,392,696	21,895,348	22,438,399	1,585,792	7.6%
Emergency Services-Fire	2,654,582	2,983,704	2,831,877	2,785,645	2,785,645	(198,059)	(6.6%)
<b>Emergency Services</b>	<b>28,775,737</b>	<b>30,861,426</b>	<b>31,494,355</b>	<b>32,085,684</b>	<b>32,698,734</b>	<b>1,837,308</b>	<b>6.0%</b>
<b>EXPENSE</b>							
Personnel Services	17,934,353	18,993,056	18,935,184	19,447,577	19,918,516	925,460	4.9%
Supplies & Materials	1,772,374	1,933,650	2,161,011	2,297,700	2,301,200	367,550	19.0%
Other Services & Charges	7,794,512	8,325,420	8,822,710	8,988,257	9,126,868	801,448	9.6%
Capital	1,275,323	1,609,300	1,575,450	1,352,150	1,352,150	(257,150)	(16.0%)
Other	(825)	0	0	0	0	0	0.0%
<b>Total Expense</b>	<b>28,775,737</b>	<b>30,861,426</b>	<b>31,494,355</b>	<b>32,085,684</b>	<b>32,698,734</b>	<b>1,837,308</b>	<b>6.0%</b>
<b>REVENUE</b>							
Intergovernmental	141,566	85,250	217,049	85,250	85,250	0	0.0%
Charges for Services	16,412,961	16,300,793	16,315,793	18,647,793	19,357,793	3,057,000	18.8%
Other Financing Sources	54,100	10,000	10,000	75,000	75,000	65,000	650.0%
Miscellaneous Revenues	221,196	331,630	336,630	358,652	358,652	27,022	8.1%
<b>Total Revenue</b>	<b>16,829,824</b>	<b>16,727,673</b>	<b>16,879,472</b>	<b>19,166,695</b>	<b>19,876,695</b>	<b>3,149,022</b>	<b>18.8%</b>
<b>County Funds</b>	<b>11,945,914</b>	<b>14,133,753</b>	<b>14,614,883</b>	<b>12,918,989</b>	<b>12,822,039</b>	<b>(1,311,714)</b>	<b>(9.3%)</b>
<b>Positions</b>	<b>257.25</b>	<b>261.25</b>	<b>261.25</b>	<b>261.25</b>	<b>276.25</b>	<b>15.00</b>	<b>5.7%</b>

## 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 2020 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 FY 2019.
- Maintain and prepare for Accreditation renewal from Emergency Management Accreditation Program (EMAP).
- Continue to strive for increased compliance 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 expanding the role of Guilford County EMS as a mobile integrated healthcare practice provider. The transition from traditional fee for service to population health management has continued to become the current healthcare model, and will require some additional resources in FY 2020. This will also require continued departmental focus on our community paramedicine program.
- EMS will be faced with a change in payor for Medicaid beneficiaries in FY20, and will go from a single payor to a Managed Care Medicaid in November 2019. This will require a change in accounting and cost reporting.
- Maintain three-year re-accreditation from the Commission on Accreditation of Ambulance Services (CAAS).
- Through community collaboration with UNCG (and NC A & T's MSW program) expand the GC STOP (Guilford County Solutions to the Opioid Problem) program to continue to reduce mortality from the opioid crisis.
- Complete initial site work and begin construction on Phase 1 of the ES Master facility on Pepperstone Drive.

## FY 2020 ADOPTED BUDGET HIGHLIGHTS

- Overall, the Emergency Services expense budget increased by \$1.84 million or 6.0% from the FY 2019 Adopted budget. This increase is offset by additional revenues of \$3.15 million or 18.8% including EMS fee increases from 150% to 200% of Medicare rates for a net decrease in county funds of \$1.31 million or 9.3%.
- Personnel Services increased by \$925,460 or 4.9% due to routine county-wide merit and other personnel adjustments plus the addition of a Technical Support, 4 EMT, and 4 Paramedic positions starting in July, and 4 EMTs and 2 EMS Captains starting in January 2020 (\$624,000 total).

- Supplies & Materials increased \$367,550 or 19.0% primarily due to the department needing an additional \$400,000 to purchase stretcher linens that were previously provided by hospitals. Staff are exploring alternative options to reduce this cost but none will be available prior to FY 2020. Other minor changes to reflect actual spending serve to slightly offset these increases.
- Other Services & Charges increased by \$801,448 or 9.6% from a combination of increased professional services for Guilford Metro 911 (\$267,000); increases in state medical examiner fees payments; fees for contracted EMS billing corresponding with increase EMS rates and revenues (\$346,000). Fire HazMat Operations also increased slightly to better reflect the county's retainer and cost collection for incidents requiring Greensboro Fire HazMat assistance. The rest of the increase is from increases in fuel, insurance and vehicle repair to reflect rising costs (\$85,300 combined) and generally aligning budgets with actual spending patterns.
- Capital decreased by \$257,150 or 16% reflecting decreases in major equipment plan funding for FY 2020 as well as adjustments to vehicle replacement funding.
- Revenues increased by \$3.15 million or 18.8% due primarily to normal annual increases in call volume (\$640,000) plus increases in the EMS fee rate from 150% to 200% of Medicare reimbursable rates (\$2.1 million) and smaller increases in fees for EMS units to standby at special events (\$50,000).
- Emergency Service also requested 12 county fire positions to provide additional manpower and operational support to the county's volunteer fire departments that provide fire protection in fire districts (3 fire captains, 9 firefighters total; \$659,700). These positions were not included in the budget.

## **FY 2019 SIGNIFICANT ACCOMPLISHMENTS**

- The Emergency Management Division coordinated or participated in 12 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 3 times and utilized WebEOC on 19 incidents and planned events to coordinate response and recovery activities with partner agencies. This includes States of Emergency for two hurricanes (Florence and Michael) and 1 significant Winter Storm.
- Coordinated the opening of disaster shelters for Hurricanes Florence and Michael.
- Continued to coordinate elements of the Greensboro Tornado Recovery from April of 2018 and facilitated a Disaster Declaration for Individual Assistance and Public Assistance from Hurricane Florence.
- The Emergency Management Division supported the update process of 84 Continuity of Operations Plans, and other supporting plans in Emergency Management.
- Emergency Management continued the enhancement of the community notification system through a multi-agency partnership with the City of Greensboro and the City of High Point and registered 12,000 additional community contacts into the system.

- During calendar year 2018, the EMS Division responded to 75,876 requests for service. This represents a 2,100 call (~3%) increase in call volume when compared to CY2017. 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.
- We continue to respond to an unprecedented number of calls associated with the opioid overdose epidemic. In 2018, we treated over 900 suspected narcotic overdoses and attended to ~85 overdose related deaths. To help combat this problem, we have joined a collaborative known as Guilford County Solution to the Opioid Problem (GCSTOP). This project leverages one-time funds allocated by the NC General Assembly to design, implement, and evaluate a rapid response (post reversal follow up) program intended to decrease mortality from opioid overdoses among the opioid user population. We have also received a NC DPH grant and an NC OEMS grant related to the program.
- Guilford County, on behalf of Emergency Services, purchased property to build a master facility. We have worked diligently with architects/engineers to design the facility. Design has been completed on Phase 1, bids awarded, and construction is to begin in the spring of 2019.
- EMS continued a partnership with Triad Healthcare Network (THN), the accountable care organization (ACO) affiliated with Cone Health, for Community Paramedicine (CP) services for patients with advanced heart failure. Contracts for paramedicine service continue to cover expenses associated with program. According to Cone Health, this program has resulted in a 54% decrease in readmissions and a 25% decrease in emergency department visits by the program participants. This has resulted in a savings of greater than \$500,000 for Cone Health. As a result, we are regularly receiving requests to expand our services.
- EMS formed a partnership with Hospice and Palliative Care of Greensboro to provide comprehensive services for their clients on a subscription basis.
- Fire Inspections staff conducted greater than 2,300 inspections during calendar year 2018. This currently represents a compliance rate of >95% with the state mandate for CY18. Plans examination of new construction and up fit of existing building stock totaled 306 with acceptance testing of all fire protection systems resulted in 449 additional inspections, which is clearly trending as an increase. During CY18 the Guilford County Fire Marshal's Office has absorbed all Charter Schools (per General Statute) as well as GCS Administration Buildings throughout the County. Additionally, 623 Guilford County Schools' properties must be inspected twice annually with a compliance rate of 99%.
- Fire Investigation staff performed a total of 118 investigations which resulted in:
  - Intentional Fires 24
  - Accidental Fires 54
  - Failure of Equipment 12
  - Under Investigation 1
  - Undetermined 12
  - Other Situations 15
    - no fire ignition situations
  - There were 3 Civilian Casualties (injuries) and 2 Fire Service Casualties (injuries)

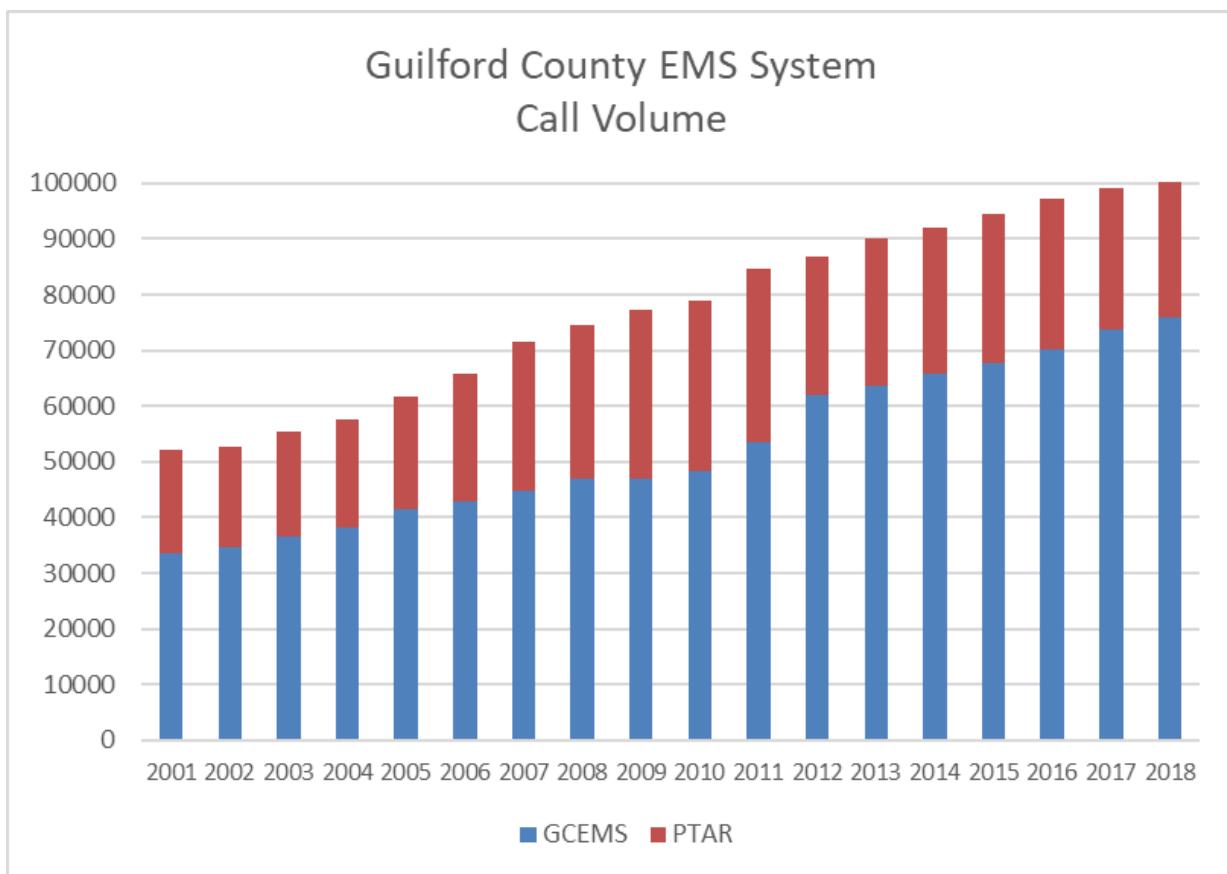
- Fire Operations has continued to provide support to the contracted fire departments in the County through response and training opportunities, as well as hazardous materials response and mitigation. The Fire Marshal's Office has also worked with the County fire chiefs and County administration to contract for and finalize a comprehensive study of the County's fire delivery system. Currently the County is supplementing Fire with one 24 hour-a-day rescue and one 12-hour squad (which will soon be converted to 24 hour operations) due to continued volunteer decline.

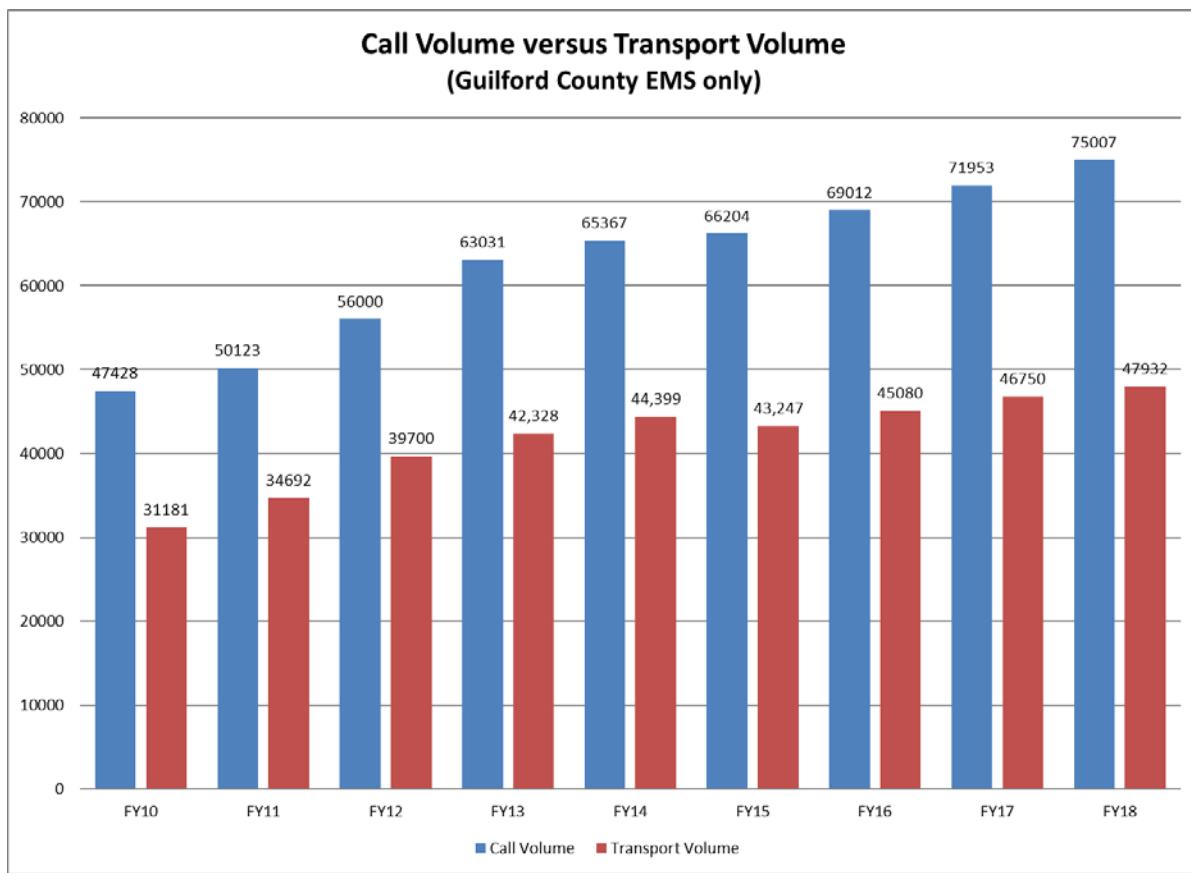
## KEY PERFORMANCE MEASURES

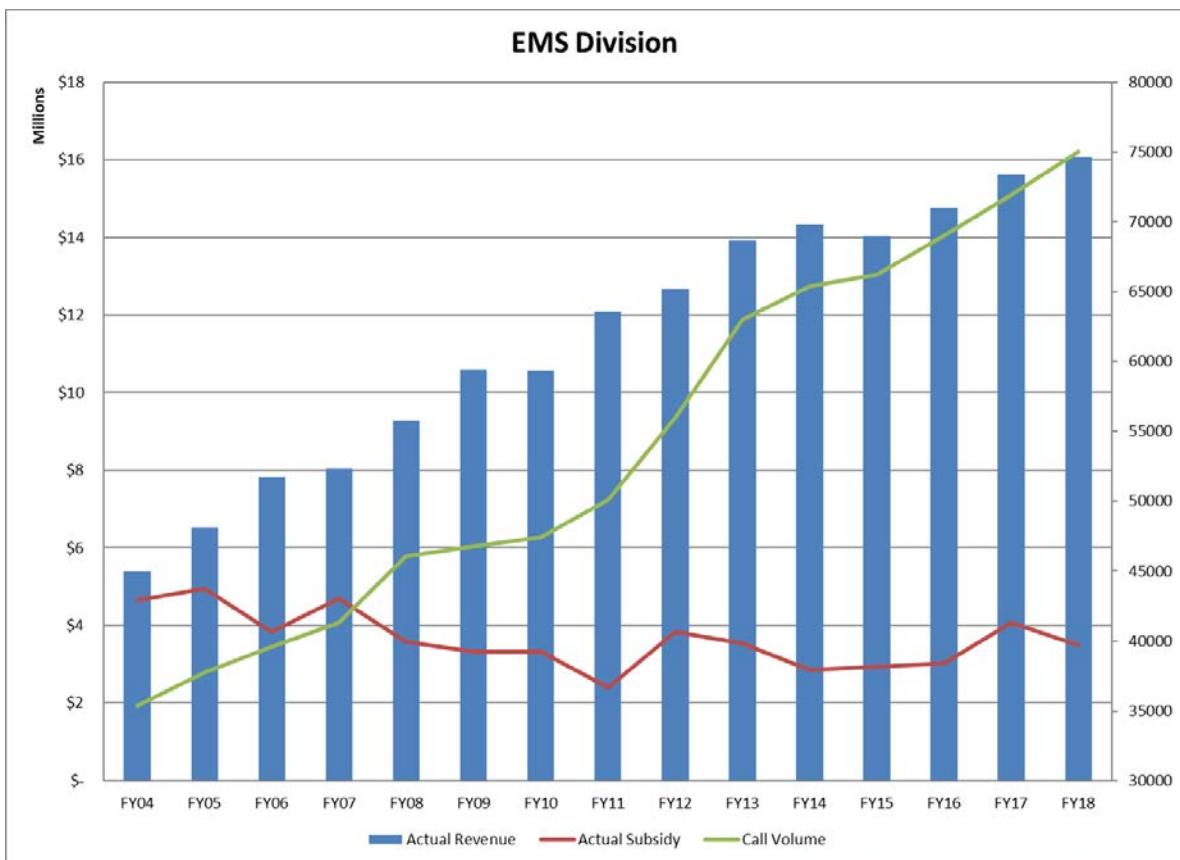
	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
<b>Administration</b>					
Percent of EMS billings paid by customers	75%	75%	75%	75%	75%
Percent of Fire Marshal billings paid by customers	80%	80%	85%	85%	85%
Percent of operating revenue recovered	63%	63%	60%	60%	60%
<b>Emergency Management</b>					
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%
<b>Maintenance</b>					
Number of vehicles maintained	110	118	120	120	demand
Percent of time emergency vehicles are available for duty	95%	92%	96%	96%	95%

	<b>FY18 Actual</b>	<b>FY19 Estimated</b>	<b>FY20 Projected</b>	<b>FY21 Projected</b>	<b>Target</b>
Percent of preventative maintenance done on schedule	98%	99%	99%	99%	95%
Percent of repairs successfully completed on first vehicle visit	99%	99%	99%	99%	99%
Percent of critical vehicle failure (Critical vehicle failure takes place during an emergency response; calculated on a basis of 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%
<b>Emergency Medical Services</b>					
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	7	10	15	12
Number of emergency medical responses	71,953	73,500	74,100	76,323	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)	\$73.01	\$75.00	\$75.00	\$75.00	\$75.00
Per Capita Net Operating Expense ((total expense-total revenue)/population)	\$6.54	\$7.00	\$7.50	\$8.00	<\$10.00
Patient Satisfaction Rating	94%	94%	94%	94%	90%
EMS Cardiac Arrest Survival Rate to ED Discharge	28%	30%	33%	33%	33%
<b>Fire Marshal</b>					
Completion rate for scheduled inspections	85%	85%	87%	88%	90%
Routine Inspections	80%	85%	86%	88%	90%
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	104	110	110	110	100
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
<b>Fire Services</b>					

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
Number of fire operations training hours offered	1,000	1,000	1,000	1,000	1,000
Total number of calls for the fire support unit (Rescue 50 and Squad 250)	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.
- EMS call volume has increased at a faster rate than we have added resources. 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 maintained at a level that assures the organization can respond to and mitigate the potentially life-threatening incidents that impact the public daily.
- 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. Current leased space has offset this need in the short run until the new facility is constructed.

- Emergency planning for Long Term Care facilities continues to be a vulnerability for critical facilities in Guilford County. Coupled with proposed regulatory changes from the Centers for Medicaid and Medicare (CMS) with regards to Emergency Planning for all healthcare facilities, the Emergency Management Division may be overwhelmed with planning support requests from numerous facilities in Guilford County seeking assistance with disaster planning. It is estimated that Guilford County has over 400 facilities that meet CMS criteria for advanced disaster planning which equates to over 2,000 project hours of plans review and coordination. Depending on the final CMS regulatory changes and supporting requirements from Emergency Management, Emergency Services will need to evaluate the current fee structure and human resources allocated to healthcare facility planning.
- Contracted fire services have been under review and the County Fire Chiefs and staff are working collectively to identify continuous improvement opportunities that would impact operational efficiency and effectiveness into the future. A new comprehensive fire evaluation has been started and was recently released at the annual budget retreat. 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. Quality clinical care is dependent upon the quality of education and experience each provider possesses. Stagnant pay levels and ever-increasing call loads have resulted in significant difficulty retaining employees.
- Additionally, as the impacts of Healthcare Reform are implemented, the delivery of conventional EMS may need to change dramatically. The ability of this agency to become “agile” is essential in our business plan to avoid being a “fragile” provider in the new delivery model. Factors such as longer turnaround times at local health care facilities due to increased census and acuity continue to impact the availability of response units. The alarming national health care trend is reflective of Guilford County’s 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 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

Strengthen coordination of care through partnerships which ensure the availability of quality social, physical, psychological and behavioral health services.



## BUDGET SUMMARY

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Family Justice Center	447,661	630,604	828,695	766,986	766,986	136,382	21.6%
Camp Hope	0	0	0	52,100	52,100	52,100	0.0%
<b>Family Justice Center</b>	<b>447,661</b>	<b>630,604</b>	<b>828,695</b>	<b>819,086</b>	<b>819,086</b>	<b>188,482</b>	<b>29.9%</b>
<b>EXPENSE</b>							
Personnel Services	367,852	540,804	706,942	711,441	711,441	170,637	31.6%
Supplies & Materials	12,756	26,600	32,633	24,283	24,283	(2,317)	(8.7%)
Other Services & Charges	67,054	63,200	89,120	83,362	83,362	20,162	31.9%
<b>Total Expense</b>	<b>447,661</b>	<b>630,604</b>	<b>828,695</b>	<b>819,086</b>	<b>819,086</b>	<b>188,482</b>	<b>29.9%</b>
<b>REVENUE</b>							
Intergovernmental	0	0	188,694	150,955	150,955	150,955	0.0%
Appropriated Fund Balance	31,200	20,000	20,000	28,600	28,600	8,600	43.0%
Miscellaneous Revenues	49,025	25,000	25,000	28,500	28,500	3,500	14.0%
<b>Total Revenue</b>	<b>80,225</b>	<b>45,000</b>	<b>233,694</b>	<b>208,055</b>	<b>208,055</b>	<b>163,055</b>	<b>362.3%</b>
<b>County Funds</b>	<b>367,436</b>	<b>585,604</b>	<b>595,001</b>	<b>611,031</b>	<b>611,031</b>	<b>25,427</b>	<b>4.3%</b>
<b>Positions</b>	<b>8.00</b>	<b>8.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>2.00</b>	<b>25.0%</b>

## DEPARTMENTAL PURPOSE

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

The vision and mission of the Center is to protect the vulnerable, stop the violence, restore hope, and make our community safer by empowering family violence victims to live free from violence and abuse and holding offenders accountable by providing easily accessible, coordinated, and comprehensive services in a single location.

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

## **FY 2020 GOALS & OBJECTIVES**

- Continue providing public access in Greensboro and High Point to coordinated, streamlined services that support victims of domestic violence, sexual assault, child abuse, and elder abuse.
- Implement county-wide multidisciplinary strategies for increased victim safety and heightened offender accountability.
- Expand community outreach efforts, promoting a two-location operation, through multiple forms of media marketing, including, but not limited to, in-person training and education, participation in community events and programming, and social media outlets.
- Continue to engage organizations and citizens throughout the County in building a diverse network of support and expanding community partnerships.
- Continue programming targeting vulnerable populations including:
  - Coordination of resources and services for child victims of abuse through the Pathways and Camp HOPE year-round program.
  - Coordinate and expand the Elder Justice Committee collaborative, a diverse group of professionals dedicated to improving education, resources, and response to elder abuse and exploitation in Guilford County.

## **FY 2020 ADOPTED BUDGET HIGHLIGHTS**

- The Family Justice Center's FY 2020 Adopted expense budget increased by \$188,482, or 29.9%, over the FY 2019 Adopted budget. This increase is offset by other revenue sources so net county funding for the department only increased by \$25,247, or 4.3%.
- FJC FY 2020 Adopted revenues increased by \$163,055, or 362.3%. In FY 2019, the department was the recipient of the Governor's Crime Commission grant to support FJC child and elder abuse initiatives. The grant award covers a two (2) year period and includes funding for two (2) new staff positions: Child Trauma Coordinator and Elder Justice Specialist Coordinator. Additionally, appropriated Camp Hope fund balance increased by \$8,600, or 43%, to extend services and outreach opportunities to a larger group of attendees during the 2019 session of the summer program.
- Personnel expenses increased by \$170,637, or 31.6%, to accommodate merit increases and reflect the full-year impact of High Point FJC employees who were hired in FY 2019. Additionally, the budget includes full-year salaries for a Child Trauma Coordinator and Elder Justice Specialist Coordinator to support the activities of the Governor's Crime Commission grant; however, these personnel expenses are 100% grant-funded.

- Supplies & Materials decreased by \$2,317, or 8.7%, to better reflect actual expenditures based prior year spending.
- Other Charges & Services increased by \$20,162, or 31.9%, primarily driven by increased professional service, advertising and education & training expenses associated with grant-funded initiatives.

## FY 2019 SIGNIFICANT ACCOMPLISHMENTS

- Successfully planned and **opened a second location in High Point** on October 23, 2018.
- Provided coordination of services to **6,569 victims**, an increase of **7%** from FY 18.
- Implemented a second year of **Camp HOPE**, increasing the number of program participants by **77%**. Camp HOPE is an evidenced based camping and mentoring program for children who have been impacted by domestic violence. Guilford County's program was **designated as the southeast regional training site** for communities interested in developing this specialty program.
- Increased community outreach and education by **60%** to include **120 programs**, reaching a total of **4,762 people**.
- Increased FJC volunteer support by **15% from 2,339 hours to 2,685 hours**.
- Partnered with the Junior League of Greensboro and provided **Friends Against Fraud**, a program focused on scam and fraud prevention, training over **1,000 senior citizens**.
- **Enhanced training** for onsite professionals including sending a multiagency team of FJC partners to the national conference on the prevention of strangulation hosted by the National Family Justice Center Alliance.
- **Hosted the first statewide Family Justice Center Conference** in Greensboro with over **250 attendees**.
- Secured grant funding from the NC Governor's Crime Commission to expand coordination of child trauma and elder justice related specialty programming.
- There were **no domestic violence related homicides** associated with victims who sought assistance from the FJC.

## KEY PERFORMANCE MEASURES

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
Clients Served at Center	6,285	7,500	8,500	8,500	8,500
Community Education Presentations & Trainings	124	100	100	125	125
Total Persons Reached through Education, Training & Outreach	4,792	4,000	4,000	4,500	4,500

## FUTURE OPPORTUNITIES & CHALLENGES

The Guilford County Family Justice Center will continue to work on creating systemic change that will positively impact how victims of crime are served and supported. Expansion of services into High Point will afford more victims access to the life-saving resources available from a multitude of service providers. While significant improvements have been made, systemic challenges still exist, and we recognize that change happens gradually. Strong collaborative efforts continue as we complete our second year of operations, serving over 22,000 individuals and families since our inception on June 15, 2015.

Ongoing work building partnerships and increasing the community's awareness and response to issues of violence and abuse will continue to create obstacles and opportunities for systemic change. Working with partners to determine outcome measures that move beyond number of services provided and received is an on-going challenge faced by FJCs nationwide. We plan to continue our efforts in statistical data management by utilizing the expertise from area universities to chart new territory in data collection, that we anticipate will be used as a tool by other Centers.

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

Finally, building pathways to hope and safety remains a top priority for the FJC. Challenges surrounding victimization and the stigma associated with violence and abuse are complex; however, there is a growing commitment to empower survivors and develop additional channels to achieve hope and create 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**

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Communicatns-Metro 911 Center	2,905,864	3,074,239	3,074,239	3,340,999	3,340,999	266,760	8.7%
<b>EXPENSE</b>							
Other Services & Charges	2,905,864	3,074,239	3,074,239	3,340,999	3,340,999	266,760	8.7%
<b>Total Expense</b>	<b>2,905,864</b>	<b>3,074,239</b>	<b>3,074,239</b>	<b>3,340,999</b>	<b>3,340,999</b>	<b>266,760</b>	<b>8.7%</b>
<b>REVENUE</b>							
<b>County Funds</b>	<b>2,905,864</b>	<b>3,074,239</b>	<b>3,074,239</b>	<b>3,340,999</b>	<b>3,340,999</b>	<b>266,760</b>	<b>8.7%</b>

- 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 2020 GOALS & OBJECTIVES**

- Provide exceptional customer service via EMD, EFD, and EPD protocol compliance.
- Continue usage of “Text to 911” technology to increase public access to the 911 system and other emergency response resources.
- Maintain excellent 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.
- GM911 and Guilford County Emergency Services have been working to build-out and prepare the P25 system since 2014 including siting and constructing new towers, purchasing and programming new subscriber radio units for both vehicle installation and personal use, and working with user agencies to ensure a successful transition.

## FY 2020 ADOPTED BUDGET HIGHLIGHTS

- The FY 2020 budget increased \$266,760 or 8.7% due to an 1% increase in the County's share of 911 calls from calendar year 2017 to 2018 as well as general operating cost increases.

## FY 2019 SIGNIFICANT ACCOMPLISHMENTS

- Completion of P25 second touch radio programming to update radios with new and additional talk groups and features to meet operational and technical needs for public safety field users.
- Broke ground on the Southeast radio system tower site.
- Completed 6,301 public information requests for records

## KEY PERFORMANCE MEASURES

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 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	96%	97%	97%	97%	97%
Guilford County Fire Dispatch average dispatch time (seconds)*	16	18	18	18	18
Guilford County Sheriff High Priority Call average dispatch time (seconds)*	135	125	125	125	125
EMS emergency medical calls average dispatch time (seconds)*	69	67	67	67	67
Public Records Requests processed in two days or less from initial request	99%	99%	99%	99%	99%
Average up-time for critical systems	100%	100%	100%	100%	100%

Maintained compliance with CALEA, CAAS, and ISO dispatch standards for partner agencies.\*\*

\* *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)

2018		
	Number	Percent
<b>Agency ACE Performance Standards<sup>1</sup></b>		
<b>Emergency Medical Dispatch</b>		
High Compliance	1,727	84%
Compliant	191	9%
Partial Compliance	52	3%
Low Compliance	11	1%
Non-Compliant	87	4%
<b>Total</b>	<b>2,068</b>	<b>100%</b>
<b>Emergency Fire Dispatch</b>		
High Compliance	1,505	89%
Compliant	99	6%
Partial Compliance	29	2%
Low Compliance	4	0%
Non-Compliant	60	4%
<b>Total</b>	<b>1,697</b>	<b>100%</b>
<b>GM911 Quality Assurance Standards<sup>2</sup></b>		
Law Compliance Scores		99%

<sup>1</sup> GM911 is a recognized Accredited Center of Excellence (ACE) through the Academies of Performance Standards and maintains ACE standards in accordance with its accreditation.

<sup>2</sup> GM911 uses an internal quality assurance process for Law Enforcement calls because there are no ACE standards for these calls.

\* Metrics are on a calendar year basis in accordance with GM911's annual report; fiscal year metrics were not provided. \*

	2016		2017		2018	
	Calls	% Share	Calls	% Share	Calls	% Share
<b>Call Breakdown by Agency &amp; Jurisdiction</b>						
<b>Guilford County</b>						
Emergency Medical Services	79,591		82,858		84,704	
Fire	13,535		14,469		16,040	
Sheriff	67,332		67,649		69,716	
<b>County Total</b>	<b>160,458</b>	<b>38%</b>	<b>164,976</b>	<b>39%</b>	<b>170,460</b>	<b>40%</b>
<b>City of Greensboro</b>						
Fire	36,003		36,764		39,025	
Police	222,021		225,815		217,756	
<b>City Total</b>	<b>258,024</b>	<b>62%</b>	<b>262,579</b>	<b>61%</b>	<b>256,781</b>	<b>60%</b>
<b>Overall Total</b>	<b>418,482</b>		<b>427,555</b>		<b>427,241</b>	
<b>Average Calls per Day</b>	<b>1,147</b>		<b>1,171</b>		<b>1,171</b>	

\* Call breakdown is evaluated every January 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 scheduled to be on the State's ESINet by the end of FY19. 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 to a purely digital Voice over Internet Protocol (VoIP) based series of applications. These changes 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.
- *Staffing & Retention:* Staffing at a 911 center is always a challenge. For 2014 to 2016, the turnover rate continued to fluctuate between 6.5 and 11.8%. In 2017 the turnover rate increased to 20.4%, and then dropped significantly to 4.3% in 2018. This can be attributed to successfully raising the starting pay for Emergency Communications Specialists. The Emergency Communications Division, which staffs 911 dispatch function of the center, is authorized for a staff of 93. GM911 will continue to collaborate with HR to recruit talented and diverse candidates while focusing on employee retention. GM911 has also requested, for the third year in a row, to add a full time recruitment/retention position.

## INSPECTIONS & PERMITTING

J. Leslie Bell, AICP, Planning & Development Director

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

### 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.



### Public Safety

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



## BUDGET SUMMARY

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<strong>EXPENSE</strong>							
Inspections	2,300,227	2,379,363	2,522,603	2,537,285	2,537,285	157,922	6.6%
<strong>Inspections</strong>	<strong>2,300,227</strong>	<strong>2,379,363</strong>	<strong>2,522,603</strong>	<strong>2,537,285</strong>	<strong>2,537,285</strong>	<strong>157,922</strong>	<strong>6.6%</strong>
<strong>EXPENSE</strong>							
Personnel Services	2,215,862	2,243,793	2,383,793	2,450,829	2,450,829	207,036	9.2%
Supplies & Materials	15,485	36,105	42,416	22,850	22,850	(13,255)	(36.7%)
Other Services & Charges	42,142	99,465	96,394	63,606	63,606	(35,859)	(36.1%)
Capital	26,739	0	0	0	0	0	0.0%
<strong>Total Expense</strong>	<strong>2,300,227</strong>	<strong>2,379,363</strong>	<strong>2,522,603</strong>	<strong>2,537,285</strong>	<strong>2,537,285</strong>	<strong>157,922</strong>	<strong>6.6%</strong>
<strong>REVENUE</strong>							
Licenses and Permits	1,071,734	1,038,000	1,038,000	1,089,148	1,089,148	51,148	4.9%
Charges for Services	67,035	70,050	70,050	35,700	35,700	(34,350)	(49.0%)
<strong>Total Revenue</strong>	<strong>1,138,770</strong>	<strong>1,108,050</strong>	<strong>1,108,050</strong>	<strong>1,124,848</strong>	<strong>1,124,848</strong>	<strong>16,798</strong>	<strong>1.5%</strong>
<strong>County Funds</strong>	<strong>1,161,457</strong>	<strong>1,271,313</strong>	<strong>1,414,553</strong>	<strong>1,412,437</strong>	<strong>1,412,437</strong>	<strong>141,124</strong>	<strong>11.1%</strong>
<strong>Positions</strong>	<strong>27.00</strong>	<strong>27.00</strong>	<strong>27.00</strong>	<strong>27.00</strong>	<strong>27.00</strong>	<strong>0.00</strong>	<strong>0.0%</strong>

## 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 2020 GOALS & OBJECTIVES**

- During FY 2019-20, the development services function is anticipated to successfully transition from the current Accela Land Management Software to the new EnerGov Land Management Software.
- Coordinate with Planning Tech., Sr. Planner, & Fire Marshal to develop Standard Operating Procedures (SOPs) for Agricultural Buildings (e.g., barn with livestock) wiring method and slab bonding requirements and Bona Fide Farms, Equine Facility(ies), and other farm-related buildings and use to assist in guiding customers and determining the extent of State of NC zoning and building code exemption(s).
- By March 30, 2020, work with Greensboro, High Point, Guilford Soil and Water, and Cooperative Extension to plan Guilford Creek Week 2020.
- Increase targeted public education on Storm Control Measures (SCMs) for property owners.
- Incorporate Electronic Document Review (EDR) as part of the development services business participating as part of the EnerGov Land Management software implementation.
- Attend meetings with the Home Builder's Association, developer's organizations, HOA's, and towns' staff to discuss recent and pending environmental law and building code changes and impacts to home construction and development. Focus will be on enhanced cross-communication between home builders, developers, citizens, towns' staff, and the Guilford County Soil Erosion Control Section.

## **FY 2020 ADOPTED BUDGET HIGHLIGHTS**

- The Inspections FY 2020 Adopted expense budget increased by \$157,922, or 6.6%, over the FY 2019 Adopted expense budget, primarily driven by increases in personnel expenses.

- FY 2020 revenues will decrease by \$16,798, or 1.5%, primarily driven by decreases in inspection fee revenues (\$34,350).
- Personnel Service expenses increased by \$207,036, or 9.2%, to accommodate merit-based raises and reflect the full-year impact of other personnel adjustments in FY 2019.
- Supplies & Materials decreased by \$13,255, or 36.7%, and Other Services & Charges decreases by \$35,859, or 36.1%, to more accurately reflect historical expenditures.
- Inspections requested one (1) Building Inspector position to meet the demand for electrical inspections in residential and commercial construction (net county funds \$11,461), as well as a Water Quality Specialist to conduct new and annual inspections of stormwater control measures (SCM) in local developments (\$90,816). These requests were not included in the FY 2020 Adopted budget.

## **FY 2019 SIGNIFICANT ACCOMPLISHMENTS**

- In 2018 successfully completed the Community Rating System (CRS) for new certification on behalf of Guilford County receiving a rating of “7” resulting in the continuation (and an additional five percent (5%) of discounted community flood insurance premium rates).
- Completed the 2018 Jordan Nutrient Strategy-Stage One Adaptive Management Program Annual Report.
- Collaborated with Information Services (IS), Fire Marshal’s office, Inspections and Permitting, and Planning Divisions to scope EnerGov Electronic Document Review submission and review procedures (replacing Accela Electronic Document Review submission and review procedures) as part of the new land management software application.
- Collaborated with City of Greensboro to create a Joint Floodplain Advisory Committee to help develop and evaluate a program for the CRS Activity 330 Floodplain Outreach Projects.
- Frank Park, Chief Plans Engineer, continues to serve as an associate voting member on the ASCE/SEI Standards Committee ASCE/SEI7 – Minimum Design Loads and Associated Criteria for Buildings and Other Structures for the Wind Loads Subcommittee (WLSC) and Seismic Subcommittee (SSC) for 2022 Building Code Hearing cycle.
- In February 2019, collaborated with TREBIC and Greensboro Home Builders’ Association to conduct a 2018 Residential Building Code Workshop.
- Worked collaboratively with Greensboro, High Point, Guilford Soil and Water, and Cooperative Extension to plan Guilford Creek Week during March 2019.

- Worked with and issued a building permit for FedEx Ground for a 269,196 sq. ft. Small Package Sorting & Distribution Facility.
- Worked with and issued building permit for Publix Supermarket in Jamestown for a 50,614 sq. foot facility.
- Began working with Publix Supermarkets, Inc. to prepare for site plan and construction plan submittal for its approximate 1.8 million sq. ft. refrigerated distribution facility. The facility is projected to create 1,000 jobs in the Piedmont Triad region by 2025.
- In August 2018, the Board of Commissioners approved and implemented a Green Building Rebate Program.
- In July 2018, the Board of Commissioners approved a Building Inspections Career Development Program to incentive and be more competitive in attracting and retaining an effective building inspections team.
- Successfully processed all retroactive refunds associated with the Hurricane Florence Recovery Act.

## KEY PERFORMANCE MEASURES

	FY18 Actual	FY19 Estimated	FY20 Planned	FY21 Planned	Target
<b>Inspections &amp; Permitting</b>					
Residential & Commercial Building Permits Issued	4,378	4,992	4,646	4,300	4,579
Annual Permits Issued per Technician	1,095	1,248	1,162	1,075	1,145
Building, Plumbing, Mechanical, Gas & Electrical Inspections Completed	34,663	35,498	32,889	30,280	33,480
Annual Inspections per Inspector <sup>[1]</sup>	2,476	2,367	2,193	2,019	2,232
# of Inspectors	14	15	15	15	15
Final Certificates of Occupancy Issued	1,174	1,061	988	914	974
Number Residential Plans Reviewed	1,003	932	867	806	806
Number Residential Plans Reviewed within 10 Working Days	828	838	824	766	766
<b>% Residential Plans Reviewed within 10 Working Days</b>	<b>83%</b>	<b>90%</b>	<b>95%</b>	<b>95%</b>	<b>95%</b>
Number Commercial/Industrial Plans Reviewed	452	346	380	380	380

	FY18 Actual	FY19 Estimated	FY20 Planned	FY21 Planned	Target
Number Commercial/Industrial Plans Reviewed within 10 Working Days	412	339	372	372	372
<b>% Commercial/Industrial Plans Reviewed within 10 Working Days</b>	91%	98%	98%	98%	98%
Watershed Plans Reviewed	773	620	620	620	620
SCM Construction In Progress - Inspections Completed	6	6	6	6	6
Annual Watershed Pond Maintenance Inspections Completed	155	346	346	346	346
Grading Permits Reviewed	49	42	38	38	38
Grading Permits Issued	36	31	31	31	31
<b>% of Reviewed Plans that Received Permits</b>	<b>73%</b>	<b>74%</b>	<b>82%</b>	<b>82%</b>	<b>82%</b>
#805 - Soil's Device Release Inspections	64	60	55	55	55
#810- Soil Erosion Control Routine Inspections [2]	1,034	1,247	1,098	1,098	1,098
#820 - Grading Permit Final Inspections	26	27	20	20	20
#840 - Investigation/Consultation Inspections	469	405	382	382	382
#870- Single-Family Residential Soil Erosion Control Violation Inspections (New Construction)	215	190	190	190	190
<b>Permitted Erosion Control Inspections Completed</b>	<b>1,808</b>	<b>1,929</b>	<b>1,745</b>	<b>1,745</b>	<b>1,745</b>
#855 - Commercial/Industrial/ Institutional Site Plan Compliance Inspections	244	235	235	235	235
Drainage, Erosion Violations Investigated	294	314	300	300	300
<b>Soil and Erosion Inspection Totals</b>	<b>538</b>	<b>549</b>	<b>535</b>	<b>535</b>	<b>535</b>
Minimum Housing Complaint Cases [3]	4	8	7	9	6
Number of Cases Resolved	4	6	3	3	3
Percent of Cases Resolved	100%	75%	43%	33%	50%
Condemnation Declaration Cases [4]	6	12	8	10	8
Number of Cases Resolved	4	9	3	3	3

	FY18 Actual	FY19 Estimated	FY20 Planned	FY21 Planned	FY21 Target
Percent of Cases Resolved	67%	75%	38%	30%	38%

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

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

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

[4] Cases primarily are complaint-driven.

## FUTURE OPPORTUNITIES & CHALLENGES

- Continue to collaborate with City of Greensboro on joint Floodplain Advisory Committee meetings.
- Incorporate full-service Electronic Document Review (EDR) as a customer service tool with implementation of new land management software.
- Incorporation of electronic plan retention as part of the development plan review process.
- Maintaining and/or improving customer service delivery for processing surety bonds, grading permits, fee collections, soil erosion control plan reviews, and inspections in the unincorporated areas of Guilford County and 7 towns via interlocal agreement with limited resources as development activity increases.
- Train and educate new inspectors on customer service, field work, rules and enforcement requirements, and Departmental policies and procedures.
- Attend meetings with the Home Builder's Association, developer's organizations, HOA's, and Town staff to discuss recent environmental law changes and impacts to home construction and development. Focus will be on enhanced cross-communications between home builders, developers, citizens, Town staff, and the County Soil Erosion Control Section.
- Implementation of electronic automatic e-mail notification to Duke Energy upon approved request for a Certificate of Occupancy (CO) and for saw service requests.
- Provide a collaborative workshop to teach property owners, landscaping crews, and HOAs about their stormwater devices.
- Continue to work with the GIS team to correct and improve the GIS SCM layer.
- Successful development and implementation of proposed new land management system.
- New EnerGov Land Management System will provide multiple forms of payments.

# LAW ENFORCEMENT

Danny H. Rogers, 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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Law Enforcement-Administration	13,282,415	13,644,833	15,018,478	13,865,298	13,865,300	220,467	1.6%
Law Enforcement-Legal Process	3,703,188	3,679,609	3,661,930	3,684,824	3,684,825	5,216	0.1%
Law Enforcement-Special Operations	5,727,715	6,083,057	6,911,325	6,336,374	6,291,208	208,151	3.4%
Law Enforcement-Sp Op - Aviation Technology Prog	188,337	40,795	40,931	46,448	46,448	5,653	13.9%
Law Enforcement-Patrol	9,449,815	9,653,207	9,655,505	9,683,686	9,683,685	30,478	0.3%
Law Enforcement-Detention Services	36,182,231	35,191,477	35,602,491	35,648,613	35,723,777	532,300	1.5%
<b>Law Enforcement</b>	<b>68,533,700</b>	<b>68,292,978</b>	<b>70,890,660</b>	<b>69,265,243</b>	<b>69,295,243</b>	<b>1,002,265</b>	<b>1.5%</b>
<b>EXPENSE</b>							
Personnel Services	52,696,179	52,088,181	52,257,157	52,402,591	52,307,422	219,241	0.4%
Supplies & Materials	4,064,024	3,824,234	4,061,006	3,775,074	3,775,074	(49,160)	(1.3%)
Other Services & Charges	10,289,224	10,982,114	11,259,865	11,727,578	11,852,747	870,633	7.9%
Capital	1,484,273	1,398,449	3,312,632	1,360,000	1,360,000	(38,449)	(2.7%)
<b>Total Expense</b>	<b>68,533,700</b>	<b>68,292,978</b>	<b>70,890,660</b>	<b>69,265,243</b>	<b>69,295,243</b>	<b>1,002,265</b>	<b>1.5%</b>
<b>REVENUE</b>							
Penalties, Fines & Forfeiture	326,376	10,000	10,000	10,000	10,000	0	0.0%
Licenses and Permits	360	0	0	0	0	0	0.0%
Intergovernmental	682,125	928,239	1,507,408	1,149,330	1,149,330	221,091	23.8%
Charges for Services	5,291,403	4,928,798	4,928,798	5,205,135	5,197,341	268,543	5.4%
Appropriated Fund Balance	801,464	278,893	669,896	284,246	284,246	5,353	1.9%
Other Financing Sources	143,450	72,500	72,500	72,500	72,500	0	0.0%
Miscellaneous Revenues	803,292	588,302	607,832	588,500	588,500	198	0.0%
<b>Total Revenue</b>	<b>8,048,471</b>	<b>6,806,732</b>	<b>7,796,434</b>	<b>7,309,711</b>	<b>7,301,917</b>	<b>495,185</b>	<b>7.3%</b>
<b>County Funds</b>	<b>60,485,229</b>	<b>61,486,246</b>	<b>63,094,226</b>	<b>61,955,532</b>	<b>61,993,326</b>	<b>507,080</b>	<b>0.8%</b>
<b>Positions</b>	<b>664.00</b>	<b>665.00</b>	<b>664.00</b>	<b>664.00</b>	<b>663.00</b>	<b>(2.00)</b>	<b>(0.3%)</b>

## DEPARTMENTAL PURPOSE

The Guilford County Sheriff's Office consists of the Operations Bureau including the Legal Services Division, Court Services Bureau, and the Administrative Services Bureau.

The Operations Bureau is responsible for the law enforcement functions of the department and the School Resource Officers Program. Sworn officers with the Sheriff's 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 – McLeansville; 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 Operations Bureau also includes the Legal Process Division which is responsible for the service of all Civil Processes within Guilford County and partners with the county's Family Justice Centers in Greensboro and High Point to provide services for those affected by domestic violence and family crisis.

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

The Administrative Bureau is responsible for budget, purchasing, grants and contracts, fleet, IT, HR, 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.

## FY 2020 GOALS & OBJECTIVES

### *Agency Accreditation:*

- Guilford County Sheriff's Office will seek accreditation through CALEA (Commission on Accreditation for Law Enforcement Agencies) to meet national standards while reducing risk and liability exposure and enhancing community-oriented policing.

### *Reduce Crime:*

- Guilford County Sheriff's Office Reentry Program will strive to reduce recidivism and make communities safer by expanding program and services aimed at stopping offenders trapped in the revolving doors of our jails while victims are left to cope with the aftermath.
- Law Enforcement officers will improve courthouse security by restructuring patrol duties inside the courtrooms with the rise in gang activity, weapons fired outside the courthouse, and attempts at witness intimidation.
- Law Enforcement Officers will take active measures to provide increased school safety with the use of the current School Resource Officers matched with education, training, drug and vaping prevention, and mentorship programs offered by officers assigned to the schools along with our Community Resources Unit.

### *Reduce Response Times:*

- Law Enforcement will continue innovative initiatives and practices aimed at reducing response times and overall efficiencies.

### *Reduce Cost:*

- The elimination of the unaccredited Guilford County Sheriff's Office Rapid DNA program that had only been used to identify or rule out 7 suspects in the 33 months of its inception will allow redirection of funds to other department priorities.
- Revised P-Card policies aimed at providing increased oversight and accountability to ensure items purchased are within Guilford County Regulations and Guidelines.

## **FY 2020 ADOPTED BUDGET HIGHLIGHTS**

- Overall, the Law Enforcement budget increased \$1,002,256 or 1.3% from FY 2019 due primarily to increases in Other Services & Charges for multiple contractual and grant-related increases (\$745,500), including \$80,000 for the Re-Entry program, and Personnel expenses (\$219,240). These increases were partially off-set by decreases in major equipment funds (\$38,500) and shifting technology plan funds budgeted for computer replacement in FY 2019 (\$50,000 net), as well as a significant increase in revenues totaling just over \$495,000 or 7.3%. Combined, these changes result in a net increase in county funds of almost 382,000 or 0.6%.
- Revenues increased \$495,195 or 7.3% due to increases in revenues from housing federal inmates (\$230,000), additional grants funds (\$221,000), and smaller increases in other fee revenues as well as appropriated fund balance from assigned inmate welfare funds to support the Re-Entry program for FY 2020 (\$80,000).
- Personnel Services increased \$219,241 or 0.4% due primarily to a combination of county-wide merits and other adjustments plus the transfer of an attorney position from Law Enforcement to the County Attorney's Office, the elimination of a DNA analyst position effective in October 2019, and the conversion of the grant-funded Re-Entry Program Manager position to county funds when the grant ends in September 2019.
- Supplies & Materials decreased \$49,160 or 1.3% from a combination a scheduled increase in the detention food service contract of \$66,600 and the removal of \$97,000 in computer replacement funds in accordance with the county's FY 2020 technology plan. Other expenses were adjusted in accordance with historical spending, but have no net impact on the budget.
- Other Services & Charges increased by \$870,633 or 7.9% with the contract for medical services in the detention centers causing most of the increase (\$384,000) and the remainder coming from funding the Re-Entry Program in FY 2020 (\$80,000); other professional services (\$126,000; most from additional grant funding); vehicle insurance and fuel costs due to increasing prices (\$109,000), advertising for recruitment (\$30,000) and other expenses.
- Law Enforcement also requested three positions to establish an Administrative Bureau to be responsible for grants, financials, community outreach, and accreditation (\$300,000); an office manager for Internal Affairs (\$51,000); and an additional fleet technician to supplement current staff (\$44,000). None of these requests were included in the budget.

## FY 2019 SIGNIFICANT ACCOMPLISHMENTS

- Law Enforcement projects a 7.0% reduction in Part 1 Offenses for FY2019. Part 1 Offenses include Homicide, Non-Negligent Homicide, Rape, Robbery, Aggravated Assault, Burglary, Motor Vehicle Theft, and Larceny-Theft.
- The implementation of inducting Detention Service Officers into office during the ceremonies of Deputy Sheriff Officers being sworn into office under the new Sheriff (Danny H. Rogers) where the traditionally two separate career paths both affirmed their commitment to serving the citizens of Guilford County.
- The re-evaluation of the promotional process to ensure qualified candidates with years of professional services, time in position, education, and performance were equitably considered for promotions above the rank structure previously set.
- Installed new security camera system at Otto Zenke by Johnson Controls, replacing the old system that was no longer functioning and did not record.
- Guilford County Reentry Program transformed from a conceptual project to a grant funded project with staff members and clients that serve as a bridge for returning justice served citizens released from jails or prisons back into the community.
- Law Enforcement Grant Money obtained from Firehouse Subs in the amount of \$19,530.00 to purchase 15 AED Brand Defibrillator devices for patrol cars in each district to provide medical intervention when deputies encounter citizens experiencing cardiac arrest.
- Law Enforcement Grant Money obtained from NC Governor's Crime Commission Civil Legal Family Justice Centers in High Point, NC in the amount of \$199,99.72 and Greensboro, NC in the amount of \$156,188.00. In addition, JAG (Justice Assistance Grant) in the amount of \$24,500.
- Law Enforcement Grant Money obtained from the NC Governor's Highway Safety: Taskforce \$521,264.00, Law Enforcement Liaison \$20,000.00, and Safe Bike \$5,000.00.
- Law Enforcement Grant Money obtained from High Intensity Drug Trafficking Area (HIDTA) in the amount of \$179,534.

## KEY PERFORMANCE MEASURES

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
<b>Administration</b>					
Total Training Hours	25,433	40,000	50,000	50,000	50,000
Training Hours per Officer / Staff	36	60	75	75	76
Cost per Detention Trainee to Successfully Complete the Academy	\$12,200	\$12,200	\$12,200	\$12,200	\$12,210
<b>Legal Process</b>					

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
Attempts to Serve / Execute all Processes	57,963	62,000	63,000	64,000	65,000
Attempts to Serve / Execute all Processes per Deputy	3,283	3,552	3,609	3,667	3,723
Cost to Serve / Execute Civil Processes (County Dollars)	\$50	\$50	\$50	\$50	\$50
<b>Special Operations</b>					
Investigations Assigned	351	361	371	381	750
Narcotics Investigations Arrests	361	375	390	400	175
Investigations per Officer / Detective	10	12	14	16	25
Percent of Investigations Successfully Cleared	58%	60%	60%	60%	85%
<b>Patrol</b>					
Investigations Assigned	686	700	710	720	2,522
Investigations per Officer	20	22	24	26	25
Percent of Investigations Successfully Cleared	66%	68%	68%	68%	75%
Average Response Time from Dispatch to On-Scene (In Minutes)	12:48	12:48	12:48	12:48	8:00
All Calls for Service (Includes Dispatched + Self Initiative)	96,849	96,849	96,849	96,849	80,000
<b>Detention</b>					
Average Daily Population (ADP)	906	925	925	925	950
Total Inmates Admitted / Intakes	19,663	20,000	20,000	20,000	20,300
Average Length of Stay (In Days)	24	30	30	30	30
Inmate Meals	1,178,792	1,170,000	1,175,000	1,175,000	1,180,000
Inmate Disciplinary Reports	1,878	2,000	2,000	2,000	2,160
Total Incident Reports	3,851	4,000	4,000	4,000	4,800
Inmates Participating in Programs	19,365	4,000	4,250	4,250	4,500

## FUTURE OPPORTUNITIES & CHALLENGES

- Securing a building for the Guilford County Sheriff's Office Reentry Program to adequately provide comprehensive case management and referrals linking community resources to justice served citizens trying to navigate post release. From assistance with housing, food, substance abuse treatment, domestic violence relief, jobs, educational opportunities, this program is changing lives. The cost savings from this program will impact taxpayers as the current recidivism rate for program participants is 6.9% compared to the present state average of 32%.
- Funding requested positions at the Guilford County Sheriff's Office to meet the needs of societal changes and community safety through the vision of the newly elected Sheriff

Danny H. Rogers aimed at restoring agency accreditation, creating safer outcomes with community policing, rebuilding law enforcement and citizen relationships, saving tax payer dollars by reducing recidivism, lowering employee attrition rates, and developing equitable employment practices that include civilian employees.

- Paying for catastrophic medical cost in the detention centers when arrestees in the custody of the jail are guarded in local hospital beds due to severe illnesses.
- Increasing employee pay to compete with rising economic prices for goods and services and other law enforcement agencies paying higher wages along with incentives and additional benefits (i.e. retirement medical benefits, longevity pay, etc.).
- Law Enforcement patrol vehicles are in a five-year rotation for the replacement of all in-car computers and funds will need to be replenished in the FY2020 budget to prevent interference with the efficiency of officers in the field as well as maintaining officer safety.
- Adequately funding the building of a new Law Enforcement Center within an approved budget amount that doesn't compromise safety or adequate space for future increases in programs and services.
- Replacement of 7 School Resources Officers (SRO) vehicles for officer safety as they are currently driving patrol cars with over 10 years of age and an average mileage of 147,497.

## 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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Other Protection-Pre-Trial Release	884,795	1,017,436	1,017,581	1,080,748	1,080,748	63,312	6.2%
<b>Other Protection</b>	<b>884,795</b>	<b>1,017,436</b>	<b>1,017,581</b>	<b>1,080,748</b>	<b>1,080,748</b>	<b>63,312</b>	<b>6.2%</b>
<b>EXPENSE</b>							
Personnel Services	756,739	863,860	863,860	925,143	925,143	61,283	7.1%
Supplies & Materials	5,913	7,515	7,292	8,800	8,800	1,285	17.1%
Other Services & Charges	122,143	146,061	146,429	146,805	146,805	744	0.5%
<b>Total Expense</b>	<b>884,795</b>	<b>1,017,436</b>	<b>1,017,581</b>	<b>1,080,748</b>	<b>1,080,748</b>	<b>63,312</b>	<b>6.2%</b>
<b>REVENUE</b>							
Miscellaneous Revenues	360	360	360	360	360	0	0.0%
<b>Total Revenue</b>	<b>360</b>	<b>360</b>	<b>360</b>	<b>360</b>	<b>360</b>	<b>0</b>	<b>0.0%</b>
<b>County Funds</b>	<b>884,435</b>	<b>1,017,076</b>	<b>1,017,221</b>	<b>1,080,388</b>	<b>1,080,388</b>	<b>63,312</b>	<b>6.2%</b>
<b>Positions</b>	<b>15.15</b>	<b>15.15</b>	<b>15.15</b>	<b>15.15</b>	<b>15.15</b>	<b>0.00</b>	<b>0.0%</b>

### DEPARTMENTAL PURPOSE

Court Services (formerly Pretrial Services), ensures public safety by offering information to the courts and facilitating communication between the two jails and the court system. Court Services assists the Court in setting pretrial release conditions by using evidence based practices of pretrial interviewing and established criteria for release recommendations. These practices provide timely, accurate investigative reports and client monitoring services that support personal improvement and the preservation of public safety and defendants' civil rights. The program significantly reduces the cost of maintaining defendants in the County detention centers and overall cost to community.

### FY 2020 GOALS & OBJECTIVES

- Complete integration of the Jail Information System with Court Services database to streamline screening and verification processes for more efficient case processing.

- Have 80% or more of Court Services employees satisfied with training and development opportunities.
- Reduce the number of jail days a client would have spent in custody awaiting trial that results in cost savings to the county.

## FY 2020 ADOPTED BUDGET HIGHLIGHTS

- The FY 2020 net adopted budget increased by \$63,312, or 6.6%, primarily driven by increases in Personnel Service expenses related to merit-based raises and other personnel adjustments.
- Supplies & Materials increased by \$1,285, or 17.1%, to reflect the purchase of replacement office furniture and equipment. Other Services & Charges increased by \$744, or 0.5%, to cover costs associated with removal of damaged furniture and equipment, in addition to increased education & training expenses.

## FY 2019 SIGNIFICANT ACCOMPLISHMENTS

### Court Services

- In FY 2017-18 the program "saved" the County \$703,656 by monitoring defendants in the community, in lieu of incarceration, for the equivalent of 9,773 "jail days." During the first six (6) months of FY 2018-19, the program "saved" the County \$267,624 by monitoring defendants the equivalent of 3,767 "jail days."
- 93% of clients monitored by Court Services in FY 2017-18 attended their scheduled court dates.

## KEY PERFORMANCE MEASURES

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
Defendants Monitored	34	125	120	120	125
Jail Days Saved by Monitoring	9,773	25,000	25,000	20,000	25,000
Dollars saved in lieu of incarceration	\$703,656	\$1,800,000	\$1,800,000	\$1,440,000	\$180,000
Defendants Screened	8,644	9,000	9,000	9,000	9,000
Percent of monitored defendants that appear on scheduled court date	92.90%	88.00%	88.00%	88.00%	88.00%
Number of defendants researched who are scheduled for District Court	11,732	10,000	10,000	10,000	10,000

## **FUTURE OPPORTUNITIES AND CHALLENGES**

- The continued 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 administrative staff to support both offices.
- Future local, state and national training opportunities for Court Services management and 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**

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Security	1,886,789	2,173,363	2,178,368	2,540,574	2,540,574	367,211	16.9%
<b>Security</b>	<b>1,886,789</b>	<b>2,173,363</b>	<b>2,178,368</b>	<b>2,540,574</b>	<b>2,540,574</b>	<b>367,211</b>	<b>16.9%</b>
<b>EXPENSE</b>							
Personnel Services	887,703	960,031	965,031	1,030,444	1,030,444	70,413	7.3%
Supplies & Materials	98,733	141,515	140,898	106,072	106,072	(35,443)	(25.0%)
Other Services & Charges	900,352	1,010,817	1,011,439	1,347,058	1,347,058	336,241	33.3%
Capital	0	61,000	61,000	57,000	57,000	(4,000)	(6.6%)
<b>Total Expense</b>	<b>1,886,789</b>	<b>2,173,363</b>	<b>2,178,368</b>	<b>2,540,574</b>	<b>2,540,574</b>	<b>367,211</b>	<b>16.9%</b>
<b>REVENUE</b>							
Charges for Services	6,935	5,500	5,500	6,200	6,200	700	12.7%
Miscellaneous Revenues	15,252	14,849	14,849	20,400	20,400	5,551	37.4%
<b>Total Revenue</b>	<b>22,187</b>	<b>20,349</b>	<b>20,349</b>	<b>26,600</b>	<b>26,600</b>	<b>6,251</b>	<b>30.7%</b>
<b>County Funds</b>	<b>1,864,602</b>	<b>2,153,014</b>	<b>2,158,019</b>	<b>2,513,974</b>	<b>2,513,974</b>	<b>360,960</b>	<b>16.8%</b>
<b>Positions</b>	<b>15.00</b>	<b>16.00</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>1.00</b>	<b>6.3%</b>

## **DEPARTMENTAL PURPOSE**

The Security Department provides physical and procedural control for the protection of people, property, and assets at Guilford County facilities. It provides approximately 1,400 security man-hours per week in county facilities and screens about one million people and 1.3 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 2020 GOALS & OBJECTIVES**

- Increase security coverage through the addition of new security cameras and upgrading of existing cameras.

- Replacement of the access control system, including ID badges, to a safer and more efficient platform.
- Increase contract security manning in the courthouses and BB&T building.

## **FY 2020 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2020 Adopted expense budget increased by \$367,211, or 16.9%, primarily driven by increases in Personnel Service and Other Services & Charges expenditures.
- The Personnel Service budget increased by \$70,413, or 7.3%, to reflect annual merit-based raises and other benefit adjustments.
- Supplies & Materials decreased by \$35,443, or 25.0%, to reflect a reduction in small computer equipment expenditures, as these needs were fulfilled in FY 2019.
- Other Services & Charges increased by \$336,241, or 33.3%, resulting from increases in annual contract costs for company police, armed and unarmed security services at various county facilities. Additionally, the FY 2020 budget includes funds to expand company police services within the Greensboro Courthouse (\$36,920).
- FY 2020 revenues increased by \$6,251, or 30.7%, primarily driven by the anticipated impact of changes to the Security services fee schedule. The new schedule increases charges for ID badges and replacement fees (\$6,200).

## **FY 2019 SIGNIFICANT ACCOMPLISHMENTS**

- CCTV and access control systems were upgraded in most buildings to provide enhanced levels of security.
- The wireless panic alarm system was replaced with a more efficient digital system. Employees are safer because of it.
- Reduced the waiting time for screening courthouse customers by implementing streamlined procedures.
- Increased employee awareness of workplace violence by conducting numerous classes throughout the county.
- Added a county supervisor in the Old Courthouse, which has considerably improved security in the building. A citizen's life was saved by the officer within weeks of implementation.

## KEY PERFORMANCE MEASURES

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
Average response time to incident calls (minutes)	2	2	1.75	1.75	2.5
Total duty hours including contract security	82,469	90,715	99,786	109,764	92,765
Total incident & injury reports	83	110	90	100	100
Screenings in courthouses	1,105,026	1,105,126	1,105,250	1,105,350	1,102,970
Contraband discovered upon inspection	31,457	31,500	31,550	31,650	31,500
Patrols conducted	37,317	37,357	37,420	37,475	37,000
Square footage monitored	1,171,185	11,771,185	1,391,111	1,391,111	1,391,111
ID badges issued/updated	1,903	5,900	2,000	2,500	1,800

## FUTURE OPPORTUNITIES & CHALLENGES

- Guilford County will need to replace IP cameras, network servers and x-ray screening equipment as it becomes outdated or ineffective.
- We should replace contracted security officers with county security officers in key areas in order to reduce turnover and provide more effective services.
- Automating our ID badge system by use of credit cards and online applications.



# Community Services

Guilford County's Community Services departments promote orderly community growth and development, encourage economic development and job creation, provide outlets for recreation and life skills education, and protect the environment.

Community Services departments include:

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

## Expenditures

Guilford County will spend approximately \$10.99 million for Community Services in FY 2019-20, a decrease of almost \$308,400 or 2.7%, from the FY 2018-19 Adopted budget.

Community Services accounts for approximately 2% of total County expenditures for FY 2018-19.

The Economic Development budget decreases by \$420,150 or 27.0%, primarily driven by a reduction in grant awards to new and historically-funded agencies.

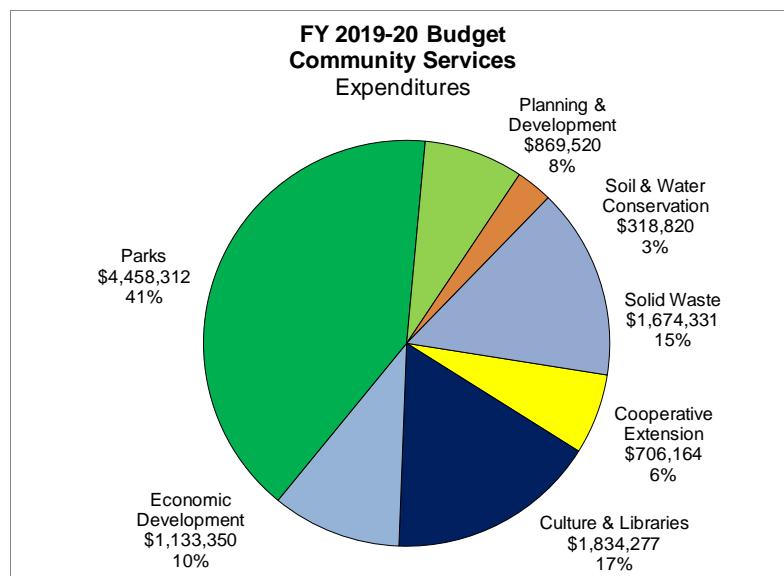
The budget includes anticipated incentive grant payments for FY 2019-20 (\$168,350), funding for ten economic development agencies (\$615,000) and funding for five community-based organizations (\$200,000). A complete list of expected incentive grant payments and allocations to economic development agencies and community-based organizations is included on the Economic Development budget summary page and Appendices of this document.

Library funding for the Greensboro, High Point, Jamestown, and Gibsonville libraries remains at \$1,827,807, unchanged from the FY 2018-19 Adopted budget.

The Parks Division budget increased by \$17,787 or 0.4% in FY 2019-20. The budget reflects the transfer of one position to Facilities to manage the county farm, but no other significant operational changes. Staff will continue to place effort in local and regional marketing and outreach, and evaluate best practices for scheduling, rental and use of park facilities, activities, and funds to absorb building and grounds maintenance needs for parks and county buildings.

Cooperative Extension's budget decreased by \$35,537 or 4.8% primarily due to reduced budgets for extension programs such as 4-H and Family & Consumer Science.

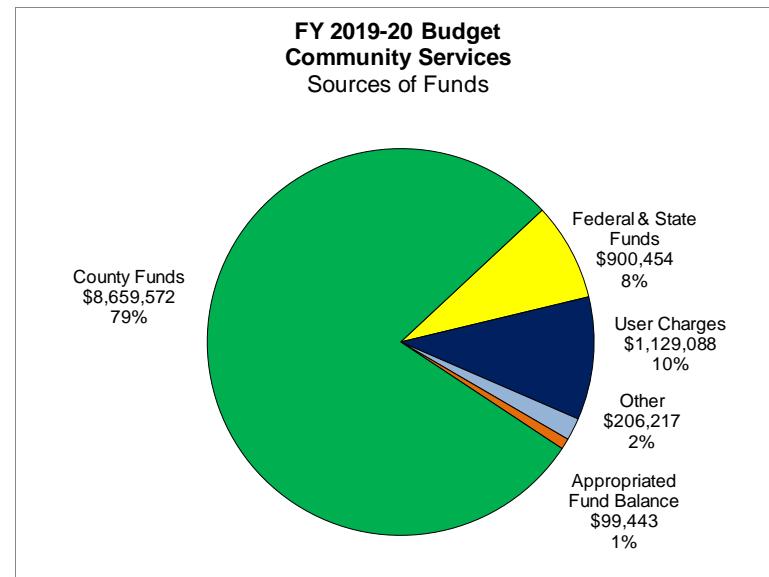
The Solid Waste budget increased by \$71,284 or 4.4% to accommodate changes in staff allocations across the five waste disposal programs and absorb increased costs associated with



waste disposal and recycling education. The budget also includes the purchase of a replacement vehicle. Revenues are adjusted to reflect anticipated receipts for white goods and other recycling. In addition, staff will continue evaluate opportunities to establish Solid Waste satellite sites throughout the County for collection of white goods, e-waste, and scrap tires in an effort to improve overall customer service and accessibility.

## Revenues

Community Services programs are primarily supported through general county funds (79%). User charges (10%) and Federal & State revenues (8%) account for the bulk of remaining funding needs.



	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	vs. FY19 Adopted
						\$ chg
						% chg
<b>Department</b>						
Cooperative Extension	\$1,442,051	\$741,711	\$891,962	\$706,164	<b>\$706,164</b>	(\$35,547) -4.8%
Culture & Libraries	\$1,838,732	\$1,844,077	\$1,844,077	\$1,834,277	<b>\$1,834,277</b>	(\$9,800) -0.5%
Economic Development	\$1,078,963	\$1,553,500	\$4,185,472	\$1,083,350	<b>\$1,133,350</b>	(\$420,150) -27.0%
Parks	\$4,516,303	\$4,440,525	\$5,486,009	\$4,458,312	<b>\$4,458,312</b>	\$17,787 0.4%
Planning & Development	\$813,329	\$809,409	\$886,914	\$869,520	<b>\$869,520</b>	\$60,111 7.4%
Soil & Water Conservation	\$297,983	\$310,872	\$316,763	\$318,820	<b>\$318,820</b>	\$7,948 2.6%
Solid Waste	\$1,507,260	\$1,603,047	\$1,694,424	\$1,674,331	<b>\$1,674,331</b>	\$71,284 4.4%
<b>Total Expenditures</b>	<b>\$11,494,621</b>	<b>\$11,303,141</b>	<b>\$15,305,621</b>	<b>\$10,944,774</b>	<b>\$10,994,774</b>	<b>(\$308,367)</b> -2.7%
<b>Sources of Funds</b>						
Federal & State Funds	\$1,142,011	\$1,069,750	\$972,068	\$900,454	<b>\$900,454</b>	(\$169,296) -15.8%
User Charges	\$1,030,028	\$1,138,370	\$1,138,370	\$1,129,088	<b>\$1,129,088</b>	(\$9,282) -0.8%
Other	\$236,202	\$194,245	\$199,795	\$206,217	<b>\$206,217</b>	\$11,972 6.2%
Appropriated Fund Balance	\$67	\$2,505	\$100,457	\$99,443	<b>\$99,443</b>	\$96,938 3869.8%
County Funds	\$9,086,313	\$8,898,271	\$12,894,931	\$8,609,572	<b>\$8,659,572</b>	(\$238,699) -2.7%
<b>Sources of Funds</b>	<b>\$11,494,621</b>	<b>\$11,303,141</b>	<b>\$15,305,621</b>	<b>\$10,944,774</b>	<b>\$10,994,774</b>	<b>(\$308,367)</b> -2.7%
<b>Permanent Positions</b>	<b>49.000</b>	<b>49.000</b>	<b>48.000</b>	<b>48.000</b>	<b>48.000</b>	<b>(1.000)</b> -2.0%

# COOPERATIVE EXTENSION

Will Strader, Interim Director

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

## Healthy People

Strengthen coordination of care through partnerships which ensure the availability of quality social, physical, psychological and behavioral health services.



## BUDGET SUMMARY

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Cooperative Extension Service-Administration	1,387,163	661,336	811,587	667,464	667,464	6,128	0.9%
Cooperative Extension Service-Administration	6,515	0	0	0	0	0	0.0%
Cooperative Extension Service-Extension Programs	48,373	80,375	80,375	38,700	38,700	(41,675)	(51.9%)
<b>Cooperative Extension Service</b>	<b>1,442,051</b>	<b>741,711</b>	<b>891,962</b>	<b>706,164</b>	<b>706,164</b>	<b>(35,547)</b>	<b>(4.8%)</b>
<b>EXPENSE</b>							
Supplies & Materials	72,406	60,475	69,564	44,450	44,450	(16,025)	(26.5%)
Other Services & Charges	542,034	665,236	661,440	661,714	661,714	(3,522)	(0.5%)
Capital	827,611	16,000	160,958	0	0	(16,000)	(100.0%)
<b>Total Expense</b>	<b>1,442,051</b>	<b>741,711</b>	<b>891,962</b>	<b>706,164</b>	<b>706,164</b>	<b>(35,547)</b>	<b>(4.8%)</b>
<b>REVENUE</b>							
Intergovernmental	11,547	39,800	39,800	0	0	(39,800)	(100.0%)
Charges for Services	26,950	30,400	30,400	24,500	24,500	(5,900)	(19.4%)
Appropriated Fund Balance	67	0	0	0	0	0	0.0%
Miscellaneous Revenues	32,712	12,975	12,975	17,000	17,000	4,025	31.0%
<b>Total Revenue</b>	<b>71,276</b>	<b>83,175</b>	<b>83,175</b>	<b>41,500</b>	<b>41,500</b>	<b>(41,675)</b>	<b>(50.1%)</b>
<b>County Funds</b>	<b>1,370,775</b>	<b>658,536</b>	<b>808,787</b>	<b>664,664</b>	<b>664,664</b>	<b>6,128</b>	<b>0.9%</b>

## DEPARTMENTAL PURPOSE

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

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

CES focuses its efforts on five major initiatives:

- Enhancing agricultural, forest and food systems;

- Developing responsible youth;
- Strengthening and sustaining families;
- Conserving and improving the environment and natural resources; and,
- Building quality communities.

**The Family and Consumer Science program** is only one of a few in the state that was able to maintain a full time nutrition agent as well as a financial and resource management agent. In addition, we have three agents currently working with limited resource youth and families through the EFNEP (Expanded Food and Nutrition Education program)

**The Horticulture** program focuses its resources on environmental issues relate to establishment and maintenance of landscapes as well as on local food access through the development of community gardens and school gardens. Extension Master Gardener volunteers provide additional outreach into the communities.

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 2020 GOALS & OBJECTIVES

- Expand our emphasis on the importance of local foods through educational programming via the School Garden Network and our work with community gardens in food insecure areas.
- Enhance departments use of public and social media to expand marketing and visibility, to result in more diverse (ethnic, age, cultural) populations attending programs and on the advisory council.
- 2018-19 was laden with weather events that damaged crops, ruined field conditions and led to profit loss. Our goal is to help farmers overcome those issues by educating them

of available resources to help financial stress as well as how to rebuild and recondition growing areas.

- Bring new farmers into existing markets and expand the local food economy with events such as Local Foods Week to promote agriculture and local food awareness.
- Increase male attendance and younger participants (18-35) another 5 - 10% in programs emphasizing food and nutrition, and exercise.
- Grow the Master Food Volunteer Program to expand volunteer base while promoting a healthy lifestyle.
- Incorporate Nutrition and cooking videos to add to the video library.
- Engage youth in experiential learning programs that address 21st century goals and meet the needs of teachers and schools. Engage youth of all backgrounds to promote leadership, citizenship and community service.

## **FY 2020 ADOPTED BUDGET HIGHLIGHTS**

- Cooperative Extension's FY 2020 Adopted net budget increased by \$6,128, or 0.9%, to accommodate Extension Agent salaries.
- Overall, FY 2020 Adopted revenues decreased by \$41,675, or 50.1%, primarily driven by the expiration of a grant from the NC Department of Agriculture and Consumer Services (\$39,800), and to more accurately reflect actual receipt of user fees and donations. The decrease in revenue resulted in an accompanying decrease in Supplies & Materials and Other Services & Charges expenses associated with these grant and user fee-funded initiatives.

## **FY 2019 SIGNIFICANT ACCOMPLISHMENTS**

- Guilford County staff reported over \$11 million in economic impact during 2018-19. These impacts represented grants and donations (\$54,950); value of efforts in site visits; value of program efforts; value of educational mediums (print, television, radio) (\$11,157,956); volunteer hours (\$469,480) and mandated certification programs.
- All of the above accomplishments were completed with limited staff. We had six (6) vacant positions in FY 2018-19 that were open for six (6) months or longer, including that of County Extension Director.
- Agents from Nutrition, Community Gardens, and Agriculture areas collaborated with other community groups to sponsor a ten (10) day Local Foods Celebration. This countywide event featured daily activities celebrating and educating on the value and opportunity of local foods.
- Our Field Crops Agent conducted over 79 site visits in which she identified and provided management strategies for weed, disease and insect pests in both field and pond environments for residents of the county. She also facilitated two pesticide schools for

pesticide applicators statewide and taught an additional 19 programs on field crop management, strawberry production, apple production, local foods and pesticide re-certification. She continues to build relationships with Guilford County producers through site visits and meetings that meet the needs of the community.

- The FCS Financial Management Agent noted that while the number of foreclosures in NC is declining, in 2017 there were still 23,488 foreclosure filings in NC; 1,376 in Guilford County and 2,398 in the Piedmont/Triad area. (Source: NC Administrative Office of the Courts). To turn this around, the agent earned a Real Estate license and uses that certification to work with families to teach and assist with the home buying process.
- The Horticulture Agent participated in the inaugural Guilford County Creek Week. Notable highlights from the week include two rain barrel workshops and the kick-off stream clean up with the Greensboro Swarm. The N.C. Extension Master Gardener Volunteers in Guilford County received a 1st place award in the 2018 International Master Gardener Search for Excellence in the Demonstration Garden category. 2018-19 saw the start-up of Guilford Gardener, a 6-week course offered mornings and evenings, which gives participants the opportunity to learn more in depth horticultural knowledge.
- Our FCS Nutrition Agent's Chef and The Child program saw two (2) returning youth stand in as mentors and volunteers for current students. A new Med Instead of Meds Program had 23 consistent participants. 85% of participants have incorporated healthy dietary habits with one (1) participant losing ten (10) pounds within a month of finishing the program. Color Me Healthy has been a big hit among Pre-K programs in Guilford County. Reports indicate children have tried and embraced new foods. Exercise videos have been created for an exercise library on the Guilford County website, helping multiple participants incorporate exercise into their daily life. Younger demographic (18-35) in programming has increased by 5 - 10 %. Thirty-five (35) to 40 Safe Plates participants have gained Food Safety Manager Certification. Additionally, this agent started the first Extension Master Food Volunteer Program in Guilford County.
- New projection and overhead camera system was installed in the lab kitchen which is used by Cooperative Extension, as well as, numerous other county departments and outside groups.

## KEY PERFORMANCE MEASURES

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
Participants in Workshops/Seminars	18,097	21,716	25,000	30,000	35,000
Programs Given	847	1,200	1,500	1,500	1,500
Volunteers	524	625	650	650	650
Volunteer Hours	19,927	25,000	30,000	30,000	30,000
4H Youth Served (non-duplicated)	6,569	9,000	10,000	10,000	10,000
Site Visits	162	250	300	300	300
Diagnostic Samples Performed	7	20	30	30	30

## **FUTURE OPPORTUNITIES & CHALLENGES**

- New Networking/Collaboration teams with county departments and other organizations (more complete programing)
- Collaborate with local universities – NC A&T farm for Dairy Show venture, NC A&T, UNCG, Greensboro College and other local schools for unpaid internships
- Train the Trainer opportunities – partnering with other youth development organizations
- Recognition/Identity – must actively and creatively advertise our accomplishments and programs as a community partner
- Marketing - need to improve our efforts to share the impacts Extension has on the local community
- Competition - identifying 4-H as a youth development organization with a mission and goals that are similar to, but separate from, comparable groups (YMCA or Boys and Girls Clubs)
- Location – Transportation (limited resource participants have difficult time visiting our location)

## PARKS

Dan Durham, Facilities, Parks & Property Management Director

301 W. Market St., Greensboro, NC 27402  
(336) 641-6100

### Recreation & Culture

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



### BUDGET SUMMARY

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Administration	304,491	425,867	481,035	440,274	440,275	14,407	3.4%
Bur-Mil Park	990,322	1,038,116	1,098,598	1,081,935	1,081,934	43,819	4.2%
Gibson Park	248,227	250,389	347,211	230,368	230,369	(20,021)	(8.0%)
Guilford Mackintosh Park	151,037	166,410	186,966	171,560	171,560	5,150	3.1%
Hagan-Stone Park	835,012	770,376	1,346,866	784,187	784,186	13,811	1.8%
Northeast Park	1,006,124	710,403	841,447	755,661	755,661	45,258	6.4%
Southwest Park	210,193	226,140	229,157	245,940	245,940	19,800	8.8%
Triad Park	522,550	468,047	508,049	468,000	468,000	(47)	0.0%
Passive Prks Trls Grds	248,348	384,777	446,680	280,387	280,387	(104,390)	(27.1%)
<b>Recreation (Parks)</b>	<b>4,516,303</b>	<b>4,440,525</b>	<b>5,486,009</b>	<b>4,458,312</b>	<b>4,458,312</b>	<b>17,787</b>	<b>0.4%</b>
<b>EXPENSE</b>							
Personnel Services	1,997,347	2,392,670	2,387,670	2,461,836	2,461,836	69,166	2.9%
Supplies & Materials	234,812	223,595	260,549	239,116	239,116	15,521	6.9%
Other Services & Charges	1,953,045	1,681,760	1,934,773	1,685,360	1,685,360	3,600	0.2%
Capital	331,099	142,500	903,017	72,000	72,000	(70,500)	(49.5%)
<b>Total Expense</b>	<b>4,516,303</b>	<b>4,440,525</b>	<b>5,486,009</b>	<b>4,458,312</b>	<b>4,458,312</b>	<b>17,787</b>	<b>0.4%</b>
<b>REVENUE</b>							
Charges for Services	915,807	1,033,750	1,033,750	1,032,300	1,032,300	(1,450)	(0.1%)
Other Financing Sources	6,877	3,000	3,000	4,500	4,500	1,500	50.0%
Miscellaneous Revenues	161,988	149,700	154,700	157,600	157,600	7,900	5.3%
<b>Total Revenue</b>	<b>1,084,672</b>	<b>1,186,450</b>	<b>1,191,450</b>	<b>1,194,400</b>	<b>1,194,400</b>	<b>7,950</b>	<b>0.7%</b>
<b>County Funds</b>	<b>3,431,631</b>	<b>3,254,075</b>	<b>4,294,559</b>	<b>3,263,912</b>	<b>3,263,912</b>	<b>9,837</b>	<b>0.3%</b>
<b>Positions</b>	<b>31.00</b>	<b>31.00</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>(1.00)</b>	<b>(3.2%)</b>

### DEPARTMENTAL PURPOSE

The Parks Division enhances the quality of life in Guilford County by providing healthy, safe, and sustainable outdoor experiences through the development and maintenance of high-quality active and passive parks, trails and greenways, and a variety of natural areas throughout the County. The division operates Bur-Mil, Hagan-Stone, Gibson, Northeast, and Southwest Parks as well as 10 passive parks & preserves, 2 marinas, 1 recreation center, the County Farm, and 60 miles of trails and greenways. Various amenities include 3 aquatic centers, 18 playgrounds, 11 athletic fields, campgrounds, rides, golf, and event centers. The County also funds Triad Park, operated

jointly with and managed by Forsyth County, and Guilford-Mackintosh Park, managed under an agreement with the City of Burlington.

## FY 2020 GOALS & OBJECTIVES

- Adopt, in thought and practice, the promise of Guilford County Parks to protect and enhance open spaces, improve our community's overall health and wellness, and ensure equitable access to our facilities and their inherent benefits.
- Review policies, procedures, and practices as to ensure we are practicing good governance and the best professional practices within the Parks and Recreation profession.
- Develop a marketing/communication plan that will accomplish the following:
  - Communicate facility attributes and benefits to community
  - Increase facility usage
  - Facilitate revenue generation
  - Present consistent messaging that defines the agency brand
  - Strengthen our relationship with community partners
  - Promote service equity
- Embrace the results of 2019 Parks Employee Engagement Survey with attention toward:
  - Responding to the resource needs of our employees
  - Recognizing the value of employee's opinions and contributions
  - Communicating employee's connection to our mission
  - Expectation of quality at all levels
- Implement systems to monitor and enhance existing park infrastructure, maintenance practices, and overall park experience as to provide the highest possible service with available resources.
- Emphasize the development of new and enhancement of existing partnerships with internal and external stakeholders through the responsible and strategic use of County resources and assets to:
  - Increase the value of taxpayer investments
  - Ensure residents and park users receive the maximum possible benefit from our facilities and services
  - Provide equitable access to our facilities and services

## FY 2020 ADOPTED BUDGET HIGHLIGHTS

- Overall, the Parks budget remained almost unchanged, only increasing \$17,787 or 0.4% due primarily to increases in personnel services resulting from routine county-wide adjustments plus additional part-time salaries to increase staff coverage during peak months. This increase is partially off-set by a significant reduction totaling \$70,500 or 49.5% in major equipment replacement funds plus an \$8,000 increase in revenues reflecting FY 2019 projections and prior year actuals.

- One Parks position was transferred to Facilities mid-year in FY 2019 to manage the county farm.
- Parks also requested an accessibility audit to ensure facilities are in compliance with ADA guidelines (\$45,000); a graphics and signage standard to bring all parks to the same standard and align with broader branding efforts county-wide (\$25,000); and funding for special facility maintenance projects at Triad Park including roofing and HVAC replacements (\$62,500 from Guilford County; \$125,000 total including Forsyth County match). None of these requests were included in the budget.

## FY 2019 SIGNIFICANT ACCOMPLISHMENTS

- Implementation of community sponsorship funding program.
- Implementation of park volunteer program.
- Infrastructure improvements to Hagan-Stone Park; new paved road and new water lines in campground.
- Beta testing of Piedmont Discovery Park Application for Regional Park amenities.
- Two new passive parks opened: Company Mill boardwalk and trail, and Rich Fork Preserve hike and bike trails.
- Bur-Mil Wildlife Educational Center awarded Love A Sea Turtle equipment grant valued at \$4,000.
- Staff accomplishment of professional certification in Certified Playground Safety Inspector and Certified Parks and Recreation Professional.
- Staff award of a full-scholarship (\$2,000 value) to attend Green Infrastructure Training and Certification in Philadelphia, PA, from the National Recreation and Park Association.

## KEY PERFORMANCE MEASURES

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
<b>Parks Management</b>					
Pool Attendance	100,800	98,922	103,000	105,060	demand
Park Attendance*	940,000	1M	900,000	918,000	demand
Number GC Parks Sponsored Events**	3	3	5	7	demand
<b>Passive Park &amp; Open Space Management</b>					
Passive Park Users	28,500	30,000	34,000	38,000	demand
<b>Trails Management</b>					
Greenway Users	80,000	85,000	88,000	90,000	demand
<b>Campground</b>					
Campsite rental***	1754	1,277	1,850	1,887	demand

- "demand" indicates target is demand for service -

\*Replacing car counters and anticipate more accurate recording in FY20.

\*\*There are other events of various sizes that are held at park facilities but are not produced by the county.

\*\*\*Campground closed for 4.5 months to install new water lines for campsites.

## FUTURE OPPORTUNITIES & CHALLENGES

- Invasive species are the most significant, manageable, environmental threat to our active and passive park properties. By out competing native flora and fauna, invasives reduce overall species abundance and diversity. Displaced native plant and animal species that were part of our cultural and natural heritage for generations are in decline, replaced by species that have negative ecological value and choke access to public recreational facilities. Taxpayer resources spent managing invasive species could otherwise be invested in park projects which provide greater community benefit. The immediate need to address invasive species on public lands cannot be overstated if we want to minimize their impact in these regards.
- Deferred maintenance on aging park facilities and infrastructure will continue to decrease their value to the community while increasing exposure to risk and operational expenses. In recent years the County has made significant investments in our park facilities. An acceleration of this trend and proactive identification and prioritization of needs is necessary to maximize taxpayer returns and protect public investments in our parks.
- Guilford County Parks fails to consistently communicate a clear mission, vision, and brand identity to our employees and the public at large. The result is a deficiency to capitalize on the value of our existing facility assets and potential growth opportunities. Significant attention is given to this deficit in the alignment of our FY2020 goals and budget.
- Our threats are dwarfed by the future avalanche of opportunity Guilford County Parks is poised to tap into. Our staff is currently comprised of talented and passionate park professionals ready to serve a growing public hungry for quality recreation experiences. The local community is seen as an untapped source of volunteers waiting to be matched with meaningful projects.
- Governmental agencies and NGOs at the local, state, and national level with missions and goals that align with ours are actively looking to maximize their impact in the Triad. They are willing to support partners who can deliver on their promises with financial support (i.e. sponsorships, donations, grants) and in-kind donations (e.g., materials, technical expertise, boots-on-the-ground, access to community stakeholders).
- Guilford County benefits from having a diverse portfolio of seven regional parks, 12 passive parks, and 60 miles of existing trails & greenways into which to channel these opportunities; access to which will require agility, resource commitments, clarification of our mission, and strategic planning.

# PLANNING & DEVELOPMENT

J. Leslie Bell, AICP, Planning & Development Director

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

## 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.



## 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.



## BUDGET SUMMARY

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<strong>EXPENSE</strong>							
Planning and Development-Administration	327,954	298,862	299,765	454,520	454,520	155,658	52.1%
Planning and Development-Planning/Zoning	485,375	510,547	587,149	415,000	415,000	(95,547)	(18.7%)
Planning and Development-Community Services	0	0	0	0	0	0	0.0%
<strong>Planning and Development</strong>	<strong>813,329</strong>	<strong>809,409</strong>	<strong>886,914</strong>	<strong>869,520</strong>	<strong>869,520</strong>	<strong>60,111</strong>	<strong>7.4%</strong>
<strong>EXPENSE</strong>							
Personnel Services	739,424	757,915	757,915	766,114	766,114	8,199	1.1%
Supplies & Materials	9,168	5,700	6,568	50,027	50,027	44,327	777.7%
Other Services & Charges	53,962	45,794	122,431	53,379	53,379	7,585	16.6%
Capital	10,775	0	0	0	0	0	0.0%
<strong>Total Expense</strong>	<strong>813,329</strong>	<strong>809,409</strong>	<strong>886,914</strong>	<strong>869,520</strong>	<strong>869,520</strong>	<strong>60,111</strong>	<strong>7.4%</strong>
<strong>REVENUE</strong>							
Charges for Services	69,972	61,970	61,970	64,038	64,038	2,068	3.3%
<strong>Total Revenue</strong>	<strong>69,972</strong>	<strong>61,970</strong>	<strong>61,970</strong>	<strong>64,038</strong>	<strong>64,038</strong>	<strong>2,068</strong>	<strong>3.3%</strong>
<strong>County Funds</strong>	<strong>743,358</strong>	<strong>747,439</strong>	<strong>824,944</strong>	<strong>805,482</strong>	<strong>805,482</strong>	<strong>58,043</strong>	<strong>7.8%</strong>
<strong>Positions</strong>	<strong>9.00</strong>	<strong>9.00</strong>	<strong>9.00</strong>	<strong>8.75</strong>	<strong>8.75</strong>	<strong>(0.25)</strong>	<strong>(2.8%)</strong>

## DEPARTMENTAL PURPOSE

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

- Planning
- Permitting, Plans Review and 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) maintains the Official Road and Zoning Maps; 4) reviews and recommends additions to the NC Dept. of Transportation (NCDOT) secondary road system; 5) supports the Planning Board, Board of Adjustment and Historic Preservation Commission; 6) provides staff and support to the Burlington, Greensboro and High Point Metropolitan Planning Organizations (MPOs); and, 8) provides planning and zoning services to the Towns of Pleasant Garden, Sedalia, Whitsett and Stokesdale.

## **FY 2020 GOALS & OBJECTIVES**

- Complete and publish update to 2005 Landmark Properties of Guilford County publication illustrating and highlighting Guilford County's extant landmark historical properties.
- No later than December 31, 2019 complete annual survey of locally designated historic properties for compliance with Joint Historic Preservation Commission designations.
- Complete and schedule public hearing for adoption consideration of an updated and modernized Guilford County Unified Development Ordinance no later than June 30, 2020.
- No later than June 30, 2020, complete updates and secure Board of Commissioner approval of the following seven (7) Area Plans: Alamance Creek, Northeast, Northern Lakes, Northwest, Rock Creek, Southern, and Southwest.
- Implement EnerGov land management software as a multi-departmental/divisional software tool to facilitate a relatively more integrated development services process for Guilford County customers/citizens.

## **FY 2020 ADOPTED BUDGET HIGHLIGHTS**

- The Planning & Development FY 2020 Adopted net budget increased by \$58,043, or 7.8%, primarily driven by an increase in Supplies & Materials expenditures.
- Overall, FY 2020 expenses increased by \$60,111, or 7.4%. Supplies & Materials increased by \$44,327, or 777.7%, to reflect small computer expenditures associated with implementation of new land management software included on the five-year Technology Plan (\$40,000).
- Other Services & Charges increased by \$7,585, or 16.6%, towards professional services and advertising expenses associated with updates to the Guilford County Unified Development Ordinance.
- FY 2020 revenues increased by \$2,068, or 3.3%, to more accurately reflect historical receipt of site plan, rezoning and variance & special use permitting fee revenues.

- The FY 2020 budget also reallocates a portion of the Planning & Development Director's position (0.25) and salary expenses to the Solid Waste budget to more accurately reflect position responsibilities related to this program.

## FY 2019 SIGNIFICANT ACCOMPLISHMENTS

- Worked with Planning, IS, Fire Marshal's Office, Plan Review/Stormwater, Environmental Health, and Inspections and Permitting Divisions to begin implementation of EnerGov Land Management software to more effectively integrate development services processes.
- Continued to successfully fulfill contractual obligations for planning and zoning services for participating jurisdictions – Sedalia, Whitsett, Stokesdale, and Pleasant Garden. Arranged meeting with key staff and municipal administrations to discuss services, activities, and other areas of mutual interest(s) and opportunity(ies).
- Water and Sewer – Continued recording 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, City of Greensboro, and the Piedmont Triad Regional Council to administer up to \$380,000 in HOME Program Funds for housing rehabilitation.
- Convened eleven (11) stakeholder groups to initiate the modernization and re-write of the County's General Development Ordinance into an updated Unified Development Ordinance (UDO).
- Formed multi-disciplinary Steering Committee as part of the UDO update and modernization process.
- Hosted UDO Open House in October 2018 to solicit feedback and gather input as part of initial drafting of an updated UDO document.
- Planning Director, J. Leslie Bell, presented to the Southeast Guilford Business Association in March 2019 regarding the UDO project goals, process, and schedule for completion.
- Continued to work with the Guilford County Joint Historic Preservation Commission to update the Landmark Properties of Guilford County publication (marking the first updated in 10+ years) to illustrate and highlight Guilford County's designated landmark properties to date.
- Secured Board of Commissioner approval of Green Building rebate program in September 2018.
- Documented more efficient and complete workflows as part of EnerGov land management system implementation and development services business processes audit.

- Collaborated with Piedmont Area Regional Transportation (PART) and regional local units of governments as part of the regional CommunityViz as a tool to assess future build-out scenarios and carrying capacity.
- Provided staff support for the Guilford County Economic Development Alliance (GCEDA) to successfully site an approx. 1.8 million sq. ft. refrigerated distribution facility. The facility is projected to create 1,000 jobs in the Piedmont Triad region by 2025.
- Worked with Parks and Recreation and GIS to inventory passive and active recreational systems in Guilford County in an effort to formulate open space strategies for system connections as part of the update and re-write of a UDO.
- Continued the **Connections** Departmental Newsletter that focuses on Departmental and Staff achievements, and activities for distribution to interested stakeholders.

## KEY PERFORMANCE MEASURES

	FY18 Actual	FY 19 Estimated	FY20 Planned	FY21 Planned	Target
<b>Planning and Zoning<sup>[1]</sup></b>					
Number of Zoning Cases Processed - County	20	18	12	12	12
Rezoning Appeals	0	2	1	1	1
Number of Zoning Cases Processed - Towns	5	4	2	2	2
% Acreage Zoned from Agricultural (AG) - All Jurisdictions	53%	48%	48%	48%	48%
Quasi-Judicial Cases Processed - County	13	11	8	5	5
Board of Adjustment Cases - County	11	3	5	3	3
Special Use Permit Cases - County	2	8	3	2	2
Quasi-Judicial Cases Processed - Towns	2	0	0	0	0
Board of Adjustment Cases - Towns	1	0	0	0	0
Special Use Permit Cases - Towns	1	0	0	0	0
Number of Road Closings	1	3	2	1	1
Number of Easement Closings	1	1	1	1	1
Number of Zoning Investigations - County	112	38	38	38	38
Zoning Investigations - Towns	11	4	4	4	4
# of Subdivision Cases Processed - County	<b>95</b>	<b>66</b>	<b>65</b>	<b>52</b>	<b>63</b>
Minor Subdivision - 4 or fewer lots	48	30	30	19	30
Major Subdivision - 5 or more lots	9	7	6	4	4
Subdivision Exemptions	38	29	29	29	29

	FY18 Actual	FY 19 Estimated	FY20 Planned	FY21 Planned	Target
# of Subdivision Cases Processed - Towns	<b>31</b>	<b>21</b>	<b>15</b>	<b>11</b>	<b>11</b>
Minor Subdivision - 4 or fewer lots	13	8	7	5	5
Major Subdivision - 5 or more lots	9	6	3	1	1
Subdivision Exemptions <sup>[2]</sup>	9	7	5	5	5
# Site Plan (Non-Res) Cases Processed - County	<b>27</b>	<b>17</b>	<b>17</b>	<b>10</b>	<b>13</b>
Major Site Plans	3	5	3	2	3
Minor Site Plans	24	12	10	8	10
# Site Plan (Non-Res) Cases Processed - Towns	<b>6</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>4</b>
Major Site Plans	1	1	2	1	1
Minor Site Plans	5	4	3	4	3
Written Zoning Verifications Processed	30	30	30	30	30
VAD & Enhanced VAD Farm Applications Processed	16	9	12	12	12
VAD & Enhanced VAD Acres Added	633	679	680	680	680
<b>Community Services - Water and Sewer</b>					
Non-assessed water and sewer projects <sup>[3]</sup>	0	0	0	0	0
Assessed water and sewer projects <sup>[3]</sup>	0	0	0	0	0
<b>Housing Program</b>					
HOME Consortium Program Projects <sup>[4]</sup>	1	0	0	0	0
<b>Economic Development</b>					
Economic Development & Cultural Agencies Funded	14	15	16	16	16
Economic Development Incentive Grants - Monitoring Perf. Grants	8	7	4	4	4

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

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

[3] All pending assessed water and sewer projects under former agreement with City of Greensboro completed.

[4] Guilford County has approved a tri-party agreement between Guilford County, Piedmont Triad Regional Council, and the City of Greensboro to administer up to \$380k for qualified housing rehabilitation. Any unobligated funds to be administered by the City of Greensboro for Housing Assistance.

## **FUTURE OPPORTUNITIES & CHALLENGES**

- Work with Information Services to provide more efficient Departmental access to planning-related data to support open data initiative and data accessibility that meets both internal management needs and external customer demand.
- 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, costs, and current and anticipated level of services provided/needed.
- Continue to work with stakeholder groups to foster effective communication and relationships regarding sound, balanced planning policy development and implementation.
- Begin implementation of new EnerGov land management software and review business processes/practices to improve development review processes and customer service delivery.
- Housing – Work with City of Greensboro to administer HOME Program funds for first time homebuyers program across Guilford County (outside cities of Greensboro and High Point).
- Continue to support a combined initiative for Planning, Tax and GIS to complete Address Parcel Owner (APO) Project.
- Work with Register of Deeds to explore potential electronic filing of plats.
- Prepare for the 2020 US Census.
- Work with member jurisdictions regarding the feasibility of implementing a regional public water system in Northern/Northwest Guilford County.
- Securing adoption of updated and modernized Unified Development Ordinance.
- Implementing EnerGov land management software as a multi-departmental/divisional software tool to facilitate a relatively more integrated development services process for Guilford County customers/citizens.

## SOIL & WATER CONSERVATION

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### Healthy People

Strengthen coordination of care through partnerships which ensure the availability of quality social, physical, psychological and behavioral health services.



### BUDGET SUMMARY

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Soil & Water Conservation	293,864	305,117	310,458	313,880	313,880	8,763	2.9%
GC S&W Conservation District	4,119	5,755	6,305	4,940	4,940	(815)	(14.2%)
<b>Soil &amp; Water</b>	<b>297,983</b>	<b>310,872</b>	<b>316,763</b>	<b>318,820</b>	<b>318,820</b>	<b>7,948</b>	<b>2.6%</b>
<b>EXPENSE</b>							
Personnel Services	204,958	229,279	230,279	236,509	236,509	7,230	3.2%
Supplies & Materials	6,880	6,905	6,783	5,295	5,295	(1,610)	(23.3%)
Other Services & Charges	86,145	74,688	79,701	77,016	77,016	2,328	3.1%
<b>Total Expense</b>	<b>297,983</b>	<b>310,872</b>	<b>316,763</b>	<b>318,820</b>	<b>318,820</b>	<b>7,948</b>	<b>2.6%</b>
<b>REVENUE</b>							
Intergovernmental	30,150	30,150	30,420	30,150	30,150	0	0.0%
Charges for Services	1,410	1,250	1,250	1,250	1,250	0	0.0%
Appropriated Fund Balance	0	2,505	2,505	1,443	1,443	(1,062)	(42.4%)
Miscellaneous Revenues	8,601	2,000	2,550	2,247	2,247	247	12.3%
<b>Total Revenue</b>	<b>40,161</b>	<b>35,905</b>	<b>36,725</b>	<b>35,090</b>	<b>35,090</b>	<b>(815)</b>	<b>(2.3%)</b>
<b>County Funds</b>	<b>257,822</b>	<b>274,967</b>	<b>280,038</b>	<b>283,730</b>	<b>283,730</b>	<b>8,763</b>	<b>3.2%</b>
<b>Positions</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>	<b>0.0%</b>

### DEPARTMENTAL PURPOSE

Soil and Water Conservation promotes the wise stewardship of natural resources through the implementation of sound conservation and Best Management Practices (BMPs). 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 Technical Assistance to other local units of government.

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 Agricultural District (VAD) and Enhanced VAD. Soil and Water staff continuously strive to be responsive to our customer needs, and proactively promote the conservation of farmland and enhanced operation of our working farms.

## **FY 2020 GOALS & OBJECTIVES**

- Increase outreach to local schools and home school associations by adding one new high school, one new middle school, and one new home school to the North American Envirothon, adding two new schools for the poster/essay contest and an additional school participating in the speech contest. We also plan to add Essay and Speech contest participants.
- Increase the departmental education efforts in elementary through high school students, from 2,979 students (2019) to 4,000, through providing kits for teachers to check out and use on their own. Present an annual Food, Land and People Workshop training to teachers in Guilford County. With the new full time Educational Coordinator, anticipate increasing outreach with four newsletters per year.
- Receive ongoing training from GIS staff on use of the GPS unit to ensure Best Management Practices (BMPs) are installed in an Agricultural BMP GIS layer.
- Continue to Identify and define scope of projects for internship opportunities (e.g., BMP coordinate logging), and work with the university community, where possible, to recruit qualified student interns.

## **FY 2020 ADOPTED BUDGET HIGHLIGHTS**

- The Soil & Water FY 2020 Adopted expense budget increased by \$7,948, or 2.6%, primarily driven by increases in Personnel Services and Other Services & Charges expenses.
- Personnel expenses increased by \$7,230, or 3.2%, to accommodate merit-based raises and other benefit adjustments.
- Other Services & Charges increased by \$2,328, or 3.1%, to accommodate increased expenditures for education & training, dues & memberships and professional services.
- Supplies & Materials decreased by \$1,610, or 23.3%. Small machinery & equipment needs for the Soil & Water Conservation District were addressed in the FY 2019 Adopted budget.

- FY 2020 revenues decreased by \$815, or 2.2%, to reflect a decrease in the amount of appropriated fund balance required by the Soil & Water Conservation District. This decrease is offset by an anticipated increase in gift shop and retail sales revenue.

## **FY 2019 SIGNIFICANT ACCOMPLISHMENTS**

- The staff participated in Guilford Creek Week 2019 by leading three field days, two rain barrel workshops, and a library program the week of March 24 at the Agricultural Center Barn Kitchen and staffed a booth at the Aquatics Field Day in Northeast Park.
- The staff participated in the Area 3 Envirothon held in March as part of 2019 Guilford Creek Week activities (an environmental competition for Middle and High School students). Three Guilford County High School teams participated in Guilford along with teams from surrounding counties.
- Soil & Water Coordinator, Kyleene Rooks, hosted an Environmental Camp for middle school students, led a Project WET Workshop for teachers, manned booths at various events, and led a Vermicomposting Workshop during the year.
- The District hosted the State Future Farmers of America (FFA) Land Judging Contest in November 2018. This event brought several hundred high school students and teachers from across North Carolina to Guilford County for this two-day event.
- The Soil and Water Conservation District's 2018-2019 Intern, Jeffrey Turner, worked diligently to log all District conservation plans, create a database that can be updated as new plans are created or old plans revised. This marked the first time there has been an accurate listing and accounting of these conservation plans.
- The Soil & Water District's newly purchased Weed Wiper (a farm implement used to control weeds in pastures) will help fund the District's Foundation Account to be used for educational activities. Three farmers have made use of this new equipment during its first season and interest is anticipated to grow as awareness increases.
- Throughout FY 2019, Soil & Water staff continued to obligate 100% of NC Agriculture (Ag) Cost Share Program (NC-ACSP) and NC Agricultural Water Resources Assistance Program (AGWRAP) funds for the installation of Best Management Practices. Soil & Water assisted with 27 Ag "Cost Share" applications, and were able to fund 15 contracts in the amount of \$142,355, including a \$25,000 request for a Conservation Irrigation Conversion project and \$35,000 for a new Irrigation Pond. This is will be the District's first Irrigation Pond and first Conservation Irrigation Conversion project. Two contracts were AgWRAP irrigation well projects for increased water storage and availability. Staff provided technical assistance for 798 farms; monitored 26 farms for compliance; processed 6 Voluntary Agricultural District applications representing 198 acres; and, worked with 9 farmers in the No-Till Drill Assistance Program, representing 125 acres.
- Nine (9) contracts will be funded for the federal FY 2019 USDA-Natural Resource Conservation Service (NRCS) Environmental Quality Assistance program for a total of \$98,564 for Pasture Systems and Greenhouse 'Hoop' Structures.

- Staff continued to pursue professional development opportunities that enhance the District's ability to serve the citizens of Guilford County. Staff assists with Conservation One Training (professional development for new NRCS employees across the US) and the Soil & Water Coordinator has achieved Environmental Educators Certification in six (6) months which normally is a four-year process.
- The Soil & Water Coordinator, Kyleene Rooks, attended the NC Resource Conservation Workshop (held at NC State University), for High School students where she served as a counselor for a group of students for the week. Additionally, Millie Langley, Soil Conservationist) attended as a speaker and assisted the students with conservation planning day at that event.
- Millie Langley, Soil & Water Conservationist, continues to serve as the Southeastern representative on the North American Envirothon Operating Committee, and serves as Logistics Chair of the Host Committee for the 2019 NCF- Envirothon Competition.
- A new Memorandum of Understanding (MOU) between USDA-NRCS, Guilford SWCD, Guilford County and NCDA & CS-Division of Soil & Water Conservation has been approved by the Soil & Water District Board and the Guilford County Board of Commissioners.

## KEY PERFORMANCE MEASURES

	FY18 Actual	FY19 Estimated	FY20 Planned	FY21 Planned	Target
<b>Agricultural Cost Share Program (ACSP)</b>					
Applications - Farms	24	27	25	25	25
Applications - Practices	29	27	28	28	28
Ag. Cost Share Contracts	14	15	14	14	14
Ag. Cost Share Contracts Total Value	\$70,442	\$142,355	\$85,000	\$85,000	\$85,000
Average Cost Share per Contract	\$5,032	\$9,490	\$6,071	\$6,071	\$6,071
Contracts Under 10-Year Maintenance	128	128	125	125	125
<b>Community Conservation Assistance Program (CCAP)</b>					
CCAP Applications - Farms <sup>[1]</sup>	4	1	2	2	2
CCAP Applications - Practices	2	1	1	1	1
CCAP Cost Share Contracts	2	0	2	2	2
CCAP Cost Share Contracts Total Value	\$4,500	\$0	\$4,500	\$4,500	\$4,500
Avg. CCAP Cost Share per Application	\$2,250	-	\$2,250	\$2,250	\$2,250
Contracts Under 10-Year Maintenance	7	8	9	9	9

	FY18 Actual	FY19 Estimated	FY20 Planned	FY21 Planned	Target
<b>Environmental Quality Incentive Program (EQIP)</b>					
EQIP Contracts <sup>[2]</sup>	11	9	10	10	10
EQIP Contract Total Value	\$118,218	\$98,564	\$110,000	\$110,000	\$110,000
Average EQIP Funding per Contract	\$10,747	\$10,952	\$11,000	\$11,000	\$11,000
Contracts Under 10-Year Maintenance	39	47	45	45	45
<b>Technical Assistance Programs</b>					
Total Farms in Program	795	798	801	801	801
Farm Compliance Reviews	27	26	26	26	26
Farm Acres under Conservation Management	63,005	63,105	63,200	63,200	63,200
# Farms with Conservation Plans	1,885	1,887	1,890	1,890	1,890
<b>Outreach, Education, and Other Programs</b>					
Educational Services Participants <sup>[3]</sup>	1,255	2,979	4,000	4,000	4,000
Persons Assisted Via Technical Conservation Outreach Opportunities	1,360	1,659	1,700	1,700	1700
No-Till Drill Assistance Program Participants	14	13	10	10	10
No-Till Drill Assistance Program Acres	160	150	150	150	150
Weedwiper - Farmers Assisted <sup>[4]</sup>	0	3	5	5	5
VAD & Enhanced VAD Farm Applications Processed	16	9	12	12	12
VAD & Enhanced VAD Acres Added	633	679	680	680	680

[1] Community Conservation Assistance Program.

[2] Environmental Quality Incentive Program.

[3] Also includes multi-media (e.g., Facebook, television) outreach.

[4] Weed Wiper newly purchased Sept. 2017.

## FUTURE OPPORTUNITIES & CHALLENGES

- Staff will continue to implement the Jordan Lake Agriculture Rule, buffer rules, and assist the state with Nitrogen and Phosphorus accounting requirements. Staff will continue to work with USDA-NRCS partners to implement the federal cost share programs EQIP and CSP, while ensuring training on the latest technology, software and Best Management Practices is achieved. Staff will continue to seek and achieve Job Approval Authority for remaining practices (Wells and Pipeline).

- Staff will pursue governmental and non-governmental funding and partnership opportunities aligned with the priorities established by the Soil and Water Conservation District Board.
- Staff will review the District's internship program guidelines with its regional educational partners to ensure they continue to meet expectations, and achieve District and departmental goals.
- Additionally, the District would like to increase participation in the Voluntary Agricultural District (VAD) and Enhanced VAD. VAD and Enhanced VAD outreach will be included in future District newsletters to be sent out during spring and summer, as well as Farm Service Agency (FSA) and Cooperative Extension newsletters.
- Continue to update the Agricultural BMP layer showing past and current practices installed through NC Agriculture Cost Share Program, Agriculture Water Resources Assistance Program and the Community Conservation Assistance Program.
- Millie Langley, Soil & Water Conservationist, will serve on the Host Committee for the North American Envirothon to be held in North Carolina in July 2019.
- The Community Conservation Assistance Program (CCAP) will no longer allocate funds directly to counties. These funds will be available only through a competitive regional application process. Projects will be approved only if they have a greater impact on water quality.
- The District retained one Board member for a second term and one new member during the 2018 general election.
- Due to a more permanent USDA-NRCS (Natural Resources Conservation Service) presence in the Guilford Soil & Water office, funding, outreach, and technical assistance to farmers anticipated to increase in the future.

# SOLID WASTE

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## 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.



## Healthy People

Strengthen coordination of care through partnerships which ensure the availability of quality social, physical, psychological and behavioral health services.



## BUDGET SUMMARY

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Solid Waste-Waste Disposal	1,507,260	1,603,047	1,694,424	1,674,331	1,674,331	71,284	4.4%
<b>Solid Waste</b>	<b>1,507,260</b>	<b>1,603,047</b>	<b>1,694,424</b>	<b>1,674,331</b>	<b>1,674,331</b>	<b>71,284</b>	<b>4.4%</b>
<b>EXPENSE</b>							
Personnel Services	401,014	427,332	427,332	447,030	447,030	19,698	4.6%
Supplies & Materials	9,669	18,308	18,311	10,846	10,846	(7,462)	(40.8%)
Other Services & Charges	1,096,576	1,157,407	1,198,561	1,168,455	1,168,455	11,048	1.0%
Capital	0	0	50,220	48,000	48,000	48,000	0.0%
<b>Total Expense</b>	<b>1,507,260</b>	<b>1,603,047</b>	<b>1,694,424</b>	<b>1,674,331</b>	<b>1,674,331</b>	<b>71,284</b>	<b>4.4%</b>
<b>REVENUE</b>							
Intergovernmental	1,049,294	990,000	892,048	870,304	870,304	(119,696)	(12.1%)
Charges for Services	15,890	11,000	11,000	7,000	7,000	(4,000)	(36.4%)
Appropriated Fund Balance	0	0	97,952	98,000	98,000	98,000	0.0%
Miscellaneous Revenues	20,024	20,100	20,100	18,400	18,400	(1,700)	(8.5%)
<b>Total Revenue</b>	<b>1,085,208</b>	<b>1,021,100</b>	<b>1,021,100</b>	<b>993,704</b>	<b>993,704</b>	<b>(27,396)</b>	<b>(2.7%)</b>
<b>County Funds</b>	<b>422,052</b>	<b>581,947</b>	<b>673,324</b>	<b>680,627</b>	<b>680,627</b>	<b>98,680</b>	<b>17.0%</b>
<b>Positions</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.25</b>	<b>6.25</b>	<b>0.25</b>	<b>4.2%</b>

## DEPARTMENTAL PURPOSE

The NC Solid Waste Management Act requires local units of government assess solid waste collection and disposal capacity, provide environmental education and outreach, and implement programs to address solid waste management needs. Additionally, the act mandates the County plan 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 serves as a drop-off site for residential recycling. The County processes materials

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

Annual environmental educational programs include the Kids, Cans & Ca\$h Elementary School Recycling Challenge, co-sponsored by Guilford County and the City of High Point, and the Magic of Recycling program that incorporates information about recycling into an entertaining and engaging magic show for elementary students. A new waste reduction and educational program called *Pamlico Joe and Sweet Water Flow* was introduced in FY19.

## FY 2020 GOALS & OBJECTIVES

- Continue focus on cross-professional development program that will prepare staff at the Bishop Road collection site to complete reports and serve as team leader when the site supervisor is not available.
- Conduct a recycling participation survey in Guilford County schools to identify what is currently being done, what barriers exist, and interest in enhanced recycling efforts, and prepare a document of findings for school officials to improve recycling efforts. Additionally, introduce a new waste reduction and recycling program into the school system that will reinforce improved recycling efforts.
- Ensure all Bishop Road employees have obtained a Commercial Driver's License (CDL) so that each one can operate any of the large trucks at the site.
- Ensure all Bishop Road employees completed the OSHA 10-hour General Industry Health & Safety course as well as basic Excel software training.
- By June 1, 2019, determine the feasibility of establishing a satellite scrap tire, white goods, and e-waste collection site in eastern Guilford County.
- By July 1, 2019 establish workflow as part of enforcement EnerGov software implementation for the solid waste enforcement module.
- By August 1, 2019 evaluate the Bishop Road Collection Site customer satisfaction surveys taken during FY19 and implement identified practical program enhancements to better serve collection site customers.
- By September 1, 2019 upgrade signs and markings at the Bishop Road Collection site in order to make the site easier to negotiate for first-time customers.
- By September 30, 2019 ensure that all Bishop Road employees have completed the OSHA 10-Hour General Industry Health & Safety Course.
- By September 30, 2019, ensure that all Bishop Road employees have completed the basic Excel and Word software training.

- By December 1, 2019 explore installing a four ft. (4 ft). stone barrier around the Bishop Road sand filter to keep grass and other debris from entering the filter during landscaping activities.
- By February 15, 2020 update Environmental Services web pages in an effort to simplify customer interaction.
- By May 1, 2020 develop Standard Operating Procedures (SOPs) for community recycling events and school programs and document essential duties and checklists.

## **FY 2020 ADOPTED BUDGET HIGHLIGHTS**

- The Solid Waste FY 2020 Adopted expense budget increased by \$71,284, or 4.4%, primarily because of increases Personnel Services and Capital.
- Personnel Service expenses increased by \$19,698, or 4.6%, with reallocation of a portion of the Planning & Development Director's position, salary and benefits to the White Goods Disposal program, in addition to merit-based raises and other benefit adjustments.
- Supplies & Materials decreased by \$7,462, or 40.8%, primarily driven by a decrease in small machinery & equipment needs.
- Other Services & Charges increased by \$11,048, or 1.0%, driven by an increase in contract prices for scrap tire disposal. To offset this expense, the budget includes a scheduled increase in tire disposal fees to reflect the rates charged by the provider during the term of the contract.
- Overall, FY 2020 Adopted revenues decreased by \$27,396, or 2.7%, primarily driven by a decrease in White Goods Disposal Distribution revenue, in addition to anticipated decreases in Electronics Management Distribution revenue and tire disposal fees.

## **FY 2019 SIGNIFICANT ACCOMPLISHMENTS**

- The Bishop Road Scrap Tire and White Goods Collection Site was renovated during this period including new paint, new bathroom fixtures, and remediation of foundation settling issues.
- The revised Guilford County Solid Waste Ordinance was adopted in September 2018. A critical component of the update was to simplify illegal burning investigation and enforcement protocols.
- Environmental Services worked in conjunction with the Guilford County Fire Marshal's Office and the NC Forestry Service to educate local fire and police departments regarding streamlined enforcement procedures in the updated solid waste ordinance and to better ascertain the extent of illegal burning in Guilford County.
- Worked with GIS to identify illegal dumping and illegal burning hotspots in Guilford County.

- Purchased a new forklift to load white goods and electronic waste at the Bishop Road Collection Site and at the community recycling events.
- The annual Summerfield recycling event usually held in September was rescheduled due to adverse weather associated with Hurricane Florence. A co-sponsored event was subsequently held with the Town of Oak Ridge in November 2018. The event drew 600 Guilford County residents to the Oak Ridge Elementary School and resulted in the collection of 14.03 tons of e-waste, 8.50 tons of tires, 6 tons of shredded material, and 5.06 tons of white goods.
- The annual E-Cycle Pleasant Garden event held in March 2018 attracted 473 participants and resulted in the collection of 13.15 tons of e-waste, 6.22 tons of documents for shredding and 0.67 tons of white goods.
- The Guilford County Spring Cleanup event was held in April 2018 at Sedalia Elementary School in Gibsonville attracting 267 customers. The event resulted in the collection of 25.19 tons of tires, 5.28 tons of e-waste, 3.54 tons of white goods, and 2.21 tons of documents for shredding.
- The Kids, Cans & Ca\$h Elementary School Recycling Challenge was revised in an effort to encourage environmental awareness throughout the school year. It began in November as usual but is now extended through mid-April. The recycling challenge was met by 8 elementary schools and is expected to result in the collection of 1,300 lbs. of aluminum cans. Participating schools will earn a total of \$585.00 for their recycling efforts.
- The Magic of Recycling was presented to more than 2,000 elementary school students during February 2019. This program features a real magician that incorporates recycling education into an entertaining and engaging magic show.
- A new environmental educational program will be offered in March 2019. Pamlico Joe and Clean Water Flow is geared toward elementary school students and it highlights the benefits of clean water, recycling, and proper solid waste disposal.
- An updated Guilford County Solid Waste Services Guide was completed during FY18/19.
- First aid, CPR/AED training was provided for the Bishop Road Collection Site employees.
- The Environmental Services Division continues to recognize local businesses and community groups for their environmentally responsible actions and activities in support of the County's recycling goals. Pepsi donated 60 plastic drums that were converted into rain barrels that promote reuse and water conservation during 2019 Creek Week.

## KEY PERFORMANCE MEASURES

	FY18 Actual	FY19 Estimated	FY20 Planned	FY21 Planned	Target
<b>Outreach &amp; Education</b>					
Public Education/Outreach Events (includes presentations, Cleanup Days)	8	9	10	10	10
Social Media Interactions on Environmental Services Facebook Page	8,421	16,500	24,000	24,000	24,000
<b>Kids, Cans &amp; Ca\$h Program</b>					
Elementary Schools (public & private)	13	8	10	10	10
Students	5,513	3,400	4,250	4,250	4,250
Cans Collected for Recycling (pounds)	1,495	1,300	1,750	1,750	1,750
Pounds Per School	115	160	175	175	175
Total Earned by Schools for Recycling	\$673	\$585	\$785	\$785	\$785
<b>Magic of Recycling Program</b>					
Schools	6	4	6	6	6
Students	3,080	2,040	2,550	2,550	2,550
<b>Pamlico Joe Educational Program</b>					
Schools	N/A	6	6	6	6
Students	N/A	2,550	2,550	2,550	2,550
<b>Waste Collection &amp; Processing</b>					
# Tons Household Hazardous Waste Collected (incl. special events)	788	860	870	870	870
# Tons Scrap Tires Processed by County Contractor	9,538	9,880	10,373	10,473	10,473
# Tons White Goods Collected (incl. scrap metal)	197	200	200	200	200
# Tons Electronics Collected (incl. drop- off sites and HHW site)	905	845	850	850	850
# Tons Christmas Trees Recycled to Mulch	1	1	1	1	1
# Tons Waste Collected per 1,000 Population <sup>[1]</sup>	21	22	23	23	23
<b>Inspections &amp; Investigations</b>					
Minor LCID Facility Inspections	10	20	20	20	20
Major LCID Facility Inspections	12	20	20	20	20
Solid Waste Complaints & Requests for Assistance (Phone & Email) <sup>[2]</sup>	4,400	4,500	4,500	4,500	Demand
Illegal Dumping & Illegal Burning Investigations	156	135	150	150	150
<b>Efficiency Measures</b>					

	FY18 Actual	FY19 Estimated	FY20 Planned	FY21 Planned	Target
# of Complaints, Site Investigations & Requests for Assistance per 1,000 Population <sup>[1]</sup>	8	9	9	9	Demand
Illegal Dumping & Illegal Burning Investigation Successful Resolution Outcome	88%	85%	85%	85%	85%

<sup>[1]</sup> Guilford County population estimate 538,851 (July 2018).

<sup>[2]</sup> Beginning FY17 added Bishop Rd. Recycling Facility.

## FUTURE OPPORTUNITIES & CHALLENGES

- The Division will continue to implement plans to achieve the goals set forth in the 2012 Guilford County Solid Waste Management Plan Update.
- Ensure that all Bishop Road collection site employees have proper safety training by completing the OSHA 10-Hour General Industry Health & Safety Course.
- Continue analyzing program delivery of services via enhanced data location, GIS mapping, and cost-benefit analyses to assess opportunities for program enhancement(s) and/or affirming current customer service delivery methods.
- With the State of North Carolina no longer depositing monies into the Solid Waste Trust Fund, the availability of grant funds for underwriting solid waste programs and capital improvements/purchases will likely continue to decline in FY 2020, with the potential elimination of this revenue in the future. The lack of these funds will potentially impact the County's ability to offer tire clean-ups, expand capabilities (such as in-house removal of CFCs from white goods), and its provision of services to residents through special collection events.
- Pressure to secure local landfill space for Guilford County Municipal Solid Waste (MSW) remains high. Guilford County withdrew from landfill operations when it conveyed its two facilities to the cities of Greensboro and High Point. While the City of High Point continues to operate the Kersey Valley Landfill, the City of Greensboro closed the White Street Landfill to MSW. Currently Greensboro MSW is collected at a transfer station and trucked to the Great Oak Landfill in Randleman, NC. The City of Greensboro continues to pursue alternate disposal options through Forsyth and Randolph counties that would address the city's needs. County-licensed trash haulers continue to use the Greensboro transfer station, the Kersey Valley Landfill, and the Republic Waste transfer station for MSW disposal.
- Environmental Services will continue to partner with the City of Greensboro, the City of High Point and other Guilford County jurisdictions to promote community recycling events and educational activities.
- With solid waste and recycling program funding uncertain, the Division will work collaboratively with the County's incorporated municipalities and surrounding jurisdictions to discuss solid waste issues on a local and regional basis. The Division will assess

potential opportunities, recommend programming revisions and identify resources necessary to maintain and improve service to the public.

- In January 2018, China initiated the National Sword policy, which banned plastic waste and unsorted paper from being imported. The policy was enacted to address environmental issues and to look toward their own waste stream for recyclables which placed intense scrutiny on bale quality for imported materials. Because single stream recycling has become the prominent method of recycling, it is critical that the quality of the sorted recycled materials be as high as possible to avoid loads being rejected. Thus, there are challenges in adapting to the ban with the lack of recycling infrastructure to process material that was once being exported to China. Many Material Recovery Facilities (MRFs) are upgrading their sorting systems to improve the quality of their bales along with better educating their residents on what can and more importantly cannot be recycled.

## 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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Libraries	1,827,807	1,827,807	1,827,807	1,827,807	1,827,807	0	0.0%
<b>Libraries</b>	<b>1,827,807</b>	<b>1,827,807</b>	<b>1,827,807</b>	<b>1,827,807</b>	<b>1,827,807</b>	<b>0</b>	<b>0.0%</b>
<b>EXPENSE</b>							
Other Services & Charges	1,827,807	1,827,807	1,827,807	1,827,807	1,827,807	0	0.0%
<b>Total Expense</b>	<b>1,827,807</b>	<b>1,827,807</b>	<b>1,827,807</b>	<b>1,827,807</b>	<b>1,827,807</b>	<b>0</b>	<b>0.0%</b>
<b>REVENUE</b>							
County Funds	1,827,807	1,827,807	1,827,807	1,827,807	1,827,807	0	0.0%

## DEPARTMENTAL PURPOSE

The county provides funding to the **Greensboro**, **High Point**, **Jamestown**, and **Gibsonville** Libraries to support operations and make library services available to all residents of Guilford County.

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

## FY 2020 ADOPTED BUDGET HIGHLIGHTS

- The FY 2020 total library funding allocation remains unchanged from the prior fiscal year and each individual library system's funding level remains the same.

## Library Funding Breakdown

	<b>FY 2019 Adopted</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Plan</b>
<b><u>State Recognized Libraries</u></b>			
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>	<b>\$ 1,716,807</b>	<b>\$ 1,716,807</b>	<b>\$ 1,716,807</b>
 <b><u>Community Libraries</u></b>			
Gibsonville	\$ 55,500	\$ 55,500	\$ 55,500
Jamestown	\$ 55,500	\$ 55,500	\$ 55,500
<i>Sub-Total</i>	<b>\$ 111,000</b>	<b>\$ 111,000</b>	<b>\$ 111,000</b>
<b>Grand Total</b>	<b>\$ 1,827,807</b>	<b>\$ 1,827,807</b>	<b>\$ 1,827,807</b>

## FY 2019 County Library Funding Comparison

<b>County</b>	<b>FY18 Funding</b>	<b>FY19 Funding*</b>	<b>Population**</b>	<b>\$ per Capita</b>	<b>% Change (FY17-FY18)</b>
Mecklenburg	\$ 34,153,433	\$ 36,105,228	1,093,708	\$ 33.01	6%
Wake	\$ 23,983,982	\$ 25,714,332	1,073,993	\$ 23.94	7%
Guilford	\$ 1,827,807	\$ 1,827,807	533,213	\$ 3.43	0%
Forsyth	\$ 7,589,777	\$ 7,767,431	377,523	\$ 20.57	2%
Durham	\$ 10,511,958	\$ 10,779,221	311,649	\$ 34.59	3%
Buncombe	\$ 5,619,002	\$ 5,910,082	262,483	\$ 22.52	5%
Davidson	\$ 3,407,531	\$ 3,624,470	167,762	\$ 21.60	6%
Alamance	\$ 2,884,734	\$ 2,926,707	165,749	\$ 17.66	1%
Randolph	\$ 2,021,389	\$ 2,285,694	143,907	\$ 15.88	13%
Rockingham	\$ 2,082,435	\$ 1,973,286	91,273	\$ 21.62	-5%
Chatham	\$ 2,035,881	\$ 1,868,951	74,491	\$ 25.09	-8%
<b>Average Change</b>					<b>3%</b>

\* Funding figures from FY 2019 adopted budgets

\*\* Annual County Population July 2018 projections from NC Office of State & Budget Management

# ECONOMIC DEVELOPMENT

J. Leslie Bell, AICP, Planning & Development Director

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

## Economic Development

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



## BUDGET SUMMARY

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Economic Develop & Assistance	1,078,963	1,553,500	4,185,472	1,083,350	1,133,350	(420,150)	(27.0%)
<b>Economic Devel &amp; Assistance</b>	<b>1,078,963</b>	<b>1,553,500</b>	<b>4,185,472</b>	<b>1,083,350</b>	<b>1,133,350</b>	<b>(420,150)</b>	<b>(27.0%)</b>
<b>EXPENSE</b>							
Other Services & Charges	1,078,963	1,553,500	4,185,472	1,083,350	1,133,350	(420,150)	(27.0%)
<b>Total Expense</b>	<b>1,078,963</b>	<b>1,553,500</b>	<b>4,185,472</b>	<b>1,083,350</b>	<b>1,133,350</b>	<b>(420,150)</b>	<b>(27.0%)</b>
<b>REVENUE</b>							
Intergovernmental	41,220	0	0	0	0	0	0.0%
<b>Total Revenue</b>	<b>41,220</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>County Funds</b>	<b>1,037,743</b>	<b>1,553,500</b>	<b>4,185,472</b>	<b>1,083,350</b>	<b>1,133,350</b>	<b>(420,150)</b>	<b>(27.0%)</b>

## DEPARTMENTAL PURPOSE

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

The Economic Development budget includes funding for two county programs:

- **Community Economic Development Organizations** – 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

	<b>FY 2019 Adopted</b>	<b>FY 2020 Recommended</b>	<b>FY 2020 Adopted</b>
<b>Cultural Agencies</b>			
African-American Atelier	\$ 50,000	\$ 50,000	\$ 50,000
Friends of John Coltrane	\$ 20,000	\$ 20,000	\$ 20,000
High Point Arts Council	\$ 50,000	\$ 50,000	\$ 50,000
United Arts Council - GSO	\$ 55,000	\$ 55,000	\$ 55,000
United Arts Council - GSO - NC Folk Festival <sup>1</sup>	<u>\$ 25,000</u>	<u>\$ 25,000</u>	<u>\$ 25,000</u>
<b>Cultural Agencies Total</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>
<b>Economic Development Agencies</b>			
Downtown Greensboro	\$ 40,000	\$ 40,000	\$ 40,000
East Market Street NOW <sup>2</sup>	\$ 35,000	\$ 35,000	\$ 35,000
Greensboro Chamber of Commerce	\$ 100,000	\$ 100,000	\$ 100,000
Piedmont Business Capital <sup>3</sup>	\$ -	\$ -	\$ -
Guilford County Tourism Development Authority <sup>4</sup>	\$ 40,000	\$ 40,000	\$ 40,000
High Point Econ Dev (HPEDA)	\$ 100,000	\$ 100,000	\$ 100,000
High Point Market Authority	\$ 75,000	\$ 75,000	\$ 125,000
Out of the Garden Project	\$ -	\$ -	\$ -
Piedmont Triad Film Commission	\$ 25,000	\$ 25,000	\$ 25,000
Southwest Renewal Foundation of High Point	\$ 25,000	\$ 25,000	\$ 25,000
Welfare Reform Liaison Project, Inc.	\$ 25,000	\$ 25,000	\$ 25,000
Guilford County Economic Development Alliance	\$ 100,000	\$ 100,000	\$ 100,000
<b>Economic Development Agencies Total</b>	<b>\$ 565,000</b>	<b>\$ 565,000</b>	<b>\$ 615,000</b>
<b>TOTAL</b>	<b>\$ 765,000</b>	<b>\$ 765,000</b>	<b>\$ 815,000</b>
<b>Spending per Capita<sup>5</sup></b>	<b>\$ 1.42</b>	<b>\$ 1.42</b>	<b>\$ 1.51</b>

(1) United Arts Council-GSO sponsored the North Carolina Folk Festival in FY 2018-19, and the Nat'l Folk Festival in FY 2016-17 and 2017-18

(2) Formerly East Market Street Development Corporation

(3) Formerly Greensboro Community Development Fund

(4) Currently under five (5) year funding agreement approved by the Board of Commissioners at its December 7, 2017 Regular Meeting in the amount of \$40,000 per year, with the first year beginning FY 2018-19

(5) County estimated population is 538,851 as of July 2018 per NC State Office of Management & Budget

**ACTIVE ECONOMIC DEVELOPMENT INCENTIVES**  
**AS OF MAY 8, 2019**

Project	Approved Incentive	All Years Actual /Encumb		FY2019 Adopted	FY2020 Adopted	Future Years
Amada North America , Inc.	\$ 990,000	\$ -	\$ -	\$ -	\$ -	\$ 990,000
Baltek	\$ 89,500	\$ 80,500	\$ -	\$ -	\$ -	\$ -
Buzzispace (Approved 03-Oct-13) Agreement Pending	\$ 113,000	\$ 16,950	\$ 50,850	\$ 22,200	\$ 22,200	\$ 23,000
Ecolab	\$ 168,750	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 18,750
FedEx Ground	\$ 952,500	\$ 952,500	\$ -	\$ -	\$ -	\$ -
North State Flexibles	\$ 30,750	\$ 27,091	\$ -	\$ -	\$ -	\$ -
Proctor & Gamble Manufacturing Co.	\$ 975,000	\$ 816,042	\$ -	\$ -	\$ -	\$ -
Publix	\$17,532,000	\$ -	\$ -	\$ -	\$ -	\$17,532,000
Qorvo	\$ 333,750	\$ 66,750	\$ 66,750	\$ 66,750	\$ 66,750	\$ 133,500
Ralph Lauren Corporation	\$ 1,238,400	\$ 1,228,815	\$ -	\$ -	\$ -	\$ -
Springfield Service Corporation	\$ 37,500	\$ -	\$ 37,500	\$ -	\$ -	\$ -
Stanley Furniture	\$ 76,000	\$ 76,000	\$ -	\$ -	\$ -	\$ -
Thomas Built Buses	\$ 118,000	\$ 50,000	\$ 68,000	\$ -	\$ -	\$ -
HAEKO Education (Approved 06-Aug-15) Agreement Pendii	\$ 147,000	\$ 29,400	\$ 29,400	\$ 29,400	\$ 29,400	\$ 58,800
HAEKO (Approved 04-Apr-13 as TIMCO) Agreement Pendii	\$ 400,000	\$ 64,000	\$ 336,000	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$23,202,150</b>	<b>\$ 3,458,048</b>	<b>\$ 638,500</b>	<b>\$168,350</b>	<b>\$18,756,050</b>	

205

1) Includes paid and encumbered



# General Government

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

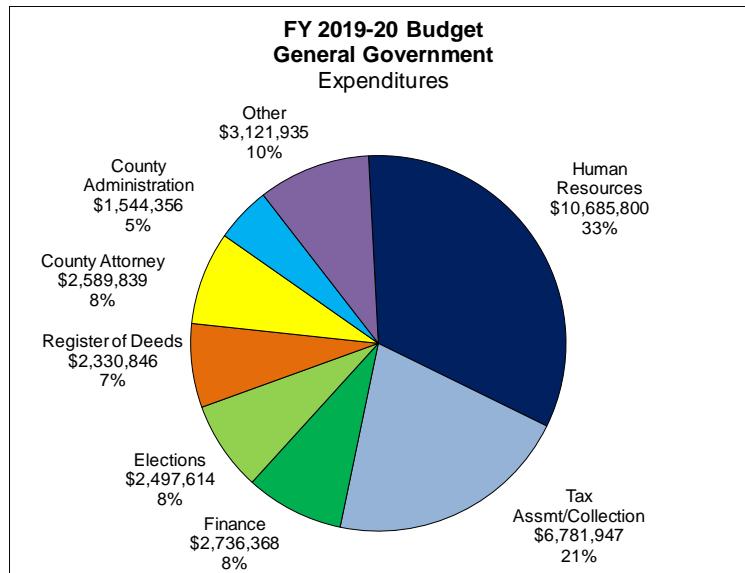
General Government departments include:

- 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 will spend \$32.29 million for General Government in FY 2019-20, an increase of \$3.2 million or 11.0% from FY 2018-19. General Government accounts for about 5% of total County expenditures.

The increase from FY 2019 to FY 2020 is largely related to personnel increases including merit raises and an additional \$2.5 million in the Human Resources budget to start implementation of the county's pay study, as well as funds for external administration of the county's Family and Medical Leave Act program.



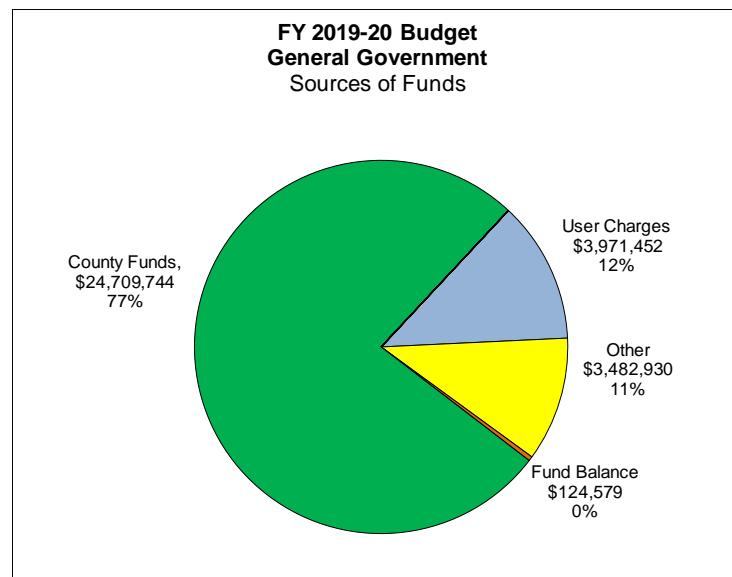
The Clerk to the Board's budget also includes the annualized cost of a new deputy clerk position added mid-year in FY 2019 plus \$30,000 for a part-time communications specialist position.

Internal Audit's budget includes \$54,000 for external information technology audits that are anticipated to provide a better quality of service at a lower cost to the county, than continuing to maintain full information technology audit capacity in-house.

Lastly, the Elections budget increased \$676,500 or 29.4% due to the election cycle – FY 2020 will have two municipal elections and a presidential primary.

## Revenues

County funds provide 77% of the support for General Government departments. User charges, including the fees paid by municipalities for tax collection, election services, and Register of Deeds fees account for 12% of revenues. The remaining funding (11%) comes from other sources including fund balance.



	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	vs. FY19 Adopted	
						\$ chg	% chg
<b>Department</b>							
Budget & Management	\$600,615	\$699,810	\$701,013	\$726,312	<b>\$726,315</b>	\$26,505	3.8%
Clerk to the Board	\$268,728	\$380,166	\$426,768	\$466,207	<b>\$466,207</b>	\$86,041	22.6%
County Administration	\$803,996	\$1,422,349	\$1,281,455	\$1,484,356	<b>\$1,544,356</b>	\$122,007	8.6%
County Attorney	\$2,247,053	\$2,393,928	\$2,450,507	\$2,589,839	<b>\$2,589,839</b>	\$195,911	8.2%
County Commissioners	\$560,093	\$493,887	\$510,154	\$464,398	<b>\$974,398</b>	\$480,511	97.3%
Elections	\$1,907,474	\$1,930,157	\$1,932,285	\$2,497,614	<b>\$2,497,614</b>	\$567,457	29.4%
Finance	\$2,351,295	\$2,831,875	\$2,711,905	\$2,736,368	<b>\$2,736,368</b>	(\$95,507)	-3.4%
Human Resources	\$7,275,371	\$9,057,037	\$9,188,845	\$10,685,800	<b>\$10,685,800</b>	\$1,628,763	18.0%
Internal Audit	\$470,800	\$564,783	\$545,064	\$624,200	<b>\$624,200</b>	\$59,417	10.5%
Purchasing	\$378,642	\$324,662	\$321,672	\$330,815	<b>\$330,815</b>	\$6,153	1.9%
Register of Deeds	\$2,111,841	\$2,287,330	\$2,287,334	\$2,330,846	<b>\$2,330,846</b>	\$43,516	1.9%
Tax	\$6,063,239	\$6,703,018	\$6,828,941	\$6,781,947	<b>\$6,781,947</b>	\$78,929	1.2%
<b>Total Expenditures</b>	<b>\$25,039,147</b>	<b>\$29,089,002</b>	<b>\$29,185,943</b>	<b>\$31,718,702</b>	<b>\$32,288,705</b>	<b>\$3,199,703</b>	<b>11.0%</b>
<b>Sources of Funds</b>							
Federal & State Funds	\$26,757	\$28,000	\$28,000	\$27,028	<b>\$27,028</b>	(\$972)	-3.5%
User Charges	\$4,131,745	\$3,624,111	\$3,624,111	\$3,971,452	<b>\$3,971,452</b>	\$347,341	9.6%
Other	\$3,717,135	\$3,342,177	\$3,342,177	\$3,455,902	<b>\$3,455,902</b>	\$113,725	3.4%
Fund Balance	\$24,280	\$97,979	\$97,408	\$124,579	<b>\$124,579</b>	\$26,600	27.1%
County Funds	\$17,139,230	\$21,996,735	\$22,094,247	\$24,139,741	<b>\$24,709,744</b>	\$2,713,009	12.3%
<b>Sources of Funds</b>	<b>\$25,039,147</b>	<b>\$29,089,002</b>	<b>\$29,185,943</b>	<b>\$31,718,702</b>	<b>\$32,288,705</b>	<b>\$3,199,703</b>	<b>11.0%</b>
<b>Permanent Positions</b>	<b>198.400</b>	<b>201.400</b>	<b>203.400</b>	<b>203.400</b>	<b>204.400</b>	<b>3.000</b>	<b>1.5%</b>

## 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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Budget and Management	600,615	699,810	701,013	726,312	726,315	26,505	3.8%
<b>Budget and Management</b>	<b>600,615</b>	<b>699,810</b>	<b>701,013</b>	<b>726,312</b>	<b>726,315</b>	<b>26,505</b>	<b>3.8%</b>
<b>EXPENSE</b>							
Personnel Services	512,859	602,179	597,469	629,981	629,984	27,805	4.6%
Supplies & Materials	975	7,750	7,350	6,450	6,450	(1,300)	(16.8%)
Other Services & Charges	86,782	89,881	83,707	89,881	89,881	0	0.0%
Capital	0	0	12,487	0	0	0	0.0%
<b>Total Expense</b>	<b>600,615</b>	<b>699,810</b>	<b>701,013</b>	<b>726,312</b>	<b>726,315</b>	<b>26,505</b>	<b>3.8%</b>
<b>REVENUE</b>							
Miscellaneous Revenues	5,000	0	0	0	0	0	0.0%
<b>Total Revenue</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>County Funds</b>	<b>595,615</b>	<b>699,810</b>	<b>701,013</b>	<b>726,312</b>	<b>726,315</b>	<b>26,505</b>	<b>3.8%</b>
<b>Positions</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>	<b>0.0%</b>

### DEPARTMENTAL PURPOSE

Budget, Management and Evaluation assists departments, county management, and the Board of Commissioners in the preparation and management of a balanced budget and the implementation of the county's open data and innovation initiatives. 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 also leads the county's data and innovation strategy to support a more innovative and inquisitive workforce that asks more questions, understands more deeply, and is more results-driven.

The department will:

- Ensure that departments are effectively carrying out directives from the Board of Commissioners and the County Manager by acting as a catalyst for action, ensuring proper resources are available, and tracking results.
- Be a driving force behind collaboration on issues that cut across county departments.
- Work to enhance collaboration among local governments in and adjacent to Guilford County.
- Be a champion for innovation across the county and an advocate for the removal of barriers that impede innovation.
- Drive the use of data and information across the county to support decision-making.
- Work to ensure that departments are connecting their spending plans with their capacity to get results.

## FY 2020 GOALS & OBJECTIVES

- Integrate additional department service data, particularly health and human services data, into the county's open data program and develop performance dashboards and data visualizations to better understand operations.
- Continue user review and testing of the data portal and program to ensure information provided is useful, usable, and used.
- Expand work with university and community partners to deepen the use of data, analytics, and innovation to address organizational and community challenges. This includes continuing to partner in a community-wide indicators project to align our data integration efforts with desired long-term community outcomes.
- Conduct additional innovation ansWER Labs in conjunction with the City of Greensboro to develop the innovation capacity of local government staff. Explore implementing a similar program with the City of High Point.
- Conduct data inventory, data prioritization, and data literacy initiatives with internal and external stakeholders to ensure our data program is responsive current and future users.
- Work the Board to develop a long-term capital funding model that incorporates recommendations of the school capital facilities study.
- 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 2020 ADOPTED BUDGET HIGHLIGHTS

- The Budget, Management & Evaluation department's FY 2020 Adopted net budget increased \$26,505 over the FY 2019 Adopted Budget because of projected performance merit adjustments. Non-personnel expenses decreased by \$1,300.
- Funds are included in the budget for the phase two of a community-wide indicators project to enhance our data integration efforts and align them with desired long-term community outcomes.

## FY 2019 SIGNIFICANT ACCOMPLISHMENTS

- Received the Government Finance Officers Association's Distinguished Budget Presentation Award for the Fiscal Year 2018-2019 budget document.
- Guilford County achieved AAA ratings for its most recent general obligation bonds from all three major rating agencies – one of a select few local governments nationwide to obtain the highest ratings from all agencies. The rating opinions noted the strength of the county's long-term financial planning processes and strong budgetary practices.
- Continued to develop performance dashboards and data visualizations to better understand county operations and finances.
- Hosted ansWER Labs and a Mug Club for employees from the County and City of GSO to foster deeper collaboration and joint improvement efforts in the county. The ansWER Lab initiative is funded through a partnership with the Community Foundation of Greater Greensboro.

## KEY PERFORMANCE MEASURES

	FY17 Actual	FY18 Actual	FY19 Projected	FY20 Estimated	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	101.4%	100.4%	99.5%	101%	>100%
Actual expenditures as percent of budget	95.6%	95.4%	95.9%	96%	<100%
Percent of Budget Amendments & Transfers processed within five days of receipt/approval	99.8%	99.8%	98.9%	100%	100%

## **FUTURE OPPORTUNITIES & CHALLENGES**

- Continued development and maintenance of monthly budget-to-actual dashboards for the 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., PO 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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
County Administration-Administration	788,336	894,349	897,427	957,328	1,017,328	122,979	13.8%
County Administration-Reserve for Contingency	2,281	500,000	356,028	500,000	500,000	0	0.0%
County Administration-Intergovernmental Services	13,379	28,000	28,000	27,028	27,028	(972)	(3.5%)
<b>County Administration</b>	<b>803,996</b>	<b>1,422,349</b>	<b>1,281,455</b>	<b>1,484,356</b>	<b>1,544,356</b>	<b>122,007</b>	<b>8.6%</b>
<b>EXPENSE</b>							
Personnel Services	572,544	674,959	675,059	711,928	771,928	96,969	14.4%
Supplies & Materials	16,748	12,340	10,941	17,900	17,900	5,560	45.1%
Other Services & Charges	214,704	735,050	595,455	754,528	754,528	19,478	2.6%
<b>Total Expense</b>	<b>803,996</b>	<b>1,422,349</b>	<b>1,281,455</b>	<b>1,484,356</b>	<b>1,544,356</b>	<b>122,007</b>	<b>8.6%</b>
<b>REVENUE</b>							
Intergovernmental	26,757	28,000	28,000	27,028	27,028	(972)	(3.5%)
Miscellaneous Revenues	10,000	3,000	3,000	3,000	3,000	0	0.0%
<b>Total Revenue</b>	<b>36,757</b>	<b>31,000</b>	<b>31,000</b>	<b>30,028</b>	<b>30,028</b>	<b>(972)</b>	<b>(3.1%)</b>
<b>County Funds</b>	<b>767,239</b>	<b>1,391,349</b>	<b>1,250,455</b>	<b>1,454,328</b>	<b>1,514,328</b>	<b>122,979</b>	<b>8.8%</b>
<b>Positions</b>	<b>3.90</b>	<b>4.90</b>	<b>4.90</b>	<b>4.90</b>	<b>5.90</b>	<b>1.00</b>	<b>20.4%</b>

## DEPARTMENTAL PURPOSE

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

Since FY 2019, the Minority and Women-owned Business Enterprise (MWBE) program has been housed within the administration department. This program supports inclusion of diverse suppliers in bidding opportunities and facilitates opportunities for MWBE businesses to participate in all aspects of the county's procurement process. Additionally, the program supports training for minority and women-owned businesses to become certified through the State's Historically

Underutilized Business (HUB) program. The MWBE Program Director leads HUB certification training for interested suppliers on a quarterly basis, provides one-on-one training when requested, and provides annual MWBE reports and periodic updates, in addition to hosting and participating in MWBE fairs and events to meet, network with and recruit potential MWBE suppliers. The MWBE Director facilitates increasing communications between county departments and minority businesses and establishing strategic partnerships with community business organizations, business development centers, non-profits, and other local and state agencies through active engagement that cultivate economic development for MWBEs.

## **FY 2020 GOALS & OBJECTIVES**

- Lead the planning, design and development of the County's priority capital projects including: a new state-of-the-art Guilford County Animal Shelter; EMS Maintenance and Logistics facility; consolidated Law Enforcement Center and Behavioral Health Crisis Center to better serve the needs of the community.
- Continue to coordinate with Guilford County Schools to finalize a facilities master plan and develop a school bond referendum package and financing plan.
- Ongoing collaboration with County staff to increase notifications of business opportunities and minority resource accessibility, including: ongoing collaboration with Communications department to establish impactful media presence for the MWBE Office and partnership with Information Services and Budget departments to provide MWBE data for the County's Open Data initiative. MWBE program staff will provide ongoing training for departments on how to search the Registered Supplier List and HUB MWBE list.
- Leverage community resources and partnerships (NC A&T internship Program and Piedmont Business Capital) to expand MWBE certification and participation, while developing MWBE Strategic Outreach Plan.

## **FY 2020 ADOPTED BUDGET HIGHLIGHTS**

- The County Administration FY 2020 Adopted net budget increased by \$122,979, or 8.8%, primarily driven by increases in Personnel Services and Supplies & Materials.
- Personnel Services increased by \$96,969, or 14.4%, to reflect the addition of one administrative assistant position to support the MWBE program, and county-wide merit raises and other benefit adjustments.
- Supplies & Materials increased by \$5,560, or 45.1%, and Other Services & Charges increased by \$19,478, or 2.6%, primarily driven by advertising/branding and training expenses to support MWBE initiatives.

## **FY 2019 SIGNIFICANT ACCOMPLISHMENTS**

- Continued collaboration with Guilford County Schools' (GCS) and the Joint School Capital Facilities Committee and the consultant to complete to complete the school facilities condition assessment and boundary assignment study.
- Negotiated agreement with Cone Health to operate the new Guilford County Behavioral Health Crisis Center.
- Implemented cost-savings through modifications to the county health insurance plan and wellness initiatives.
- Developed plan to ensure sustainability of the GCSTOP program.
- The MWBE Program Director participated in outreach efforts within the community including: City of Greensboro's MED (Minority Enterprise Development) Week, Chamber of Commerce programs, and 2019 Piedmont Business Capital MWBE training workshops. MWBE outreach and engagement efforts were expanded to encourage MWBE supplier participation in the bidding process.
- Offered quarterly MWBE HUB Certification workshops and partnered with communications staff to ensure advertising and coverage of events through social media.

## **FUTURE OPPORTUNITIES & CHALLENGES**

- Continue to educate new staff on County policies and procedures.
- Develop long-range goals and strategies that will guide future infrastructure needs for county residents.
- Support local economic development agencies to attract new private investment and development to increase the county tax base and create new quality jobs.
- Continue working with County staff, local governmental entities and community partners to develop MWBE Strategic Outreach Plan and expand MWBE training opportunities on accessing funding to capitalize MWBE businesses and encourage bid participation.

# COUNTY ATTORNEY

Mark Payne, County Attorney

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

## 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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
County Attorney	2,247,053	2,393,928	2,450,507	2,589,839	2,589,839	195,911	8.2%
<b>County Attorney</b>	<b>2,247,053</b>	<b>2,393,928</b>	<b>2,450,507</b>	<b>2,589,839</b>	<b>2,589,839</b>	<b>195,911</b>	<b>8.2%</b>
<b>EXPENSE</b>							
Personnel Services	1,928,088	1,988,447	2,027,447	2,188,658	2,188,658	200,211	10.1%
Supplies & Materials	13,547	15,300	15,301	14,300	14,300	(1,000)	(6.5%)
Other Services & Charges	305,418	390,181	407,759	386,881	386,881	(3,300)	(0.8%)
<b>Total Expense</b>	<b>2,247,053</b>	<b>2,393,928</b>	<b>2,450,507</b>	<b>2,589,839</b>	<b>2,589,839</b>	<b>195,911</b>	<b>8.2%</b>
<b>REVENUE</b>							
Charges for Services	10,414	10,000	10,000	12,000	12,000	2,000	20.0%
Miscellaneous Revenues	35	0	0	0	0	0	0.0%
<b>Total Revenue</b>	<b>10,449</b>	<b>10,000</b>	<b>10,000</b>	<b>12,000</b>	<b>12,000</b>	<b>2,000</b>	<b>20.0%</b>
<b>County Funds</b>	<b>2,236,604</b>	<b>2,383,928</b>	<b>2,440,507</b>	<b>2,577,839</b>	<b>2,577,839</b>	<b>193,911</b>	<b>8.1%</b>
<b>Positions</b>	<b>18.00</b>	<b>18.00</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>	<b>1.00</b>	<b>5.6%</b>

## DEPARTMENTAL PURPOSE

The County Attorney and staff provide prompt, responsive, efficient and effective legal advice and representation to the Board of Commissioners, the County Manager, County departments and related agencies. Legal counsel is provided on all areas of local government including contracts, civil procedure, litigation, constitutional law, open meetings, public records, child support, social services (CPS and APS), purchasing, property tax assessment and collection, foreclosures, budget and financial procedures, and personnel matters. 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 2020 GOALS & OBJECTIVES

- Represent and protect the interests of clients and organization.
- Prioritize and maintain fiscal responsibilities in meeting 2020 budget targets.
- Build and retain extraordinary legal team.

- Maintain growth in cross-training staff to provide a versatility to clients.
- Maximize on collection of delinquent tax revenue in litigating *In Rem* tax foreclosure proceedings in-house through the FY 2020.
- Prioritize cases to ensure timely litigation and resolution.
- Continue progress in costs savings in utilizing electronic storage of documents.
- 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.
- Continue ongoing prioritization of the Contract Management System to increase response time and finalization of County contracts.
- Continue individual and group trainings in how to navigate and utilize the Contract Management System.
- Continue collaboration with DHHS in the successful implementation of outside counsel and staff paralegal to operate the Family Law Facilitator Program, thus, reducing the number of TPR petitions.
- As budget allows, provide School of Government training to all staff in their primary areas of practice for furthered education.

## FY 2020 ADOPTED BUDGET HIGHLIGHTS

- The County Attorney's FY 2020 net budget increased by \$193,911 or 8.1%. This increase is attributed primarily to personnel services.
- Personnel Services increased by \$200,211 or 10.1%, primarily driven by the transfer of an attorney position from Law Enforcement to the County Attorney's department. Under legal supervision and guidance from the County Attorney, there will be opportunities to expand the scope and responsibilities of this position.
- Supplies & Materials decreased by \$1,000, or 6.5%, to reflect decreases in printing and office supplies, and Other Services & Charges decreased by \$3,300, or 0.8%, to reflect decreases in telephone and advertising expenses.
- FY 2020 revenues increased by \$2,000, or 20%, to more accurately reflect Legal Cost fee revenue generated by foreclosure actions.

## FY 2019 SIGNIFICANT ACCOMPLISHMENTS

The County Attorney's office has continued to maintain and manage the County's legal needs as efficiently as possible within budgetary and resource constraints. The Department has maintained a staff of ten full-time attorneys; seven full-time support staff; 2 part-time staff; 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 **1,688** (a 12-month value through FY 2017-2018) DSS Abuse/Neglect/Dependency Court Hearings, 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 staff.**]
- Represented DHHS, Division of Social Services in Termination of Parental Rights (TPR) hearings, resulting in having disposed of **53** cases during FY 2017-2018. During FY 2017-2018, **82** cases were order to Termination of Parental Rights actions by the Court. As of May 8, 2019, this office has **109** pending cases for FY 2018-2019. [**Note: Every court hearing results in an order being drafted by staff.**]
- The County Attorney's Office is currently working on **364** active cases [includes bankruptcy/collection matters and property foreclosures] and represented the Child Support Enforcement Agency on an estimated ongoing caseload of **20,862 as of March 18, 2019** for both cities of Greensboro and High Point.
- Drafted, reviewed, revised, advised, and/or processed all County contracts (does not include DHHS)
- Successfully collected **\$491,100.14** during FY 2017-2018 (**104 cases**) for *In Rem* Foreclosures. This is an increase of **\$248,714.86** (up **103%**) from previous year's collection. As of April 30, 2019, the department has collected **\$252,980.27** in FY 2018-2019.
- Successfully collected **\$641,018.17** as of April 30, 2019 (**257 cases**) in FY 2018-2019 for ZLS Pre-Foreclosure, commencing January 2019. This is a new initiative; thus, there were no such collections in previous years.
- Between *In Rem* Foreclosure collections and the new ZLS Pre-Foreclosure initiative, the current fiscal year collection total is **\$893,998.44** versus **\$399,885.58** at the same time last year.
- Additionally, successfully collected the following for FY 2017-2018:
  1. Bankruptcy: \$3,358.87
  2. Business Personal Property: \$379,211.69
  3. Foreclosure Litigation: \$1,633.16
  4. Lien: \$14,000.00
  5. Refund for Taxes: \$1,208.34
  6. Surplus Properties: \$23,698.44
- Additionally, successfully collected the following for FY 2018-2019 as of 3/1/2019
  1. Tax proceeds from condemnation action: \$62,588.36
  2. Surplus Properties: \$3,600.00

- Provided departments with training on matters such contract management utilization, public record laws and quasi-judicial proceedings, served on panels, attended departmental meetings, participated in finalizing real estate sales and acquisitions; responded daily to various inquiries from County departments and employees, including advising on employee relations matters and reviewed and/or drafted correspondence.
- Responded to public information requests in a citizen focused manner that balanced transparency with the County's legal responsibilities, and met with the media. Advised the County Manager, Commissioners, and departments on various County management and Board matters.
- Sponsored internships for local law students. During FY 17/18 and FY 18/19, the department has sponsored two local law students. We continue to actively consider interns upon their application.

## KEY PERFORMANCE MEASURES

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
Percent of staff credential maintained through attainment of required CLE credits and CPE credits	100%	100%	100%	100%	100%
Percent of contracts initiated within 15 business days	95%	95%	95%	95%	100%
Percent of TPR juvenile court orders filed within 30 calendar days	90%	95%	95%	95%	100%
Percent of juvenile court orders filed within 30 calendar days	75%	80%	80%	80%	100%
Percent of protective services or guardianship petitions filed of adult services matters within 10 calendar days of referral to legal.	95%	100%	100%	100%	100%
Percent of initial ordinance enforcement matters initiated within 15 days of referral to the County Attorney's Office	99%	100%	100%	100%	100%
Percent of initial bankruptcy/collection matters initiated within 15 days of referral to the County Attorney's Office	99%	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)*	100%	99%	99%	99%	100%

## **FUTURE OPPORTUNITIES & CHALLENGES**

- The County Attorney's staff continues to manage high volumes of caseloads that exceed levels recommended for ideal efficiency. The caseload will need to be monitored and balanced to avoid negative retention impacts for the future.
- The County Attorney's Office continues to identify the increased need for representation in areas such as child support enforcement, human services, ordinance violations, employment law, law enforcement, collections, tax appeals and foreclosures, and general litigation matters. This steady increase in legal demand may continue to necessitate expansion of staff both in-house and outside and increased overtime and part-time funding.
- The County Attorney's Office would benefit from the development and implementation of a clerkship program in collaboration with local law schools to more efficiently and effectively meet the needs of County departments. The office will continue welcoming interns as space allows. A larger clerkship program is unlikely at the moment given the space constraints of the offices in both Greensboro and High Point.
- Consistent with prior years, space continues to be an ongoing concern for both record storage and adequate working space for employees. Actions have begun to eliminate paper storage as allowable per State and Local laws for record retention. Staff are working with I/S for options that are cost effective electronic record keeping.

# COUNTY COMMISSIONERS & CLERK TO BOARD

Alan Branson, Board Chairman  
Robin Keller, Clerk to the Board

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

## Organizational Excellence

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## BUDGET SUMMARY

### County Commissioners

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
County Commissioners	560,093	493,887	510,154	464,398	974,398	480,511	97.3%
<b>County Commissioners</b>	<b>560,093</b>	<b>493,887</b>	<b>510,154</b>	<b>464,398</b>	<b>974,398</b>	<b>480,511</b>	<b>97.3%</b>
<b>EXPENSE</b>							
Personnel Services	308,528	308,887	308,887	276,648	276,648	(32,239)	(10.4%)
Supplies & Materials	92,194	21,000	37,267	9,300	9,300	(11,700)	(55.7%)
Other Services & Charges	159,371	164,000	164,000	168,450	678,450	514,450	313.7%
Capital	0	0	0	10,000	10,000	10,000	0.0%
<b>Total Expense</b>	<b>560,093</b>	<b>493,887</b>	<b>510,154</b>	<b>464,398</b>	<b>974,398</b>	<b>480,511</b>	<b>97.3%</b>
<b>REVENUE</b>							
Miscellaneous Revenues	158	0	0	0	0	0	0.0%
<b>Total Revenue</b>	<b>158</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>County Funds</b>	<b>559,935</b>	<b>493,887</b>	<b>510,154</b>	<b>464,398</b>	<b>974,398</b>	<b>480,511</b>	<b>97.3%</b>
<b>Positions</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>0.00</b>	<b>0.0%</b>

### Clerk to the Board

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Clerk to the Board	268,728	380,166	426,768	466,207	466,207	86,041	22.6%
<b>Clerk to the Board</b>	<b>268,728</b>	<b>380,166</b>	<b>426,768</b>	<b>466,207</b>	<b>466,207</b>	<b>86,041</b>	<b>22.6%</b>
<b>EXPENSE</b>							
Personnel Services	231,092	263,876	303,876	374,727	374,727	110,851	42.0%
Supplies & Materials	8,765	31,700	38,300	10,540	10,540	(21,160)	(66.8%)
Other Services & Charges	28,871	84,590	84,592	80,940	80,940	(3,650)	(4.3%)
<b>Total Expense</b>	<b>268,728</b>	<b>380,166</b>	<b>426,768</b>	<b>466,207</b>	<b>466,207</b>	<b>86,041</b>	<b>22.6%</b>
<b>REVENUE</b>							
Charges for Services	0	3,000	3,000	3,000	3,000	0	0.0%
Miscellaneous Revenues	55	0	0	0	0	0	0.0%
<b>Total Revenue</b>	<b>55</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>0</b>	<b>0.0%</b>

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
County Funds	268,673	377,166	423,768	463,207	463,207	86,041	22.8%
Positions	3.00	3.00	4.00	4.00	4.00	1.00	33.3%

## DEPARTMENTAL PURPOSE

### *Board of County Commissioners*

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

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

### *Clerk to the Board*

The Clerk to the Board is the primary source of administrative and legislative support to the Guilford County Board of Commissioners, oversees and manages county communications, and maintains the permanent official records of the Board, for future use. The Clerk's office attends all board meetings; records and transcribes minutes; researches, prepares and publishes meeting agendas; advertises notices of public meetings and hearings; maintains the official County seal; administers oaths; attests all legal documents on behalf of the County; and issues fireworks permits for all events held within Guilford County.

As the point of origin for many county public records requests, the Clerk serves as a liaison between the community and local government. The Clerk's office works with county departments to ensure compliance with state-mandated records retention policies, and conducts annual training for departmental liaisons to citizen advisory boards & commissions. Additionally, the Clerk's office promotes citizen engagement with local government through facilitation of the annual Guilford County Citizens' Academy and management of the appointment process for active citizen advisory boards & commissions.

## FY 2020 GOALS & OBJECTIVES

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

## **FY 2020 ADOPTED BUDGET HIGHLIGHTS**

- The Board of Commissioners FY 2020 Adopted net budget increased by \$480,511, or 97.3%, primarily driven by increases in Other Services & Charges to reflect the reassignment and appropriation from the assigned fund balance previously housing inmate welfare funds to the Commissioners budget towards Public Safety, Behavioral Health and Community Welfare needs (\$500,000). Additional funding has been allocated to a local organization to assist with back-to-school community programs (\$10,000). These budget increases are offset by decreases in Personnel Services (\$32,239) and Supplies & Materials (\$11,700).
- The Adopted budget includes the Commissioners request for a portable speaker system to comply with ADA requirements and serve as an auxiliary aid during work sessions and off-site meetings (\$10,000).
- The Clerk to Board's FY 2020 Adopted net budget increased by \$86,041, or 22.6% over the FY 2019 Adopted budget, primarily driven by increases in Personnel Services.
- Personnel Services increased by \$110,851, or 42.0%, to reflect the full-year impact of a new Deputy Clerk position added to the department during FY 2019. Additionally, the budget includes \$30,000 in part-time salaries for a part-time Communications support position to provide technical assistance with the County's marketing and branding efforts.
- Supplies & Materials decreased by \$21,160, or 66.8%, as materials for the 2019 North Carolina Association of County Commissioners Annual Conference that will be hosted in Guilford County were purchased during FY 2019.
- Other Services & Charges decreased by \$3,650, or 4.3%, primarily driven by decreases in advertising expenses for county services.
- The Clerk to Board requested additional funding towards professional support of the County's branding & marketing efforts (\$30,000). This request was not included in the FY 2020 Adopted budget.

## **FY 2019 SIGNIFICANT ACCOMPLISHMENTS**

- Administered and facilitated the 2018 Guilford County Citizens' Academy, a seven-week course designed to help citizens gain insight on the inner workings of local government.

- Conducted records retention training for key departmental associates, department directors and board liaisons.
- Developed and conducted Guilford County Boards & Commissions liaison training on open meetings and public records law.
- Assisted Property Management department in announcement and collection of upset bid offers to purchase Guilford County real property listed for sale.
- Organized and administered various internal systems trainings for departmental agenda management.
- Developed and marketed a series of recruitment, educational and awareness campaigns.
  - Recruitment campaigns included content for DHHS – Public Health and Social Services divisions, Law Enforcement, Emergency Services and Veterans Affairs.
  - Educational and awareness campaigns included content for the Guilford County American Flag Disposal program, MWBE vendor education classes and Family Justice Center High Point location grand opening.
- Developed and implemented Phase I of electronic legal notice software system.

## **FUTURE OPPORTUNITIES & CHALLENGES**

- The Clerk's office will continue to seek opportunities to utilize technology in improving business processes, public participation and government responsiveness to citizens.
- The Clerk's office consists of the Clerk to Board and three (3) staff, and continues to serve as the primary source of legislative, administrative, and media relations support for the Guilford County BOC. Additionally, the Clerk provides peripheral administrative support and training for the county's 67+ advisory boards & commissions, and offers training for key associates to ensure county-wide compliance with open meeting, public records and records retention statutes. To maintain current workload demands and improve operational efficiencies, the Clerk's office will continue to seek and utilize technology to improve access to and availability of information.

# BOARD OF ELECTIONS

Charlie Collicutt, Director

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

## 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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Elections-Administration	1,907,474	1,930,157	1,932,285	2,497,614	2,497,614	567,457	29.4%
<b>Elections</b>	<b>1,907,474</b>	<b>1,930,157</b>	<b>1,932,285</b>	<b>2,497,614</b>	<b>2,497,614</b>	<b>567,457</b>	<b>29.4%</b>
<b>EXPENSE</b>							
Personnel Services	1,571,774	1,547,174	1,547,174	2,021,188	2,021,188	474,014	30.6%
Supplies & Materials	57,412	108,777	112,378	137,677	137,677	28,900	26.6%
Other Services & Charges	278,289	274,206	272,733	338,749	338,749	64,543	23.5%
<b>Total Expense</b>	<b>1,907,474</b>	<b>1,930,157</b>	<b>1,932,285</b>	<b>2,497,614</b>	<b>2,497,614</b>	<b>567,457</b>	<b>29.4%</b>
<b>REVENUE</b>							
Charges for Services	420,373	0	0	167,800	167,800	167,800	0.0%
Miscellaneous Revenues	711	600	600	1,250	1,250	650	108.3%
<b>Total Revenue</b>	<b>421,084</b>	<b>600</b>	<b>600</b>	<b>169,050</b>	<b>169,050</b>	<b>168,450</b>	<b>28,075.0%</b>
<b>County Funds</b>	<b>1,486,390</b>	<b>1,929,557</b>	<b>1,931,685</b>	<b>2,328,564</b>	<b>2,328,564</b>	<b>399,007</b>	<b>20.7%</b>
<b>Positions</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>0.00</b>	<b>0.0%</b>

## 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.

## FY 2020 GOALS & OBJECTIVES

- Effectively and efficiently conduct Municipal Elections and a Presidential Primary which will also potentially have primaries for Senate, US House, NC General Assembly, County Offices, and School Board.
- Implement the requirements of the new Photo ID law that was passed in the most recent legislative session.

- Begin the process of acquiring a new voting system. The current voting machines will be decertified in December of 2019, and the Board of Elections must be prepared to purchase, update procedures, train poll workers, and the public on this new system.

## **FY 2020 ADOPTED BUDGET HIGHLIGHTS**

- The Elections budget increased by \$567,457 or 29.4% over FY 2019 Adopted due primarily to the two municipal elections and one presidential primary that will occur in FY 2020. The additional expense will be offset by revenues from the municipal elections resulting in a net increase of \$399,007 or 20.7% in county funds.
- Personnel Services increased \$474,000 or 30.6% due primarily to additional part-time salaries for poll staff needed to run the elections. This amount reflects the maximum time the polls can be open including early voting as the exact schedule has not yet been set by the Board of Elections.
- Supplies & Materials increased by \$28,900 primarily to allow for additional office supplies needed to conduct elections.
- Other Services and Charges includes additional equipment rental funds for computers used at polling places (\$28,700), and other minor adjustments to reflect actual expenses.
- The purchase of replacement voting machines is scheduled to start in FY 2019-20 on the capital investment plan, but certification by the state board of elections has been delayed. If the replacement does not start this fiscal year, the current machines will need to have additional maintenance done on them by the manufacturer at an estimated cost of \$220,000 to ensure accurate, proper operation. In addition, pending the outcome of a state-wide redistricting lawsuit in federal court, a county-wide mailing regarding district assignments may be necessary at an estimated cost of \$165,000. Neither of these costs were included in the budget.

## **FY 2019 SIGNIFICANT ACCOMPLISHMENTS**

- Successfully executed the 2018 Midterm Election which saw over 200,000 voters participate, the most ever for a similar election in this county.
- Effectively voted over 100,000 voters during early voting, which is the most ever for a non-Presidential election
- Processed over 70,000 voter new registrations and information updates during the year.

## KEY PERFORMANCE MEASURES

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
% of Voting Age Population registered	93.10%	95.00%	96.00%	97.00%	97.00%
% of Provisional Ballots Counted	57%	35%	38%	35%	38%
Number of Elections	3	1	4	1	N/A*
County funds per registered voter	\$5.26	\$6.11	\$6.95	\$6.00	\$6.85
Precinct Officials used	2,733	1,452	2,800	1,850	2,350
Number of duplicate registrations processed	4,463	19,750	15,000	24,000	15,000
Total transactions	46,475	79,500	65,000	115,000	75,000

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

## FUTURE OPPORTUNITIES & CHALLENGES

- Redistricting plans are under current litigation. Redrawing maps can lead to delays, special elections, and costly mailings. Regardless of litigation, new maps will have to be redrawn after the 2020 census.
- Legislation to require Photo ID to vote is currently involved in litigation that may continue, delay, or prohibit its use, and this may play out over future budget years.
- Early voting has increased as a percentage of the total vote in each like election since its inception. This has drastically shaped the election seasonal workforce, and as it continues to increase, will lead to a continual evolution of staffing resources.
- The Board of Elections is involved in an appeal to the US Court of Appeals to pay nearly \$600,000 in legal and attorney fees resulting from the lawsuit over the 2015 redistricting of the Greensboro City Council.

# FINANCE

Harley Will, 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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Finance	2,351,295	2,831,875	2,711,905	2,736,368	2,736,368	(95,507)	(3.4%)
<b>Finance</b>	<b>2,351,295</b>	<b>2,831,875</b>	<b>2,711,905</b>	<b>2,736,368</b>	<b>2,736,368</b>	<b>(95,507)</b>	<b>(3.4%)</b>
<b>EXPENSE</b>							
Personnel Services	2,164,072	2,291,825	2,311,825	2,412,768	2,412,768	120,943	5.3%
Supplies & Materials	18,934	35,750	24,479	22,000	22,000	(13,750)	(38.5%)
Other Services & Charges	168,288	504,300	359,057	301,600	301,600	(202,700)	(40.2%)
Capital	0	0	16,544	0	0	0	0.0%
<b>Total Expense</b>	<b>2,351,295</b>	<b>2,831,875</b>	<b>2,711,905</b>	<b>2,736,368</b>	<b>2,736,368</b>	<b>(95,507)</b>	<b>(3.4%)</b>
<b>REVENUE</b>							
Charges for Services	96,132	90,000	90,000	96,000	96,000	6,000	6.7%
<b>Total Revenue</b>	<b>96,132</b>	<b>90,000</b>	<b>90,000</b>	<b>96,000</b>	<b>96,000</b>	<b>6,000</b>	<b>6.7%</b>
<b>County Funds</b>	<b>2,255,163</b>	<b>2,741,875</b>	<b>2,621,905</b>	<b>2,640,368</b>	<b>2,640,368</b>	<b>(101,507)</b>	<b>(3.7%)</b>
<b>Positions</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>0.00</b>	<b>0.0%</b>

## DEPARTMENTAL PURPOSE

The Finance Department advances the County vision by administering and managing its fiscal affairs in compliance with laws and regulations and in conformity with generally accepted accounting principles in an efficient and cost-effective manner. The department maintains efficiency through frequent monitoring of procedures for improvements to allow it to absorb the continually increasing volume of transactions, information requests, and reporting requirements. Fiscal responsibility is advanced through operational efficiency, process automation, 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 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 2020 GOALS & OBJECTIVES**

- Recommend policies and highlight other factors that can improve the County's financial outlook and maintain our triple-A ratings with all three major rating agencies.
- Implement new accounting and reporting requirements of the Governmental Accounting Standards Board and/or Local Government Commission.
- Initiate a review and analysis of financial policies and guidelines used in County-wide financial operations. Publish and promulgate policies and procedures that are current and relevant and adhere to industry best practices.
- Evaluate current business processes to insure their efficiency and the optimal use of County resources.
- Initiate a business continuity plan that includes cross-training, succession planning, strategic recruitment, and staff development.
- Engage with County departments to provide resources and expertise in the development and maintenance of County business processes and technology systems.
- Successfully migrate County business operations from the current Infor/Lawson platform to the Tyler/Munis platform with a minimum of interruptions to County operations.

## **FY 2020 ADOPTED BUDGET HIGHLIGHTS**

- The overall Finance budget decreased by \$95,507 or 3.4% from FY 2019 due primarily to a shift of technology funds out of the department in accordance with the technology plan. An additional \$6,000 in administrative fees from the Tourism Authority for bookkeeping services further reduces county funds by a total of \$101,507.
- Personnel Services increased by \$120,950 or 5.3% due to county-wide merit and other adjustments.
- Supplies & Materials decreased by \$13,750 or 38.5% primarily due to the removal of \$15,000 in small computer equipment funds according to the FY 2020 technology plan.
- Other Services & Charges decreased by \$202,700 or 40.2% as almost \$250,000 was moved to Information Services for FY 2020 technology plan expenses. This decrease is partially offset by a \$50,000 increase in professional services from a combination of increased bank and investment fees (corresponding revenues are reflected on the General Fund level) and additional funds for anticipated external audit costs.
- Finance also requested one Senior Financial Analyst position to increase staff capacity to allow cross-training and enhance continuity of operations. This position was not included in the budget.

## FY 2019 SIGNIFICANT ACCOMPLISHMENTS

- Instituted semi-annual training events for accounting process and system users. A total of 120 participants were involved in the seven sessions that were provided. Overwhelming positive feedback was received on the benefit and the timeliness for the training.
- Collaborated with County departments on the evaluation of Munis and other software. Engaged a subject matter expert from a nearby North Carolina county to demonstrate the implementation and functionality of the software.
- Recruited and hired four key management positions and three key senior staff positions in the last year as well as filling numerous staff and support positions. The department has maintained a high level of productivity in support of county operations in light of a 70 percent turnover of personnel due primarily to retirements and health issues over the last two years.
- Department will be issuing \$40 million in 2/3<sup>rd</sup> bonds authorized by the County Board of Commissioners for FY 2019. The Finance personnel will coordinate the County's role in legal notices, State applications, official statements, and rating agency presentations. These processes are very meticulous and exacting as they involve, State statutes, IRS, and SEC regulations. The settlement of the sale of these bonds is scheduled for June of 2019.
- The department was actively engaged for much of the year with other departments to evaluate credit card processes and merchant card processing agreements. The objectives were to standardize processes, reduce costs, and create additional online functionality. Progress was made as we were able to work with the IS department and identify a vendor for online transactions that was in the same contract as many of our over-the-counter locations. This will provide for greater opportunity to accept credit cards online for additional departments.

## KEY PERFORMANCE MEASURES

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
Awarded the Certificate of Achievement for Excellence in Financial Reporting from GFOA	YES	YES	YES	YES	YES
GO Bond Rating evaluation from bond rating agencies	AAA	AAA	AAA	AAA	AAA
No. of basis points (excluding bond funds) over/under average annual trust yield	22	20	20	20	20
No. of vouchers and checks processed per accounts payable employee	19,628	22,500	23,500	23,500	21,000

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
No. of checks and deposit advices per payroll employee (based on current bi-weekly payroll)	35,156	35,000	35,500	35,000	35,000
No. of account receivable statements and payments per accounts receivable employee	25,938	26,520	26,520	26,520	24,500

## FUTURE OPPORTUNITIES & CHALLENGES

- The department will continue its role in monitoring spending related to variable revenue streams. Important revenue sources, such as sales tax, are continually monitored, as are more than 185 state and federal grants. The Finance Department continually seeks to maximize and project major revenue sources.
- The department has made significant contributions to numerous system implementations and upgrades in recent years and our staff continues to have ongoing responsibilities lending support to these projects. In addition, the Finance Department has a significant role in the implementation of the new Munis system. The initial step for the system implementation will be the setup of charts of accounts, conversion of data, and the re-engineering of business processes to take advantage of the system's native functionality. This will add significantly to the workload for the department's new staff.
- The department's 70 percent personnel turnover in the last two years presents challenges in learning curves, rebuilding undocumented processes, and re-establishing critical business processes that were forgotten or neglected due to lack of succession planning. As processes are identified we are needing to re-learn, document, or cross-train to insure future business continuity.
- With both the new Munis system and the staff turnover we will need to re-evaluate basic business processes and re-engineer these processes to implement best practices and bring County business operations to state-of-the-art where possible.

# HUMAN RESOURCES

Karen Fishel, Director

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

## 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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Human Resources-Administration	1,739,431	1,683,037	1,844,845	1,791,800	1,791,800	108,763	6.5%
Human Resources-Other	5,535,939	7,374,000	7,344,000	8,894,000	8,894,000	1,520,000	20.6%
<b>Human Resources</b>	<b>7,275,371</b>	<b>9,057,037</b>	<b>9,188,845</b>	<b>10,685,800</b>	<b>10,685,800</b>	<b>1,628,763</b>	<b>18.0%</b>
<b>EXPENSE</b>							
Personnel Services	7,097,283	8,876,440	8,836,927	10,444,684	10,444,684	1,568,244	17.7%
Supplies & Materials	11,608	14,997	16,612	16,600	16,600	1,603	10.7%
Other Services & Charges	146,530	165,600	335,306	224,516	224,516	58,916	35.6%
Capital	19,950	0	0	0	0	0	0.0%
<b>Total Expense</b>	<b>7,275,371</b>	<b>9,057,037</b>	<b>9,188,845</b>	<b>10,685,800</b>	<b>10,685,800</b>	<b>1,628,763</b>	<b>18.0%</b>
<b>REVENUE</b>							
Miscellaneous Revenues	143,289	58,591	58,591	58,591	58,591	0	0.0%
<b>Total Revenue</b>	<b>143,289</b>	<b>58,591</b>	<b>58,591</b>	<b>58,591</b>	<b>58,591</b>	<b>0</b>	<b>0.0%</b>
<b>County Funds</b>	<b>7,132,082</b>	<b>8,998,446</b>	<b>9,130,254</b>	<b>10,627,209</b>	<b>10,627,209</b>	<b>1,628,763</b>	<b>18.1%</b>
<b>Positions</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>0.00</b>	<b>0.0%</b>

## DEPARTMENTAL PURPOSE

The Human Resources Department serves as strategic business partners to departments in providing a variety of personnel management services and solutions in the following areas: Talent Acquisition, Employee Relations, Organizational Development and Learning, Classification and Compensation, Total Rewards, and HRMS. The department is responsible for ensuring the County's compliance with various state and federal laws, the development and monitoring of the annual Health Care Budget, review and processing of various HR/Payroll transactions, maintenance of required personnel records, and creating and analyzing statistical reports for the County Commissioners, media, and departments. The budget for this department also contains the County's share of the group insurance premium expense for retirees enrolled under the County's Retiree Health Insurance Program.

## FY 2020 GOALS & OBJECTIVES

- *Talent Acquisition:* We will be present in new recruiting environments allowing enhanced exposure to potential candidates for their consideration of careers with Guilford County. We will launch a new and county unified Internship Program. We will be present at key Universities to familiarize students to career possibilities. We will engage with local high schools to educate and engage students in possible career paths with Guilford County. We will explore a partnership with Guilford County Schools in their new CTE program to provide career pathing for students who are seeking and considering a more skilled labor path.
- *Employee Retention:* We continue to experience above industry turnover, particularly in specific departments. We have higher turnover in our initial 12 months of employment. Turnover is a direct cost, estimated at 20% of the salary of the individual. We will increase our efforts on retaining key talent and reducing voluntary turnover. Our efforts begin at recruiting and interviewing. We will continue offering courses to interview panel members on proper interviewing techniques and talent selection considerations. We will also move toward mandating our current 45 and 90-day review with new employees. We will also move all exit interviews to be a Human Resources function so that we have a uniformity in our process of collecting the data as well as the ability to compile and analyze the data for the purposes of formulating retention plans. By centralizing this process and compiling data, we will better be positioned to measure our retention efforts for the County.
- *Employee Wellness:* Continue our efforts on building a comprehensive and holistic employee wellness program. In addition to the gym being constructed currently, we will seek to hire a Wellness Coordinator/Coach who will be a dedicated resource to our employees to coach on physical fitness as well as nutritional counseling and stress management. We will pilot this position through utilization of the Wellness Fund dollars and if successful will move to request a full time benefited position. We expect through direct engagement with higher risk claimants as well as engagement with the more sedentary population, we will recognize movement in our targeted medical conditions such as diabetes and stress. We will also move toward an outcomes-based wellness incentive program once we have established more of a wellness culture and have provided our employees with adequate resources for them to achieve wellness goals.
- *Creating an employer brand and increasing employee engagement:* As our workforce transforms, so must Guilford County in order to attract key talent as well as retain our top contributors. Our need to create an overall positive employee experience is at a critical level. We will focus on the initiative of creating this employer brand and employee engagement by developing a Total Rewards and experience plan. We will begin with proposing more flexible work scheduling including a true flexible workday schedule option and telework availability. We will distribute a brief employee satisfaction and feedback survey to measure the success of our efforts.
- *Expansion of Organizational Development & Learning (OD&L):* Providing opportunities for continuous development, both personal and professional are a key component in both attracting and retaining key talent. Investing in our talent positions them to add value to their department and our county. Our initiatives to offer broader OD&L opportunities will continue. We will also be launching the new LMS which when fully implemented will “go to where our employees are” by offering “micro-learning” opportunities through learning on demand. Employees will find a comprehensive library designed for them and their roles

at Guilford County that will allow them to learn at their convenience. We will be able to build career ladders once the integration of the LMS and our HRIS occur.

## FY 2020 ADOPTED BUDGET HIGHLIGHTS

- The overall Human Resources budget increased by \$1.62 million or 18.1% primarily due to an additional \$1.5 million for salary adjustments related to the County's salary study initiated in FY 2019. Combined with the \$1.0 million first added in the FY 2019 budget to address "hard to hire" positions, these additional funds make \$2.5 million available for the first year of implementation of the salary study results. The remainder of the increase is due to outsourcing administration of Family and Medical Leave Act requests/cases (\$38,900) and routine personnel adjustments including county-wide merit (\$68,000).
- Human Resources also requested one new Wellness Specialist position to support the county's employee wellness program including wellness education programs and management of the county's exercise facility in the BB&T Building. This position was adopted and will be budgeted in the Internal Service Fund with salary and all associated expenses funded with incentive funds received annually from United Healthcare, the county's health insurance administrator.

## KEY PERFORMANCE MEASURES

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
County Turnover	14%	15%	13%	10%	6%

*Additional performance measures are currently being reviewed for accuracy and relevance in an effort to improve the usefulness of these measures.*

## FUTURE OPPORTUNITIES & CHALLENGES

- *County Support:* We have lofty and unconventional visions and initiatives. In order for any to be fruitful, we will need support from the BOC as well as County Administration to explore these innovative and "out of the box" visions.
- *Resources:* Our initiative to build a County Wellness program will require a resource who is educated and experienced in the field of exercise science and/or nutrition. Also, as we enhance our OD&L program, an additional, entry level resource to assist in coordination of courses and materials would be necessary.

## **INTERNAL AUDIT**

Chad Muhlestein, Director

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

### **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**

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Internal Audit	470,800	564,783	545,064	624,200	624,200	59,417	10.5%
<b>Internal Audit</b>	<b>470,800</b>	<b>564,783</b>	<b>545,064</b>	<b>624,200</b>	<b>624,200</b>	<b>59,417</b>	<b>10.5%</b>
<b>EXPENSE</b>							
Personnel Services	452,939	540,960	481,752	554,087	554,087	13,127	2.4%
Supplies & Materials	3,844	700	1,700	400	400	(300)	(42.9%)
Other Services & Charges	14,017	23,123	61,612	69,713	69,713	46,590	201.5%
<b>Total Expense</b>	<b>470,800</b>	<b>564,783</b>	<b>545,064</b>	<b>624,200</b>	<b>624,200</b>	<b>59,417</b>	<b>10.5%</b>
<b>REVENUE</b>							
County Funds	470,800	564,783	545,064	624,200	624,200	59,417	10.5%
<b>Positions</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>	<b>0.0%</b>

### **DEPARTMENTAL PURPOSE**

Internal Audit assists County Management and the County Commissioners in accomplishing County objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of the County's risk management, control, and governance processes; Internal Audit also reviews and assesses the County's business activities, operations, financial systems and internal controls.

The Internal Audit Department serves the citizens of Guilford County by providing consulting and audit services that help county government reduce risk through 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 fully across departments.

Internal Audit also continues to manage Guilford County's Fraud, Waste and Ethics Hotline and website as required by the 2007 Deficit Reduction Act.

## **FY 2020 GOALS & OBJECTIVES**

- Increase efficiency and effectiveness of audit work through use of data analytics.
- Enhance staff skills, knowledge and ability with an emphasis on maintaining professional credentials and meeting professional auditing standards as outlined by the Institute of Internal Auditors.
- Work closely with County departments to improve internal controls and streamline business processes.
- Continue to perform operational audits and internal control reviews as determined by the department's risk assessment process to strengthen the County's internal control structure and improve compliance with policies and procedures.
- Perform more reviews of the County's automated systems to determine whether general information technology application and access controls are properly established to protect the data.
- Assist departments to identify the use of features in their systems to automate manual processes improving efficiency and effectiveness of activities.
- Work closely with Information Services to ensure that proper internal controls are established within systems prior to implementation.
- Support the 2020 Association of Local Government Auditors (ALGA) National Conference to be held in Greensboro in May 2020.

## **FY 2020 ADOPTED BUDGET HIGHLIGHTS**

- The Internal Audit budget increased \$59,417 or 10.5% primarily due to the addition of \$54,000 to contract technology audit services which is expected to provide a greater level of quality versus maintaining these capabilities on staff due to the rapid changes in technology combined with the expense of certifications and trainings. The staff capacity previously dedicated to technology audits will be redirected toward other internal audits including process and program audits.
- Other changes include an increase of \$13,127 or 2.4% in Personnel Services due to county-wide merit and other adjustments, and general adjustments to reflect actual expenses in prior years.

## **FY 2019 SIGNIFICANT ACCOMPLISHMENTS**

- Internal Audit completed Single Audit assignments under budget, meeting the projected deadline set by the external auditors; the time saved was used to perform a process improvement project.
- Provided value-added recommendations to departments to enhance internal controls that prevent, detect and deter misappropriation of County assets.

- Increased Ethics Awareness by:
  1. Proactively seeking opportunities to provide Ethics Awareness training to County Department Leadership Groups.
  2. Providing Ethics training to all new hires.
  3. Distributing a quarterly ethics message to all employees.
- Implemented digitized audit work papers documentation and management
- Implemented data analytics for all applicable audits.

## KEY PERFORMANCE MEASURES

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
Maintain Credentials and CPE	100%	100%	100%	100%	100%
Streamlining assistance to external audit	95	90	90	90	85 Days
Increase risk coverage each year	n/a	11.0%	11.8%	12.6%	13.3%

## FUTURE OPPORTUNITIES & CHALLENGES

- Implementation of new core information systems will give Internal Audit the opportunity to ensure preventative, system controls are applied when possible. These new systems will also bring the opportunity for more data analytics and the use of continuous monitoring controls.
- Performing non-implementation information systems audits will continue to be challenging as qualified IT internal auditors remain difficult to recruit. Internal Audit will continue to partner with third-party external audit firms to perform these audits.

# PURCHASING

Jacqueline Boyce, Director

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

## 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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Purchasing-Administration	378,216	324,412	321,422	330,715	330,715	6,303	1.9%
Purchasing-Property and Other	426	250	250	100	100	(150)	(60.0%)
<b>Purchasing</b>	<b>378,642</b>	<b>324,662</b>	<b>321,672</b>	<b>330,815</b>	<b>330,815</b>	<b>6,153</b>	<b>1.9%</b>
<b>EXPENSE</b>							
Personnel Services	365,109	302,548	302,448	313,216	313,216	10,668	3.5%
Supplies & Materials	2,083	4,550	2,884	4,000	4,000	(550)	(12.1%)
Other Services & Charges	11,451	17,564	16,340	13,599	13,599	(3,965)	(22.6%)
<b>Total Expense</b>	<b>378,642</b>	<b>324,662</b>	<b>321,672</b>	<b>330,815</b>	<b>330,815</b>	<b>6,153</b>	<b>1.9%</b>
<b>REVENUE</b>							
Miscellaneous Revenues	30	0	0	0	0	0	0.0%
<b>Total Revenue</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>County Funds</b>	<b>378,612</b>	<b>324,662</b>	<b>321,672</b>	<b>330,815</b>	<b>330,815</b>	<b>6,153</b>	<b>1.9%</b>
<b>Positions</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>	<b>0.0%</b>

## DEPARTMENTAL PURPOSE

The Purchasing Department secures commodities and services necessary to the operation of the county through planning, organizing and direction of procurement activities, in accordance with NC General Statutes and Guilford County Purchasing Policies. The department utilizes an electronic supplier registration (Supplier Portal) and bidding solution (Strategic Sourcing) along with informal and formal bid processes, request-for-purchase (RFP) and request-for-quotation (RFQ) processes to solicit bids.

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

Purchasing provides technical support to suppliers and facilitates opportunities for all businesses to participate in all aspects of the county's procurement process. Purchasing staff work with all

suppliers to maintain a transparent and responsive business relationship that emphasizes collaboration, creativity and communication to achieve departmental and organizational goals.

## **FY 2020 GOALS & OBJECTIVES**

- Support the development and implementation of purchasing related modules in the MUNIS Enterprise Resource Planning system.
- Implement “Event Templates” to maximize efficiency in the creation of online events.
- Continue to Increase the number and scope of registered suppliers in the online Supplier Portal.
- Continue to provide surplus sales services to departments through GOVDEALS public auctions to reduce surplus inventory, maximize revenue and assure statutory compliance.
- Continue to serve as administrator of organization wide Procurement Card Program (P-Cards) and provide expanded training resources to assure compliance and facilitate expansion of P-Card rebate revenue.
- Continue to seek and, when feasible, implement opportunities for modernization of purchasing procedures and processes.
- Offer opportunities for staff to participate in the 2019-20 Certified Local Government Purchasing Officer training program, sponsored by UNC-Chapel Hill School of Government, to ensure buyers receive comprehensive instruction on procurement best practices outlined in the NC General Statutes and attain accreditation. Additionally, staff will attend annual state and regional conferences to maintain certifications and ensure they remain current with state-mandated procurement policies.

## **FY 2020 ADOPTED BUDGET HIGHLIGHTS**

- The Purchasing FY 2020 Adopted budget increased by \$6,153, or 1.9%, primarily driven by increases in Personnel Services.
- Personnel expenses increased by \$10,668, or 3.5%, to reflect increases from merit-based raises and other benefit adjustments.
- Supplies & Materials decreased by \$550, or 12.1%, to reflect decreases in print & office supply needs, while Other Services & Charges decreased by \$3,965, or 22.6%, primarily driven by decreases in education & training, postage and advertising expenses.

## **FY 2019 SIGNIFICANT ACCOMPLISHMENTS**

- Performed an analysis and review of P-Card Policy with Directors and County Administration. Recommended updates that enhance compliance and efficiency and promote expansion of rebates. (Training will be provided as the updates are phased into current practices.)

- Developed recommendations to enhance Purchasing Policy and procurement-related terms and conditions. Policies are scheduled to be finalized in 2019. Anticipate that training/implementation will be provided in late 2019.
- A total of 5,836 requisitions were processed in 2018. A total of 5,352 requisitions are projected in 2019. Purchasing increased customer service time from processing requisitions to purchase orders within two days from 25% to 77%.
- Increased registration of diverse suppliers in the online eProcurement Supplier Portal by 7% as of January 31, 2019, with a projected total of 12% for FY 2019.
- Provided HUB Certification and technical training for online electronic supplier registration and bidding to MWBE suppliers
- Performed testing of Purchasing functions for Lawson 2019 Upgrade
- Began implementation of Phase 1 of Purchasing Work Order System (developed by Purchasing and Information Services)
- Community Partnerships in 2019 included participation in MWBE training workshops with Piedmont Business Capital, the Small Business Technical Development Center, and Lady Bizness (pro bono marketing). Guilford County partnered with the City of Greensboro and Guilford County Schools to provide Minority Economic Development (MED) week activities.

## KEY PERFORMANCE MEASURES

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
% of Completed Technology, Policy and Training Development and Implementation Initiatives	40%	60%	65%	70%	80%
Increase in all Suppliers registered in the Guilford County Electronic Procurement System Supplier Portal	15%	13%	7.4%	13%	13%
Increase in Diverse Suppliers registered in the Guilford County Electronic Procurement System Supplier Portal	15%	12%	7%	14%	14%
Respond to Customer Service Requests for Processing Requisitions in Less than Two Days	25%	77%	80%	83%	90%
% of Purchasing Participation in MWBE Supplier Workshops	100%	100%	100%	100%	100%
Develop and Maintain Community Partnerships	5	5	5	5	5

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
Percent of eligible Purchasing Department staff certified as Local Government Purchasing Officers	50%	25%	25%	25%	100%

## FUTURE OPPORTUNITIES & CHALLENGES

- With updates to the county's PCard Program Policy completed, the current processes for purchasing, travel, and other expenses that are eligible micro-purchases, increased efficiencies through a reduction in processing of reimbursements; staff's ability to procure items at lower costs; and rebates for the organization will benefit the county.
- The PCard Program updates emphasize the responsibility of departmental Card Holders and their Approvers to assure that PCard purchases are eligible under the PCard Program Policy prior to making purchases. The Purchasing Director serves as the point of contact for matters related to PCard purchasing activities and policy compliance.
- As new staff enroll in the program or current staff require authorization changes, the Purchasing department will continue to collaborate with the Finance department to ensure appropriate transaction processing and monitoring are provided and P-Card program goals are achieved.
- The Purchasing Department will work to modernize and increase efficiency in procurement practices by developing and implementing the use of standardized templates for various bid documents including Formal Bids, Informal Bids, and Requests for Proposals (RFP's).
- Purchasing will also coordinate with Legal to support commodity and service contracting procedures to increase department participation and improve the overall procurement process.
- Purchasing will provide training to Department Directors and designated employees on RFP's, Formal, Informal and other bid processes and procurement planning.

# REGISTER OF DEEDS

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

## 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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Register of Deeds-Greensboro	1,854,049	1,944,650	1,944,653	1,962,866	1,962,866	18,216	0.9%
Register of Deeds-Automation Enhance & Preservtn	257,792	342,680	342,681	367,980	367,980	25,300	7.4%
<b>Register of Deeds</b>	<b>2,111,841</b>	<b>2,287,330</b>	<b>2,287,334</b>	<b>2,330,846</b>	<b>2,330,846</b>	<b>43,516</b>	<b>1.9%</b>
<b>EXPENSE</b>							
Personnel Services	1,690,247	1,774,775	1,774,775	1,788,791	1,788,791	14,016	0.8%
Supplies & Materials	181,856	95,000	93,769	95,000	95,000	0	0.0%
Other Services & Charges	239,738	417,555	395,230	447,055	447,055	29,500	7.1%
Capital	0	0	23,560	0	0	0	0.0%
<b>Total Expense</b>	<b>2,111,841</b>	<b>2,287,330</b>	<b>2,287,334</b>	<b>2,330,846</b>	<b>2,330,846</b>	<b>43,516</b>	<b>1.9%</b>
<b>REVENUE</b>							
Taxes	2,872,476	2,650,000	2,650,000	2,750,000	2,750,000	100,000	3.8%
Licenses and Permits	83,350	86,500	86,500	83,300	83,300	(3,200)	(3.7%)
Charges for Services	1,882,119	1,848,342	1,848,342	1,847,500	1,847,500	(842)	0.0%
Appropriated Fund Balance	24,280	97,979	97,408	124,579	124,579	26,600	27.1%
Miscellaneous Revenues	674,149	619,961	619,961	634,361	634,361	14,400	2.3%
<b>Total Revenue</b>	<b>5,536,374</b>	<b>5,302,782</b>	<b>5,302,211</b>	<b>5,439,740</b>	<b>5,439,740</b>	<b>136,958</b>	<b>2.6%</b>
<b>County Funds</b>	<b>(3,424,533)</b>	<b>(3,015,452)</b>	<b>(3,014,877)</b>	<b>(3,108,894)</b>	<b>(3,108,894)</b>	<b>(93,442)</b>	<b>3.1%</b>
<b>Positions</b>	<b>25.50</b>	<b>26.50</b>	<b>26.50</b>	<b>26.50</b>	<b>26.50</b>	<b>0.00</b>	<b>0.0%</b>

## DEPARTMENTAL PURPOSE

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

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

## **FY 2020 GOALS & OBJECTIVES**

- Manage increasing workload from Passport Services and ROD Land/Vital Records through part time benefitted positions and filling full time vacancies.
- Training new staff and maintaining optimal coverage in core areas.
- Complete two (2) Passport Fairs.
- Increase eRecording of Land Records by 2%
- Create a One-Stop Referral Source of Community Resources through End of Life Project.
- Migrate current data servers Guilford County IS Data Center and convert LINUX based software to 2016 Windows Operating System with a Microsoft SQL Database.
- Complete Tax Department partnership on Pictometry portion of Oblique Photography and Sketch Check to support county departments and land records partners.

## **FY 2020 ADOPTED BUDGET HIGHLIGHTS**

- The Register of Deeds FY 2020 Adopted net budget decreased by \$93,442, or 3.1%, primarily driven by anticipated increases in tax and miscellaneous revenues.
- The FY 2020 Adopted expense budget increased by \$43,516, or 1.9%, primarily driven by Other Services & Charges and Personnel Services expenses.
- Personnel expenses increased by \$14,016, or 1.8%, due to a combination of merit-based raises and changes in other benefit adjustments.
- Other Services & Charges increased by \$29,500, or 7.1%, to accommodate technology upgrades and document preservation needs. These expenses are offset by Licensing & Permitting and Register of Deeds fees.
- FY 2020 Adopted revenues increased by \$136,958, or 2.6%, primarily driven by increases in excise tax revenue and charges for copies of certain vital records.

## **FY 2019 SIGNIFICANT ACCOMPLISHMENTS**

- Passport Services has generated \$350,000 in new county revenue and processed 8,190 passport applications from Nov 2016 through February 2019.

- Security procedures completed with Risk Management for Greensboro and High Point offices.
- eRecording has increased to over 65% of land records each month. eClosings are at over 75% of land records each month.
- Register of Deeds recognized for Public Service by Greensboro Regional Realtors Association
- Partnership and Kickoff Event with Board of Commissioners on Lance Corporal Christopher Jacob “Phoenix” Levy Flag Retirement Initiative.

## KEY PERFORMANCE MEASURES

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
Real Estate Documents Processed	70,846	69,000	71,000	73,000	85,000
Vital Records Processed	78,736	72,000	75,500	78,000	75,500
<b>Automation</b>					
Cost per document recorded	\$14	\$14	\$14	\$14	\$16
Amount of revenue taken per employee	\$266,292	\$272,700	\$276,000	\$279,000	\$290,000
Percent of documents indexed without errors	98%	98%	98%	98%	98%

## FUTURE OPPORTUNITIES & CHALLENGES

- Maintain adequate staffing levels for ROD operations and Passport Services as workloads increase.
- Using part-time staff to support ROD initiatives, when needed, in cost effective manner.
- Implementing partnerships with Tax and Planning Departments, along with End of Life Project, will increase innovation and customer service for citizens.
- Need to assess business processes to maximize efficiency, effectiveness and accountability to our mission and vision.

# 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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Tax-Greensboro	6,063,239	6,703,018	6,828,941	6,781,947	6,781,947	78,929	1.2%
<b>Tax</b>	<b>6,063,239</b>	<b>6,703,018</b>	<b>6,828,941</b>	<b>6,781,947</b>	<b>6,781,947</b>	<b>78,929</b>	<b>1.2%</b>
<b>EXPENSE</b>							
Personnel Services	4,474,819	4,574,378	4,574,378	4,604,437	4,604,437	30,059	0.7%
Supplies & Materials	38,800	48,360	43,841	47,220	47,220	(1,140)	(2.4%)
Other Services & Charges	1,549,620	2,080,280	2,210,722	2,130,290	2,130,290	50,010	2.4%
<b>Total Expense</b>	<b>6,063,239</b>	<b>6,703,018</b>	<b>6,828,941</b>	<b>6,781,947</b>	<b>6,781,947</b>	<b>78,929</b>	<b>1.2%</b>
<b>REVENUE</b>							
Charges for Services	1,639,357	1,586,269	1,586,269	1,761,852	1,761,852	175,583	11.1%
Miscellaneous Revenues	11,233	10,025	10,025	8,700	8,700	(1,325)	(13.2%)
<b>Total Revenue</b>	<b>1,650,590</b>	<b>1,596,294</b>	<b>1,596,294</b>	<b>1,770,552</b>	<b>1,770,552</b>	<b>174,258</b>	<b>10.9%</b>
<b>County Funds</b>	<b>4,412,650</b>	<b>5,106,724</b>	<b>5,232,647</b>	<b>5,011,395</b>	<b>5,011,395</b>	<b>(95,329)</b>	<b>(1.9%)</b>
<b>Positions</b>	<b>63.00</b>	<b>64.00</b>	<b>64.00</b>	<b>64.00</b>	<b>64.00</b>	<b>0.00</b>	<b>0.0%</b>

## DEPARTMENTAL PURPOSE

The Tax Department lists, appraises, and assesses real and personal property for taxation, and collects taxes due on these classifications of property; processes water and sewer assessments; 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 2020 GOALS & OBJECTIVES

- Achieve +99% property tax collection rate of County-Wide tax levy
- Explore opportunities to improve collection of Special Assessments

- Acquire updated Pictometry imagery and begin Sketch Check review of all buildings in the County to confirm accuracy of tax records and list omissions.

## **FY 2020 ADOPTED BUDGET HIGHLIGHTS**

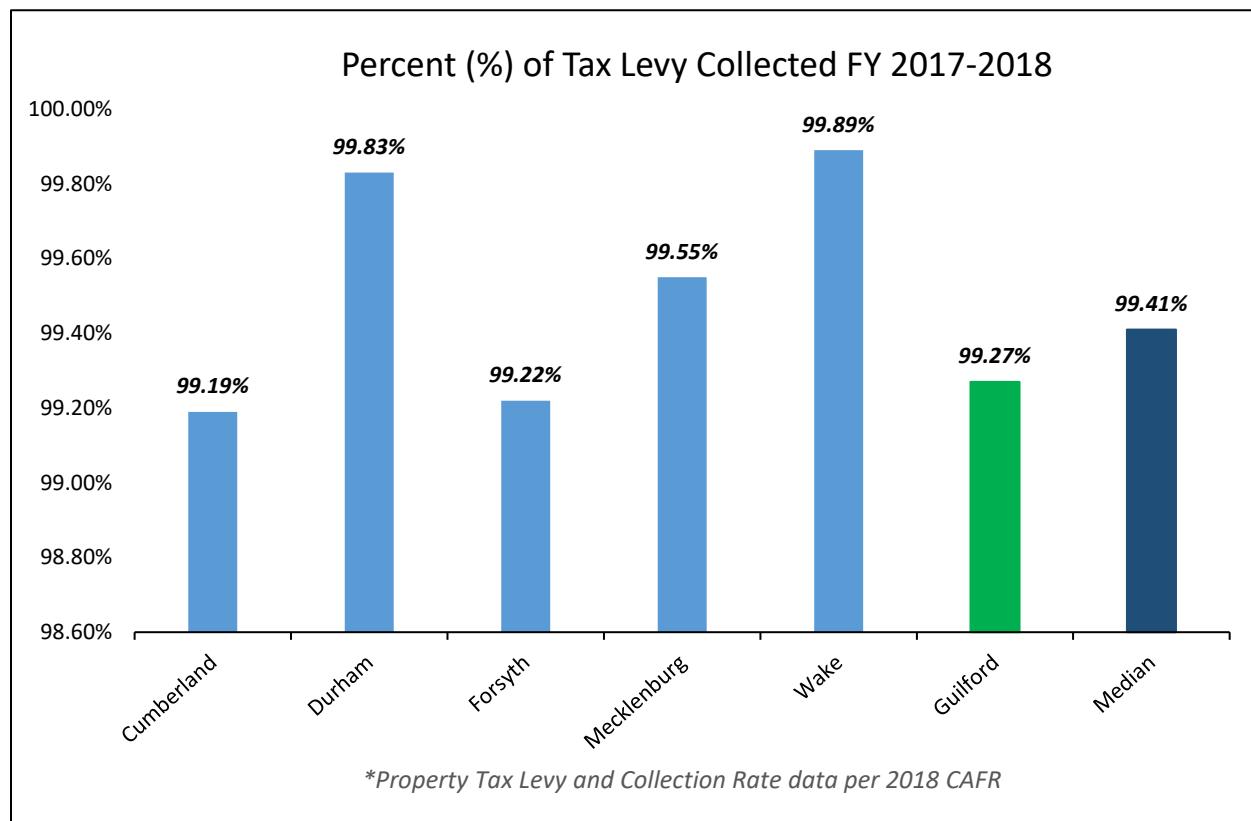
- The Tax FY 2020 Adopted net budget decreased by \$95,329, or 1.9%, to reflect anticipated increases in Charges for Services revenue that will offset increases in Personnel Services and Other Services & Charges.
- Personnel Services increased by \$30,059, or 0.7%, to reflect merit-based increases while Other Services & Charges increased by \$50,010, or 2.4%, primarily driven by increases in lock box services.
- FY 2020 Adopted revenues increase by \$174,248, or 10.9%, primarily driven by increases in legal cost fee revenue associated with payment of delinquent taxes. Additionally, increases in tax collection fees for surrounding entities combined with the full-year impact of the agreement with the Town of Gibsonville to provide tax collection services that was approved in FY 2019 will result in increased revenues.

## **FY 2019 SIGNIFICANT ACCOMPLISHMENTS**

- Improved the combined tax collection rate over prior fiscal year.
- Maintained a 99%+ call handling ratio in the Tax Collection call center.
- Maintained an improved method of real property foreclosure to provide higher volumes at lower cost per case. In addition to our existing foreclosure program, we partnered with our Guilford County Legal Department in December 2018 issuing pre-foreclosure letters to qualifying property owners with delinquent taxes. This program proves to be very successful as it has generated \$295,473 in revenue to date.
- Successfully implemented new Denali CAMA system and appeal software system.
- Completed the Gateway Pictometry project that will upload building images of all parcels lacking photos on to the appraisal system and tax department public website.
- Continue to develop and promote the on-line real property listing system.
- Re-initiated an online business personal property listing system.

## KEY PERFORMANCE MEASURES

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
Number of deed transfers/maps completed by Mapping/Transfers sections	17,537	17,837	17,837	17,837	17,837
% of current year tax levy collected (non-NCVTS)	99.30%	99.20%	99.20%	99.20%	99.20%
Number of customer calls taken per customer representative per day	132	140	140	140	140



## **FUTURE OPPORTUNITIES & CHALLENGES**

- Creation of the tax lien foreclosure website continues to create efficiencies and opportunities for expanded customer service improvements in the Collection Division. Tax lien sales are attended by more investors resulting in 3<sup>rd</sup> party purchases, thereby relieving the County and municipalities the burden of purchasing and selling the properties.
- Maintain all aspects of the tax lien foreclosure program at peak efficiency to maximize incoming revenue.

# Support Services

Guilford County's Support Services departments provide a variety of administrative and operational support services for all other public services and infrastructure, including the management and maintenance of county facilities (including parking and court facilities) and technological systems. Support Service expenditures also include allocations for technology infrastructure and future capital needs.

Support Services departments include:

- Facilities & Parks
- Information Services
- Fleet Operations
- Capital Program
- Technology Infrastructure

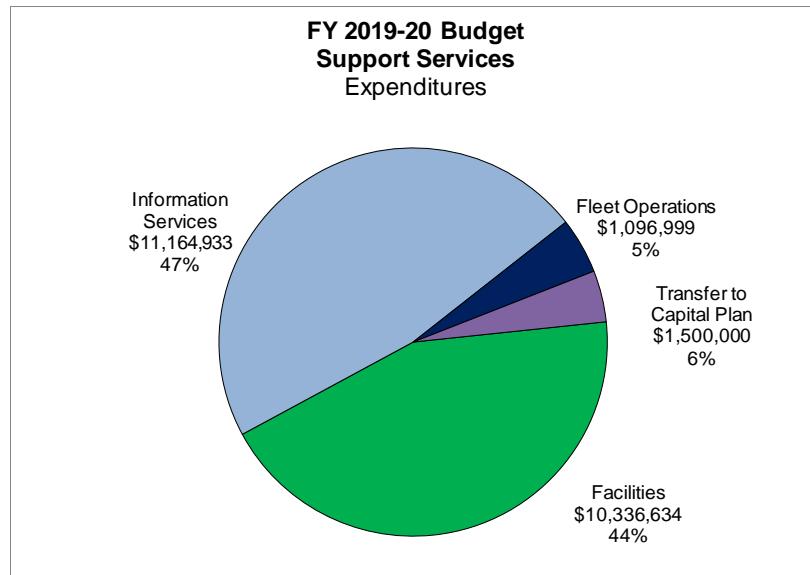
## Expenditures

Guilford County will spend \$23.6 million for Support Services in FY 2019-20. This represents a decrease of \$388,976 or 1.6%, from the FY 2018-19 Adopted Budget. Support Services departments account for 3.8% of the total county expenditures for FY 2019-20.

The Facilities department's budget decreased by \$142,000 reflecting the removal of \$500,000 in special facility maintenance funds reducing the total from \$3.0 million to \$2.5 million. This decrease is partially off-set in the budget by increases in routine maintenance (\$187,000), personnel services for routine county-wide adjustments plus the transfer of a position from Parks to manage the county farm (\$156,000), and general alignment of budget with prior year actual expenses (about \$15,000 net).

The Information Services (IS) budget will increase by \$951,000 primarily due to the implementation of MUNIS and the second year of Energov. This increase is primarily existing technology plan funds previously budgeted in other departments, not new funding, and includes \$320,000 normally allocated to computer replacement.

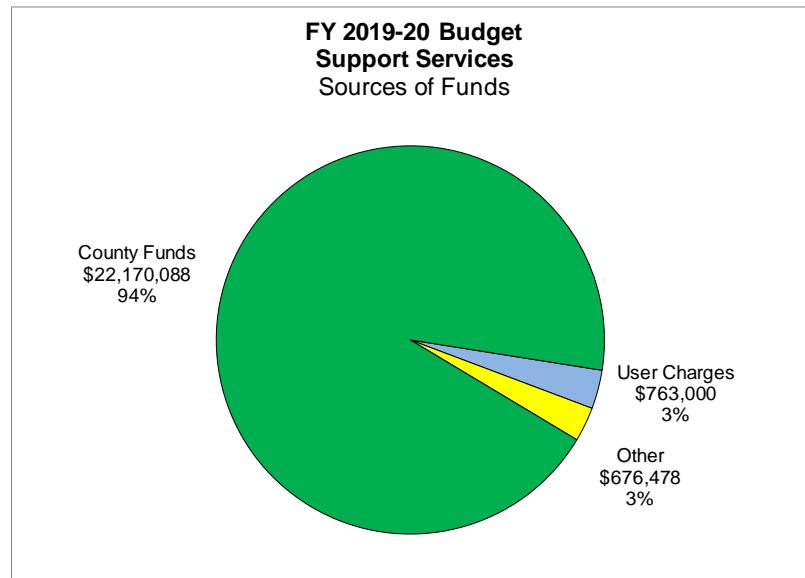
The Fleet Operations budget includes funds to replace sixteen general fleet vehicles (for departments other than Law Enforcement and Emergency Services) that have condition issues or high mileage. The budget also includes funds for four new vehicles which are planned for Fleet Operations (1) and Public Health (3) to assist the County in ensuring higher availability of County vehicles for positions requiring frequent local or regional travel. Despite these new purchases, total general county vehicle replacement funding decreased by \$138,590 from FY 2018-19.



The budget also includes a \$1.01 million 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), a reduction of \$989,000 from FY 2018-19. Additional interest earnings in the capital fund will provide an additional \$489,000, but the total new funding to the capital fund will still be \$500,000 less in FY 2020 than in FY 2019. These funds are used to address infrastructure and building needs and the transfer helps support the County's commitment to improving its infrastructure and paying for planned and future capital projects without additional debt financing.

## Revenues

General County revenues will fund most (94%) of Support Services expenditures. User Charges (primarily court facilities fees) and Other Revenues (rent for county facilities and parking fees) account for the remaining funds.



	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	vs. FY19 Adopted	
						\$ chg	% chg
<b>Department</b>							
Facilities	\$8,005,603	\$10,479,263	\$9,820,271	\$10,336,634	<b>\$10,336,634</b>	(\$142,629)	-1.4%
Information Services	\$9,391,818	\$10,213,743	\$11,224,778	\$11,164,933	<b>\$11,164,933</b>	\$951,190	9.3%
Fleet Operations	\$1,144,444	\$1,305,536	\$1,356,927	\$1,096,999	<b>\$1,096,999</b>	(\$208,537)	-16.0%
Transfer to Capital Plan	\$2,000,000	\$2,000,000	\$2,000,000	\$1,500,000	<b>\$1,011,000</b>	(\$989,000)	-49.5%
<b>Total Expenditures</b>	<b>\$20,541,865</b>	<b>\$23,998,542</b>	<b>\$24,401,976</b>	<b>\$24,098,566</b>	<b>\$23,609,566</b>	<b>(\$388,976)</b>	<b>-1.6%</b>
<b>Sources of Funds</b>							
User Charges	\$718,122	\$693,000	\$693,000	\$763,000	<b>\$763,000</b>	\$70,000	10.1%
Other	\$706,222	\$695,939	\$711,569	\$676,478	<b>\$676,478</b>	(\$19,461)	-2.8%
County Funds	\$19,117,521	\$22,609,603	\$22,997,407	\$22,659,088	<b>\$22,170,088</b>	(\$439,515)	-1.9%
<b>Sources of Funds</b>	<b>\$20,541,865</b>	<b>\$23,998,542</b>	<b>\$24,401,976</b>	<b>\$24,098,566</b>	<b>\$23,609,566</b>	<b>(\$388,976)</b>	<b>-1.6%</b>
<b>Permanent Positions</b>	<b>110.000</b>	<b>111.000</b>	<b>112.000</b>	<b>112.000</b>	<b>112.000</b>	<b>1.000</b>	<b>0.9%</b>

## FACILITIES

Dan Durham, Facilities, Parks & Property Management Director

301 W. Market St., Greensboro, NC 27402  
(336) 641-6100

### Infrastructure

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



### BUDGET SUMMARY

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Facilities-Administration	1,002,307	826,717	956,480	801,564	801,564	(25,153)	(3.0%)
Facilities-Buildings	2,819,105	4,903,421	3,912,759	4,343,106	4,343,106	(560,315)	(11.4%)
Facilities-Operations	2,539,083	2,761,483	2,799,729	3,002,922	3,002,922	241,439	8.7%
Facilities-Distribution Services	207,278	218,440	222,129	220,050	220,049	1,610	0.7%
Facilities-Parking	90,800	138,022	175,819	139,228	139,228	1,206	0.9%
Facilities-Court	988,940	1,034,685	1,156,560	1,198,913	1,198,913	164,228	15.9%
Property Management	358,092	596,495	596,795	630,851	630,852	34,356	5.8%
<b>Facilities</b>	<b>8,005,603</b>	<b>10,479,263</b>	<b>9,820,271</b>	<b>10,336,634</b>	<b>10,336,634</b>	<b>(142,629)</b>	<b>(1.4%)</b>
<b>EXPENSE</b>							
Personnel Services	3,324,803	3,727,103	3,653,240	3,883,270	3,883,270	156,167	4.2%
Supplies & Materials	608,032	705,877	855,836	694,276	694,276	(11,601)	(1.6%)
Other Services & Charges	4,198,862	6,434,283	4,921,286	6,029,088	6,029,088	(405,195)	(6.3%)
Capital	192,857	12,000	789,909	130,000	130,000	118,000	983.3%
Other	(318,952)	(400,000)	(400,000)	(400,000)	(400,000)	0	0.0%
<b>Total Expense</b>	<b>8,005,603</b>	<b>10,479,263</b>	<b>9,820,271</b>	<b>10,336,634</b>	<b>10,336,634</b>	<b>(142,629)</b>	<b>(1.4%)</b>
<b>REVENUE</b>							
Charges for Services	718,122	693,000	693,000	763,000	763,000	70,000	10.1%
Miscellaneous Revenues	664,066	670,164	670,164	648,262	648,262	(21,902)	(3.3%)
<b>Total Revenue</b>	<b>1,382,188</b>	<b>1,363,164</b>	<b>1,363,164</b>	<b>1,411,262</b>	<b>1,411,262</b>	<b>48,098</b>	<b>3.5%</b>
<b>County Funds</b>	<b>6,623,415</b>	<b>9,116,099</b>	<b>8,457,107</b>	<b>8,925,372</b>	<b>8,925,372</b>	<b>(190,727)</b>	<b>(2.1%)</b>
<b>Positions</b>	<b>60.00</b>	<b>60.00</b>	<b>61.00</b>	<b>61.00</b>	<b>61.00</b>	<b>1.00</b>	<b>1.7%</b>

### DEPARTMENTAL PURPOSE

The Facilities Department maintains County buildings, parks, and parking areas as well as the two County courthouses, provides internal and external mail distribution, manages County parking areas, provides project management, and provides property management services. Primary services include:

**Administration:** Performs overall business administration function of the entire department, including but not limited to: contracts management, maintaining inventory of supplies and materials, monitoring call line and processing work orders, prioritizing maintenance projects and managing the department's financial and human resources. Manages budget, processes

requisitions, and manages open purchase order accounts. Coordinates required safety training and schedules state licensing exams. The department manages 107 buildings consisting of approximately 2.5 million square feet. Over 6,000 acres of parks, trails and open space are also operated and maintained.

**Projects:** Manage capital and other projects for all county departments of Guilford County including new construction, major/minor renovations and system/equipment replacements and upgrades.

**Building Management:** Responsible for general and mechanical maintenance, janitorial and lawn maintenance services, plumbing, carpentry, locksmith, electrical, heating and air conditioning services, life safety system maintenance, and provides miscellaneous repairs for all County facilities. Manages the custodial, elevator, waste management, and pest control contracts. Furthermore, the Department also maintains and/or repairs and installs road signs throughout the County.

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

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

**Property Management:** Provides real estate services (site selection, surveying, assessment, appraisal) as well as planning for the County's major building and renovations projects. Also manages all County leases and the sale of County surplus property.

The County's **Parks Division** is also part of the department; more information on this division can be found in the Parks Division narrative and budget section.

## FY 2020 GOALS & OBJECTIVES

- Provide high quality, responsive services to the public and other County departments in the most efficient and effective manner possible. Assess and establish a goal to decrease corrective work order response time to improve customer service.
- Award the construction contract for the new Animal Shelter.
- Complete design and award the construction contracts for the new Mental Health Facility.
- Complete the design for a new facility for the Sheriff's Administrative Offices.
- Complete the design to renovate the Edgeworth Building (or alternate project).
- Work with the MWBE Director to implement practices to meet or exceed the recommended MWBE participation goal for construction and renovation projects.
- Execute all approved Special Facilities Maintenance projects.

## **FY 2020 ADOPTED BUDGET HIGHLIGHTS**

- The Facilities budget decreased by \$142,629 or 1.4% overall due primarily to a \$500,000 reduction in special facilities maintenance funds (part of Other Services & Charges under Buildings) which are used for projects like HVAC and roof replacements. This decrease was partially off-set in the budget by an increase in routine maintenance funds (\$187,000) as well as alignments of other lines with actual spending (-\$92,195).
- Personnel Services also increased by \$156,167 or 4.2% due to routine county-wide merit and other personnel adjustments including the transfer of one position (1.0 FTE) from the Parks Division to manage the County Farm.
- Miscellaneous Revenues decreased by about \$22,000 or 3.3% as the lease with Say Yes! for space at the Russell Street Building in High Point will not continue into FY 2020.

## **FY 2019 SIGNIFICANT ACCOMPLISHMENTS**

- Completed design and awarded the construction contract for the EMS Phase 1 Maintenance and Logistics Facility.
- Awarded the design contract to TFF Architects and the construction manager at risk contract to Samet Corporation for the new Mental Health Facility.
- Completed the renovation project to create the High Point Family Justice Center.
- Obtained project budget approval from the Board of Commissioners and initiated design of the new Animal Shelter. A bid opening in June is expected.
- Obtained Board of Commissioners approval to issue bonds to provide funding to demolish the Law Enforcement Center, build a new building for the Sheriff's Administrative Office on this site, demolish the Otto Zenke building, and build a new surface parking lot on its site. This will avoid significant future maintenance costs for the two existing buildings and provide much-needed additional parking for County employees.
- Obtained Board of Commissioners approval to issue bonds to provide funding to renovate the Edgeworth Building (or potential alternate project).
- Completed the sale of the Bellemeade Building (201 N. Eugene St.) to the City of Greensboro and initiated new leases with the City and with Sandhills Center.
- Completed the design and awarded the construction contract for renovation of the Greensboro Dental Clinic.
- Completed various projects including EMS Meadowood roof replacement, High Point Jail and Courthouse HVAC, Gibson Park parking lot paving, Hagan-Stone Park campground road paving/sidewalk repair, Hagan-Stone Park campground domestic water piping replacement, Greensboro Courthouse HVAC Phase 1, Agriculture Center HVAC, Greene Street HVAC, Northeast Park Events Center HVAC, Bur-Mil Events Center HVAC, and Juvenile Detention HVAC.

## KEY PERFORMANCE MEASURES

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
<b>Building Management</b>					
Total Square Feet Maintained	2,494,000	2,499,987	2,499,987	2,446,607	n/a
Repairs & Maintenance Funding per Sq. Ft	\$2.06	\$1.88	\$1.91	\$1.95	\$2.25
Special Facility Project Funding per Sq. Ft	\$1.07	\$1.66	\$1.12	\$1.14	\$2.00
<b>Property Management</b>					
Number of Leaseholders	32	34	35	34	32
Total Generated from Leases Annually	\$328,660	\$323,264	\$323,264	\$323,264	\$490,000
Surplus, Foreclosed, and other Properties Sold Annually	10	2	5	4	0
<b>Operations</b>					
Issues Received by Call Line	6,095	5,877	6,110	5,979	demand
Work Orders Completed	11,930	12,662	11,959	11,703	demand
Proactive & PM Work Orders	7,148	7,097	7,164	7,011	demand
Reactive Work Orders	4,035	5,058	4,046	3,959	demand
Other Work Orders	747	507	749	733	demand
Total Work Orders per FTE	385	408	386	378	400
<b>Distribution</b>					
Total Outgoing USPS Pieces	564,421	553,041	548,113	606,508	demand
Total Discounted Pieces	146,485	139,280	155,479	186,782	200,000
Annual Mail Room Postage Use	\$318,952	\$320,054	\$316,145	\$349,573	\$300,000
Total Pieces per FTE	141,105	138,260	137,028	151,627	demand
<b>Parking Management</b>					
Total Spaces Managed	1,445	1,219	1,219	1,184	demand
Non-Employee Parking Space Assignments	\$316	\$217	\$300	\$327	demand
Total Parking Revenue Collected	\$122,559	\$134,900	\$134,900	\$134,900	market

- "demand" indicates target is demand for service -

## FUTURE OPPORTUNITIES & CHALLENGES

- Projects:** Several large capital projects have either begun or are expected to begin design and/or construction this fiscal year. This includes the new Animal Shelter, EMS Phase 1, Mental Health Facility, a new facility for the Sheriff's Administrative Offices, and the comprehensive renovation of the Edgeworth Building (or alternate project). This is an unusual number of capital projects that will be in some stage of design or construction at the same time. These are important projects to address needs within the County and represent an opportunity to upgrade facilities and lower maintenance and operation costs. However, this in addition to the annual deferred maintenance projects are expected to stretch our project management and associated administrative resources for at least the next two fiscal years.

- **Deferred Maintenance:** The County has approximately \$126 million of deferred maintenance and this is evident in many buildings. This includes chronic water intrusion issues in the building envelope of several buildings including the High Point courthouse and both detention centers. An increase in Special Facilities Project funding from \$3 million to \$5 million has been requested for FY20 to address deferred maintenance needs.
- **Courthouse Maintenance:** We have received over \$300,000 in carpet, painting, and furniture replacement requests this fiscal year for both the Greensboro and High Point courthouses. Inspection of the buildings validates the maintenance need particularly replacement of carpet in many areas that is torn, rippled, and/or very worn. This greatly exceeds the annual budgeted amount available for courthouse maintenance. An annual budget increase of approximately \$200,000 has been requested to accomplish needed maintenance to provide adequate courthouse facilities.

# INFORMATION SERVICES

Hemant Desai, CIO/Director

201 W. Market St Greensboro, NC 27401 (336) 641-3371

## 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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Information Services-Administration	1,584,077	1,593,606	1,948,502	1,844,170	1,844,170	250,564	15.7%
Information Services-Program Management	151,226	191,785	191,785	271,391	271,391	79,606	41.5%
Information Services-Printing Services	5,635,320	5,944,084	6,818,938	6,644,598	6,644,598	700,514	11.8%
Information Services-Application Software Services	2,020,967	2,481,267	2,262,552	2,401,774	2,401,773	(79,493)	(3.2%)
Information Services-Telecommunications	228	3,001	3,001	3,001	3,001	0	0.0%
<b>Information Services</b>	<b>9,391,818</b>	<b>10,213,743</b>	<b>11,224,778</b>	<b>11,164,933</b>	<b>11,164,933</b>	<b>951,190</b>	<b>9.3%</b>
<b>EXPENSE</b>							
Personnel Services	4,284,080	4,785,326	4,388,616	4,845,471	4,845,471	60,145	1.3%
Supplies & Materials	434,522	793,600	569,960	473,600	473,600	(320,000)	(40.3%)
Other Services & Charges	4,439,896	4,634,817	5,153,631	5,845,862	5,845,862	1,211,045	26.1%
Capital	233,320	0	1,112,571	0	0	0	0.0%
<b>Total Expense</b>	<b>9,391,818</b>	<b>10,213,743</b>	<b>11,224,778</b>	<b>11,164,933</b>	<b>11,164,933</b>	<b>951,190</b>	<b>9.3%</b>
<b>REVENUE</b>							
Miscellaneous Revenues	5,340	3,216	3,216	3,216	3,216	0	0.0%
<b>Total Revenue</b>	<b>5,340</b>	<b>3,216</b>	<b>3,216</b>	<b>3,216</b>	<b>3,216</b>	<b>0</b>	<b>0.0%</b>
<b>County Funds</b>	<b>9,386,478</b>	<b>10,210,527</b>	<b>11,221,562</b>	<b>11,161,717</b>	<b>11,161,717</b>	<b>951,190</b>	<b>9.3%</b>
<b>Positions</b>	<b>48.00</b>	<b>49.00</b>	<b>49.00</b>	<b>49.00</b>	<b>49.00</b>	<b>0.00</b>	<b>0.0%</b>

## DEPARTMENTAL PURPOSE

The Information Services (ISV) Department is the facilitator for the implementation of efficient business systems through continuous improvement in the use of technology and introduction of new solutions through collaboration with department staff. Core Services provided by Information Services are:

### *Project/Program Management*

Program Management Division is responsible for formalizing and enhancing the use of project management and related processes and providing end user Computer training. More up-front analysis and definition of project scopes, constraints, priorities, demands and opportunities will

assist in projects that will be completed on time and within budget. Extensive use of project management will allow the department to balance expectations with the limited resources of the department. Additionally, Program management is also tasked with assessing, developing and delivering end user Computer training on basic software applications used by County staff on a daily basis.

#### *Geographic Information Systems*

The GIS functions include data creation and maintenance and the generation of geographic data representations for County departments, the private sector, governmental entities, and the public.

#### *Technical support; data storage/network management*

The Technical support team is part of the Enterprise Infrastructure team and 1) operates the County's Enterprise Computing infrastructure; 2) provides technical support for integrated Enterprise Computing solutions; installs/maintains systems software and the communications network; 3) manages data resources and security; 4) provides training and support for PC/LAN systems and end-user tools; 5) provides consultation and technical support for the various hardware platforms; 6) supports complex technical software and administration for Enterprise Resource Planning (ERP) systems such as Financial, Tax and Timekeeping, and 7) manages the contracts and performance of a growing number of outsourced services.

#### *WAN and Telecommunications systems*

Data and Telecommunication team is part of the Client Services and supports countywide telecommunication and data connectivity infrastructure including: Wireless connectivity in county buildings, site to site connectivity across all county buildings, voice communication including telephone setup, billing, negotiating contracts with vendors relating to communication needs.

#### *Website and web applications development*

Primary responsibilities include: Designing, implementing and updating 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 for various Enterprise Resource Planning systems.

#### *Desktop Support*

The desktop team handles all day-to-day activities involving supporting countywide end-user support. This includes resolving issues, completing work orders, installing, configuring and troubleshooting desktops, and laptops and working on help-desk tickets.

#### *Departmental administrative support*

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 2020 GOALS & OBJECTIVES

- **Disaster Recovery / Business Continuity – DRaaS** – Continue building upon existing effort in our data Backup and Recovery and provide for a more comprehensive Disaster recovery for critical systems and services by leveraging Microsoft Azure platform.
- **Countywide Learning Management System** – Begin the implementation of new Learning Management System. This will enable various departments such as HR, IS, DHHS, Risk Management and Law to create, publish and manage staff training and development. Implementation of such a system will enable department staff and management to use centralized industry standard platform for continues learning initiatives.
- **Tyler Munis ERP Implementation** – Begin the migration for Countywide ERP system to Tyler Munis. This will be completed in several stages with phase 1 focusing on Financial system.
- **DataCenter consolidation** – Continue with phase 2 of our strategic initiative to consolidate datacenter by moving to a Hyper-converged infrastructure. This will enable for a more streamlined server management and overall reduction in energy consumption and footprint. Additionally, this will provide for a substantial cost savings in the long run by removing the complexity involved in managing disparate systems.

## FY 2020 ADOPTED BUDGET HIGHLIGHTS

- The FY 2020 Information Services budget reflects increases in personnel costs due to county-wide merit and other adjustments plus shifts in technology funds to reflect planned FY 2020 projects including Energov and Munis
- Technology fund moves and updates to the Five Year Technology Plan also resulted in an additional \$1.2 million in Services & Charges, which is partially offset by a \$320,000 reduction in desktop replacement funds (shown in Supplies & Materials).

## FY 2019 SIGNIFICANT ACCOMPLISHMENTS

- **Backup and Disaster Recovery – Phase 2** – Migrated to a dedicated appliance for backup and recovery. This appliance will provide for a more secure backup process and a faster recovery time in an event of a disaster.
- **County Web site upgrade** – Completed our new web site refresh project successfully. The new site provides for a modern user friendly interface with many new enhancements such as ease of navigation and search, ability to conduct surveys and provision for future growth.

## KEY PERFORMANCE MEASURES

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
<b>Program and Project Management</b>					
IT projects managed that are completed on schedule and within budget	92%	95%	97%	97%	99%
Vendors that meet contractual obligations	98%	100%	100%	100%	100%
<b>Application Software Services</b>					
Service Requests resolved within ten business days	95%	95%	95%	95%	95%
<b>Client Services</b>					
PCs Managed Total	2,797	2,800	2,800	2,800	N/A
Servers Managed Total	220	195	180	170	N/A
Number of PC's and servers managed per FTE	67	65	60	55	N/A
Work Orders / Incident Tickets Received*	11,870	11,500	11,500	11,500	N/A
Work Orders / Incident Tickets Completed per FTE*	650	680	680	680	N/A
Work Orders / Incident Tickets completed within seven business days	90%	95%	95%	95%	97%
Network Up-time					99.99%

\* Future year projections for these measures are estimated based on current operations and projects but are subject to change based on actual operations and projects that may be implemented in future fiscal years.

## FUTURE OPPORTUNITIES AND CHALLENGES

IT job market continues to be tight, making it extremely difficult to find and attract experienced staff with our salary range. However, our current staff continue to demonstrate excellence and as a result have completed several major initiatives this year.

With IT landscape changing at a fast rate, and customer requirements becoming more complex and often interconnected, we look forward to opportunities presented and strive to improve and evolve our core competencies.

# FLEET OPERATIONS

Raymond Lowe, Fleet Manager

1203 Maple St., Greensboro, NC 27405 (336) 641-7433

## 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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Fleet Operation	1,144,444	1,305,536	1,356,927	1,096,999	1,096,999	(208,537)	(16.0%)
<b>Fleet Operation</b>	<b>1,144,444</b>	<b>1,305,536</b>	<b>1,356,927</b>	<b>1,096,999</b>	<b>1,096,999</b>	<b>(208,537)</b>	<b>(16.0%)</b>
<b>EXPENSE</b>							
Personnel Services	110,651	111,675	111,675	113,817	113,817	2,142	1.9%
Supplies & Materials	1,193	39,935	39,101	3,600	3,600	(36,335)	(91.0%)
Other Services & Charges	315,064	499,336	513,838	463,582	463,582	(35,754)	(7.2%)
Capital	717,536	654,590	692,313	516,000	516,000	(138,590)	(21.2%)
<b>Total Expense</b>	<b>1,144,444</b>	<b>1,305,536</b>	<b>1,356,927</b>	<b>1,096,999</b>	<b>1,096,999</b>	<b>(208,537)</b>	<b>(16.0%)</b>
<b>REVENUE</b>							
Other Financing Sources	21,516	22,559	22,559	25,000	25,000	2,441	10.8%
Miscellaneous Revenues	15,299	0	15,630	0	0	0	0.0%
<b>Total Revenue</b>	<b>36,815</b>	<b>22,559</b>	<b>38,189</b>	<b>25,000</b>	<b>25,000</b>	<b>2,441</b>	<b>10.8%</b>
<b>County Funds</b>	<b>1,107,629</b>	<b>1,282,977</b>	<b>1,318,738</b>	<b>1,071,999</b>	<b>1,071,999</b>	<b>(210,978)</b>	<b>(16.4%)</b>
<b>Positions</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.0%</b>

## DEPARTMENTAL PURPOSE

The Fleet Operations Department operates the County motor pool and manages fleet operations for all county vehicles, excluding the Sheriff's Department, Emergency Services & Guilford County Transportation & Mobility Services. This includes managing the County's contracts with outside vendors to ensure proper and timely preventive maintenance and repairs are performed on vehicles. The department also prepares all titles held by the county for all county owned vehicles.

## FY 2020 GOALS & OBJECTIVES

- Continue to provide services including vehicle replacement, surplus recommendations, acquisition and disposal, monitoring of maintenance and repairs, vehicle assignments and monitoring of daily reserved vehicles.
- Continue working with each department to ensure proper types of vehicles are being purchased for intended use.

- Continue to utilize contract vendors for services including vehicle purchase, cleaning, repairs and maintenance needs.
- Continue to use Telematics to capture and provide more data to get a better understanding of the needs of departments and efficient vehicle use.
- Continue to integrate full use of Fleet Commander Kiosk, automated reservation system, and vehicle key dispensers to become more efficient in the use of motor pool and shared vehicles.
- Continue and increase the use of mileage and maintenance functions of Agile Fleet software to track motor pool and assigned vehicle utilization, and to use the maintenance functions to track and send reminder functions more accurately.
- Continue to direct defensive driving classes for all new employees and as a refresher class for existing staff.
- Begin use of automated Fleet Commander vehicle reservation and kiosk for High Point Offices.

## **FY 2020 ADOPTED BUDGET HIGHLIGHTS**

- The Fleet FY 2020 Adopted net budget decreased by \$210,978, or 16.4%, primarily driven by decreases in Supplies & Materials, Other Services & Charges and Capital expenses.
- Personnel Services increased by \$2,142, or 1.9%, to reflect merit-based raises which were offset by other benefit adjustments.
- Supplies & Materials decreased by \$36,335, or 91%, as funding for small computer equipment needed for implementation of the Vehicle Telematics program was removed according to the five-year major equipment plan.
- Other Charges & Services decreased by \$35,754, or 7.2%, primarily driven by decreases in vehicle repair services and vehicle fuel to more accurately reflect historical expenditures.
- Capital expenses decreased by \$138,590, or 21.2%, resulting from a decrease in General Fleet vehicles included on the FY 2020 Adopted Vehicle plan.

**Vehicle Purchases: FY 2019 - 2020 Adopted Budget**

Type	Assigned	Vehicle Type	Count	Cost
<b>Fleet Operations</b>				
Replace	Parks & Recreation	Truck	1	\$ 30,000
Replace	Parks & Recreation	Truck	1	\$ 30,000
Replace	Social Services	Van	1	\$ 24,000
Replace	Social Services	Van	1	\$ 24,000
Replace	Social Services	Sedan	1	\$ 20,000
Replace	Social Services	Sedan	1	\$ 20,000
Replace	Facilities	Truck	1	\$ 34,000
Replace	Facilities	Van	1	\$ 34,000
Replace	Public Health	Truck	1	\$ 30,000
Replace	Public Health	Truck	1	\$ 30,000
Replace	Public Health	Sedan	1	\$ 20,000
Replace	Public Health	Truck	1	\$ 30,000
Replace	Public Health	SUV	1	\$ 28,000
Replace	Tax	Sedan	1	\$ 20,000
Replace	Tax	Sedan	1	\$ 20,000
Replace	Planning	Truck	1	\$ 30,000
New	Fleet Operations	Truck	1	\$ 32,000
New	Public Health	Sedan	3	\$ 60,000
<b>Total</b>	<b>Fleet Operations</b>		<b>20</b>	<b>\$ 516,000</b>
<b>Fleet Operations (Other-Maintenance &amp; Fuel Management Only)</b>				
Replace	Animal Control	Truck	3	\$ 138,000
New	Solid Waste	Truck	1	\$ 48,000
<b>Total</b>	<b>Fleet Operations (Other)</b>		<b>4</b>	<b>\$ 186,000</b>
<b>Emergency Services</b>				
Replace	Emergency Services	Ambulance	1	\$ 234,000
Replace	Emergency Services	Ambulance	1	\$ 234,000
Replace	Emergency Services	Ambulance	1	\$ 234,000
Replace	Emergency Services	Ambulance	1	\$ 234,000
Replace	Emergency Services	SUV	1	\$ 50,000
<b>Total</b>	<b>Emergency Services</b>		<b>5</b>	<b>\$ 986,000</b>
<b>Law Enforcement</b>				
Replace	Law Enforcement	LE Vehicle	38	\$ 1,355,000
<b>Total</b>	<b>Law Enforcement</b>		<b>38</b>	<b>\$ 1,355,000</b>
<b>TOTAL</b>			<b>67</b>	<b>\$ 3,043,000</b>

## **FY 2019 SIGNIFICANT ACCOMPLISHMENTS**

- Fleet Operations was able to reassign vehicles for temporary use that were scheduled for replacement due to accidents or needing major repairs to prevent costly repairs.
- Increasing the number of vehicles available for motor pools and identifying other areas where vehicles are needed, to reduce the overall use of employee-owned vehicles.
- Began installation and use of Telematics/GPS to track vehicle use, posted speeding violations, vehicle utilization, engine idle time, and diagnostic reports. This information is shared with each department director, as well as, Risk Management to compile a data base reflecting the driving habits of our county drivers. Between September 2018 to January 2019, Telematics/GPS reporting showed a 58% reduction (or 1,111 fewer recorded instances) in posted speeding violations. As we Fleet continues working with departments in this area, we hope to see further decreases in the future.
- Integrate GPS/Telematics data to Fleet Commander software to increase the accuracy of tracking vehicle mileage/usage on a daily basis.

## **FUTURE OPPORTUNITIES & CHALLENGES**

- Continue to work with departments to increase the utilization of Fleet vehicles and identify if vehicles are currently being used efficiently.
- Identify departments that may not need all vehicles assigned and reassign to other areas for increased utilization of assets.
- Update current vehicle use policy.



# DEBT REPAYMENT

Harley Will, 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 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Recomm	FY 2020 Adopted	\$ chg	% chg
<b>Total Debt Service</b>							
Principal	62,445,585	62,495,000	62,495,000	61,985,000	61,985,000	(510,000)	(0.8%)
Interest	32,279,923	32,657,512	32,657,512	31,175,954	31,175,954	(1,481,558)	(4.5%)
Fees & Other Costs	1,141,447	305,500	310,001	325,000	2,918,701	2,613,201	855.4%
<b>Total</b>	<b>95,866,955</b>	<b>95,458,012</b>	<b>95,462,513</b>	<b>93,485,954</b>	<b>96,079,655</b>	<b>621,643</b>	<b>0.7%</b>
<b>Debt Service by Type</b>							
<b>G.O. Bonds</b>							
Principal	61,170,000	62,395,000	62,395,000	61,885,000	61,885,000	(510,000)	(0.8%)
Interest	31,478,532	31,888,706	31,888,706	30,407,148	30,407,148	(1,481,558)	(4.6%)
<i>Total</i>	92,648,532	94,283,706	94,283,706	92,292,148	92,292,148	(1,991,558)	(2.1%)
<b>Other Capital Related Debt</b>							
Principal	1,275,585	100,000	100,000	100,000	100,000	0	0.0%
Interest	801,391	768,806	768,806	768,806	768,806	0	0.0%
<i>Total</i>	2,076,976	868,806	868,806	868,806	868,806	0	0.0%
Debt Leveling Funds	0	0	0	0	2,593,701	2,593,701	100.0%
Fees & Other Costs	1,141,447	305,500	310,001	325,000	325,000	19,500	6.4%
<b>Total</b>	<b>95,866,955</b>	<b>95,458,012</b>	<b>95,462,513</b>	<b>93,485,954</b>	<b>96,079,655</b>	<b>621,643</b>	<b>0.7%</b>
<b>Debt Service by Purpose</b>							
Guilford County Schools	64,178,375	73,300,865	73,304,321	73,754,406	73,754,406	453,541	0.6%
GTCC	10,191,535	9,985,019	9,985,490	10,205,350	10,205,350	220,331	2.2%
Greensboro Detention	6,734,561	6,833,376	6,833,698	6,984,163	6,984,163	150,787	2.2%
BB&T Building	1,308,175	0	0	0	0	0	0.0%
Priority Projects	1,682,636	3,982,370	3,982,558	3,749,422	3,749,422	(232,948)	(5.8%)
Other	11,771,673	1,356,382	1,356,446	1,386,314	1,386,314	29,932	2.2%
<b>Total</b>	<b>95,866,955</b>	<b>95,458,012</b>	<b>95,462,513</b>	<b>93,485,954</b>	<b>96,079,655</b>	<b>621,643</b>	<b>0.7%</b>
<i>Note: Actual amounts exclude the effects of bond refunding on expenses and revenues.</i>							
<b>Sources of Funds</b>							
<b>ARRA by Purpose</b>							
Schools	1,840,424	1,839,859	1,839,859	1,840,154	1,840,154	295	0.0%
GTCC	329,704	329,768	329,768	329,656	329,656	(112)	(0.0%)
Greensboro Detention	473,950	474,042	474,042	473,880	473,880	(162)	(0.0%)
Other	61,820	61,831	61,831	61,810	61,810	(21)	(0.0%)
<b>Total</b>	<b>2,705,897</b>	<b>2,705,500</b>	<b>2,705,500</b>	<b>2,705,500</b>	<b>2,705,500</b>	<b>0</b>	<b>0.0%</b>

## DEPARTMENTAL PURPOSE

Guilford County issues debt, primarily through the issuance of voter-approved general obligation bonds, to help fund large capital projects, including new schools, detention facilities, emergency services bases, administrative buildings, and other public infrastructure needs.

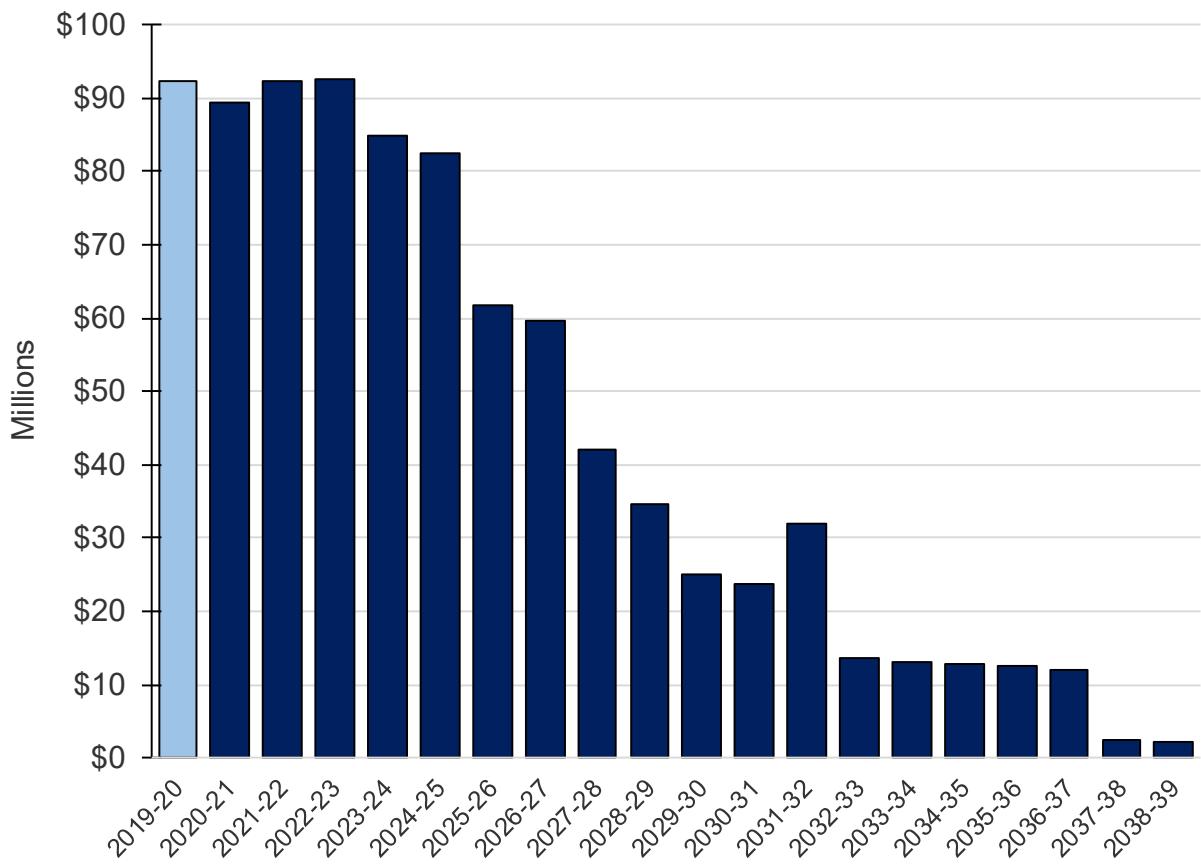
## FY 2020 ADOPTED BUDGET HIGHLIGHTS

- The FY 2020 debt service budget increased by just over \$600,000 or 0.7% due to a combination of scheduled decreases in debt service payments and the addition of debt leveling funds in anticipation of future debt service increases.
- Debt service payments in FY 2020 will decrease \$2.0 million or 2.1% from the FY 2019 Adopted budget in accordance with the existing bond payment schedules and the refunding of all variable rate debt to fixed rate in prior fiscal years. The County's current bond portfolio is 100% fixed rate which simplifies and clarifies budgeting for future years' debt service since the County's debt portfolio will be stable until new debt is incurred.
- The FY 2020 budget also includes \$2.59 million for debt leveling to keep county funds at the FY 2019 Adopted amount in anticipation of higher future year debt payments and to help offset expenses associated with future school bonds for projects recommended in the joint school facility study.
- Other than debt leveling funds, the budget does not make provision issuance costs associated with any potential future debt issuance for schools or county capital improvement needs; instead costs on these issuances will either be offset by or included through structuring of debt payments and/or use of bond premiums at the time of issuance.
- In addition, as part of its capital planning process, the County identified several capital facility projects that have been prioritized due to their potential impact on County operations. These projects were initially funded with \$27.195 million in 2/3rds bonds that were issued immediately prior to the final 2008 school and community college bonds in FY 2017 with additional funding from up \$40.0 million in 2/3rds bonds issued in FY 2019. The current planned breakdown of bond use by project is as follows:

Project	Total Budget	Bonds Issued	Bond Premiums	Other Funding & Transfers	Total Planned Funding	Funding Needed
Animal Shelter Replacement	15,300,000	13,870,000	1,450,108	131,109	15,451,217	(151,217)
Emergency Services					-	-
Phase I - Maintenance & Logistics	14,416,463	11,363,463	-	3,053,000	14,416,463	-
Phases II & III - Administration & EOC	15,700,000	-	-	-	-	15,700,000
Old Courthouse Renovation	3,500,000	3,500,000	-	-	3,500,000	-
Law Enforcement Administration Facility	12,000,000	12,136,537	-	-	12,136,537	(136,537)
Edgeworth Bldg Renovation	3,500,000	3,500,000	-	-	3,500,000	-
Mental Health Replacement Facility	20,000,000	3,100,000	-	16,900,000	20,000,000	-
Sandhills Administration Building	5,000,000	5,000,000	-	-	5,000,000	-
Guilford County Schools Security	10,000,000	10,000,000	-	-	10,000,000	-
General Project Cost Contingency	-	4,725,000	630,426	-	5,355,426	(5,355,426)
<b>Total Funding</b>	<b>99,416,463</b>	<b>67,195,000</b>	<b>2,080,534</b>	<b>20,084,109</b>	<b>89,359,643</b>	<b>10,056,820</b>

## Estimated Debt Repayment Budgets

### General Obligation Bond Debt



### **Estimated Annual Debt Service Payments**

<b>Existing and Planned Issues - All Debt</b>			
<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2018-19	62,495,000	32,657,510	95,152,510
2019-20	61,985,000	31,186,066	93,171,066
2020-21	61,600,000	28,670,985	90,270,985
2021-22	67,185,000	25,902,594	93,087,594
2022-23	70,715,000	22,633,436	93,348,436
2023-24	66,290,000	19,549,941	85,839,941
2024-25	66,850,000	16,525,009	83,375,009
2025-26	49,380,000	13,305,376	62,685,376
2026-27	49,600,000	10,910,169	60,510,169
2027-28	34,360,000	8,572,124	42,932,124
2028-29	31,760,377	6,985,766	38,746,143
2029-30	23,970,000	5,622,909	29,592,909
2030-31	23,670,000	4,621,326	28,291,326
2031-32	32,535,000	3,933,260	36,468,260
2032-33	11,570,000	2,040,770	13,610,770
2033-34	11,570,000	1,591,570	13,161,570
2034-35	11,570,000	1,222,270	12,792,270
2035-36	11,570,000	863,483	12,433,483
2036-37	11,570,000	503,675	12,073,675
2037-38	2,220,000	133,200	2,353,200
2038-39	2,220,000	66,600	2,286,600
2039-40	0	0	0
<b>Total</b>	<b>764,685,377</b>	<b>237,498,039</b>	<b>1,002,183,416</b>

**Estimated Annual Debt Service Payments by Type of Debt- Existing and Planned Issues**

**General Obligation (G.O.) Bonds (includes 2/3rds GO Bonds)**

Fiscal Yr	Issued Bonds			Bonds to be Issued			G.O. Bonds
	Principal	Interest	Total	Principal	Interest	Total	Total
2018-19	62,395,000	31,888,704	94,283,704				94,283,704
2019-20	61,885,000	30,417,260	92,302,260				92,302,260
2020-21	61,500,000	27,902,179	89,402,179				89,402,179
2021-22	67,085,000	25,133,788	92,218,788				92,218,788
2022-23	70,615,000	21,864,631	92,479,631				92,479,631
2023-24	66,190,000	18,781,136	84,971,136				84,971,136
2024-25	66,750,000	15,756,203	82,506,203				82,506,203
2025-26	49,280,000	12,536,571	61,816,571				61,816,571
2026-27	49,500,000	10,141,363	59,641,363				59,641,363
2027-28	34,260,000	7,803,318	42,063,318				42,063,318
2028-29	28,355,000	6,216,961	34,571,961				34,571,961
2029-30	20,095,000	4,854,103	24,949,103				24,949,103
2030-31	19,820,000	3,852,521	23,672,521				23,672,521
2031-32	28,715,000	3,164,454	31,879,454				31,879,454
2032-33	11,570,000	2,040,770	13,610,770				13,610,770
2033-34	11,570,000	1,591,570	13,161,570				13,161,570
2034-35	11,570,000	1,222,270	12,792,270				12,792,270
2035-36	11,570,000	863,483	12,433,483				12,433,483
2036-37	11,570,000	503,675	12,073,675				12,073,675
2037-38	2,220,000	133,200	2,353,200				2,353,200
2038-39	2,220,000	66,600	2,286,600				2,286,600
2039-40							
<b>Total</b>	<b>748,735,000</b>	<b>226,734,758</b>	<b>975,469,758</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>975,469,758</b>

**160A-20 Qualified School Construction Bonds (QSCBs)**

**2/3rds G.O. Bonds for Priority Projects**

Fiscal Yr	Principal	Interest	Total	Principal	Interest	Total
2018-19	100,000	768,806	868,806	1,455,000	1,124,970	2,579,970
2019-20	100,000	768,806	868,806	1,455,000	2,180,918	3,635,918
2020-21	100,000	768,806	868,806	1,455,000	2,229,720	3,684,720
2021-22	100,000	768,806	868,806	3,123,750	2,156,970	5,280,720
2022-23	100,000	768,806	868,806	3,123,750	2,000,783	5,124,533
2023-24	100,000	768,806	868,806	3,123,750	1,844,595	4,968,345
2024-25	100,000	768,806	868,806	3,123,750	1,688,408	4,812,158
2025-26	100,000	768,806	868,806	3,123,750	1,532,220	4,655,970
2026-27	100,000	768,806	868,806	3,123,750	1,376,033	4,499,783
2027-28	100,000	768,806	868,806	3,028,750	1,219,845	4,248,595
2028-29	3,405,377	768,806	4,174,183	3,028,750	1,082,008	4,110,758
2029-30	3,875,000	768,806	4,643,806	3,025,000	944,170	3,969,170
2030-31	3,850,000	768,806	4,618,806	3,025,000	823,170	3,848,170
2031-32	3,820,000	768,806	4,588,806	3,025,000	702,170	3,727,170

2032-33	3,025,000	594,770	3,619,770
2033-34	3,025,000	487,370	3,512,370
2034-35	3,025,000	379,970	3,404,970
2035-36	3,025,000	287,520	3,312,520
2036-37	3,025,000	194,050	3,219,050
2037-38	1,665,000	99,900	1,764,900
2038-39	1,665,000	49,950	1,714,950
2039-40			
<b>Total</b>	<b>15,950,377</b>	<b>10,763,281</b>	<b>26,713,658</b>
			<b>56,695,000</b>
			<b>22,999,510</b>
			<b>79,694,510</b>

\* Single principal payment of \$16,845,000 due 4/1/2032

## **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, 2018, the County's net debt is equal to 1.33% of the assessed value of taxable property, well below the 8% statutory limit, and its unused debt capacity (the 'Legal Debt Margin') is approximately \$3.5 billion.

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### **COMPUTATION OF LEGAL DEBT MARGIN**

**Fiscal Year Ending June 30, 2019**

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Estimated appraised property valuation <sup>1</sup>	\$ 52,630,529,725
<b>Debt limit (8% of total assessed valuation)</b>	<b>\$ 4,210,442,378</b>
Debt applicable to debt limit:	
<i>Bonded debt</i>	\$ 686,340,000
<i>Bonds authorized, but unissued</i>	\$ -
<i>Limited obligation bonds</i>	\$ 16,845,000
<i>Obligations under capital lease and purchase money installment contracts</i>	\$ -
Gross debt	\$ 703,185,000
Less statutory deductions:	
<i>Refunding bonds authorized, but unissued</i>	\$ -
<i>Amounts held in sinking funds</i>	\$ (615,031)
<i>Bonds issued and outstanding for water purposes</i>	\$ (410,517)
	\$ (1,025,548)
Net debt applicable to limit	\$ 702,159,452
<b>As a percentage of total assessed valuation</b>	<b>1.33%</b>
<b>Legal debt margin (Debt Limit less Net Debt)</b>	<b>\$ 3,508,282,926</b>

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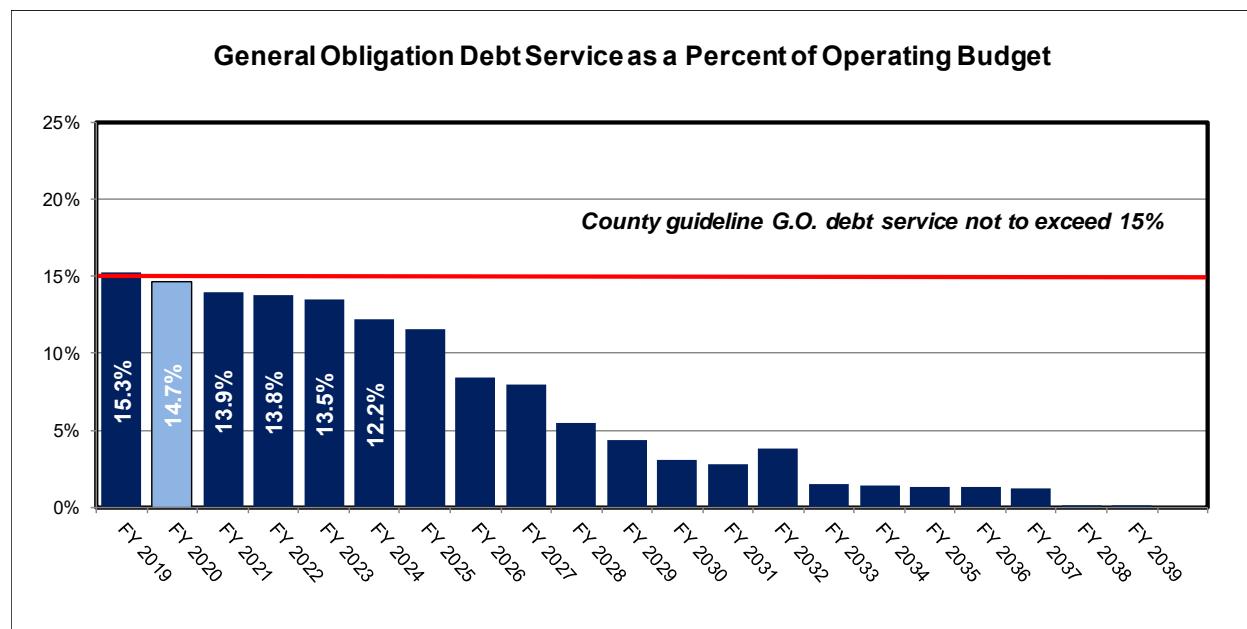
<sup>1</sup> Indicates estimated assessed property valuation per Tax Department

## Local Debt Guidelines

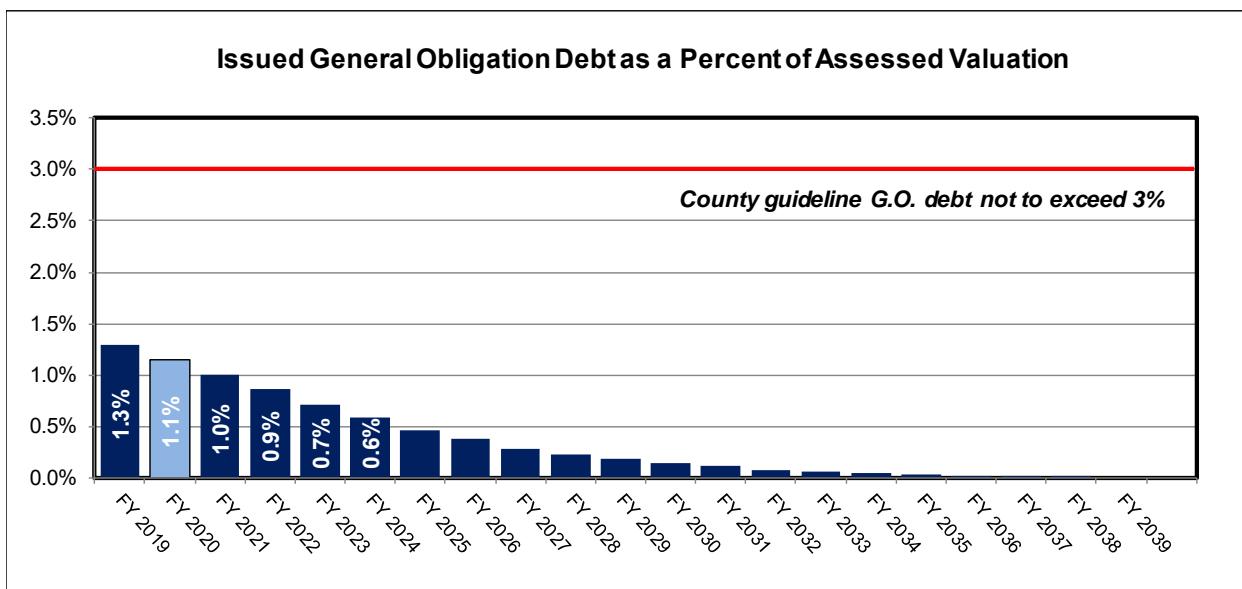
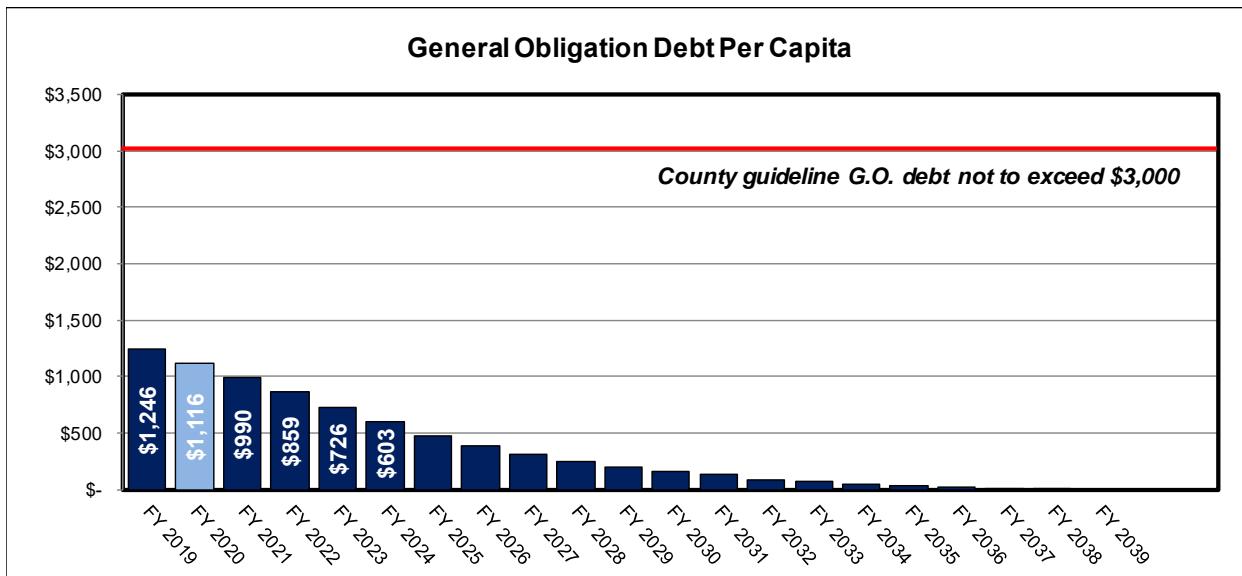
In addition to the statutory limit discussed above, the County has several guidelines it uses when evaluating debt levels. As a practical matter, these local policies limit outstanding general obligation debt to a level far below that of the legal debt limit. The County considers the following internal 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 2019. This is a product of the County tightening its budgets in recent years while issuing both bonds authorized by voters in 2008 and additional 2/3rds bonds for capital improvement needs. Existing debt service is expected to peak at approximately 15.3% of the adopted operating budget in FY 2019.



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 remain relatively level over the next several years before decreasing as the County pays down the debt from the 2008 referendum and other issuances for education and general county projects. The Spring 2019 issuance of debt, as well as preceding debt issuances will continue to have a significant impact on the County's operating budget. Options to avoid or reduce the property tax increase needed to fund additional debt repayment expense include continuing to restrict growth in or elimination of county programs and services or 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).

# 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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ chg	% chg
<b>EXPENSE</b>							
Rural Fire Protection	18,804,571	20,510,962	20,510,962	20,759,318	20,759,318	248,356	1.2%
<b>Rural Fire Protection</b>	<b>18,804,571</b>	<b>20,510,962</b>	<b>20,510,962</b>	<b>20,759,318</b>	<b>20,759,318</b>	<b>248,356</b>	<b>1.2%</b>
<b>EXPENSE</b>							
Operating Expenses	18,804,571	20,510,962	20,510,962	20,759,318	20,759,318	248,356	1.2%
<b>Total Expense</b>	<b>18,804,571</b>	<b>20,510,962</b>	<b>20,510,962</b>	<b>20,759,318</b>	<b>20,759,318</b>	<b>248,356</b>	<b>1.2%</b>
<b>REVENUE</b>							
Property Taxes	15,652,841	15,765,638	15,765,638	16,254,828	16,254,828	489,190	3.1%
Sales Tax	3,405,002	3,461,091	3,461,091	3,634,130	3,634,130	173,039	5.0%
Appropriated Fund Balance	(253,272)	1,284,233	1,284,233	870,360	870,360	(413,873)	(32.2%)
<b>Total Revenue</b>	<b>18,804,571</b>	<b>20,510,962</b>	<b>20,510,962</b>	<b>20,759,318</b>	<b>20,759,318</b>	<b>248,356</b>	<b>1.2%</b>

## DEPARTMENTAL PURPOSE

The County has 24 special fire protection / service districts that provide fire response service in areas of the county not serviced by a municipal fire department. Nineteen of these districts also have fire protection service overlay districts -- funding mechanisms used to generate funds for fire protection services once the district tax rates reach the caps established when the districts were first established. Some of these original rate caps were set several decades ago and do not generate enough revenue to support adequate fire protection service, including the purchase of fire trucks, radios, and other fire safety equipment.

The primary funding for each district comes from property tax revenue generated by a special district tax. The tax, which is in addition to the County's general property tax, is levied on the property in each district and the revenues generated are dedicated for use in the district where they are raised. The Board of Commissioners establishes the tax rate for each district annually with the adoption of the Budget Ordinance. The districts also receive funding from their share of the local option sales taxes levied by the County.

## FY 2019 GOALS & OBJECTIVES

- Continue to work with Guilford County Emergency Services (GCES) to support the study of fire service in Guilford County, and, as appropriate, begin review, planning, and implementation of recommendations.

- Continue to monitor and update the comprehensive CIP plan for capital equipment that will allow a better assessment of need and long-term planning for capital purchases as well as other significant expenditures.

## **FY 2019 ADOPTED BUDGET HIGHLIGHTS**

- Two fire districts – Northeast and Protection District 1 (Horneytown) – requested and received fire tax increases. Both increases are for a combination of personnel and general on-going operations.

## **FY 2018 SIGNIFICANT ACCOMPLISHMENTS**

- Continued to work with Guilford County Emergency Services (GCES) to support the study of fire service in Guilford County including participation in RFP processes as well as data gathering and “check-ins” at major project milestones.
- 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

## **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. At the same time, competition for paid staff with Greensboro, High Point, Raleigh, Charlotte, and other municipal fire departments has increased. These municipal departments draw experienced staff because they can offer more standardized State retirement and insurance benefits as well as more long-term career opportunities by virtue of the larger size of their operations.
- Operating and personnel costs have continued to increase leaving little room in the budget for replacement of capital assets. In addition, new NFPA standards have set maximum service life for critical and potential expensive equipment including breathing apparatus and turnout gear. These replacement requirements coupled with the advancing age and maintenance costs of many fleet assets creates a reinforcing cycle that leaves progressively less funding for major replacement purchases.
- Municipal annexation presents a threat to departments revenues. In addition, while involuntary annexation is still under moratorium at the state level, municipalities 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.

<b>Tax Rates</b>					
<i>Changes to tax rates are noted with a shaded box</i>					
<b>Fire Protection/Service District</b>	<b>Current Tax Rate</b>	<b>Adopted Tax Rate</b>	<b>Fire Protection/Service District</b>	<b>Current Tax Rate</b>	<b>Adopted Tax Rate</b>
Alamance Comm. Fire Protection Dist.	\$0.1000	\$0.1000	Kimesville Fire Protection Dist.	\$0.1097	\$0.1097
Alamance Comm. Fire Svc. Dist. Overlay	\$0.0179	\$0.0179	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	\$0.0500	\$0.0500	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	\$0.0000	\$0.0000
Colfax Fire Svc. Dist. Overlay	\$0.0359	\$0.0359	Northeast Fire Protection Dist.	\$0.1000	\$0.1000
No. 13 (Rankin) Fire Protection Dist.	\$0.0963	\$0.0963	Northeast Fire Svc. Dist. Overlay	\$0.0299	\$0.0399
No. 13 (Rankin) Fire Svc. Dist. Overlay	\$0.0289	\$0.0289	Oak Ridge Fire Protection Dist.	\$0.0977	\$0.0977
No. 14 (Franklin Blvd.) Fire Protection Dist.	\$0.1000	\$0.1000	Oak Ridge Fire Svc. Dist. Overlay	\$0.0000	\$0.0000
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	\$0.0200	\$0.0200
No. 18 (Deep River) Fire Svc. Dist. Overlay	\$0.0000	\$0.0000	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)	\$0.1300	\$0.1500	Southeast Fire Protection Dist.	\$0.1375	\$0.1375
Gibsonville Fire Protection Dist.	\$0.0945	\$0.0945	Southeast Fire Svc. Dist. Overlay	\$0.0000	\$0.0000
Guilford College Comm. Fire Protection Dist.	\$0.1000	\$0.1000	Stokesdale Fire Protection Dist.	\$0.1000	\$0.1000
Guilford College Comm. Fire Svc. Dist. Overlay	\$0.0500	\$0.0500	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	\$0.0466	\$0.0466	Whitsett Fire Protection Dist.	\$0.1000	\$0.1000
Julian Fire Protection Dist.	\$0.1454	\$0.1454	Whitsett Fire Svc. Dist. Overlay	\$0.0296	\$0.0296
Julian Fire Svc. Dist. Overlay	\$0.0000	\$0.0000			

District	Appropriations by Source of Funds			
	Property Tax	Sales Tax	Fund Balance	Adopted Budget
Alamance Community Fire Protection District	\$1,009,188	\$229,086	\$30,599	\$1,268,873
Alamance Community Fire Service District Overlay	\$180,648	\$41,006	\$0	\$221,654
Climax Fire Protection District	\$94,296	\$21,293	\$9,673	\$125,262
Climax Fire Protection Service District Overlay	\$47,148	\$10,646	\$6,007	\$63,801
Colfax Fire Protection District	\$533,448	\$121,309	\$31,606	\$686,363
Colfax Fire Protection Service District Overlay	\$191,508	\$43,550	\$7,787	\$242,845
No. 13 (Rankin) Fire Protection District	\$916,932	\$204,638	\$29,396	\$1,150,966
No. 13 (Rankin) Fire Service District Overlay	\$275,172	\$61,413	\$7,418	\$344,003
No. 14 (Franklin Blvd.) Fire Protection District	\$159,780	\$35,890	\$16,962	\$212,632
No. 14 (Franklin Blvd.) Fire Service District Overlay	\$43,944	\$9,869	\$2,842	\$56,655
No. 18 (Deep River) Fire Protection District	\$190,116	\$43,628	\$12,087	\$245,831
No. 18 (Deep River) Fire Service District Overlay	\$0	\$0	\$0	\$0
No. 28 (Frieden's) Fire Protection District	\$152,100	\$34,020	\$13,736	\$199,856
No. 28 (Frieden's) Fire Service District Overlay	\$59,064	\$13,268	\$0	\$72,332
Fire Protection District No. 1 (Horneytown)	\$38,256	\$7,520	\$2,295	\$48,071
Gibsonville Fire Protection District	\$11,556	\$2,667	\$1,147	\$15,370
Guilford College Community Fire Protection District	\$521,292	\$117,096	\$42,908	\$681,296
Guilford College Community Fire Service District Overlay	\$31,668	\$7,336	\$0	\$39,004
Guil-Rand Fire Protection District	\$124,680	\$28,606	\$4,822	\$158,108
Guil-Rand Fire Protection Service District Overlay	\$58,104	\$13,330	\$0	\$71,434
Julian Vol Fire Protection District	\$86,592	\$19,583	\$2,867	\$109,042
Julian Fire Service District Overlay	\$0	\$0	\$0	\$0
Kimesville Fire Protection District	\$99,708	\$22,521	\$9,224	\$131,453
McLeansville Fire Protection District	\$780,084	\$173,023	\$94,012	\$1,047,119
McLeansville Fire Service District Overlay	\$290,196	\$64,364	\$1,258	\$355,818
Mount Hope Community Fire Protection District	\$606,912	\$134,320	\$22,916	\$764,148
Mount Hope Community Fire Service District Overlay	\$0	\$0	\$0	\$0
Northeast Guil Fire Protection District	\$863,160	\$194,414	\$62,804	\$1,120,378
Northeast Fire Svc. Dist. Overlay	\$343,488	\$58,130	\$8,184	\$409,802
Oak Ridge Fire Protection District	\$1,441,668	\$321,562	\$48,727	\$1,811,957
Oak Ridge Fire Service District Overlay	\$0	\$0	\$0	\$0
Pinecroft-Sedgefield Fire Protection District	\$1,653,708	\$378,531	\$67,138	\$2,099,377
Pinecroft-Sedgefield Fire Service District Overlay	\$329,280	\$76,192	\$20,024	\$425,496
Pleasant Garden Fire Protection District	\$598,320	\$136,530	\$33,351	\$768,201
Pleasant Garden Fire Service District Overlay	\$64,020	\$14,609	\$0	\$78,629
PTIA Fire Service District	\$226,692	\$50,742	\$33,660	\$311,094

District	Appropriations by Source of Funds				Adopted Budget
	Property Tax	Sales Tax	Fund Balance		
Southeast Fire Protection District	\$205,596	\$46,260	\$14,034	\$265,890	
Southeast Fire Service District Overlay	\$0	\$0	\$0	\$0	\$0
Stokesdale Fire Protection District	\$729,876	\$158,516	\$57,988	\$946,380	
Summerfield Fire Protection District	\$1,995,000	\$447,600	\$112,612	\$2,555,212	
Summerfield Fire Service District Overlay	\$618,492	\$138,756	\$18,886	\$776,134	
Whitsett Fire Protection District	\$527,112	\$117,520	\$43,390	\$688,022	
Whitsett Fire Service District Overlay	\$156,024	\$34,786	\$0	\$190,810	
<b>Total</b>	<b>\$16,254,828</b>	<b>\$3,634,130</b>	<b>\$870,360</b>	<b>\$20,759,318</b>	

## **ROOM OCCUPANCY AND TOURISM DEVELOPMENT FUND**

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### **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.



### **BUDGET SUMMARY**

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY 2020 Recomm	FY 2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Economic Devel & Assistance	5,983,575	6,500,000	6,533,545	7,500,000	7,500,000	1,000,000	15.4%
<b>Room Occupancy/Tourism Dev Tax</b>	<b>5,983,575</b>	<b>6,500,000</b>	<b>6,533,545</b>	<b>7,500,000</b>	<b>7,500,000</b>	<b>1,000,000</b>	<b>15.4%</b>
<b>EXPENSE</b>							
Other Services & Charges	5,983,575	6,500,000	6,533,545	7,500,000	7,500,000	1,000,000	15.4%
<b>Total Expense</b>	<b>5,983,575</b>	<b>6,500,000</b>	<b>6,533,545</b>	<b>7,500,000</b>	<b>7,500,000</b>	<b>1,000,000</b>	<b>15.4%</b>
<b>REVENUE</b>							
Taxes	5,983,575	6,500,000	6,533,545	7,500,000	7,500,000	1,000,000	15.4%
<b>Total Revenue</b>	<b>5,983,575</b>	<b>6,500,000</b>	<b>6,533,545</b>	<b>7,500,000</b>	<b>7,500,000</b>	<b>1,000,000</b>	<b>15.4%</b>

### **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

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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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Risk Retention-Liab/Prop/WC	2,319,460	3,291,641	3,292,086	3,302,411	3,302,411	10,770	0.3%
Health Care & Wellness	39,980,734	42,560,138	47,628,095	47,096,065	47,096,065	4,535,927	10.7%
<b>Internal Services</b>	<b>42,300,194</b>	<b>45,851,779</b>	<b>50,920,181</b>	<b>50,398,476</b>	<b>50,398,476</b>	<b>4,546,697</b>	<b>9.9%</b>
<b>EXPENSE</b>							
Personnel Services	182,845	200,532	200,532	266,399	266,399	65,867	32.8%
Supplies & Materials	3,075	2,737	2,793	2,737	2,737	0	0.0%
Other Services & Charges	42,114,273	45,648,510	50,716,856	50,129,340	50,129,340	4,480,830	9.8%
<b>Total Expense</b>	<b>42,300,194</b>	<b>45,851,779</b>	<b>50,920,181</b>	<b>50,398,476</b>	<b>50,398,476</b>	<b>4,546,697</b>	<b>9.9%</b>
<b>REVENUE</b>							
Charges for Services	42,378,456	43,345,574	43,345,574	42,307,047	42,307,047	(1,038,527)	(2.4%)
Other Revenues	49,783	40,000	40,000	40,000	40,000	0	0.0%
<b>Total Revenue</b>	<b>42,428,239</b>	<b>43,385,574</b>	<b>43,385,574</b>	<b>42,347,047</b>	<b>42,347,047</b>	<b>(1,038,527)</b>	<b>(2.4%)</b>
<b>Operating Gain/(Loss)</b>	128,045	(2,466,205)	(7,534,607)	(8,051,429)	(8,051,429)	(5,585,224)	226.5%
<b>Interest Income</b>	400,575	140,000	140,000	350,000	350,000	210,000	150.0%
<b>Change</b>	528,620	(2,326,205)	(7,394,607)	(7,701,429)	(7,701,429)	(5,375,224)	231.1%
<b>Beginning Net Position</b>	28,907,177	29,435,797	29,435,797	22,041,190	22,041,190	(7,394,607)	(25.1%)
<b>Ending Net Position</b>	29,435,797	27,109,592	22,041,190	14,339,761	14,339,761	(12,769,831)	(47.1%)
<b>Positions</b>	2.50	2.50	2.50	3.50	3.50	1.00	40.0%

### 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 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

Strengthen coordination of care through partnerships which ensure the availability of quality social, physical, psychological and behavioral health services.



### BUDGET SUMMARY

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Wellness Administration	0	0	0	54,897	54,897	54,897	0.0%
Medical - Choice HMO	28,725,160	29,322,397	34,267,703	33,702,805	33,702,805	4,380,408	14.9%
Medical - Retirees	5,911,198	7,597,516	7,420,900	7,698,138	7,698,138	100,622	1.3%
Dental - Retirees	807,040	754,631	870,525	754,631	754,631	0	0.0%
Medicare Supplement	1,584	2,000	2,416	2,000	2,000	0	0.0%
Medicare Advantage Plan	2,557,563	2,954,420	2,954,420	2,954,420	2,954,420	0	0.0%
Dental Basic	562,521	550,542	588,336	550,542	550,542	0	0.0%
Dental Enhanced	1,415,667	1,378,632	1,523,795	1,378,632	1,378,632	0	0.0%
<b>Health Care &amp; Wellness</b>	<b>39,980,734</b>	<b>42,560,138</b>	<b>47,628,095</b>	<b>47,096,065</b>	<b>47,096,065</b>	<b>4,535,927</b>	<b>10.7%</b>
<b>EXPENSE</b>							
Personnel Services	0	0	0	54,897	54,897	54,897	0.0%
Other Services & Charges	39,980,734	42,560,138	47,628,095	47,041,168	47,041,168	4,481,030	10.5%
<b>Total Expense</b>	<b>39,980,734</b>	<b>42,560,138</b>	<b>47,628,095</b>	<b>47,096,065</b>	<b>47,096,065</b>	<b>4,535,927</b>	<b>10.7%</b>
<b>REVENUE</b>							
Charges for Services	39,569,164	40,985,138	40,985,138	39,834,458	39,834,458	(1,150,680)	(2.8%)
Miscellaneous Revenues	0	0	0	0	0	0	0.0%
<b>Total Revenue</b>	<b>39,569,164</b>	<b>40,985,138</b>	<b>40,985,138</b>	<b>39,834,458</b>	<b>39,834,458</b>	<b>(1,150,680)</b>	<b>(2.8%)</b>
<b>Operating Gain/(Loss)</b>	(411,570)	(1,575,000)	(6,642,957)	(7,261,607)	(7,261,607)	(5,686,607)	361.1%
<b>Interest Income</b>	209,992	75,000	75,000	100,000	100,000	25,000	33.3%
<b>Change</b>	(201,578)	(1,500,000)	(6,567,957)	(7,161,607)	(7,161,607)	(5,661,607)	377.4%
<b>Beginning Net Position</b>	17,738,704	17,537,126	17,537,126	10,969,169	10,969,169	(6,567,957)	(37.5%)
<b>Ending Net Position</b>	17,537,126	16,037,126	10,969,169	3,807,562	3,807,562	(12,229,564)	(76.3%)
<b>Positions</b>	0.00	0.00	0.00	1.00	1.00	1.00	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 2020 GOALS & OBJECTIVES**

- Review annual enrollment and other processes to identify opportunities for improvement including reducing paperwork through switching to online enrollments.
- Continue wellness initiatives through Employee Wellness Committee.
- Develop wellness program through dedicated Wellness Specialist position.

## **FY 2020 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2020 budget increased by \$4.54 million or 10.7% from the FY 2019 Adopted budget primarily to reflect increases in healthcare claims. Fund balance will be used to offset this increase for FY 2020 with additional review of revenues and claims to determine the best option(s) to address costs moving forward.
- A new HR Specialist position has been added to develop a Wellness program for the county. This program is intended to improve employee health and, ideally, reduce healthcare costs. The cost of this position will be offset by wellness incentive funds received from United Healthcare, the county's health insurance administrator.

## **FY 2019 SIGNIFICANT ACCOMPLISHMENTS**

- Organized wellness activities including the 2<sup>nd</sup> Annual "May the Fit" wellness walk at Bur-Mil Park.
- Provided total compensation statements to employees.

## **FUTURE OPPORTUNITIES & CHALLENGES**

- Costs continue to rise, particularly in the area of prescription drugs.
- Continually monitor regulatory and legislative changes that affect health coverage.

# 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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
<b>EXPENSE</b>							
Risk Retention Administration	196,103	217,634	217,702	228,404	228,404	10,770	4.9%
Liability Insurance	226,526	539,007	382,113	439,007	439,007	(100,000)	(18.6%)
Property and Other Ins	424,611	542,000	769,271	642,000	642,000	100,000	18.5%
Workers Compensation Ins	1,472,220	1,993,000	1,923,000	1,993,000	1,993,000	0	0.0%
<b>Risk Retention-Liab/Prop/WC</b>	<b>2,319,460</b>	<b>3,291,641</b>	<b>3,292,086</b>	<b>3,302,411</b>	<b>3,302,411</b>	<b>10,770</b>	<b>0.3%</b>
<b>EXPENSE</b>							
Personnel Services	182,845	200,532	200,532	211,502	211,502	10,970	5.5%
Supplies & Materials	3,075	2,737	2,793	2,737	2,737	0	0.0%
Other Services & Charges	2,133,540	3,088,372	3,088,761	3,088,172	3,088,172	(200)	(0.0%)
<b>Total Expense</b>	<b>2,319,460</b>	<b>3,291,641</b>	<b>3,292,086</b>	<b>3,302,411</b>	<b>3,302,411</b>	<b>10,770</b>	<b>0.3%</b>
<b>REVENUE</b>							
Charges for Services	2,809,293	2,360,436	2,360,436	2,472,589	2,472,589	112,153	4.8%
Miscellaneous Revenues	49,783	40,000	40,000	40,000	40,000	0	0.0%
<b>Total Revenue</b>	<b>2,859,076</b>	<b>2,400,436</b>	<b>2,400,436</b>	<b>2,512,589</b>	<b>2,512,589</b>	<b>112,153</b>	<b>4.7%</b>
<b>Operating Gain/(Loss)</b>	539,616	(891,205)	(891,650)	(789,822)	(789,822)	101,383	(11.4%)
<b>Interest Income</b>	190,583	65,000	65,000	250,000	250,000	185,000	284.6%
<b>Change</b>	730,199	(826,205)	(826,650)	(539,822)	(539,822)	286,383	(34.7%)
<b>Beginning Net Position</b>	17,008,506	17,738,705	17,738,705	16,912,055	16,912,055	(826,650)	(4.7%)
<b>Ending Net Position</b>	17,738,705	16,912,500	16,912,055	16,372,233	16,372,233	(540,267)	(3.2%)
<b>Positions</b>	2.50	2.50	2.50	2.50	2.50	0.00	0.0%

## DEPARTMENTAL PURPOSE

Risk Management identifies, quantifies, and manages the risks that ensures 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, promoting a safe workplace for county employees minimizing the total cost of risk to Guilford County. Risk Management is also responsible for workers' compensation, property and liability insurance.

## **FY 2020 GOALS & OBJECTIVES**

- Safety Manual: Finalize Guilford County Safety Manual: The purpose of manual is to provide employees direction of safety procedures and to develop a high standard of safety throughout all operations of Guilford County.
- It is Risk Management's belief that each employee has the right to derive personal satisfaction from his/her job and the prevention of occupational injury or illness is of such consequence to this belief that it will be given top priority always.

## **FY 2020 ADOPTED BUDGET HIGHLIGHTS**

- The Risk Management budget increased by \$10,770 or 0.3% due primarily to increases in personnel expenses related to routine county-wide personnel adjustments.
- The budget includes a shift of \$100,000 from Liability to Property & Other Insurance to address increased costs from auto accidents and associated repairs. This expense has increased more quickly than anticipated in FY 2019 and is expected to remain higher in FY 2020 compared to prior years.

## **FY 2019 SIGNIFICANT ACCOMPLISHMENTS**

- Continued reduction in outstanding Workers Compensation paid claims from \$1,436,534.97 at fiscal year-end 2018 to \$717,064.10 year to date 2019. This is primarily attributable to continued strong claims management, implementing safety training educational programs, and safety audits on a quarterly basis to reduce liability exposures to county employees and visiting citizens.
- Collection of \$49,374.18 in subrogation money from no-fault auto accidents.
- Continue County Wide Workplace Safety proactive approach through continued OSHA required Safety Audits/Inspections, enhancement to Safety Training Programs are an important component of a departments overall occupational safety and health program; they are used to help identify and abate existing or potential hazards and compliance concerns.
- Implementation of three Safety Committees to help protect the county by providing useful information. Help protect the employee and citizens by being proactive and reactive to safety concerns.
- Updated all county occupied building with current emergency evacuation maps.
- Development and Implementation of the County Emergency Action Plan.
- Enhanced Safety Training Programs to departments based on needs and prior loss history and to meet OSHA compliance.

## KEY PERFORMANCE MEASURES

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
Cost of Risk Management as a percentage of General Fund expenditures	0.40%	0.40%	0.40%	0.40%	< 2%
Total Workers' Compensation Lost Time Claims	13	15	14	14	n/a
Total Workers' Compensation Medical Only Claims	109	133	121	121	n/a
Workers' Compensation Total Paid Estimated	\$551,621	\$157,431	\$150,000	\$150,000	n/a

## FUTURE OPPORTUNITIES & CHALLENGES

- Closely monitor the cause and effect of workers' compensation claims and developing resolutions to any hazard, which may have contributed to such incidents.
- Participate in continued education opportunities to enable the Risk Management Department to stay abreast of new regulations, trends, and resources that will aide in the reduction of county liabilities.
- Implementation of countywide safety manual to provide written procedures and OSHA required guidelines to compliment the overall Risk Management program.
- Continued close monitoring of vendor/contractor/tenant insurance requirements to shift liability exposure away from the county.
- Continue to mitigate and manage claims by utilizing legal opinions from internal and external sources.



## MULTI-YEAR PLANS

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Guilford County has a number of multi-year planning processes to help forecast future expenses and revenues. While the annual budget focuses on needs for the next fiscal year, long-term plans focus beyond the immediate budget year. Being aware of future needs provides a broad fiscal perspective that helps decision makers make better short-term choices and understand how those choices may impact future budgets.

The multi-year plans prepared by the County include:

- The **Large Equipment Plan** focuses on significant equipment needs. These purchases typically cost over \$5,000 and may be annual 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.
- The **Capital Investment Plan (CIP)** focuses on expensive, usually one-time investments that are anticipated to take more than one year to complete and represent a long-term interest. The County prepares a separate CIP document for rolling 10 year periods. A summary of highlights including new projects and changes to existing projects planned for the current fiscal year is included in the Capital section of this document. The latest CIP and a dashboard with up-to-date financial information about current capital projects are both available on the County's website.

These plans are developed by staff committees that receive and evaluate requests to purchase the items described above. The committees consider departmental priorities, county priorities, and funding constraints to develop plans that meet the organization's needs while avoiding significant spikes in the annual budgets. Committee recommendations are submitted to and reviewed by Budget Department staff for presentation to the County Manager and inclusion in the recommended and adopted budgets. The approved purchases on the following pages have been incorporated into the departmental budgets presented throughout this document.



Five Year Major Equipment Plan

Department	Entity	Description	FY 2020 Recomm	FY 2020 Adopted	FY 2021	FY 2022	FY 2023	FY 2024
County Commissioners	County Commissioners	Portable Speaker System	10,000	10,000	-	-	-	-
			<b>10,000</b>	<b>10,000</b>				
		Replacement Thermal Imager	-	-	12,000	12,000	-	12,000
		Self-Contained Breathing Apparatus - Fire	50,000	50,000	50,000	50,000	-	-
		+Transport Ventilators	-	-	500,000	500,000	-	-
		Cardiac Monitors, Defibrillators, Pacemakers	-	-	1,500,000	1,500,000	-	-
		Exhaust Extraction & Filtration Systems	75,000	75,000	-	-	-	-
		LUCAS Cardiac Compression Devices	50,000	50,000	50,000	50,000	50,000	50,000
		Self-Contained Breathing Apparatus - EMS	40,000	40,000	-	-	-	-
		Stryker PowerPro Stretchers	150,000	150,000	65,000	65,000	65,000	65,000
		Stryker XPS Upgrade	1,150	1,150	1,150	1,150	1,150	1,150
		Training Manikins	-	-	-	-	70,000	-
		Video Laryngoscopes	-	-	250,000	-	-	-
		Forklift Truck	-	-	-	30,000	-	-
	<b>Emergency Services Total</b>		<b>366,150</b>	<b>366,150</b>	<b>2,468,150</b>	<b>2,208,150</b>	<b>186,150</b>	<b>128,150</b>
		Utility Locator	-	-	-	9,000	-	-
		Insulated Bucket Truck	-	-	75,000	-	-	-
		Skid Loader	-	-	48,000	-	-	-
	Fac Op - County Farm	Batwing Mower	30,000	30,000	-	-	-	-
		Mower	0	-	-	-	-	8,000
	Fac Op-Gen/Mechanicl Maint Shp	Large Portable Generator (150KW) - Planned	100,000	100,000	-	-	-	-
	<b>Facilities Total</b>		<b>130,000</b>	<b>130,000</b>	<b>123,000</b>	<b>9,000</b>	<b>-</b>	<b>8,000</b>
293		Replace Clinic X-Ray Machines - Jail Central	-	-	28,000	-	-	6,000
		Replace Fingerprint/ID Machine - Jail Central	-	-	45,000	42,000	-	-
		Replace Gas Dryers - Jail Central	-	-	-	-	-	8,000
		Replace Kitchen Equipment - Jail Central	-	-	41,000	90,500	118,500	81,100
		Replace Washer/Extractors - Jail Central	-	-	-	30,000	30,000	30,000
		HP Jail - Food Service Equipment Replacement	-	-	40,000	3,500	45,800	-
		Replace Dryers - HP Detention Ctr	5,000	5,000	-	-	-	-
		Replace Washers/Extractors - HP Detention Ctr	-	-	-	-	27,000	-
		HP Detention Ctr. Forklift - Planned	-	-	30,000	-	-	-
	LE Admin - Computer Services	Morphotruk System - New LEC	-	-	-	31,895	-	-
	<b>Law Enforcement Total</b>		<b>5,000</b>	<b>5,000</b>	<b>184,000</b>	<b>197,895</b>	<b>221,300</b>	<b>125,100</b>
		Vacuum System (High Point)	-	-	-	-	-	6,000
		X-Ray Machine - Panoramic (High Point)	-	-	30,000	-	-	-
		X-Ray Machine - Operatory (Greensboro)	-	-	-	-	24,000	-
		X-Ray Machine - Operatory (High Point)	-	-	-	-	6,000	-
		X-Ray Machine - Panoramic (Greensboro)	-	-	-	30,000	-	-
		X-Ray Machine - Panoramic (High Point)	-	-	30,000	-	-	-
	Dental-Children-MedMax	X-Ray Machine - Panoramic/Cephalometric (GSO)	47,000	47,000	-	-	-	-
	Environmental Health-Admin	Air Quality Equipment	6,000	6,000	-	-	-	-
		Lead Paint Portable Data Recorder (PDA)	-	-	-	30,000	-	-
	Family Planning Clinic-MedMax	Autoclave (Greensboro)	10,000	10,000	-	-	-	-
		Autoclave (High Point)	10,000	10,000	-	-	-	-
		Freezer Replacement (Greensboro)	10,000	10,000	-	-	-	-
		Freezer Replacement (High Point)	10,000	10,000	-	-	-	-
	Family Planning-Administration	Refrigerator Replacement (Greensboro)	-	-	-	16,000	-	-
		Refrigerator Replacement (High Point)	-	-	-	8,000	-	-
	Human Resrcs-Fiscal-Technology	Trimble w/ Terrasync Software (Env'tal Health)	45,475	45,475	45,475	53,900	45,475	45,475
	Laboratory	Sample Analyzer (Greensboro)	-	-	-	-	20,000	-
		Sample Analyzer (High Point)	-	-	-	-	20,000	-
		Sub-Zero Freezer (High Point)	-	-	-	-	8,000	-
	<b>Public Health Total</b>		<b>138,475</b>	<b>138,475</b>	<b>105,475</b>	<b>137,900</b>	<b>123,475</b>	<b>51,475</b>

Department	Entity	Description	FY 2020 Recomm	FY 2020 Adopted	FY 2021	FY 2022	FY 2023	FY 2024
Recreation - Parks	Bur-Mil Operations	Golf Carts	-	-	5,000	5,000	10,000	10,000
		Greens Master	-	-	27,000	-	-	-
		Lawn Mowers	-	-	10,000	-	-	10,000
		Tractor	40,000	40,000	-	-	-	-
		UTV 4x4	-	-	-	11,500	-	-
	Bur-Mil Pool	Kitchen Equipment	-	-	6,000	-	-	-
	Gibson Operations	Golf Carts	-	-	-	5,000	5,000	-
		Lawn Mowers	-	-	10,000	-	-	10,000
		Tractor	-	-	30,000	-	-	-
		UTV 4x4	-	-	-	-	11,500	-
	Hagan-Stone Operations	Golf Carts	-	-	5,000	-	5,000	-
		Lawn Mowers	10,000	10,000	-	10,000	-	10,000
		UTV 4x4	-	-	11,500	-	-	-
		Excavator	-	-	-	70,000	-	-
		Golf Carts	5,000	5,000	6,000	5,000	5,000	5,000
		Lawn Mowers	-	-	8,000	8,000	-	8,000
		Sand Rake	-	-	11,500	-	-	-
		Tractors	-	-	-	35,000	30,000	-
		UTV 4x4	-	-	11,500	11,500	-	-
	Northeast Pool	Kitchen Equipment	-	-	25,000	-	-	-
		Pool Chairs	18,750	18,750	18,750	-	-	-
	Passive Prks Trls Grds	Landscape Trailer	-	-	-	10,000	-	-
		Lawn Mowers	9,000	9,000	9,000	9,000	9,000	9,000
		Tractor	-	-	-	-	-	30,000
		UTV 4x4	-	-	11,500	-	11,500	-
	Southwest Operations	Golf Carts	-	-	5,000	5,000	5,000	5,000
		Lawn Mowers	8,000	8,000	-	8,000	-	8,000
		Sand Rake	-	-	11,500	-	-	-
		Tractor	-	-	-	-	-	30,000
		UTV 4x4	-	-	11,500	-	-	-
2024	<b>Recreation - Parks Total</b>		<b>90,750</b>	<b>90,750</b>	<b>233,750</b>	<b>193,000</b>	<b>92,000</b>	<b>135,000</b>
Security	Security	Digital Voice Recorder Replacement	-	-	6,000	-	-	-
		Replace X-Ray Machines and Magnetometers	57,000	57,000	57,000	59,000	61,000	63,000
		Segway Personal Transporter	-	-	9,000	-	-	-
	<b>Security Total</b>		<b>57,000</b>	<b>57,000</b>	<b>72,000</b>	<b>59,000</b>	<b>61,000</b>	<b>63,000</b>
	<b>Grand Total</b>		<b>797,375</b>	<b>797,375</b>	<b>3,186,375</b>	<b>2,804,945</b>	<b>683,925</b>	<b>510,725</b>
	<b>Appropriated Fund Balance (MedMax)</b>		<b>(87,000)</b>	<b>(87,000)</b>				
	<b>Net County Funds</b>		<b>710,375</b>	<b>710,375</b>	<b>3,186,375</b>	<b>2,804,945</b>	<b>683,925</b>	<b>510,725</b>

Five Year Special Facilities Maintenance Plan

<b>Building</b>	<b>Summary</b>	<b>Category</b>	<b>FY 2020 Recomm</b>	<b>FY 2020 Adopted</b>	<b>FY 2021</b>	<b>FY 2022-24</b>
710 Huffine Mill Rd	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ -	\$ 150,000
		Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 150,000
		Interior Flooring	\$ -	\$ -	\$ -	\$ 55,000
		Exterior Masonry	\$ -	\$ -	\$ -	\$ 180,000
		HVAC System	\$ -	\$ -	\$ -	\$ 90,000
	Building Interior	Water Heater	\$ -	\$ -	\$ -	\$ 12,000
		Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 85,000
	Building Structure	Site Access & Accessibility	\$ -	\$ -	\$ -	\$ 85,000
		Major Systems	\$ -	\$ -	\$ -	\$ 90,000
	Major Systems	Water Heater	\$ -	\$ -	\$ -	\$ 12,000
		Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 85,000
<b>710 Huffine Mill Rd Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 722,000</b>
ADS Substance Abuse Facility	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ -	\$ 12,000
		Exterior Walls	\$ -	\$ -	\$ -	\$ 1,920
		Interior Flooring	\$ -	\$ -	\$ -	\$ 59,040
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 84,360
		Exterior Masonry	\$ -	\$ -	\$ -	\$ 66,000
	Building Structure	Electrical Power	\$ -	\$ -	\$ 50,000	\$ -
		HVAC System	\$ -	\$ -	\$ 800,000	\$ -
	Major Systems	Other Items	\$ -	\$ -	\$ -	\$ 7,800
		Site Access & Accessibility	\$ -	\$ -	\$ -	\$ 94,080
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 94,080
		Site Access & Accessibility	\$ -	\$ -	\$ 850,000	\$ 325,200
<b>ADS Substance Abuse Facility Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 850,000</b>	<b>\$ 325,200</b>
295	Agricultural Center Arena	Building Interior	Interior Flooring	\$ -	\$ -	\$ 36,000
		Major Systems	HVAC System	\$ -	\$ -	\$ 35,000
	<b>Agricultural Center Arena Total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 71,000</b>
	Agricultural Center Barn	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ 30,000
		Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ 24,000
		Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 3,000
		Building Interior	Interior Doors	\$ -	\$ -	\$ 11,000
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 120,000
		Building Structure	Building Structure	\$ -	\$ -	\$ 6,000
		Exterior Masonry	\$ -	\$ -	\$ -	\$ 30,000
		Major Systems	Electrical Power	\$ -	\$ -	\$ 20,000
		Major Systems	Fire Sprinkler System	\$ -	\$ -	\$ -
		Major Systems	HVAC System	\$ -	\$ -	\$ 40,000
	Other Systems	Plumbing	\$ -	\$ -	\$ -	\$ 18,000
		Exterior Lighting	\$ -	\$ -	\$ -	\$ 6,000
		Interior Lighting	\$ -	\$ -	\$ -	\$ 33,000
		Plumbing	\$ -	\$ -	\$ -	\$ 20,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 60,000
		Sidewalks	\$ -	\$ -	\$ -	\$ 9,000

<b>Building</b>	<b>Summary</b>	<b>Category</b>	<b>FY 2020 Recomm</b>	<b>FY 2020 Adopted</b>	<b>FY 2021</b>	<b>FY 2022-24</b>
<b>Agricultural Center Barn</b>	Site Exterior	Curb & Gutter	\$ -	\$ -	\$ -	\$ 9,000
<b>Agricultural Center Barn Total</b>			\$ -	\$ -	\$ 60,000	\$ 539,000
<b>Agricultural Center Main Bldg</b>	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 36,000
	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ -	\$ 60,000
		Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 6,000
		Roofing	\$ -	\$ -	\$ 282,000	\$ -
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ 102,000	\$ -
	Building Interior	Interior Doors	\$ -	\$ -	\$ 39,000	\$ -
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 54,000
	Building Structure	Foundation	\$ -	\$ -	\$ 12,000	\$ -
	Life & Safety	Exits	\$ -	\$ -	\$ -	\$ 6,000
		Fire Alarm System	\$ -	\$ -	\$ -	\$ 54,000
	Major Systems	Electrical Power	\$ -	\$ -	\$ 60,000	\$ -
		Plumbing	\$ -	\$ -	\$ 48,000	\$ -
		Water Heater	\$ -	\$ -	\$ 6,000	\$ -
	Other Items	Other	\$ -	\$ -	\$ -	\$ 50,000
	Other Systems	Exterior Lighting	\$ -	\$ -	\$ 15,000	\$ -
		Interior Lighting	\$ -	\$ -	\$ -	\$ 20,000
		Public Address System	\$ -	\$ -	\$ 10,000	\$ -
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ 150,000	\$ -
		Sidewalks	\$ -	\$ -	\$ 18,000	\$ -
	Site Exterior	Curb & Gutter	\$ -	\$ -	\$ -	\$ 18,000
		Storm Drainage	\$ -	\$ -	\$ 3,000	\$ -
<b>Agricultural Center Main Bldg Total</b>			\$ -	\$ -	\$ 745,000	\$ 304,000
<b>Agricultural Center Out Bldgs</b>	Building Envelope	Roofing	\$ -	\$ -	\$ -	\$ 32,000
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 11,500
	Other Items	Other	\$ -	\$ -	\$ -	\$ 20,000
	Site Access & Accessibility	Sidewalks	\$ -	\$ -	\$ -	\$ 5,000
<b>Agricultural Center Out Bldgs Total</b>			\$ -	\$ -	\$ -	\$ 68,500
<b>Animal Shelter</b>	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ 200	\$ -
	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 50,000
	Other Items	Other	\$ -	\$ -	\$ -	\$ 80,000
<b>Animal Shelter Total</b>			\$ -	\$ -	\$ 200	\$ 130,000
<b>BB&amp;T Bldg</b>	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ 100,000	\$ -
		Roofing	\$ -	\$ -	\$ -	\$ 400,000
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ 12,000	\$ -
	Building Interior	Interior Flooring	\$ -	\$ -	\$ -	\$ 296,000
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 252,000

<b>Building</b>	<b>Summary</b>	<b>Category</b>	<b>FY 2020 Recomm</b>	<b>FY 2020 Adopted</b>	<b>FY 2021</b>	<b>FY 2022-24</b>
<b>BB&amp;T Bldg</b>	Major Systems	Elevators	\$ -	\$ -	\$ -	\$ 216,000
		Fire Sprinkler System	\$ -	\$ -	\$ -	\$ 10,000
		HVAC System	\$ -	\$ -	\$ -	\$ 212,000
		Plumbing	\$ -	\$ -	\$ -	\$ 108,000
		Water Heater	\$ -	\$ -	\$ -	\$ 6,000
<b>BB&amp;T Bldg Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 112,000</b>	<b>\$ 1,500,000</b>
<b>Bishop Road</b>	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 10,000
	Building Interior	Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 5,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 40,000
<b>Bishop Road Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 55,000</b>
<b>Bur-Mil Park</b>	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 85,000
	Major Systems	Water	\$ -	\$ -	\$ -	\$ 100,000
	Other Items	Other	\$ -	\$ -	\$ -	\$ 150,000
	Park Amenities	Other Park Amenities	\$ -	\$ -	\$ 35,000	\$ -
		Park Courts	\$ -	\$ -	\$ -	\$ 860,000
		Park Playgrounds	\$ -	\$ -	\$ 2,000	\$ -
		Park Shelters	\$ -	\$ -	\$ 75,000	\$ -
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 350,000
		Sidewalks	\$ -	\$ -	\$ 25,000	\$ -
	Site Exterior	Exterior Fencing	\$ -	\$ -	\$ 25,000	\$ -
<b>Bur-Mil Park Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 162,000</b>	<b>\$ 1,545,000</b>
<b>Bur-Mil Park Clubhouse</b>	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ 65,000	\$ -
	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ -	\$ 535,000
		Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 5,000
	Building Interior	Interior Doors	\$ -	\$ -	\$ -	\$ 5,000
		Interior Flooring	\$ -	\$ -	\$ -	\$ 95,000
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 605,000
	Life & Safety	Fire Alarm System	\$ -	\$ -	\$ -	\$ 35,000
	Major Systems	Fire Sprinkler System	\$ -	\$ -	\$ -	\$ 60,000
		Plumbing	\$ -	\$ -	\$ -	\$ 40,000
		Water Heater	\$ -	\$ -	\$ -	\$ 5,000
	Other Items	Other	\$ -	\$ -	\$ -	\$ 515,000
	Other Systems	Backup Generator	\$ -	\$ -	\$ 100,000	\$ -
		Exterior Lighting	\$ -	\$ -	\$ -	\$ 22,500
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 25,000
		Sidewalks	\$ -	\$ -	\$ -	\$ 15,000
	Site Exterior	Curb & Gutter	\$ -	\$ -	\$ -	\$ 5,000
		Exterior Fencing	\$ -	\$ -	\$ -	\$ 10,000
<b>Bur-Mil Park Clubhouse Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 165,000</b>	<b>\$ 1,977,500</b>

Building	Summary	Category	FY 2020 Recomm	FY 2020 Adopted	FY 2021	FY 2022-24
Bur-Mil Park Golf Shop	Building Envelope	Roofing	\$ -	\$ -	\$ -	\$ 8,000
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 18,000
	Building Interior	Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 15,000
	Park Amenities	Other Park Amenities	\$ -	\$ -	\$ -	\$ 125,000
	Site Exterior	Site Landscaping	\$ -	\$ -	\$ -	\$ 66,000
<b>Bur-Mil Park Golf Shop Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 232,000</b>
Bur-Mil Park House	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 12,000
<b>Bur-Mil Park House Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,000</b>
Bur-Mil Park Pool	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 25,000
		Other Exterior Concrete	\$ -	\$ -	\$ -	\$ 225,000
	Building Interior	Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 25,000
	Major Systems	Plumbing	\$ -	\$ -	\$ -	\$ 90,000
	Other Systems	Exterior Lighting	\$ -	\$ -	\$ -	\$ 10,000
		Interior Lighting	\$ -	\$ -	\$ -	\$ 10,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 50,000
<b>Bur-Mil Park Pool Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 435,000</b>
298 Bur-Mil Park Wildlife Center & Barn	Building Envelope	Roofing	\$ -	\$ -	\$ -	\$ 7,000
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ 20,000	\$ -
	Building Interior	Interior Flooring	\$ -	\$ -	\$ 20,000	\$ -
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 20,000
	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 22,000
		Plumbing	\$ -	\$ -	\$ 5,000	\$ -
	Other Items	Other	\$ -	\$ -	\$ 10,000	\$ -
	Park Amenities	Other Park Amenities	\$ -	\$ -	\$ 15,000	\$ -
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ 25,000	\$ -
	Site Exterior	Site Landscaping	\$ -	\$ -	\$ 10,000	\$ -
<b>Bur-Mil Park Wildlife Center &amp; Barn Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 105,000</b>	<b>\$ 49,000</b>
County Farm	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 64,000
		Roofing	\$ -	\$ -	\$ -	\$ 113,250
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 3,000
	Building Interior	Interior Flooring	\$ -	\$ -	\$ -	\$ 8,000
	Building Structure	Building Structure	\$ -	\$ -	\$ -	\$ 20,000
		Exterior Masonry	\$ -	\$ -	\$ -	\$ 2,000
	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 82,525
		Water	\$ -	\$ -	\$ -	\$ 6,400
		Water Heater	\$ -	\$ -	\$ -	\$ 5,400
	Other Systems	Backup Generator	\$ -	\$ -	\$ -	\$ 30,000

Building	Summary	Category	FY 2020 Recomm	FY 2020 Adopted	FY 2021	FY 2022-24
<b>County Farm Total</b>			\$ -	\$ -	\$ -	\$ 334,575
County-wide General Repairs	Building Interior	Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 600,000
<b>County-wide General Repairs Total</b>			\$ -	\$ -	\$ -	\$ 600,000
Dundas Circle	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 2,500
		Roofing	\$ -	\$ -	\$ -	\$ 200,000
	Building Interior	Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 6,000
	Life & Safety	Exits	\$ -	\$ -	\$ -	\$ 2,000
	Security	Security Systems	\$ -	\$ -	\$ -	\$ 50,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 15,000
<b>Dundas Circle Total</b>			\$ -	\$ -	\$ -	\$ 275,500
Edgeworth Bldg	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ 48,000	\$ -
	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ 30,000	\$ -
		Exterior Sealing & Caulking	\$ -	\$ -	\$ 12,000	\$ -
		Roofing	\$ -	\$ -	\$ 126,000	\$ -
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ 306,000	\$ -
	Building Interior	Interior Doors	\$ -	\$ -	\$ 90,000	\$ -
		Interior Flooring	\$ -	\$ -	\$ 132,000	\$ -
		Interior Walls & Ceilings	\$ -	\$ -	\$ 150,000	\$ -
	Life & Safety	Exits	\$ -	\$ -	\$ 27,600	\$ -
		Fire Alarm System	\$ -	\$ -	\$ 48,000	\$ -
	Major Systems	Electrical Power	\$ -	\$ -	\$ 48,000	\$ -
		Elevators	\$ -	\$ -	\$ 24,000	\$ -
		HVAC System	\$ -	\$ -	\$ -	\$ 2,000,000
		Plumbing	\$ -	\$ -	\$ 114,000	\$ -
		Water Heater	\$ -	\$ -	\$ 6,000	\$ -
	Other Systems	Exterior Lighting	\$ -	\$ -	\$ 18,000	\$ -
		Interior Lighting	\$ -	\$ -	\$ 114,000	\$ -
	Security	Secure Access Systems	\$ -	\$ -	\$ 9,000	\$ -
		Security Systems	\$ -	\$ -	\$ 9,000	\$ -
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ 72,000	\$ -
		Sidewalks	\$ -	\$ -	\$ 42,000	\$ -
		Stairs	\$ -	\$ -	\$ 42,000	\$ -
	Site Exterior	Curb & Gutter	\$ -	\$ -	\$ -	\$ 12,000
<b>Edgeworth Bldg Total</b>			\$ -	\$ -	\$ 1,467,600	\$ 2,012,000
EMS Base Concord St	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 1,000
	Building Interior	Interior Doors	\$ -	\$ -	\$ -	\$ 3,400
		Interior Flooring	\$ -	\$ -	\$ -	\$ 2,000
	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 35,000

Building	Summary	Category	FY 2020 Recomm	FY 2020 Adopted	FY 2021	FY 2022-24
<b>EMS Base Concord St</b>	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 41,000
<b>EMS Base Concord St Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 82,400</b>
<b>EMS Base Fernwood Dr</b>	Building Envelope	Roofing	\$ -	\$ -	\$ -	\$ 30,000
	Building Interior	Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 3,000
	Major Systems	Water Heater	\$ -	\$ -	\$ -	\$ 1,500
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 36,000
<b>EMS Base Fernwood Dr Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 70,500</b>
<b>EMS Base Headquarters Dr</b>	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ -	\$ 4,000
		Exterior Sealing & Caulking	\$ -	\$ -	\$ 6,000	\$ -
		Roofing	\$ -	\$ -	\$ -	\$ 100,000
	Building Interior	Interior Flooring	\$ -	\$ -	\$ -	\$ 10,000
	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 125,000
		Water Heater	\$ -	\$ -	\$ -	\$ 4,000
	Other Systems	Backup Generator	\$ -	\$ -	\$ -	\$ 30,000
<b>EMS Base Headquarters Dr Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,000</b>	<b>\$ 273,000</b>
<b>EMS Base Montileu</b>	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ -	\$ 1,400
		Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 4,000
	Building Interior	Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 16,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 38,000
<b>EMS Base Montileu Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 59,400</b>
<b>EMS Garage</b>	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ 3,000	\$ -
		Exterior Sealing & Caulking	\$ -	\$ -	\$ 2,000	\$ -
		Roofing	\$ -	\$ -	\$ -	\$ 15,000
	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 16,500
		Water Heater	\$ -	\$ -	\$ -	\$ 2,500
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 3,000
<b>EMS Garage Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,000</b>	<b>\$ 37,000</b>
<b>EMS Meadowood</b>	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 35,400
	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ 48,000	\$ -
		Exterior Sealing & Caulking	\$ -	\$ -	\$ 24,000	\$ -
		Roofing	\$ -	\$ -	\$ -	\$ 250,000
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ 78,000	\$ -
	Building Interior	Interior Doors	\$ -	\$ -	\$ -	\$ 36,000
		Interior Flooring	\$ -	\$ -	\$ -	\$ 93,000
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 96,000
	Life & Safety	Exits	\$ -	\$ -	\$ 6,000	\$ -
	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 325,000

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<b>Building</b>	<b>Summary</b>	<b>Category</b>	<b>FY 2020 Recomm</b>	<b>FY 2020 Adopted</b>	<b>FY 2021</b>	<b>FY 2022-24</b>
<b>EMS Meadowood</b>	Major Systems	Plumbing	\$ -	\$ -	\$ -	\$ 48,000
		Water Heater	\$ -	\$ -	\$ -	\$ 10,000
	Other Systems	Interior Lighting	\$ -	\$ -	\$ -	\$ 50,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 144,000
	Site Exterior	Exterior Fencing	\$ -	\$ -	\$ -	\$ 12,000
<b>EMS Meadowood Total</b>			\$ -	\$ -	\$ 156,000	\$ 1,099,400
<b>EMS Meadowood Storage</b>	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 2,400
	Building Exterior	Other Exterior Concrete	\$ -	\$ -	\$ -	\$ 14,000
	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 20,000
<b>EMS Meadowood Storage Total</b>			\$ -	\$ -	\$ -	\$ 36,400
<b>Gibson Park</b>	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 10,000
		Plumbing	\$ -	\$ -	\$ -	\$ 1,200
	Other Systems	Interior Lighting	\$ -	\$ -	\$ -	\$ 4,200
	Park Amenities	Other Park Amenities	\$ -	\$ -	\$ -	\$ 80
		Park Playgrounds	\$ -	\$ -	\$ -	\$ 4,200
		Park Shelters	\$ -	\$ -	\$ -	\$ 48,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 164,000
	Site Exterior	Site Landscaping	\$ -	\$ -	\$ -	\$ 63,500
<b>Gibson Park Total</b>			\$ -	\$ -	\$ -	\$ 295,180
<b>Gibson Park House</b>	Building Envelope	Roofing	\$ -	\$ -	\$ -	\$ 5,000
	Building Interior	Interior Flooring	\$ -	\$ -	\$ -	\$ 10,000
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 10,000
	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 10,000
		Plumbing	\$ -	\$ -	\$ -	\$ 5,000
<b>Gibson Park House Total</b>			\$ -	\$ -	\$ -	\$ 40,000
<b>Greene St Bldg</b>	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ 60,000	\$ -
	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ -	\$ 24,000
		Roofing	\$ -	\$ -	\$ 300,000	\$ -
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 96,000
		Loading Dock	\$ -	\$ -	\$ -	\$ 6,000
	Building Interior	Interior Doors	\$ -	\$ -	\$ 39,000	\$ -
		Interior Flooring	\$ -	\$ -	\$ 120,000	\$ -
		Interior Walls & Ceilings	\$ -	\$ -	\$ 360,000	\$ -
	Building Structure	Exterior Masonry	\$ -	\$ -	\$ -	\$ 36,000
	Life & Safety	Exits	\$ -	\$ -	\$ -	\$ 6,000
		Fire Alarm System	\$ -	\$ -	\$ 54,000	\$ -
	Major Systems	Elevators	\$ -	\$ -	\$ 120,000	\$ -
		Plumbing	\$ -	\$ -	\$ 48,000	\$ -

<b>Building</b>	<b>Summary</b>	<b>Category</b>	<b>FY 2020 Recomm</b>	<b>FY 2020 Adopted</b>	<b>FY 2021</b>	<b>FY 2022-24</b>
<b>Greene St Bldg</b>	Major Systems	Water Heater	\$ -	\$ -	\$ 6,000	\$ -
	Other Items	Special Facility Maintenance	\$ -	\$ -	\$ -	\$ 20,000
	Other Systems	Interior Lighting	\$ -	\$ -	\$ -	\$ 50,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 24,000
	Site Exterior	Exterior Fencing	\$ -	\$ -	\$ -	\$ 12,000
<b>Greene St Bldg Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,107,000</b>	<b>\$ 274,000</b>
<b>Greensboro Courthouse</b>	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 540,000
	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ 450,000	\$ -
		Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 200,000
		Roofing	\$ -	\$ -	\$ -	\$ 27,200
	Major Systems	Elevators	\$ -	\$ -	\$ 150,000	\$ 510,000
		HVAC System	\$ -	\$ -	\$ -	\$ 2,700,000
	Other Items	Special Facility Maintenance	\$ -	\$ -	\$ -	\$ 900,000
	Other Systems	Lighting	\$ -	\$ -	\$ -	\$ 200,000
	Site Access & Accessibility	Sidewalks	\$ -	\$ -	\$ 16,440	\$ -
		Stairs	\$ -	\$ -	\$ -	\$ 200,000
<b>Greensboro Courthouse Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 616,440</b>	<b>\$ 5,277,200</b>
<b>Greensboro Detention Center</b>	Building Envelope	Exterior Sealing & Caulking	\$ 400,000	\$ 400,000	\$ -	\$ -
	Other Items	Other	\$ -	\$ -	\$ -	\$ 203,000
	Other Systems	Lighting	\$ -	\$ -	\$ 50,000	\$ -
<b>Greensboro Detention Center Total</b>			<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 50,000</b>	<b>\$ 203,000</b>
<b>Greensboro Plaza &amp; Parking Deck</b>	Building Exterior	Other Exterior Concrete	\$ -	\$ -	\$ -	\$ 6,100,000
	Building Structure	Building Structure	\$ -	\$ -	\$ -	\$ 150,000
<b>Greensboro Plaza &amp; Parking Deck Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,250,000</b>
<b>Greenway &amp; Trails</b>	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ 100,000	\$ 1,500,000
<b>Greenway &amp; Trails Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ 1,500,000</b>
<b>Hagan-Stone Park &amp; Campground</b>	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 25,000
		Roofing	\$ -	\$ -	\$ -	\$ 62,755
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 52,000
		Roofing	\$ -	\$ -	\$ -	\$ 5,000
	Building Interior	Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 10,000
	Building Structure	Building Structure	\$ 100,000	\$ 100,000	\$ -	\$ -
	Major Systems	Electrical Power	\$ -	\$ -	\$ -	\$ 25,000
		Plumbing	\$ -	\$ -	\$ 400,000	\$ -
		Water	\$ -	\$ -	\$ -	\$ 50,000
	Other Systems	Exterior Lighting	\$ -	\$ -	\$ -	\$ 115,000
	Park Amenities	Other Park Amenities	\$ -	\$ -	\$ -	\$ 25,000

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<b>Building</b>	<b>Summary</b>	<b>Category</b>	<b>FY 2020 Recomm</b>	<b>FY 2020 Adopted</b>	<b>FY 2021</b>	<b>FY 2022-24</b>
Hagan-Stone Park & Campground	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 1,150,000
	Site Exterior	Curb & Gutter	\$ -	\$ -	\$ -	\$ 32,000
		Exterior Fencing	\$ -	\$ -	\$ -	\$ 25,000
<b>Hagan-Stone Park &amp; Campground Total</b>			<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 400,000</b>	<b>\$ 1,576,755</b>
Hagan-Stone Park ARC Bldg	Major Systems	HVAC System	\$ -	\$ -	\$ 34,000	\$ -
	Other Items	Other	\$ -	\$ -	\$ -	\$ 25,000
<b>Hagan-Stone Park ARC Bldg Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 34,000</b>	<b>\$ 25,000</b>
Hagan-Stone Park Chapel	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ -	\$ 20,000
	Site Exterior	Site Landscaping	\$ -	\$ -	\$ -	\$ 5,000
<b>Hagan-Stone Park Chapel Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>
High Point Courthouse & Plaza	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ 172,800	\$ -
	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 500,000
		Roofing	\$ 300,000	\$ 300,000	\$ -	\$ -
	Building Interior	Interior Doors	\$ -	\$ -	\$ 10,080	\$ -
		Interior Flooring	\$ -	\$ -	\$ -	\$ 400,000
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 613,680
	Major Systems	Elevators	\$ -	\$ -	\$ -	\$ 500,000
		Plumbing	\$ -	\$ -	\$ -	\$ 20,000
	Other Items	Exterior Masonry	\$ -	\$ -	\$ -	\$ 500,000
	Other Systems	Backup Generator	\$ -	\$ -	\$ -	\$ 144,000
		Interior Lighting	\$ -	\$ -	\$ -	\$ 326,400
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 225,000
<b>High Point Courthouse &amp; Plaza Total</b>			<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 182,880</b>	<b>\$ 3,229,080</b>
High Point Detention Center	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ 4,200	\$ -
	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ 100,000	\$ -
	Life & Safety	Exits	\$ -	\$ -	\$ -	\$ 250,000
		Fire Alarm System	\$ -	\$ -	\$ 14,400	\$ -
	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 2,000,000
		Water Heater	\$ -	\$ -	\$ 108,000	\$ -
	Other Items	Other	\$ -	\$ -	\$ 15,600	\$ -
	Other Systems	Backup Generator	\$ -	\$ -	\$ -	\$ 144,000
		Interior Lighting	\$ -	\$ -	\$ -	\$ 328,440
		Lighting	\$ -	\$ -	\$ -	\$ 30,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 570,000
<b>High Point Detention Center Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 242,200</b>	<b>\$ 3,322,440</b>
High Point Parking Deck - LE	Building Structure	Foundation	\$ -	\$ -	\$ 250,000	\$ -
<b>High Point Parking Deck - LE Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ -</b>

Building	Summary	Category	FY 2020 Recomm	FY 2020 Adopted	FY 2021	FY 2022-24	
Independence Center	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 72,000	
	Building Envelope	Exterior Sealing & Caulking	\$ 120,000	\$ 120,000	\$ -	\$ -	
		Roofing	\$ -	\$ -	\$ -	\$ 250,000	
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 525,000	
		Other Exterior Concrete	\$ -	\$ -	\$ -	\$ 24,000	
	Building Interior	Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 85,000	
	Life & Safety	Exits	\$ -	\$ -	\$ -	\$ 60,000	
	Major Systems	Electrical Power	\$ -	\$ -	\$ -	\$ 120,000	
		HVAC System	\$ -	\$ -	\$ -	\$ 800,000	
		Plumbing	\$ -	\$ -	\$ -	\$ 126,000	
	Other Items	Other	\$ -	\$ -	\$ -	\$ 84,000	
	Other Systems	Interior Lighting	\$ -	\$ -	\$ -	\$ 240,000	
	Site Access & Accessibility	Sidewalks	\$ -	\$ -	\$ -	\$ 250,000	
		Stairs	\$ -	\$ -	\$ -	\$ 6,000	
	Site Exterior	Curb & Gutter	\$ -	\$ -	\$ -	\$ 6,000	
<b>Independence Center Total</b>			<b>\$ 120,000</b>	<b>\$ 120,000</b>	<b>\$ -</b>	<b>\$ 2,648,000</b>	
Juvenile Detention Center	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ 30,000	\$ -	
		Roofing	\$ -	\$ -	\$ -	\$ 750,000	
	Building Exterior	Other Exterior Concrete	\$ -	\$ -	\$ -	\$ 25,000	
	Building Interior	Interior Flooring	\$ -	\$ -	\$ -	\$ 192,000	
	Security	Security Systems	\$ -	\$ -	\$ -	\$ 240,000	
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 161,000	
			\$ -	\$ -	\$ 30,000	\$ 1,368,000	
<b>Juvenile Detention Center Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,000</b>	<b>\$ 1,368,000</b>	
<b>Law Enforcement Center (Old Jail)</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>	
<b>Law Enforcement Center (Old Jail) Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>	
Lifespan Bldg	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ -	\$ 49,200	
		Exterior Sealing & Caulking	\$ -	\$ -	\$ 22,800	\$ -	
		Roofing	\$ -	\$ -	\$ -	\$ 250,000	
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 3,000	
	Building Interior	Interior Walls & Ceilings	\$ -	\$ -	\$ 8,640	\$ -	
	Building Structure	Exterior Masonry	\$ -	\$ -	\$ -	\$ 11,400	
	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 20,000	
		Water Heater	\$ -	\$ -	\$ -	\$ 6,000	
	Other Systems	Interior Lighting	\$ -	\$ -	\$ -	\$ 64,308	
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 48,523	
<b>Lifespan Bldg Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 31,440</b>	<b>\$ 452,431</b>	
Maple Street Bldg			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 70,000</b>	

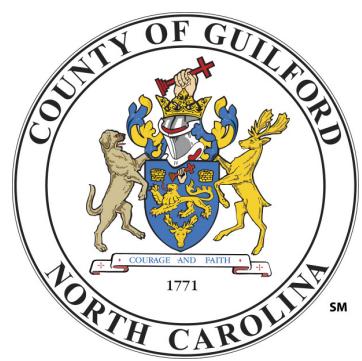
<b>Building</b>	<b>Summary</b>	<b>Category</b>	<b>FY 2020 Recomm</b>	<b>FY 2020 Adopted</b>	<b>FY 2021</b>	<b>FY 2022-24</b>
<b>Maple Street Bldg</b>	Building Envelope	Roofing	\$ -	\$ -	\$ -	\$ 750,000
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 36,000
		Other Exterior Concrete	\$ -	\$ -	\$ 2,100	\$ -
	Building Interior	Interior Flooring	\$ -	\$ -	\$ -	\$ 335,000
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 132,000
	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 1,000,000
	Other Systems	Exterior Lighting	\$ -	\$ -	\$ 4,920	\$ -
		Interior Lighting	\$ -	\$ -	\$ 18,000	\$ -
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 697,120
	Site Exterior	Site Landscaping	\$ -	\$ -	\$ 3,600	\$ -
<b>Maple Street Bldg Total</b>			\$ -	\$ -	\$ 28,620	\$ 3,020,120
<b>Mental Health - High Point</b>	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ 30,000	\$ -
	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 150,000
		Roofing	\$ -	\$ -	\$ 500,000	\$ -
	Building Interior	Interior Doors	\$ -	\$ -	\$ -	\$ 90,000
		Interior Flooring	\$ -	\$ -	\$ -	\$ 289,000
		Interior Walls & Ceilings	\$ -	\$ -	\$ 38,400	\$ -
	Building Structure	Exterior Masonry	\$ -	\$ -	\$ -	\$ 48,000
	Life & Safety	Fire Alarm System	\$ -	\$ -	\$ 54,000	\$ -
	Major Systems	Elevators	\$ -	\$ -	\$ -	\$ 75,000
		HVAC System	\$ 1,500,000	\$ 1,500,000	\$ -	\$ -
	Other Systems	Interior Lighting	\$ -	\$ -	\$ -	\$ 84,000
<b>Mental Health - High Point Total</b>			\$ 1,500,000	\$ 1,500,000	\$ 622,400	\$ 736,000
<b>Northeast Park</b>	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 125,000
	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 15,000
		Roofing	\$ -	\$ -	\$ -	\$ 125,000
	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 15,000
		Plumbing	\$ -	\$ -	\$ -	\$ 5,000
		Water Heater	\$ -	\$ -	\$ -	\$ 2,000
	Park Amenities	Other Park Amenities	\$ -	\$ -	\$ -	\$ 40,000
		Park Courts	\$ -	\$ -	\$ -	\$ 30,000
		Park Fields	\$ -	\$ -	\$ -	\$ 54,500
		Park Shelters	\$ -	\$ -	\$ -	\$ 125,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 500,000
		Sidewalks	\$ -	\$ -	\$ -	\$ 25,000
	Site Exterior	Site Landscaping	\$ -	\$ -	\$ -	\$ 25,000
<b>Northeast Park Total</b>			\$ -	\$ -	\$ -	\$ 1,086,500
<b>Northeast Park Amusements</b>	Building Structure	Building Structure	\$ -	\$ -	\$ -	\$ 15,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ 15,000	\$ -

Building	Summary	Category	FY 2020 Recomm	FY 2020 Adopted	FY 2021	FY 2022-24
Northeast Park Amusements	Site Exterior	Curb & Gutter	\$ -	\$ -	\$ -	\$ 5,000
<b>Northeast Park Amusements Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,000</b>	<b>\$ 20,000</b>
Northeast Park Event Center	Building Envelope	Roofing	\$ -	\$ -	\$ 50,000	\$ -
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ 5,000	\$ -
	Building Interior	Interior Doors	\$ -	\$ -	\$ 5,000	\$ -
		Interior Flooring	\$ -	\$ -	\$ -	\$ 31,000
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 52,000
	Major Systems	Plumbing	\$ -	\$ -	\$ 10,000	\$ -
		Water Heater	\$ -	\$ -	\$ -	\$ 2,000
	Other Systems	Exterior Lighting	\$ -	\$ -	\$ 15,000	\$ -
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 50,000
	Site Exterior	Sewer	\$ -	\$ -	\$ 5,000	\$ -
		Site Landscaping	\$ -	\$ -	\$ -	\$ 2,000
<b>Northeast Park Event Center Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 90,000</b>	<b>\$ 137,000</b>
Northeast Park House	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 15,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 15,000
<b>Northeast Park House Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,000</b>
306	Northeast Park Pool	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -
		Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ -
		Building Exterior	Exterior Walls	\$ -	\$ -	\$ -
		Building Interior	Interior Walls & Ceilings	\$ -	\$ -	\$ 10,000
		Building Structure	Building Structure	\$ -	\$ -	\$ 10,000
		Major Systems	HVAC System	\$ -	\$ -	\$ -
			Plumbing	\$ -	\$ -	\$ 22,000
		Park Amenities	Other Park Amenities	\$ -	\$ -	\$ -
		Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ 50,000
	<b>Northeast Park Pool Total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ 317,000</b>
Old Courthouse	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 60,000
	Building Interior	Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 210,000
	Life & Safety	Exits	\$ -	\$ -	\$ -	\$ 60,000
		Fire Alarm System	\$ -	\$ -	\$ -	\$ 48,000
	Major Systems	Electrical Power	\$ -	\$ -	\$ -	\$ 60,000
		Water Heater	\$ -	\$ -	\$ -	\$ 6,000
	Other Systems	Interior Lighting	\$ -	\$ -	\$ -	\$ 260,000
	Security	Security Systems	\$ -	\$ -	\$ -	\$ 25,000
<b>Old Courthouse Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 729,000</b>
Otto Zenke Bldg	Building Structure	Building Structure	\$ 80,000	\$ 80,000	\$ 20,000	\$ -

Building	Summary	Category	FY 2020 Recomm	FY 2020 Adopted	FY 2021	FY 2022-24
			\$ 80,000	\$ 80,000	\$ 20,000	\$ -
Otto Zenke Bldg Total						
Passive Parks	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 250,000
<b>Passive Parks Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>
Public Health - Dental Clinic	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 5,000
	Building Interior	Interior Doors	\$ -	\$ -	\$ -	\$ 2,000
		Interior Flooring	\$ -	\$ -	\$ -	\$ 35,000
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 30,000
	Building Structure	Exterior Masonry	\$ -	\$ -	\$ -	\$ 6,000
	Major Systems	Water Heater	\$ -	\$ -	\$ -	\$ 4,000
	Other Items	Special Facility Maintenance	\$ -	\$ -	\$ -	\$ 72,500
	Security	Security Systems	\$ -	\$ -	\$ -	\$ 15,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 150,000
<b>Public Health - Dental Clinic Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 319,500</b>
Public Health - High Point	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ 46,200	\$ -
	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 130,000
		Roofing	\$ -	\$ -	\$ 105,000	\$ -
	Building Interior	Interior Doors	\$ -	\$ -	\$ 75,600	\$ -
		Interior Flooring	\$ -	\$ -	\$ -	\$ 101,400
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 120,600
	Life & Safety	Fire Alarm System	\$ -	\$ -	\$ -	\$ 54,000
	Major Systems	Elevators	\$ -	\$ -	\$ -	\$ 100,000
		Other	\$ -	\$ -	\$ -	\$ 35,000
		Plumbing	\$ -	\$ -	\$ -	\$ 30,000
	Other Systems	Exterior Lighting	\$ -	\$ -	\$ -	\$ 25,000
		Interior Lighting	\$ -	\$ -	\$ 102,000	\$ -
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ 350,000	\$ -
		Stairs	\$ -	\$ -	\$ -	\$ 6,000
<b>Public Health - High Point Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 678,800</b>	<b>\$ 602,000</b>
Public Health - Wendover	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ 120,000	\$ -
		Roofing	\$ -	\$ -	\$ -	\$ 300,000
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 18,000
	Building Interior	Interior Flooring	\$ -	\$ -	\$ -	\$ 444,000
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 390,000
	Life & Safety	Exits	\$ -	\$ -	\$ -	\$ 6,000
		Fire Alarm System	\$ -	\$ -	\$ -	\$ 108,000
	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 900,000
	Other Systems	Interior Lighting	\$ -	\$ -	\$ -	\$ 100,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 725,000

Building	Summary	Category	FY 2020 Recomm	FY 2020 Adopted	FY 2021	FY 2022-24
Public Health - Wendover	Site Exterior	Curb & Gutter	\$ -	\$ -	\$ 30,000	\$ -
<b>Public Health - Wendover Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ 2,991,000</b>
Russell Street Bldg	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 48,000
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ 6,600	\$ -
		Other Exterior Concrete	\$ -	\$ -	\$ -	\$ 332,340
	Building Interior	Interior Flooring	\$ -	\$ -	\$ 65,640	\$ -
		Interior Walls & Ceilings	\$ -	\$ -	\$ 52,000	\$ -
	Building Structure	Exterior Masonry	\$ -	\$ -	\$ -	\$ 28,800
	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 860,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 300,000
<b>Russell Street Bldg Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 124,240</b>	<b>\$ 1,569,140</b>
Sheriff District 1 Office	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 500
	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 7,000
	Building Interior	Interior Doors	\$ -	\$ -	\$ -	\$ 3,000
	Life & Safety	Exits	\$ -	\$ -	\$ -	\$ 500
	Major Systems	Plumbing	\$ -	\$ -	\$ -	\$ 4,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 10,000
<b>Sheriff District 1 Office Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>
Sheriff District 3 Office	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 1,500
	Building Interior	Interior Doors	\$ -	\$ -	\$ -	\$ 3,600
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 15,000
	Life & Safety	Exits	\$ -	\$ -	\$ -	\$ 1,200
	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 27,000
		Plumbing	\$ -	\$ -	\$ -	\$ 4,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 22,000
<b>Sheriff District 3 Office Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 74,300</b>
Southwest Park	Park Amenities	Other Park Amenities	\$ -	\$ -	\$ -	\$ 15,000
		Park Fields	\$ -	\$ -	\$ -	\$ 7,500
		Park Playgrounds	\$ -	\$ -	\$ -	\$ 5,000
		Park Shelters	\$ -	\$ -	\$ -	\$ 52,500
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 5,000
	Site Exterior	Exterior Fencing	\$ -	\$ -	\$ -	\$ 5,000
<b>Southwest Park Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 90,000</b>
Southwest Park Marina & Boathouse	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 4,000
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 7,000
	Building Interior	Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 12,000
	Building Structure	Exterior Masonry	\$ -	\$ -	\$ -	\$ 5,000

Building	Summary	Category	FY 2020 Recomm	FY 2020 Adopted	FY 2021	FY 2022-24
Southwest Park Marina & Boathouse	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 6,000
<b>Southwest Park Marina &amp; Boathouse Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 34,000</b>
Triad Park	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 50,000
	Building Envelope	Roofing	\$ -	\$ -	\$ -	\$ 280,000
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 105,000
		Other Exterior Concrete	\$ -	\$ -	\$ -	\$ 52,500
	Building Interior	Interior Doors	\$ -	\$ -	\$ -	\$ 25,000
		Interior Flooring	\$ -	\$ -	\$ -	\$ 23,000
	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 68,000
	Other Items	Other	\$ -	\$ -	\$ 75,000	\$ -
		Special Facility Maintenance	\$ -	\$ -	\$ -	\$ 390,000
	Park Amenities	Other Park Amenities	\$ -	\$ -	\$ -	\$ 125,000
		Park Playgrounds	\$ -	\$ -	\$ -	\$ 550,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 800,000
	Site Exterior	Exterior Fencing	\$ -	\$ -	\$ 270,000	\$ -
		Sewer	\$ -	\$ -	\$ -	\$ 250,000
		Site Landscaping	\$ -	\$ -	\$ -	\$ 20,000
<b>Triad Park Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 345,000</b>	<b>\$ 2,738,500</b>
309	Whisnant Center	Building Access & Accessibility	\$ -	\$ -	\$ -	\$ 140,000
	Building Envelope	Roofing	\$ -	\$ -	\$ -	\$ 430,000
	Building Interior	Interior Doors	\$ -	\$ -	\$ -	\$ 25,000
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 40,000
	Building Structure	Building Structure	\$ -	\$ -	\$ -	\$ 3,500,000
	Life & Safety	Emergency Lighting	\$ -	\$ -	\$ -	\$ 3,000
	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 190,000
		Plumbing	\$ -	\$ -	\$ -	\$ 150,000
	Other Systems	Exterior Lighting	\$ -	\$ -	\$ -	\$ 3,200
		Interior Lighting	\$ -	\$ -	\$ -	\$ 33,000
		Lighting	\$ -	\$ -	\$ -	\$ 12,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 245,000
		Sidewalks	\$ -	\$ -	\$ -	\$ 70,000
<b>Whisnant Center Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,841,200</b>
	<b>Grand Total</b>		<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>	<b>\$ 8,971,820</b>	<b>\$ 58,966,721</b>
	Planned Bond Funding for Edgeworth Building Renovation		\$ -	\$ -	\$ 1,500,000	\$ 2,000,000
	<b>Net Funding Needed</b>		<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>	<b>\$ 7,471,820</b>	<b>\$ 56,966,721</b>



Five Year Technology Plan

Department	Item	Description	FY 2020 Recomm	FY 2020 Adopted	FY 2021	FY 2022	FY 2023	FY 2024
Internal Audit	Conference Room Upgrade	Projector and smartboard	-	-	15,000	-	-	-
			<b>Subtotal</b>	<b>-</b>	<b>15,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
Finance	Consultant services	Process assessment & legacy program conversion in advance of MUNIS implementation	-	-	100,000	-	-	-
	Investment Software	Software for treasury and debt management	-	-	100,000	-	-	-
	Scanners	New AP Scanners (6-10)	4,700	4,700	-	-	-	-
	Monitors	Acer LED 31.5" Monitors (52 @ \$210 ea.)	-	-	10,920	-	-	-
			<b>Subtotal</b>	<b>4,700</b>	<b>4,700</b>	<b>210,920</b>	<b>-</b>	<b>-</b>
Information Services	End User Devices*	County-wide computer/laptop replacement	150,000	150,000	250,000	250,000	250,000	250,000
	Network Switches*		150,000	150,000	150,000	150,000	150,000	150,000
	Data Closet Upgrades*		45,000	45,000	45,000	45,000	45,000	45,000
	Disaster Recovery*	Site as service	55,000	55,000	-	-	-	-
	Energov	Upgrade Software	-	-	-	-	-	-
	Wifi	Wifi upgrade county-wide	25,000	25,000	-	-	-	-
	Hyper Converged Appliance	New server system	175,000	175,000	150,000	150,000	-	-
	KRONOS upgrade	upgrade to version 8.1 due to the ending of support for Adobe Flash technology	75,000	75,000	-	-	-	-
	SQL Compliance Manager	Audit transaction for SQL revenue databases (Tax & eventually Tyler) 1 license for Tax	4,000	4,000	-	-	-	-
	Address One	Tax Software (originally approved in FY17; delayed for Denali software implementation)	-	-	-	-	-	-
	Tyler Munis	ERP software to replace Infor Lawson	900,000	900,000	300,000	-	-	-
			<b>Subtotal</b>	<b>1,579,000</b>	<b>1,579,000</b>	<b>895,000</b>	<b>595,000</b>	<b>445,000</b>
311								
Tax	Single Flight with Sketch Check	Sketch Check Review	242,310	242,310	-	-	-	-
			<b>Subtotal</b>	<b>242,310</b>	<b>242,310</b>	<b>-</b>	<b>-</b>	<b>-</b>
Planning & Development	Computer Equipment	2 84" Touch screen boards - \$ 33,000, and 5 desktop scanners - \$ 7,000 for plan review	40,000	40,000	-	-	-	-
			<b>Subtotal</b>	<b>40,000</b>	<b>40,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
Facilities	Fiber Connectivity	Fiber Connectivity at Northeast Park	-	-	-	-	-	-
	iPads	iPads	-	-	-	-	-	-
			<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Security	Security Cameras	Cameras, Network Video Recorders, UPS, monitors	80,000	80,000	15,000	15,000	15,000	-
	Proximity Readers/Media	Proximity Readers/Media	-	-	8,000	8,000	8,000	-
	Panic Alarm System	Panic Alarm Upgrade	-	-	-	-	-	-
	Access Control Equipment	ID card printer	15,000	15,000	-	-	-	-
			<b>Subtotal</b>	<b>95,000</b>	<b>95,000</b>	<b>23,000</b>	<b>23,000</b>	<b>23,000</b>
Public Health	Interactive Whiteboards	Maple Street, E Wendover, Green Street High Point	-	-	48,000	-	-	-
			<b>Subtotal</b>	<b>-</b>	<b>48,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
Social Services	Interactive Whiteboard	Dundas Circle	-	-	15,000	-	-	-
	Lobby Management Software	Point)	30,000	30,000	-	-	-	-
			<b>Subtotal</b>	<b>30,000</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
Cooperative Extension	Phone Paging System	Paging system for Ag Center	-	-	-	-	-	-
			<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Department	Item	Description	FY 2020 Recomm	FY 2020 Adopted	FY 2021	FY 2022	FY 2023	FY 2024
Law Enforcement	SAN	Storage Replacement	-	-	-	180,000	-	-
	MCT's*	Replace 35 in car computers	50,000	50,000	117,000	117,000	117,000	117,000
	Storage*	For body camera footage	-	-	10,000	10,000	10,000	10,000
	Body Cameras	Replace body cameras	-	-	114,500	114,500	114,500	-
	Servers*	Replacement servers	-	-	10,000	10,000	10,000	10,000
	Replacement laptops	CF 53's Jail Central (75 rugged computers)	10,000	10,000	-	-	-	-
	Car Cameras	Replace in car cameras	-	-	300,000	300,000	300,000	-
	Jail Tech Needs	Camera storage space, cable boxes for TVs	10,000	10,000	10,000	10,000	10,000	-
			<b>Subtotal</b>	<b>70,000</b>	<b>70,000</b>	<b>561,500</b>	<b>741,500</b>	<b>561,500</b>
Emergency Services	Servers*	Replacement servers	32,000	32,000	32,000	12,000	12,000	12,000
	MCT's*	Replace 13 mobile laptops	45,000	45,000	45,000	50,000	50,000	50,000
	ePCR Tablets*	ePCR Tablets	35,000	35,000	35,000	50,000	50,000	50,000
	Mobile Gateways	Replace 25 in-ambulance transmitters	28,000	28,000	28,000	30,000	30,000	-
	EOC Audio/Video Upgrade	Replacement of aging audio/video switching equipment used in the EOC	-	-	35,000	-	-	-
Animal Services			<b>Subtotal</b>	<b>140,000</b>	<b>140,000</b>	<b>175,000</b>	<b>142,000</b>	<b>142,000</b>
	MCT's	Replace mobile laptops for animal control officers	15,000	15,000	15,000	15,000	-	-
	Security Cameras	Replace/install 12 security cameras throughout facility	15,000	15,000	-	-	-	-
Total Expense			<b>Subtotal</b>	<b>30,000</b>	<b>30,000</b>	<b>15,000</b>	<b>15,000</b>	<b>-</b>
			<b>2,231,010</b>	<b>2,231,010</b>	<b>1,943,420</b>	<b>1,516,500</b>	<b>1,171,500</b>	<b>694,000</b>
LESS: Reimbursement revenues:			(15,000)	(15,000)	-	-		
			(8,550)	(8,550)	(8,400)	(8,400)		
			(75,000)	(75,000)				
<b>Net County Funds</b>			<b>2,132,460</b>	<b>2,132,460</b>	<b>1,935,020</b>	<b>1,508,100</b>	<b>1,171,500</b>	<b>694,000</b>

\*Denotes annually reoccurring items.

**Vehicle Purchases: FY 2019 - 2020 Adopted Budget**

Type	Assigned	Vehicle Type	Count	Cost
<b>Fleet Operations</b>				
Replace	Parks & Recreation	Truck	1	\$ 30,000
Replace	Parks & Recreation	Truck	1	\$ 30,000
Replace	Social Services	Van	1	\$ 24,000
Replace	Social Services	Van	1	\$ 24,000
Replace	Social Services	Sedan	1	\$ 20,000
Replace	Social Services	Sedan	1	\$ 20,000
Replace	Facilities	Truck	1	\$ 34,000
Replace	Facilities	Van	1	\$ 34,000
Replace	Public Health	Truck	1	\$ 30,000
Replace	Public Health	Truck	1	\$ 30,000
Replace	Public Health	Sedan	1	\$ 20,000
Replace	Public Health	Truck	1	\$ 30,000
Replace	Public Health	SUV	1	\$ 28,000
Replace	Tax	Sedan	1	\$ 20,000
Replace	Tax	Sedan	1	\$ 20,000
Replace	Planning	Truck	1	\$ 30,000
New	Fleet Operations	Truck	1	\$ 32,000
New	Public Health	Sedan	3	\$ 60,000
<b>Total</b>	<b>Fleet Operations</b>		<b>20</b>	<b>\$ 516,000</b>
<b>Fleet Operations (Other-Maintenance &amp; Fuel Management Only)</b>				
Replace	Animal Control	Truck	3	\$ 138,000
New	Solid Waste	Truck	1	\$ 48,000
<b>Total</b>	<b>Fleet Operations (Other)</b>		<b>4</b>	<b>\$ 186,000</b>
<b>Emergency Services</b>				
Replace	Emergency Services	Ambulance	1	\$ 234,000
Replace	Emergency Services	Ambulance	1	\$ 234,000
Replace	Emergency Services	Ambulance	1	\$ 234,000
Replace	Emergency Services	Ambulance	1	\$ 234,000
Replace	Emergency Services	SUV	1	\$ 50,000
<b>Total</b>	<b>Emergency Services</b>		<b>5</b>	<b>\$ 986,000</b>
<b>Law Enforcement</b>				
Replace	Law Enforcement	LE Vehicle	38	\$ 1,355,000
<b>Total</b>	<b>Law Enforcement</b>		<b>38</b>	<b>\$ 1,355,000</b>
<b>TOTAL</b>			<b>67</b>	<b>\$ 3,043,000</b>



## CAPITAL INVESTMENT

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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**

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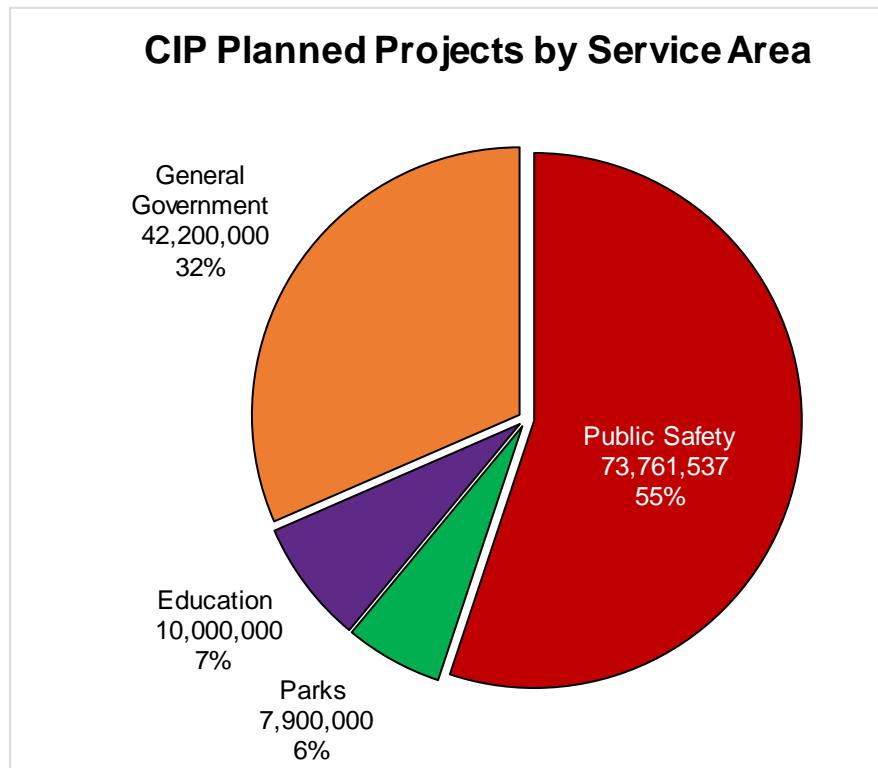
The Guilford County Capital Investment Plan (CIP) for FY 2020-2029 totals \$147.4 million. The CIP includes planned expenditure and revenue flows over these 10 years for proposed capital projects and/or major project phases through 2029.

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.

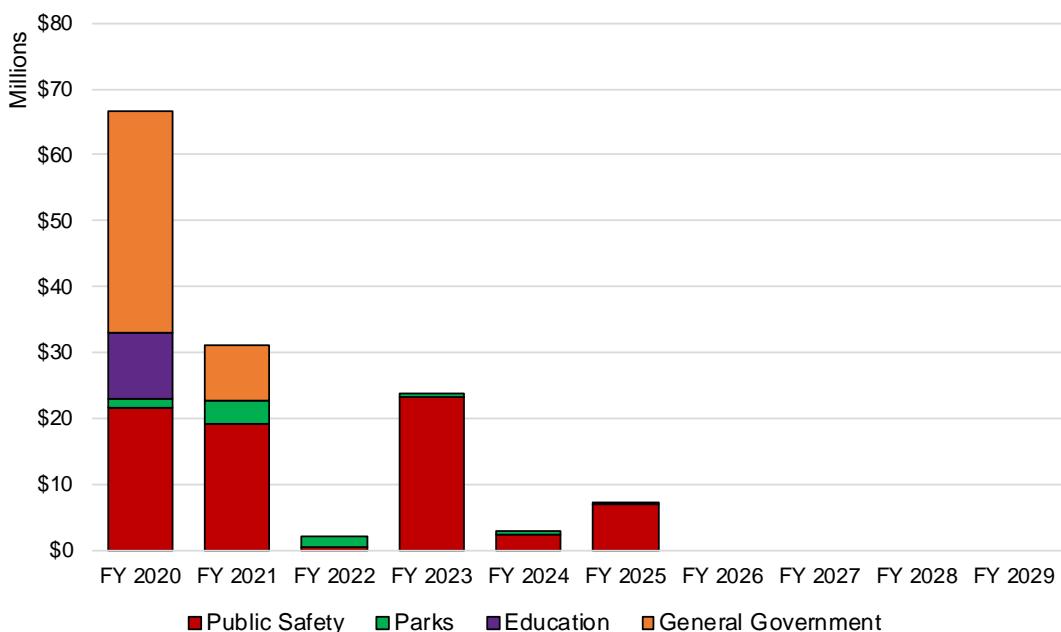
All projects already approved by the Board of Commissioners through the establishment of a capital project ordinance are considered “**current**” projects and are listed separately.

### **PLANNED EXPENDITURES**

Public Safety projects make up about 55% of total planned capital projects over the next 10 years. General Government, Parks, and Education projects make up the remaining projects.



## CIP Planned Projects by Service Area



## PLANNED REVENUES

The planned CIP is funded by three sources of revenues: future debt; local funds, including appropriated fund balance and transfers from the general fund; and other funding sources (includes Animal Shelter Construction fund donations, potential Greensboro contributions for Bryan Park, and potential federal/state parks grant funding).

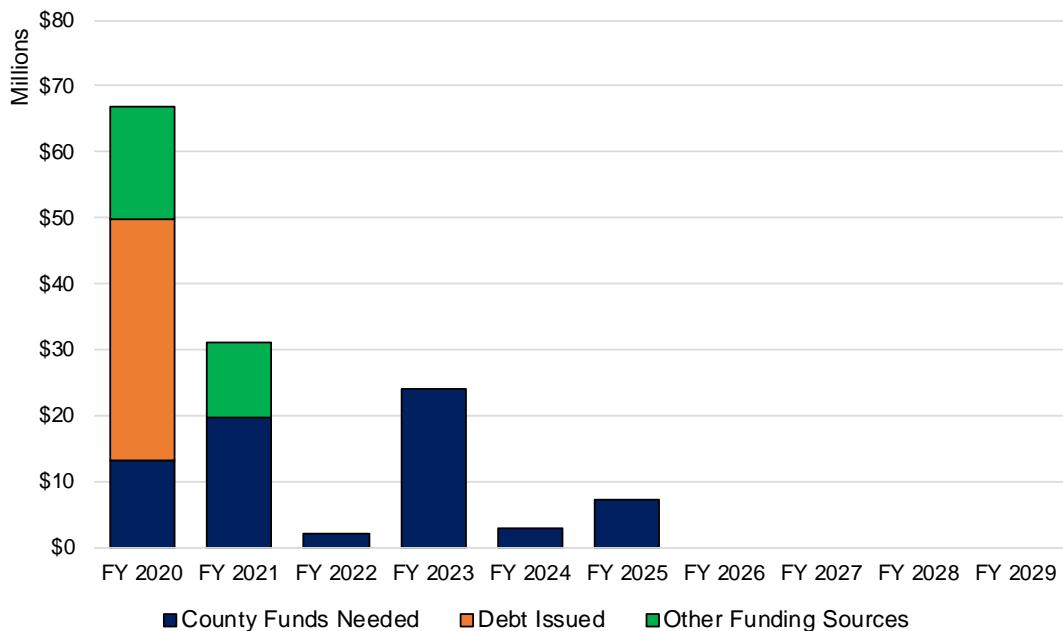
In July 2016, the Board of Commissioners voted to use debt financing to pay for several high priority capital needs: replacement of the Animal Shelter, Phase 1 of the Emergency Services Maintenance & Logistics Facility, Old Courthouse renovations, and renovation Old Jail in Greensboro to create a new Law Enforcement Center and additional staff parking. In early 2017, the Board approved use of \$27.2 million in 2/3rds General Obligation bonds to pay for these projects and the bonds were issued in April 2017.

In April 2019, the Board of Commissioners voted to use additional debt finance to complete the initial set of priority projects identified in 2016 as well as several more projects that have been identified since: renovation of the Edgeworth Building which houses state Juvenile Justice and Probation / Parole offices, replacement of the county's mental health and Sandhills administration facilities, and improvement of school security plus contingency for unexpected expense and/or scope in any of these projects. Funding will come from \$40 million in 2/3rds General Obligation Bonds issued in May 2019.

Priority Capital Projects*				
Project	Total Cost Estimate	Appropriated Funding	Needed Funding	Future Phases
Animal Shelter Replacement	\$15,300,000	\$10,451,217	\$4,848,783	-
Emergency Services				
Phase I - Maintenance & Logistics	\$14,416,463	\$14,416,463	-	-
Phases II & III - Administration & EOC	\$15,700,000	-	\$15,700,000	\$15,700,000
Old Courthouse Renovation	\$3,500,000	\$3,500,000	-	-
Law Enforcement Administration Facility	\$12,000,000	\$550,000	\$11,450,000	-
Edgeworth Bldg Renovation	\$3,500,000	-	\$3,500,000	-
Mental Health Replacement Facility	\$20,000,000	\$2,900,000	\$17,100,000	-
Sandhills Administration Building	\$5,000,000	-	\$5,000,000	-
Guilford County Schools Security	\$10,000,000	-	\$10,000,000	-
General Project Cost Contingency	-	-	-	-
<b>Total Funding</b>	<b>\$99,416,463</b>	<b>\$31,817,680</b>	<b>\$67,598,783</b>	<b>\$15,700,000</b>

Local funds take the form of transfers from the general fund, usually on an annual basis. In FY 2019, the general fund transfer was \$2.0 million but will be reduced to \$1.011 million plus approximately 489,000 in capital fund interest in FY 2020. Over the ten-year CIP, this transfer will contribute almost \$15 million of the \$79.2 million in county funds needed over the life of the plan for planned projects from 2020 to 2029. **A substantial increase in the county's capital contribution will be needed to complete the planned projects without additional debt financing.** Any funds transferred into the capital fund but not immediately used remain there in the form of capital fund balance and can be used on later projects.

## Sources of Funds



Source	Sources of Funds						All Years Total
	FY 2020 (Budget Year)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	
County Funds Needed	13,164,886	19,700,000	2,000,000	23,900,000	2,965,000	7,647,923	69,377,809
Debt Issued	36,686,537	-	-	-	-	12,863,463	49,550,000
Other Funding Sources	16,895,114	11,450,000	-	-	-	129,859	28,474,973
<b>Total</b>	<b>66,746,537</b>	<b>31,150,000</b>	<b>2,000,000</b>	<b>23,900,000</b>	<b>2,965,000</b>	<b>20,641,245</b>	<b>147,402,782</b>

## **OPERATING EXPENSES**

In addition to planning for the construction of new projects, the County must also plan for new operating expenses related to new facilities proposed in the CIP. A new Emergency Medical Services base, for instance, will require additional expenses beyond those used to construct the facility. Additional personnel, equipment, and facility expenses will be required to operate the new base. Total projected personnel and operating expenses related to the projects included in the CIP total will be \$17.6 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.

Project	Anticipated Operating Impact of Planned Projects						All Years Total
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025-2029	
Juvenile Detention Facility Expansion	-	-	-	172,758	418,633	6,150,000	6,741,391
EMS Base - Northwest Guilford / I-73 Area	-	-	-	830,000	530,000	2,910,000	4,270,000
EMS Base - South High Point	-	-	-	-	-	2,650,000	2,650,000
EMS Base - NC 150 / Church Street	-	-	-	-	-	2,650,000	2,650,000
Replacement Voting System	112,500	93,000	54,000	54,000	54,000	270,000	637,500
EMS Maintenance/Logistics, Admin & EOC Facility	-	-	-	79,999	49,852	414,468	544,319
EMS Base - Groometown & Gate City Blvd	-	-	-	-	-	100,000	100,000
<b>Total</b>	<b>112,500</b>	<b>93,000</b>	<b>54,000</b>	<b>1,136,757</b>	<b>1,052,485</b>	<b>15,144,468</b>	<b>17,593,210</b>

## **POTENTIAL EDUCATION PROJECTS**

The most recent State Facility Needs Survey for Guilford County Schools included \$905 million of potential facility renovation and construction needs. A subsequent school facility study commissioned jointly by the Board of Commissioners and Board of Education and completed in 2019 recommends \$1.5 billion of facility renovation, replacement, and other improvements. 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 either the State Facility Needs Survey or the facility study.

In addition, although no formal request has been made to the Board of Commissioners, the Board of Trustees of Guilford Technical Community College (GTCC) had future capital projects totaling \$162 million under consideration in FY 2018-19. These projects are included in GTCC's latest Facility Master Plan and include new classroom buildings, parking decks, student center renovations, energy plants, and land acquisitions for future growth.

Potential future projects for Guilford County Schools and GTCC are not included in the project pages following this summary.

**County Building Construction Fund - DRAFT Projects**  
Ten-Year Estimate of Projects and Available Funds

= Board has appropriated these funds

6/20/2019

	Estimated Total	Prior Yr Funds	FY 2019 (Current Year)	FY 2020 (Budget Year)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	All Years Total
<b>PUBLIC SAFETY</b>										
EMS Bases (will co-locate with municipalities where possible)										
NE GSO - Gatewood & Wendover - share w/GSO Fire	\$ 1,510,000	\$ -	\$ -	\$ 1,510,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,510,000
Northwest Guilford / I-73 Area	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 1,500,000	\$ -	\$ -	\$ 2,000,000
Groometown & Gate City Blvd - share w/GSO Fire	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 550,000	\$ -	\$ 550,000
South High Point	\$ 4,215,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 915,000	\$ 3,300,000	\$ 4,215,000
NC 150 / Church Street	\$ 4,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 3,600,000	\$ 4,600,000
EMS Phase 1 - Maintenance, Logistics, and Support	\$ 14,416,463									
Public building bond funds	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
Appropriated Fund Balance	\$ 1,553,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,553,000
Bonds - Sold	\$ -	\$ 11,363,463	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,363,463
EMS Other Phases - Administration & Emergency Operations	\$ 15,700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,700,000	\$ -	\$ -	\$ 15,700,000
Animal Shelter Replacement	\$ 15,300,000									
Appropriated Fund Balance (incl. AS Bldg Funds)	\$ 131,109	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 131,109
Bonds - Sold	\$ 8,870,000	\$ -	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,870,000
Bond Premiums	\$ 1,450,108	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,450,108
Law Enforcement Administration (incl. Surface Parking/Zenke Demo)	\$ 12,000,000									
Bonds - Sold	\$ 550,000	\$ -	\$ 11,586,537	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,136,537
Edgeworth Building Renovation (Juv. Justice, Probation / Parole)	\$ 3,500,000									
Bonds - Sold	\$ -	\$ -	\$ 3,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,500,000
Juvenile Detention Expansion	\$ 9,500,000	\$ -								
32 beds	\$ -	\$ -	\$ 50,000	\$ 7,450,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,500,000
+ 16 beds	\$ -	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000
Voice Path Expansion - 800 MHz TDMA Conversion	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000,000	\$ -	\$ -	\$ 6,000,000
Radio Subscriber Units Replacement for Existing 800 MHz System	\$ 9,600,000									
	\$ 98,891,463	\$ 14,054,217	\$ 11,363,463	\$ 21,646,537	\$ 19,050,000	\$ 500,000	\$ 23,200,000	\$ 2,465,000	\$ 6,900,000	\$ 99,179,217
<b>PARKS</b>										
Bryan Park - Phase 1	\$ 1,500,000									
Appropriated	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Additional Funds Needed	\$ -	\$ -	\$ 1,400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,400,000
Hagan-Stone Park	\$ 2,500,000	\$ -								
Master Plan	\$ -	\$ -	\$ -	\$ 2,200,000	\$ -	\$ 100,000	\$ 200,000	\$ -	\$ -	\$ 2,500,000
Bur-Mil Park - Master Plan	\$ 5,283,000	\$ -								
Clubhouse Renovations	\$ 783,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 783,000
Appropriated - HVAC	\$ 500,000	\$ -	\$ -	\$ 500,000	\$ -	\$ 500,000	\$ 500,000	\$ -	\$ 200,000	\$ 2,700,000
Appropriated - General Renovations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Park Improvements										

**County Building Construction Fund - DRAFT Projects**

Ten-Year Estimate of Projects and Available Funds

 = Board has appropriated these funds

6/20/2019

	Estimated Total	Prior Yr Funds	FY 2019 (Current Year)	FY 2020 (Budget Year)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	All Years Total
Needed - Golf Shop Renovations	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
Needed - Pool - Concrete & Slide	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Needed - Tennis Courts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 900,000	\$ -	\$ -	\$ -	\$ 900,000
Additional general improvements	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
	<b>\$ 9,283,000</b>	<b>\$ 1,383,000</b>		<b>\$ 1,400,000</b>	<b>\$ 3,600,000</b>	<b>\$ 1,500,000</b>	<b>\$ 700,000</b>	<b>\$ 500,000</b>	<b>\$ 200,000</b>	<b>\$ 9,283,000</b>
<b>EDUCATION</b>										
Guilford County Schools Security	\$ 10,000,000									
Bonds - Sold				<b>\$ 10,000,000</b>						<b>\$ 10,000,000</b>
	<b>\$ 10,000,000</b>	<b>\$ -</b>		<b>\$ 10,000,000</b>						<b>\$ 10,000,000</b>
<b>GENERAL GOVERNMENT</b>										
Old County Courthouse - Exterior Renovation	\$ 3,500,000									
Bonds - Sold			<b>\$ 3,500,000</b>							<b>\$ 3,500,000</b>
High Point HVAC Central Plant and Building Automation	\$ 3,350,000									
Appropriated	\$ 1,350,000		\$ -	\$ -						<b>\$ 1,350,000</b>
Additional Funds Needed	\$ -		\$ -	\$ 2,000,000	\$ -					<b>\$ 2,000,000</b>
New County Courthouse HVAC	\$ 2,250,000									
Appropriated (FB)	\$ 1,150,000		\$ -	\$ -						<b>\$ 1,150,000</b>
Additional Funds Needed	\$ -		\$ -	\$ 1,100,000	\$ -					<b>\$ 1,100,000</b>
Mental Health Facility	\$ 20,000,000									
Appropriated (Transfer from old Bellemeade project)	\$ 722,218		\$ -	\$ -						<b>\$ 722,218</b>
Appropriated (FB)	\$ -		<b>\$ 677,782</b>							<b>\$ 677,782</b>
Bonds - Sold			<b>\$ 1,500,000</b>	<b>\$ 1,600,000</b>						<b>\$ 3,100,000</b>
Additional Funds Needed			\$ -	\$ 15,500,000	\$ -					<b>\$ 15,500,000</b>
Sandhills Administration Replacement	\$ 5,000,000									
Bonds - Sold			<b>\$ -</b>	<b>\$ 5,000,000</b>						<b>\$ 5,000,000</b>
Greensboro Plaza/Parking Garage	\$ 9,000,000									
Elections - Replacement Voting System	\$ 8,000,000									
	<b>\$ 51,100,000</b>	<b>\$ 6,722,218</b>	<b>\$ 2,177,782</b>	<b>\$ 33,700,000</b>	<b>\$ 8,500,000</b>					<b>\$ 51,100,000</b>
<b>TOTAL PROJECT NEEDS</b>	<b>\$ 169,274,463</b>	<b>\$ 22,159,435</b>	<b>\$ 13,541,245</b>	<b>\$ 66,746,537</b>	<b>\$ 31,150,000</b>	<b>\$ 2,000,000</b>	<b>\$ 23,900,000</b>	<b>\$ 2,965,000</b>	<b>\$ 7,100,000</b>	<b>\$ 169,562,217</b>

**County Building Construction Fund - DRAFT Projects**

Ten-Year Estimate of Projects and Available Funds

 = Board has appropriated these funds

6/20/2019

	Estimated Total	Prior Yr Funds	FY 2019 (Current Year)	FY 2020 (Budget Year)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 - 2029	All Years Total
<b>PROJECT FUNDING</b>										
<b>Beginning Fund Balance (Estimated)</b>			\$ 9,159,317	\$ 10,611,394	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,159,317
<b>Plus:</b>										
<b>Transfer from General Fund</b>			\$ 2,000,000	\$ 1,011,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 7,500,000	\$ 16,511,000
<b>Bonds - Sold</b>		\$ 12,920,000	\$ 12,863,463	\$ 36,686,537	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 62,470,000
<b>Bond Premiums</b>		\$ 1,450,108	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,450,108
Funds Available from Other Capital Projects		\$ 722,218	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
City of Greensboro - Bryan Park - Phase 1 - Possible		\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000
Property Sales		\$ -	\$ -	\$ 5,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,500,000
Animal Shelter Building Funds		\$ 31,109	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,109
State Juvenile Detention Reimbursement		\$ -	\$ -	\$ 50,000	\$ 9,450,000	\$ -	\$ -	\$ -	\$ -	\$ 9,500,000
State Mental Health Reimbursement		\$ -	\$ -	\$ 10,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000,000
Interest Earnings		\$ -	\$ 129,859	\$ 595,114	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 724,973
VFD revenues for radios		\$ -	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000
Bond Funds from Prior Years		\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
Appropriated Fund Balance		\$ 5,536,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,536,000
Sub-total		\$ 22,159,435	\$ 14,993,322	\$ 54,592,651	\$ 12,950,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 7,500,000	\$ 115,973,190
<b>Available Funds</b>		<b>\$ 22,159,435</b>	<b>\$ 24,152,639</b>	<b>\$ 65,204,045</b>	<b>\$ 12,950,000</b>	<b>\$ 1,500,000</b>	<b>\$ 1,500,000</b>	<b>\$ 1,500,000</b>	<b>\$ 7,500,000</b>	<b>\$ 125,132,507</b>
<b>AVAILABLE FUNDS OVER/(UNDER) PROJECT COSTS</b>		<b>\$ -</b>	<b>\$ 10,611,394</b>	<b>\$ (1,542,492)</b>	<b>\$ (18,200,000)</b>	<b>\$ (500,000)</b>	<b>\$ (22,400,000)</b>	<b>\$ (1,465,000)</b>	<b>\$ 400,000</b>	<b>\$ (44,429,710)</b>



## **Guilford County, North Carolina CIP**

**500-999990-EMS Base - Northeast Greensboro / Guilford**

**REQUEST NAME**

EMS Base - NE Greensboro (Gatewood & Wendover)

REQUEST CODE

CIP-500-999990-20-4767

**REQUEST TYPE**

CIP

**Start Date**

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7/1/2019

## **PROJECT DESCRIPTION / NECESSITY**



**Project Description:** The current EMS facility at Headquarters Drive 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 plan is to co-locate in Greensboro Fire Station 7 when it is rebuilt in 2019-20 at an estimated County cost of \$1,100,000.

**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 may be 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.

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## **Capital Items**

## Funding Sources

**Guilford County, North Carolina  
CIP**

**500-999988-EMS Base - Northwest Guilford / I73 Area**

**REQUEST NAME**

EMS Base - Northwest Guilford / I-73 Area

**REQUEST CODE**

CIP-500-999988-20-4768

**REQUEST TYPE**

CIP

**Start Date**

7/1/2019

**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.

326

**Capital Items**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
Construction Work in Progress	0	0	0	1,000,000	0	0	1,000,000
Major Furniture & Equipment	0	0	0	300,000	0	0	300,000
PROFESSIONAL SERVICE	0	0	0	200,000	0	0	200,000
Land	0	0	500,000	0	0	0	500,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>1,500,000</b>	<b>0</b>	<b>0</b>	<b>2,000,000</b>

**Funding Sources**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
County Funds Needed	0	0	500,000	1,500,000	0	0	2,000,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>1,500,000</b>	<b>0</b>	<b>0</b>	<b>2,000,000</b>

**Operating Budget**

Expenses	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
O & M Ongoing	0	0	0	20,000	20,000	60,000	100,000
	0	0	0	300,000	0	300,000	600,000
	0	0	0	510,000	510,000	3,060,000	4,080,000

**Guilford County, North Carolina**  
**CIP**

Expenses	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>830,000</b>	<b>530,000</b>	<b>3,420,000</b>	<b>4,780,000</b>

**Guilford County, North Carolina  
CIP**

**500-999999-EMS Base - SW Greensboro (Gate City Blvd)**

**REQUEST NAME**

EMS Base - Groometown & Gate City Blvd

**REQUEST CODE**

CIP-500-999999-20-4782

**REQUEST TYPE**

CIP

**Start Date**

7/1/2019

**PROJECT DESCRIPTION / NECESSITY**

**Project Description:** Guilford County Emergency Service will receive an exclusive license to use a portion of Greensboro Fire Station 10. This station is currently located on Gate City Blvd between Merrit Dr and Hilltop Rd and is anticipated to be replaced in nearly the same location in 2020-21.

**Funding Source(s):** No funding appropriated 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**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
Buildings	0	0	0	0	550,000	0	550,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>550,000</b>	<b>0</b>	<b>550,000</b>

**Funding Sources**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
County Funds Needed	0	0	0	0	550,000	0	550,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>550,000</b>	<b>0</b>	<b>550,000</b>

**Operating Budget**

<b>Expenses</b>	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
O & M Ongoing	0	0	0	0	0	120,000	120,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>120,000</b>	<b>120,000</b>

**Guilford County, North Carolina  
CIP**

**500-999979-EMS Base - South High Point**

**REQUEST NAME**

EMS Base - South High Point

**REQUEST CODE**

CIP-500-999979-20-4771

**REQUEST TYPE**

CIP

**Start Date**

7/1/2019

**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 2024-25.

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**Capital Items**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
Land	0	0	0	0	915,000	0	915,000
PROFESSIONAL SERVICE	0	0	0	0	0	700,000	700,000
Major Furniture & Equipment	0	0	0	0	0	300,000	300,000
Construction Work in Progress	0	0	0	0	0	2,300,000	2,300,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>915,000</b>	<b>3,300,000</b>	<b>4,215,000</b>

**Funding Sources**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
County Funds Needed	0	0	0	0	915,000	3,300,000	4,215,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>915,000</b>	<b>3,300,000</b>	<b>4,215,000</b>

**Operating Budget**

Expenses	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
O & M Ongoing	0	0	0	0	0	120,000	120,000
	0	0	0	0	0	3,060,000	3,060,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,180,000</b>	<b>3,180,000</b>

**Guilford County, North Carolina  
CIP**

**500-999980-EMS Base - NC 150 / Church Street**

**REQUEST NAME**

EMS Base - NC 150 / Church Street

**REQUEST CODE**

CIP-500-999980-20-4772

**REQUEST TYPE**

CIP

**Start Date**

7/1/2019

**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 2024-25.

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**Capital Items**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
Land	0	0	0	0	1,000,000	0	1,000,000
PROFESSIONAL SERVICE	0	0	0	0	0	750,000	750,000
Major Furniture & Equipment	0	0	0	0	0	350,000	350,000
Construction Work in Progress	0	0	0	0	0	2,500,000	2,500,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>	<b>3,600,000</b>	<b>4,600,000</b>

**Funding Sources**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
County Funds Needed	0	0	0	0	1,000,000	3,600,000	4,600,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>	<b>3,600,000</b>	<b>4,600,000</b>

**Operating Budget**

Expenses	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
O & M Ongoing	0	0	0	0	0	120,000	120,000
	0	0	0	0	0	3,060,000	3,060,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,180,000</b>	<b>3,180,000</b>

**Guilford County, North Carolina**  
**CIP**

**500-300225-EMS Maintenance/Logistics & Replacement EOC**

**REQUEST NAME**

EMS Maintenance/Logistics, Admin & EOC Facility

**REQUEST CODE**

CIP-500-300225-20-4781

**REQUEST TYPE**

CIP

**Start Date**

7/1/2019

**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 \$14.5 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 is also planned to be co-located at the new facility. EMS training and simulation space was identified in the County space study as a significant deficit. Approximate cost of Phase 2 is \$8 million. **PHASE 3:** The county's Emergency Operations Center (EOC) will co-located with this facility if a suitable space could be found or built to accomodate all functions. Approximate cost of Phase 3 is \$8 million.

**Funding Source(s):** **PHASE 1:** The Board of Commissioners appropriated \$3,053,000 in bond funds (\$12,836,463) and capital fund balance (\$1,553,000) toward Phase 1 and construction began in FY 2019. **PHASES 2-3:** No funds have been appropriated for Phase 2 and 3. An additional \$16 million will be needed to complete these two phases.

**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 2020-21 expected to be offset with decreased reliance on outside vendor repairs. **Phase 3:** 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**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
Construction Work in Progress	0	0	0	15,700,000	0	0	15,700,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,700,000</b>	<b>0</b>	<b>0</b>	<b>15,700,000</b>

**Funding Sources**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
County Funds Needed	0	0	0	15,700,000	0	0	15,700,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,700,000</b>	<b>0</b>	<b>0</b>	<b>15,700,000</b>

**Operating Budget**

Expenses	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
O & M Ongoing	0	0	0	30,000	0	0	30,000
	0	-53,985	-53,985	-53,986	-54,133	-105,457	-321,546
	0	53,985	53,985	103,985	103,985	623,910	939,850
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>79,999</b>	<b>49,852</b>	<b>518,453</b>	<b>648,304</b>

**Guilford County, North Carolina**  
**CIP**

**500-300310-County Animal Shelter Replcmt**

**REQUEST NAME**

County Animal Shelter Replacement - Additional

**REQUEST CODE**

CIP-500-300310-20-4774

**REQUEST TYPE**

CIP

**Start Date**

7/1/2019

**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. The County purchased land for the new shelter in 2017-18 and the Board approved moving forward on facility design.

**Funding Source(s):** \$100,000 for initial needs assessment 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. Additional funding from 2/3rds bonds and bond premium was appropriated in FY 2017-18 to fund the purchase of land and additional design. The remaining funding is expected to come from a combination of additional 2/3rds bonds sold in 2019.

**Operating Impacts:** Staffing levels are not expected to significantly change. Additional utility costs are anticipated due to a larger building; however, the increased efficiency of newer HVAC and other systems is expected to help offset the increase.

**Capital Items**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
Construction Work in Progress	5,000,000	0	0	0	0	0	5,000,000
<b>Total</b>	<b>5,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000,000</b>

**Funding Sources**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
GO Bonds - Sold	5,000,000	0	0	0	0	0	5,000,000
<b>Total</b>	<b>5,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000,000</b>

## **Guilford County, North Carolina CIP**

500-999993-APPROVED - Law Enforcement Administration Building & Parking

**REQUEST NAME**

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Law Enforcement Administration Bldg - Additional

## **REQUEST CODE**

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CIP-500-999993-20-4778

**REQUEST TYPE**

CIP

**Start Date**

7/1/2019

## **PROJECT DESCRIPTION / NECESSITY**

**Project Description:** Construction of a new Law Enforcement (LE) Administration Center on the site of the "Old Greensboro Jail" The new facility will allow include administrative office space as well as the public-facing permitting and other functions currently located in the Old Jail and the Otto Zenke 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 in FY 2018-19.

**Funding Source(s):** Project has been identified as high priority by the Board of Commissioners and \$550,000 was appropriated from bonds issued in 2017. Additional funding for final design and construction will come from proceeds from 2/3rds bonds sold in 2019.

**Operating Impact:** This project will allow removal of the Otto Zenke building from the County's building inventory, which is anticipated to allow redistribution of facility maintenance funding to other facilities and improve efficiency of maintenance.

## **Capital Items**

## Funding Sources

Guilford County, North Carolina  
CIP

**500-999993-APPROVED - Law Enforcement Administration Building & Parking**

**REQUEST NAME**

Otto Zenke Building Demolition & Surface Parking

**REQUEST CODE**

CIP-500-999993-20-4779

**REQUEST TYPE**

CIP

**Start Date**

7/1/2019

**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.

This project will be completed in coordination 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):** Funding for this project is included in the Law Enforcement Administration project cost.

**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.

**Guilford County, North Carolina  
CIP**

**500-999002-Edgeworth Building Renovation**

<b>REQUEST NAME</b>	<b>REQUEST CODE</b>	<b>REQUEST TYPE</b>
Edgeworth Building Renovation	CIP-500-999002-20-4860	CIP

**Start Date**

7/1/2019

**PROJECT DESCRIPTION / NECESSITY**

**Project Description:** Renovation of the Edgeworth Building, originally built in 1963, including restructuring of office space used by State Juvenile Justice and Probation & Parole staff and replacement of existing mechanical systems at the end of their service life.

**Funding Source(s):** Funding for this project will come from 2/3rds General Obligation Bonds issued in 2019.

**Operating Impact:** No notable impact is anticipated from this project.

**Capital Items**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
Construction Work in Progress	2,700,000	0	0	0	0	0	2,700,000
PROFESSIONAL SERVICE	800,000	0	0	0	0	0	800,000
<b>Total</b>	<b>3,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,500,000</b>

**Funding Sources**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
GO Bonds - Sold	3,500,000	0	0	0	0	0	3,500,000
<b>Total</b>	<b>3,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,500,000</b>

**Guilford County, North Carolina**  
**CIP**

**500-999992-Juvenile Detention Expansion**

**REQUEST NAME**

Juvenile Detention Facility Expansion

**REQUEST CODE**

CIP-500-999992-20-4766

**REQUEST TYPE**

CIP

**Start Date**

7/1/2019

**PROJECT DESCRIPTION / NECESSITY**



**Project Description:** The General Assembly passed the Juvenile Justice Reinvestment Act in 2017 that, among other reforms to be implemented between 2017 and 2019, raises the age of criminal responsibility to 18 years old and shifts 16 and 17 year old offenders to juvenile status beginning December 1, 2019. As a result, juvenile offenders age 16 and 17 will have to be housed at the Juvenile Detention Center rather than in an adult facility as they were previously. The County's Juvenile Detention Facility will need to expand by four to six pods to accommodate 32 to 48 additional juveniles currently housed in the County's jail who will transition to juvenile detention in compliance with the state law.

Planning and design for expansion of the Juvenile Detention Facility on the current site was started in FY 2017-18. Final design and construction is pending identification of final funding sources and evaluation of structural design to ensure the facility meets the county's needs and state requirements created by the implementation of the Juvenile Justice Act.

**Funding Source(s):** No funding appropriated yet for this project. The level of State participation in the construction of additional space is under discussion and anticipated to be up 100% of the cost. Any necessary county funding is expected to come from the County Building Construction Fund. 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**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
Construction Work in Progress	0	9,450,000	0	0	0	0	9,450,000
PROFESSIONAL SERVICE	50,000	0	0	0	0	0	50,000
<b>Total</b>	<b>50,000</b>	<b>9,450,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,500,000</b>

**Funding Sources**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
NC Office of Juvenile Justice	50,000	9,450,000	0	0	0	0	9,500,000
<b>Total</b>	<b>50,000</b>	<b>9,450,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,500,000</b>

**Operating Budget**

**Guilford County, North Carolina**  
**CIP**

<b>Expenses</b>	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	<b>Total</b>
O & M Ongoing							
	0	0	0	160,000	160,000	960,000	1,280,000
	0	0	0	160,000	160,000	960,000	1,280,000
	0	0	0	690,000	910,000	5,460,000	7,060,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,010,000</b>	<b>1,230,000</b>	<b>7,380,000</b>	<b>9,620,000</b>
<b>Revenue</b>	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	<b>Total</b>
O & M Ongoing							
	0	0	0	837,242	811,367	0	1,648,609
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>837,242</b>	<b>811,367</b>	<b>0</b>	<b>1,648,609</b>
<b>Net</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>172,758</b>	<b>418,633</b>	<b>7,380,000</b>	<b>7,971,391</b>

**Guilford County, North Carolina  
CIP**

**500-999984-800 MHz TDMA Conversion**

**REQUEST NAME**

800 MHz TDMA Conversion

**REQUEST CODE**

CIP-500-999984-20-4770

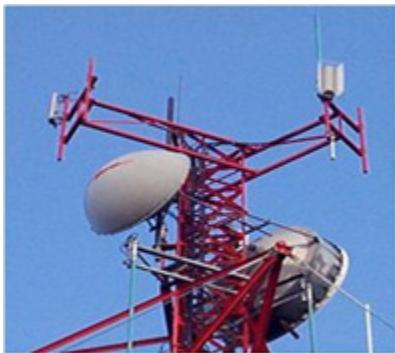
**REQUEST TYPE**

CIP

**Start Date**

7/1/2019

**PROJECT DESCRIPTION / NECESSITY**



**Project Description:** 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.

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**Capital Items**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
Construction Work in Progress	0	0	0	6,000,000	0	0	6,000,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,000,000</b>	<b>0</b>	<b>0</b>	<b>6,000,000</b>

**Funding Sources**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
County Funds Needed	0	0	0	6,000,000	0	0	6,000,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,000,000</b>	<b>0</b>	<b>0</b>	<b>6,000,000</b>

Guilford County, North Carolina  
CIP

**500-999986-800 MHz Subscriber Unit Replacement**

**REQUEST NAME**

800 MHz Subscriber Unit Replacement

**REQUEST CODE**

CIP-500-999986-20-4769

**REQUEST TYPE**

CIP

**Start Date**

7/1/2019

**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 2021. 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. The majority of the funding is expected to come from the County Building Construction Fund with \$2 million anticipated to come from the county fire districts for replacement radios to be used in each district.

NOTE: The County replaced radios in FY 2011. This capital project accounts for the expected replacement costs of the radios in FY 2021.

**Capital Items**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
Major Furniture & Equipment	0	9,600,000	0	0	0	0	9,600,000

**Guilford County, North Carolina  
CIP**

<b>Total</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>	<b>2024-2030</b>	<b>Total</b>
	0	9,600,000	0	0	0	0	9,600,000

**Funding Sources**

	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>	<b>2024-2030</b>	<b>Total</b>
County Funds Needed	0	7,600,000	0	0	0	0	7,600,000
Miscellaneous	0	2,000,000	0	0	0	0	2,000,000
<b>Total</b>	<b>0</b>	<b>9,600,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,600,000</b>

## **Guilford County, North Carolina CIP**

## **500-520611-Bryan Park Expansion**

**REQUEST NAME**

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Bryan Park Expansion (Phase I) - Addit'l

**REQUEST CODE**

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CIP-500-520611-20-4776

**REQUEST TYPE**

CIP

**Start Date**

7/1/2019

## **PROJECT DESCRIPTION / NECESSITY**

**Project Description:** Phase 1 of the Bryan Park master plan includes athletic fields, a campground, and unpaved multi-use trails as well as other recreation facilities. Additional phases of the master plan will be added to this project as funds are available.

**Funding Source(s):** 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 expected to come from the County Building Construction Fund and \$750,000 from the City of Greensboro in a 100% match for County funds for \$1.5 million total for Phase 1 work, subject to project planning and city council approval.

## **Capital Items**

## Funding Sources

**Guilford County, North Carolina  
CIP**

**500-999975-Hagan-Stone Park Improvements**

<b>REQUEST NAME</b>	<b>REQUEST CODE</b>	<b>REQUEST TYPE</b>
Hagan-Stone Park Improvements - Additional	CIP-500-999975-20-4780	CIP

**Start Date**

7/1/2019

**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 construction of an event center and other 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**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
Construction Work in Progress	0	2,200,000	100,000	200,000	0	0	2,500,000
<b>Total</b>	<b>0</b>	<b>2,200,000</b>	<b>100,000</b>	<b>200,000</b>	<b>0</b>	<b>0</b>	<b>2,500,000</b>

**Funding Sources**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
County Funds Needed	0	2,200,000	100,000	200,000	0	0	2,500,000
<b>Total</b>	<b>0</b>	<b>2,200,000</b>	<b>100,000</b>	<b>200,000</b>	<b>0</b>	<b>0</b>	<b>2,500,000</b>

**Guilford County, North Carolina  
CIP**

**500-520616-Bur Mil Park Clubhouse Renov**

**REQUEST NAME**

Bur-Mil Park Clubhouse Renovations - Additional

**REQUEST CODE**

CIP-500-520616-20-4775

**REQUEST TYPE**

CIP

**Start Date**

7/1/2019

**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. Phase I of this work included replacement of the HVAC system throughout the facility as well as interior renovations in one wing of the building. Phase II will include additional interior renovations and other facility needs and Phase III will complete the terrace outside the banquet room and to repair and improve parking, roads, sidewalks, and other exterior features of the facility.

**Funding Source(s):** \$1,283,000 has been appropriated for the first phase of the project including HVAC system replacement. Additional funding for Phases II and III is expected to come from the County Building Construction Fund.

**Operating Impacts:** No major changes to operations are anticipated.

**Capital Items**

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	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
Construction Work in Progress	0	500,000	500,000	500,000	200,000	0	1,700,000
<b>Total</b>	<b>0</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>200,000</b>	<b>0</b>	<b>1,700,000</b>

**Funding Sources**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
County Funds Needed	0	500,000	500,000	500,000	200,000	0	1,700,000
<b>Total</b>	<b>0</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>200,000</b>	<b>0</b>	<b>1,700,000</b>

**Guilford County, North Carolina  
CIP**

**500-520615-Bur Mil Park Improvements**

**REQUEST NAME**

Bur-Mil Park Improvements - Additional

**REQUEST CODE**

CIP-500-520615-20-4765

**REQUEST TYPE**

CIP

**Start Date**

7/1/2019

**PROJECT DESCRIPTION / NECESSITY**



**Project Description:** Bur-Mil Park is a 250-acre park owned by Guilford County. Established in 1989 through the purchase of the former Burlington Industries recreation facility, Bur-Mil provides a variety of recreation opportunities to Guilford County residents. The park features a family aquatic center that opened in summer 2004, golf and tennis facilities and instruction, a wildlife education center, and a clubhouse with a terrace and rooms to accommodate meetings, parties, weddings, and other special events. Funding is needed to maintain existing amenities and facilities, and to complete the park master plan.

Additional work will include:

- Replacement of concrete deck at the pool and installation of a new slide. (\$500,000 FY 2019-20)
- Renovation of the driving range and golf shop. (\$250,000 FY 2019-20)
- Tennis court facility renovations including construction of a parking lot near the tennis courts, two new tennis court facilities, and sidewalks to make them handicapped accessible. The existing courts will be rebuilt resurfaced at the same time. (\$900,000 FY 2020-21)
- General Park improvements to complete the master plan including canoe and kayak launches as well as other amenities. (\$150,000 in FY 2019-20)

**Funding Source(s):** Most funding will be from County Building Construction Fund Balance. The county will also apply for park grant funds to help offset the additional costs of tennis court renovations (estimated \$300,000).

**Capital Items**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
Construction Work in Progress	0	900,000	900,000	0	0	0	1,800,000
<b>Total</b>	<b>0</b>	<b>900,000</b>	<b>900,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,800,000</b>

**Funding Sources**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
County Funds Needed	0	900,000	900,000	0	0	0	1,800,000
<b>Total</b>	<b>0</b>	<b>900,000</b>	<b>900,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,800,000</b>

**Guilford County, North Carolina  
CIP**

**520-999001-School Security Improvements**

**REQUEST NAME**

Guilford County Schools Security Improvements

**REQUEST CODE**

CIP-520-999001-20-4864

**REQUEST TYPE**

CIP

**Start Date**

7/1/2019

**PROJECT DESCRIPTION / NECESSITY**

**Project Description:** The county is seeking to improve security at area schools to protect both students and faculty in response to the rise of instances of violence from off-campus threats.

**Funding Source(s):** 2/3rds General Obligation Bonds issued in 2019.

**Operating Impact:** No notable operating impact is anticipated from this project.

**Capital Items**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
Construction Work in Progress	10,000,000	0	0	0	0	0	10,000,000
<b>Total</b>	<b>10,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,000,000</b>

**Funding Sources**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
GO Bonds - Sold	10,000,000	0	0	0	0	0	10,000,000
<b>Total</b>	<b>10,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,000,000</b>

**Guilford County, North Carolina**  
**CIP**

**500-100922-HP Justice Complex HVAC Sys**

**REQUEST NAME**

High Point HVAC Central Plant & Bldg Automation

**REQUEST CODE**

CIP-500-100922-20-4784

**REQUEST TYPE**

CIP

**Start Date**

7/1/2019

**PROJECT DESCRIPTION / NECESSITY**

**Project Description:** The High Point Courthouse and Jail are served by a single, aging HVAC plant that has exceeded operational life. Replacement of both the HVAC units and the control systems are both required for continued operation. FY2015-16 funding totalling \$1,350,000 was used for Phase I including replacing the HVAC plant, controls, and to complete minor repairs in duct work. Phase II work is expected to cost \$2 million and will include replacing remaining HVAC equipment and completion of integration of controls into the County's master control system.

**Project Funding:** Funding for Phase I totalling \$1,350,000 was appropriated from County Building Construction Fund balance in FY 2015-16. Additional funding for Phase II is also expected to come from the County Building Construction Fund balance.

**Operating Impacts:** No operating impacts have been estimated at this time. Possible impacts include a reduction in utilities cost due to a newer, more efficient HVAC system and controls.

**Capital Items**

	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>	<b>2024-2030</b>	<b>Total</b>
Construction Work in Progress	1,800,000	0	0	0	0	0	1,800,000
PROFESSIONAL SERVICE	200,000	0	0	0	0	0	200,000
<b>Total</b>	<b>2,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000,000</b>

**Funding Sources**

	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>	<b>2024-2030</b>	<b>Total</b>
County Funds Needed	2,000,000	0	0	0	0	0	2,000,000
<b>Total</b>	<b>2,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000,000</b>

**Guilford County, North Carolina  
CIP**

**500-999100-Greensboro Courthouse HVAC**

<b>REQUEST NAME</b>	<b>REQUEST CODE</b>	<b>REQUEST TYPE</b>
Greensboro Courthouse HVAC	CIP-500-999100-20-4777	CIP

**Start Date**

7/1/2019

**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 with Phase I construction taking place in FYs 2016-17 and 2017-18. Phase II of the project will include completing integration of the building control into the County's master HVAC control system as well as replacement of remaining equipment not replaced in Phase I for a total estimated cost of \$1,100,000 with design and construction planned for FY 2019-20.

**Funding Source(s):** Funding for Phase I totalling \$1,150,000 was appropriated from County Building Construction Fund Balance in FY 2016-17. Additional funding for Phase II is also expected to come from the County Building Construction Fund balance.

**Capital Items**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
Construction Work in Progress	1,000,000	0	0	0	0	0	1,000,000
PROFESSIONAL SERVICE	100,000	0	0	0	0	0	100,000
<b>Total</b>	<b>1,100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,100,000</b>

**Funding Sources**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
County Funds Needed	1,100,000	0	0	0	0	0	1,100,000
<b>Total</b>	<b>1,100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,100,000</b>

## **Guilford County, North Carolina CIP**

**500-200220-Mental Health Replacement Facility**

**REQUEST NAME**

Mental Health Replacement Facility - Additional

## REQUEST CODE

CIP-500-200220-20-4862

**REQUEST TYPE**

CIP

**Start Date**

7/1/2019

## **PROJECT DESCRIPTION / NECESSITY**

**Project Description:** Guilford County and Cone Health are collaborating to provide a mental health urgent care center facility to treat people in crisis and address physical, mental, and substance abuse issues. The partnership, known as the Guilford County Behavioral Health Crisis Collaborative is supported by the NC Department of Health & Human Services. The proposed 24/7 comprehensive behavioral facility includes a mental health urgent care center, an adult 16-bed facility-based crisis center, and an outpatient clinic serving adults, adolescents, and children. Existing Guilford County facilities are not configured to accommodate this new larger program, thereby requiring a new facility.

**Funding Source(s):** Funding for this project includes unexpended funds from the Bellemeade Building renovation (\$722,218), county building construction fund balance (\$677,782), 2/3rds General Obligation bonds (\$3.1 million), proceeds from the sale of the Bellemeade Building (\$5.5 million), and anticipated funding from the state (\$10.0 million)

**Operating Impact:** No significant operating impact is expected from this project.

## **Capital Items**

## Funding Sources

**Guilford County, North Carolina**  
**CIP**

**500-999201-Sandhills Administration Building**

**REQUEST NAME**

Sandhills Administration Building Replacement

**REQUEST CODE**

CIP-500-999201-20-4863

**REQUEST TYPE**

CIP

**Start Date**

7/1/2019

**PROJECT DESCRIPTION / NECESSITY**

**Project Description:** The county has a two-year lease on the property where mental health services and administration are currently located. This building will serve as a replacement facility for mental health administrative services (Sandhills) as well as additional office space for other county services.

**Funding Source(s):** 2/3rds General Obligation bonds issued in 2019.

**Operating Impacts:** No notable operating impacts are anticipated from this project.

**Capital Items**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
Buildings	5,000,000	0	0	0	0	0	5,000,000
<b>Total</b>	<b>5,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000,000</b>

**Funding Sources**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
GO Bonds - Sold	5,000,000	0	0	0	0	0	5,000,000
<b>Total</b>	<b>5,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000,000</b>

**Guilford County, North Carolina  
CIP**

**500-999-New County Building Construction Fund Projects**

<b>REQUEST NAME</b> Greensboro Plaza / Parking Garage	<b>REQUEST CODE</b> CIP-500-999-20-4783	<b>REQUEST TYPE</b> CIP
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**Start Date**

7/1/2019

**PROJECT DESCRIPTION / NECESSITY**

**Project Description:** Evaluation and repairs/upgrades to the plaza decking and parking garage structural system are needed to extend the useful life of the structure. Work is anticipated to include repair and replacement of structural elements of both the plaza and parking deck underneath with design to be completed in FY 2019-20 and construction/repair work in FY 2020-21. Additional details will be available upon completion of an initial engineering study initiated in FY 2017-18.

**Project Funding:** Project is expected to be funded from the County Building Construction Fund balance.

**Capital Items**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
Construction Work in Progress	0	8,500,000	0	0	0	0	8,500,000
PROFESSIONAL SERVICE	500,000	0	0	0	0	0	500,000
<b>Total</b>	<b>500,000</b>	<b>8,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,000,000</b>

**Funding Sources**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
County Funds Needed	500,000	8,500,000	0	0	0	0	9,000,000
<b>Total</b>	<b>500,000</b>	<b>8,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,000,000</b>

**Guilford County, North Carolina**  
**CIP**

**500-999001-Replacement Voting System**

**REQUEST NAME**

Replacement Voting System

**REQUEST CODE**

CIP-500-999001-20-4773

**REQUEST TYPE**

CIP

**Start Date**

7/1/2019

**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 in December 2019 (NCGS 163-165.7). In addition, replacement machines must be certified by the state Board of Elections and tested by the county in at least one precinct prior to county-wide use per state statute. The replacement voting system the county anticipates moving to utilizes a touch-screen system which prints the voter-marked paper ballot that is then tabulated at the polling place by a tabulator. Included are costs for 1,600 polling place touch-screen machines, voting booths for each, 205 precinct ballot tabulators (or precincts and early voting sites), and high-speed tabulator (for by-mail tabulation, recounts).

**Funding Source(s):** The Board of Commissioners set aside \$8,000,000 of County Building Construction Fund balance for purchase of voting machines at their FY 2017-18 Retreat in February 2018.

**Operating Impacts:** There is an ongoing cost to purchase blank ballot stock. Each election will require an inventory of paper at approximately \$0.11 each for 360,000 voters (unused stock can be used in other elections). Each early voting site will also need a substantial amount of paper on hand (not 100%, but near it in some elections). Additionally, there will be software licensing fees, firmware maintenance, and hardware maintenance fees which are unknown.

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**Capital Items**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
Small Office Furn & Equip	8,000,000	0	0	0	0	0	8,000,000
<b>Total</b>	<b>8,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,000,000</b>

**Funding Sources**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
Appropriated Fund Balance	8,000,000	0	0	0	0	0	8,000,000
<b>Total</b>	<b>8,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,000,000</b>

**Operating Budget**

Expenses	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2030	Total
O & M Ongoing	101,250	83,700	48,600	48,600	48,600	291,600	622,350
	11,250	9,300	5,400	5,400	5,400	32,400	69,150
<b>Total</b>	<b>112,500</b>	<b>93,000</b>	<b>54,000</b>	<b>54,000</b>	<b>54,000</b>	<b>324,000</b>	<b>691,500</b>



## 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 April 30, 2019.

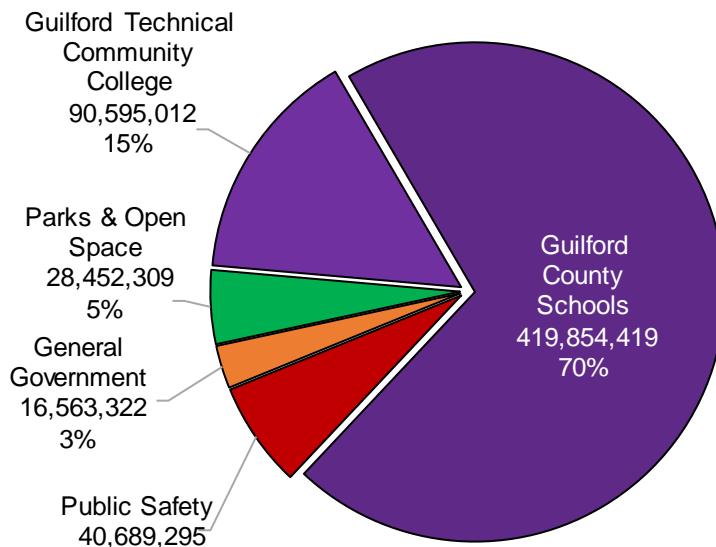
### CURRENT EXPENDITURES

Just as in the CIP, the County's current capital projects fall into two broad plan categories: Education and County. Both categories include facility construction, renovation, and expansion projects while the Education also includes annual capital maintenance funding. Education projects comprise 70% of the total current capital project budgets while the remainder are County projects.

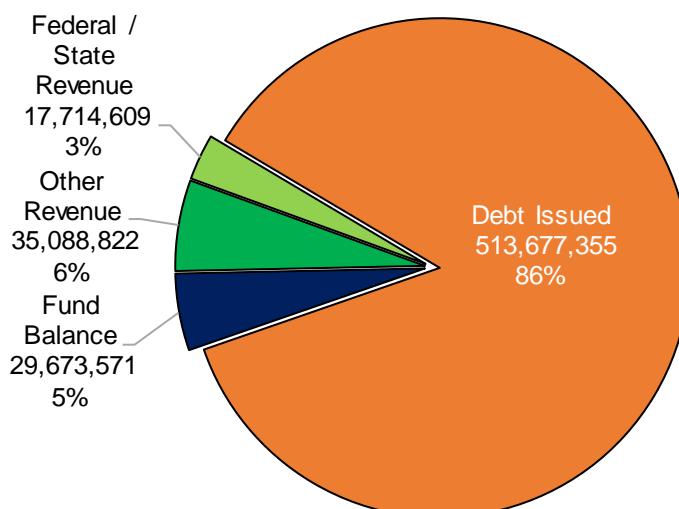
### CURRENT REVENUES

The majority of current projects are funded with debt in the form of General and Limited Obligation bonds issued for school construction, renovation, and major maintenance projects. The remainder of current capital project funding is funded through appropriated capital fund balance built up through annual general fund transfers as well as other funds received for specific projects.

**Current Projects by Service Area**



**Current Revenues by Type**



Authorized Guilford County Capital Project Ordinances as of June 30, 2019

Service Area	Project	Account Type	Project Budget	Actual Rev/Exp	Encumbered	Balance
General Government	Bellemeade Center Renovations	Expense	110,896	110,895		1
		Revenue	(110,896)	(110,895)		(1)
	<b>Bellemeade Center Renovations Total</b>		<b>0</b>	<b>0</b>		<b>0</b>
	Greene Street Center	Expense	648,180	547,748		100,432
		Revenue	(648,180)	(648,180)		0
	<b>Greene Street Center Total</b>		<b>0</b>	<b>(100,432)</b>		<b>100,432</b>
	Greensboro Courthouse HVAC Replacement	Expense	1,150,000	1,020,836	127,146	2,018
		Revenue	(1,150,000)	(1,150,000)		0
	<b>Greensboro Courthouse HVAC Replacement Total</b>		<b>0</b>	<b>(129,164)</b>	<b>127,146</b>	<b>2,018</b>
	High Point Parking Deck Repairs	Expense	2,667,000	1,682,533	428,044	556,423
		Revenue	(2,667,000)	(2,667,000)		0
	<b>High Point Parking Deck Repairs Total</b>		<b>0</b>	<b>(984,467)</b>	<b>428,044</b>	<b>556,423</b>
	HP Justice Complex HVAC Sys	Expense	1,350,000	1,126,351	111,690	111,960
		Revenue	(1,350,000)	(1,350,000)		0
	<b>HP Justice Complex HVAC Sys Total</b>		<b>0</b>	<b>(223,650)</b>	<b>111,690</b>	<b>111,960</b>
	Independence Center Parking Deck Repairs	Expense	600,000	465,570		134,430
		Revenue	(600,000)	(600,000)		0
	<b>Independence Center Parking Deck Repairs Total</b>		<b>0</b>	<b>(134,430)</b>		<b>134,430</b>
	Mental Health Facility Replacement	Expense	2,900,000	386,713	662,161	1,851,126
		Revenue	(2,900,000)	(2,900,000)		0
	<b>Mental Health Facility Replacement Total</b>		<b>0</b>	<b>(2,513,287)</b>	<b>662,161</b>	<b>1,851,126</b>
	Old Courthouse Renovation	Expense	3,500,000	2,180,856	944,388	374,756
		Revenue	(3,500,000)	(3,500,000)		0
	<b>Old Courthouse Renovation Total</b>		<b>0</b>	<b>(1,319,144)</b>	<b>944,388</b>	<b>374,756</b>
	Regional Water System Project	Expense	3,637,246	175,000		3,462,246
		Revenue	(3,637,246)	(909,311)		(2,727,935)
	<b>Regional Water System Project Total</b>		<b>0</b>	<b>(734,311)</b>		<b>734,311</b>
	<b>General Government Total</b>		<b>0</b>	<b>(6,138,884)</b>	<b>2,273,428</b>	<b>3,865,455</b>
Guilford County Schools	Allen Jay Middle School	Expense	13,076,652	13,076,652		0
		Revenue	(13,076,652)	(13,076,652)		0
	<b>Allen Jay Middle School Total</b>		<b>0</b>	<b>(0)</b>		<b>0</b>
	Bluford Elementary School - Renovation	Expense	8,288,612	8,279,781		8,831
		Revenue	(8,288,612)	(8,288,612)		0
	<b>Bluford Elementary School - Renovation Total</b>		<b>0</b>	<b>(8,831)</b>		<b>8,831</b>
	Career & Technical Education Capital Improvements	Expense	5,223,803			5,223,803
		Revenue	(5,223,803)	(5,223,803)		0
	<b>Career &amp; Technical Education Capital Improvements Total</b>		<b>0</b>	<b>(5,223,803)</b>		<b>5,223,803</b>
	Dudley High - New Traff Patrn	Expense	699,445	699,445		0
		Revenue	(699,445)	(699,445)		0
	<b>Dudley High - New Traff Patrn Total</b>		<b>0</b>	<b>(0)</b>		<b>0</b>
	Dudley High School - Athletics	Expense	6,094,327	6,094,325		2
		Revenue	(6,094,327)	(6,094,327)		0

Service Area	Project	Account Type	Project Budget	Actual Rev/Exp	Encumbered	Balance
Guilford County Schools	Dudley High School - Athletics Total		0	(2)		2
	GCS Capital Maintenance FY 2018	Expense	5,000,000	5,000,000		0
		Revenue	(5,000,000)	(5,000,000)		0
	GCS Capital Maintenance FY 2018 Total		0	0		0
	GCS Capital Maintenance FY 2019	Expense	6,000,000	574,254		5,425,746
		Revenue	(6,000,000)	(6,000,000)		0
	GCS Capital Maintenance FY 2019 Total		0	(5,425,746)		5,425,746
	GCS Capital Maintenance FY 2020	Expense	6,116,528			6,116,528
		Revenue	(6,116,528)			(6,116,528)
	GCS Capital Maintenance FY 2020 Total		0			0
	Guilford Middle School - Repl	Expense	35,279,684	32,913,885		2,365,799
		Revenue	(35,279,684)	(35,279,684)		0
	Guilford Middle School - Repl Total		0	(2,365,799)		2,365,799
	High Point Central - Add/Renov	Expense	17,986,007	15,529,546		2,456,461
		Revenue	(17,986,007)	(17,988,035)		2,028
	High Point Central - Add/Renov Total		0	(2,458,488)		2,458,488
	High Point SCALE Site	Expense	2,945,506	2,944,846		660
		Revenue	(2,945,506)	(2,945,011)		(495)
	High Point SCALE Site Total		0	(164)		164
	Hunter Elementry Schl - Replmt	Expense	19,273,675	18,703,773		569,902
		Revenue	(19,273,675)	(19,273,675)		0
	Hunter Elementry Schl - Replmt Total		0	(569,902)		569,902
	HVAC - FY10 Medicaid Swap	Expense	2,149,670	2,124,077		25,593
		Revenue	(2,149,670)	(2,149,672)		2
	HVAC - FY10 Medicaid Swap Total		0	(25,595)		25,595
	Mobile Classrooms	Expense	1,767,447	1,638,560		128,887
		Revenue	(1,767,447)	(1,767,447)		0
	Mobile Classrooms Total		0	(128,887)		128,887
	North Greensboro Area Elem Sch	Expense	19,115,183	19,115,182		1
		Revenue	(19,115,183)	(19,115,183)		0
	North Greensboro Area Elem Sch Total		0	(1)		1
	Northeast High School	Expense	12,340,261	12,340,261		0
		Revenue	(12,340,261)	(12,340,261)		0
	Northeast High School Total		0	(0)		0
	Northern High School	Expense	53,988,222	53,988,199		23
		Revenue	(53,988,222)	(53,988,222)		0
	Northern High School Total		0	(23)		23
	Northwest HS - New Traff Patrn	Expense	1,156,200	568,891		587,309
		Revenue	(1,156,200)	(1,156,200)		0
	Northwest HS - New Traff Patrn Total		0	(587,309)		587,309
	Northwest HS-Site & Athletics	Expense	4,053,370	4,053,369		1
		Revenue	(4,053,370)	(4,053,370)		0
	Northwest HS-Site & Athletics Total		0	(1)		1
	Northwood Elm Sch - Kitchn Ren	Expense	627,967	627,967		0
		Revenue	(627,967)	(627,967)		0

Service Area	Project	Account Type	Project Budget	Actual Rev/Exp	Encumbered	Balance
	<b>Northwood Elm Sch - Kitchn Ren Total</b>		<b>0</b>	<b>(0)</b>		<b>0</b>
	Page High School - Athletics	Expense	1,635,459	1,635,458		1
		Revenue	(1,635,459)	(1,635,459)		0
	<b>Page High School - Athletics Total</b>		<b>0</b>	<b>(1)</b>		<b>1</b>
	Page High School-Roofing	Expense	164,135	154,773		9,362
		Revenue	(164,135)	(157,114)		(7,021)
	<b>Page High School-Roofing Total</b>		<b>0</b>	<b>(2,341)</b>		<b>2,341</b>
	Ragsdale High School	Expense	46,287,351	46,287,349		2
		Revenue	(46,287,351)	(46,287,351)		0
	<b>Ragsdale High School Total</b>		<b>0</b>	<b>(2)</b>		<b>2</b>
	Reedy Fork Area Elementary School	Expense	16,347,859	16,274,604		73,255
		Revenue	(16,347,859)	(16,347,859)		0
	<b>Reedy Fork Area Elementary School Total</b>		<b>0</b>	<b>(73,255)</b>		<b>73,255</b>
	Roof R/R Andrews High School	Expense	767,481	762,504		4,977
		Revenue	(767,481)	(767,481)		(0)
	<b>Roof R/R Andrews High School Total</b>		<b>0</b>	<b>(4,977)</b>		<b>4,977</b>
	Roof R/R Erwin Montessori	Expense	68,466	68,465		1
		Revenue	(68,466)	(68,465)		(1)
	<b>Roof R/R Erwin Montessori Total</b>		<b>0</b>	<b>0</b>		<b>(0)</b>
	Roof R/R Pleasant Garden ES	Expense	258,630	227,868		30,762
		Revenue	(258,630)	(258,630)		0
	<b>Roof R/R Pleasant Garden ES Total</b>		<b>0</b>	<b>(30,762)</b>		<b>30,762</b>
	Roofing System-Wide	Expense	6,039,748	4,430,741		1,609,007
		Revenue	(6,039,748)	(6,023,011)		(16,737)
	<b>Roofing System-Wide Total</b>		<b>0</b>	<b>(1,592,270)</b>		<b>1,592,270</b>
	Smith High School Academy	Expense	5,774,305	5,774,304		1
		Revenue	(5,774,305)	(5,774,305)		0
	<b>Smith High School Academy Total</b>		<b>0</b>	<b>(1)</b>		<b>1</b>
	Smith HS - Athletic Renovation	Expense	7,679,051	7,624,014		55,037
		Revenue	(7,679,051)	(7,679,053)		2
	<b>Smith HS - Athletic Renovation Total</b>		<b>0</b>	<b>(55,039)</b>		<b>55,039</b>
	Smith HS - HVAC	Expense	19,878,222	19,442,713		435,509
		Revenue	(19,878,222)	(19,869,436)		(8,786)
	<b>Smith HS - HVAC Total</b>		<b>0</b>	<b>(426,723)</b>		<b>426,723</b>
	Southeast High School	Expense	32,028,433	32,014,334		14,099
		Revenue	(32,028,433)	(32,028,433)		0
	<b>Southeast High School Total</b>		<b>0</b>	<b>(14,099)</b>		<b>14,099</b>
	Southeast Middle School	Expense	10,777,603	10,777,602		1
		Revenue	(10,777,603)	(10,777,603)		0
	<b>Southeast Middle School Total</b>		<b>0</b>	<b>(1)</b>		<b>1</b>
	Southern HS Stadium Improvmts	Expense	634,480	566,779		67,701
		Revenue	(634,480)	(634,480)		0
	<b>Southern HS Stadium Improvmts Total</b>		<b>0</b>	<b>(67,701)</b>		<b>67,701</b>
	Southwest High School	Expense	19,869,678	19,868,571		1,107
		Revenue	(19,869,678)	(19,869,678)		0

Service Area	Project	Account Type	Project Budget	Actual Rev/Exp	Encumbered	Balance
	<b>Southwest High School Total</b>		<b>0</b>	<b>(1,107)</b>		<b>1,107</b>
	Summerfield Elem School	Expense	16,500,978	16,500,978		0
		Revenue	(16,500,978)	(16,500,978)		0
	<b>Summerfield Elem School Total</b>		<b>0</b>	<b>(0)</b>		<b>0</b>
	System-Wide Renovation @ Var Sch Sites	Expense	5,188,619	5,081,050		107,569
		Revenue	(5,188,619)	(5,188,618)		(1)
	<b>System-Wide Renovation @ Var Sch Sites Total</b>		<b>0</b>	<b>(107,568)</b>		<b>107,568</b>
	System-Wide Renovation FY 2012	Expense	4,849,057	4,179,796		669,261
		Revenue	(4,849,057)	(4,849,057)		0
	<b>System-Wide Renovation FY 2012 Total</b>		<b>0</b>	<b>(669,261)</b>		<b>669,261</b>
	System-wide Safety & Security	Expense	1,491,703	1,394,806		96,897
		Revenue	(1,491,703)	(1,491,703)		0
	<b>System-wide Safety &amp; Security Total</b>		<b>0</b>	<b>(96,897)</b>		<b>96,897</b>
	Western HS - Addition/Renovtin	Expense	8,547,130	8,024,502		522,628
		Revenue	(8,547,130)	(8,547,130)		0
	<b>Western HS - Addition/Renovtin Total</b>		<b>0</b>	<b>(522,628)</b>		<b>522,628</b>
<b>Guilford County Schools Total</b>			<b>0</b>	<b>(20,459,183)</b>		<b>20,459,183</b>
357 Guilford Technical Community College	GTCC - Center for Advanced Manufacturing	Expense	33,434,148	32,780,071		654,077
		Revenue	(33,434,148)	(33,434,149)		1
	<b>GTCC - Center for Advanced Manufacturing Total</b>		<b>0</b>	<b>(654,078)</b>		<b>654,078</b>
	GTCC - Medlin Learning Ctr-HVAC&Renov	Expense	7,826,356	6,731,545		1,094,811
		Revenue	(7,826,356)	(7,826,356)		0
	<b>GTCC - Medlin Learning Ctr-HVAC&amp;Renov Total</b>		<b>0</b>	<b>(1,094,811)</b>		<b>1,094,811</b>
	GTCC - Northwest Campus	Expense	44,834,508	44,834,508		0
		Revenue	(44,834,508)	(44,834,508)		0
	<b>GTCC - Northwest Campus Total</b>		<b>0</b>	<b>0</b>		<b>0</b>
	GTCC Capital Maintenance FY 2017	Expense	1,500,000	1,500,000		0
		Revenue	(1,500,000)	(1,500,000)		0
	<b>GTCC Capital Maintenance FY 2017 Total</b>		<b>0</b>	<b>0</b>		<b>0</b>
	GTCC Capital Maintenance FY 2018	Expense	1,500,000	716,952		783,048
		Revenue	(1,500,000)	(1,500,000)		0
	<b>GTCC Capital Maintenance FY 2018 Total</b>		<b>0</b>	<b>(783,048)</b>		<b>783,048</b>
	GTCC Capital Maintenance FY 2019	Expense	1,500,000			1,500,000
		Revenue	(1,500,000)	(1,500,000)		0
	<b>GTCC Capital Maintenance FY 2019 Total</b>		<b>0</b>	<b>(1,500,000)</b>		<b>1,500,000</b>
	GTCC Capital Maintenance FY 2020	Expense	1,000,000			1,000,000
		Revenue	(1,000,000)	(1,000,000)		(1,000,000)
	<b>GTCC Capital Maintenance FY 2020 Total</b>		<b>0</b>	<b>0</b>		<b>0</b>
<b>Guilford Technical Community College Total</b>			<b>0</b>	<b>(4,031,936)</b>		<b>4,031,936</b>
Parks & Open Space	Atlantic & Yadkin Grnway-Stim	Expense	664,549	279,964		384,585
		Revenue	(664,549)	(664,548)		(1)
	<b>Atlantic &amp; Yadkin Grnway-Stim Total</b>		<b>0</b>	<b>(384,584)</b>		<b>384,584</b>
	Bryan Park Expansion	Expense	100,000	16,440		83,560

Service Area	Project	Account Type	Project Budget	Actual Rev/Exp	Encumbered	Balance
Parks & Open Space	Bryan Park Expansion	Revenue	(100,000)	(100,000)		0
	<b>Bryan Park Expansion Total</b>		<b>0</b>	<b>(83,560)</b>		<b>83,560</b>
	Bryan Park Phase I	Expense	100,000	31,420		68,580
		Revenue	(100,000)	(100,000)		0
	<b>Bryan Park Phase I Total</b>		<b>0</b>	<b>(68,580)</b>		<b>68,580</b>
	Bur-Mil Park Clubhouse Renovations	Expense	1,283,000	1,224,269		58,731
		Revenue	(1,283,000)	(1,283,000)		0
	<b>Bur-Mil Park Clubhouse Renovations Total</b>		<b>0</b>	<b>(58,731)</b>		<b>58,731</b>
	Bur-Mil Park Improvements	Expense	3,065,352	2,960,657		104,695
		Revenue	(3,065,352)	(3,065,352)		0
	<b>Bur-Mil Park Improvements Total</b>		<b>0</b>	<b>(104,695)</b>		<b>104,695</b>
	Hagan-Stone Park	Expense	1,384,499	1,381,080		3,419
		Revenue	(1,384,499)	(1,384,500)		1
	<b>Hagan-Stone Park Total</b>		<b>0</b>	<b>(3,420)</b>		<b>3,420</b>
	Hagan-Stone Park Swimming Pool	Expense	2,000,000	1,988,548		11,453
		Revenue	(2,000,000)	(2,000,000)		0
	<b>Hagan-Stone Park Swimming Pool Total</b>		<b>0</b>	<b>(11,453)</b>		<b>11,453</b>
	Northeast Park	Expense	9,242,725	9,039,208		203,517
		Revenue	(9,242,725)	(9,242,725)		0
	<b>Northeast Park Total</b>		<b>0</b>	<b>(203,517)</b>		<b>203,517</b>
	Open Space Acquisition	Expense	10,248,246	9,819,226	338	428,682
		Revenue	(10,248,246)	(10,148,246)		(100,000)
	<b>Open Space Acquisition Total</b>		<b>0</b>	<b>(329,021)</b>	<b>338</b>	<b>328,682</b>
	Trails Development	Expense	363,938	98,381	8,400	257,157
		Revenue	(363,938)	(363,938)		0
	<b>Trails Development Total</b>		<b>0</b>	<b>(265,557)</b>	<b>8,400</b>	<b>257,157</b>
<b>Parks &amp; Open Space Total</b>			<b>0</b>	<b>(1,513,119)</b>	<b>8,738</b>	<b>1,504,380</b>
Public Safety	800 MHz Infrastructure Upgrade	Expense	11,964,274	9,493,959		2,470,315
		Revenue	(11,964,274)	(11,964,274)		0
	<b>800 MHz Infrastructure Upgrade Total</b>		<b>0</b>	<b>(2,470,315)</b>		<b>2,470,315</b>
	County Animal Shelter Replacement	Expense	10,451,217	824,031	6,535	9,620,651
		Revenue	(10,451,217)	(10,451,342)		125
	<b>County Animal Shelter Replacement Total</b>		<b>0</b>	<b>(9,627,311)</b>	<b>6,535</b>	<b>9,620,776</b>
	EMS Maintenance & Logistics Facility	Expense	14,416,463	2,368,528	11,574,473	473,462
		Revenue	(14,416,463)	(14,416,463)		0
	<b>EMS Maintenance &amp; Logistics Facility Total</b>		<b>0</b>	<b>(12,047,935)</b>	<b>11,574,473</b>	<b>473,462</b>
	Fire Station 63 EMS Co-Location	Expense	511,248		17,940	493,308
		Revenue	(511,248)	(511,248)		0
	<b>Fire Station 63 EMS Co-Location Total</b>		<b>0</b>	<b>(511,248)</b>	<b>17,940</b>	<b>493,308</b>
	Fire/EMS Pg Sys Narrowbanding	Expense	567,467	567,466		1
		Revenue	(567,467)	(567,467)		0
	<b>Fire/EMS Pg Sys Narrowbanding Total</b>		<b>0</b>	<b>(1)</b>		<b>1</b>
	High Point Courthouse Renovations	Expense	2,228,626	1,522,558		706,068
		Revenue	(2,228,626)	(2,228,626)		0

Service Area	Project	Account Type	Project Budget	Actual Rev/Exp	Encumbered	Balance
Public Safety	<b>High Point Courthouse Renovations Total</b>		<b>0</b>	<b>(706,068)</b>		<b>706,068</b>
	<b>Law Enforcement Admin Bldg Renovation</b>	Expense	550,000	460,090		89,910
		Revenue	(550,000)	(550,000)		0
	<b>Law Enforcement Admin Bldg Renovation Total</b>		<b>0</b>	<b>(89,910)</b>		<b>89,910</b>
<b>Public Safety Total</b>			<b>0</b>	<b>(25,452,788)</b>	<b>11,598,948</b>	<b>13,853,839</b>
<b>Grand Total</b>			<b>0</b>	<b>(57,595,909)</b>	<b>13,881,115</b>	<b>43,714,794</b>



## **GLOSSARY OF BUDGET-RELATED TERMS**

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**ABC Tax** - A tax on the net profits of county and city alcoholic beverage control (ABC) stores. The law provides that the net profits from the tax 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.

**County Profile**
**Guilford County (NC)**
**April 2019**
**Demographics**
**Population & Growth**

 2017 Est Population  
 2010 Census Total Population  
 Jul2017 NC Certified Population Estimate

**Population**

 517,197  
 488,406  
 527,922

**% Annual Growth**

 1.1%  
 1.6%

**Urban/Rural Representation**

 2010 Census Total Population: Urban  
 2010 Census Total Population: Rural

**Urban/Rural Percent**

 87.3%  
 12.7%

**Estimated Population by Age**

 2017 Est Median Age  
 2017 Est Total Pop 0-19  
 2017 Est Total Pop 20-24  
 2017 Est Total Pop 25-34  
 2017 Est Total Pop 35-44  
 2017 Est Total Pop 45-54  
 2017 Est Total Pop 55-64  
 2017 Est Total Pop 65+

 37  
 134,351  
 38,450  
 70,776  
 65,856  
 70,971  
 63,637  
 73,156

**% Pop by Age**

 26.0%  
 7.4%  
 13.7%  
 12.7%  
 13.7%  
 12.3%  
 14.1%

**Commuters, Workers Age 16 and Over, 2016 ACS Est**
**Percent of Workers, By Travel Time**

 Avg Travel Time, Minutes  
 Workers Not Working at Home  
 Travel Time to Work: < 10 minutes  
 Travel Time to Work: 10-14 minutes  
 Travel Time to Work: 15-19 minutes  
 Travel Time to Work: 20-24 minutes  
 Travel Time to Work: 25-29 minutes  
 Travel Time to Work: 30-34 minutes  
 Travel Time to Work: 35-44 minutes  
 Travel Time to Work: 45-59 minutes  
 Travel Time to Work: 60+ minutes

 21.3  
 223,709  
 11.2%  
 18.4%  
 21.3%  
 18.1%  
 8.0%  
 11.6%  
 4.5%  
 3.2%  
 3.8%

**Workers, By Transportation**

 Worker Transp, Base  
 Work at Home  
 Drove Car/Truck/Van Alone  
 Carpoled Car/Truck/Van  
 Public Transportation  
 Walked  
 Bicycle  
 Taxi, Motorcycle, Other

 236,026  
 5.2%  
 82.3%  
 8.9%  
 1.2%  
 1.4%  
 0.2%  
 0.8%

**Place of Work**

 Worked in State/County of Residence  
 Worked in State/Outside County of Residence  
 Worked Outside State of Residence

**Commuters**

 198,026  
 35,168  
 2,832

**Residents**

 83.9%  
 14.9%  
 1.2%

**Education**
**Pop Age 25+**

 2017-18 Kindergarten-12th Enrollment  
 2018 Average SAT score (1600 new scale)  
 2018 Percent of Graduates taking SAT  
 2016-17 Higher Education Completions (Provisional)  
 2016-17 Higher Education Enrollment (Provisional)  
 2017 Est Education Attainment - At Least High School Graduate  
 2017 Est Education Attainment - At Least Bachelor's Degree

 77,718  
 1,079  
 59.8%  
 22,170  
 62,126  
 306,022  
 120,356

 88.9%  
 34.9%

## Housing

		% Ann Growth or % Total
2017 Est Total Housing Units	225,009	0.7%
2010 Census Total Housing	196,628	
2010 Census Total Households	218,017	
2010 Census Occupied Housing	175,239	89.1%
2010 Census Vacant Housing	21,389	10.9%
2017 Est Median Value of Owner Occupied Housing	\$160,200	
2017 Est Median Gross Rent	\$817	
2017 Est Owner Occupied Housing	118,412	58.9%
2017 Est Renter Occupied Housing	82,586	41.1%
2017 Est % Owner Occupied Vacancy Rate	1.7%	
2017 Est % Renter Occupied Vacancy Rate	8.8%	

## Income

		% Ann Growth or % Pov
2016 Est Median Family Income	\$59,701	
2017 Median Household Income (SAIPE)	\$52,284	9.5%
2016 Est Median Worker Earnings	\$29,108	
2017 Per Capita Income (BEA)	\$45,034	
2017 Est Pop. Income Below Poverty (SAIPE)	73,862	14.5%

## Employment / Unemployment

	Currently	2017 Annual
Feb2019 Prelim., 2017 Employment	250,711	249,820
Feb2019 Prelim., 2017 Unemployment	11,433	10,771
Feb2019 Prelim., 2017 Unemployment Rate	4.4%	4.1%
2018Q3YTD, 2017 Announced Job Creation	1,775	1,469
2018Q3YTD, 2017 Total Announced Investments (\$mil)	\$414.1	\$71.2

Employment / Wages by Industry	2018Q3 Employment	2017 Employment	2018Q3 Avg Weekly Wage	2017 Avg Weekly Wage
Total All Industries	280,083	279,711	\$914	\$913
Total Government	28,559	31,215	\$971	\$905
Total Private Industry	251,524	248,496	\$908	\$914
Agriculture Forestry Fishing & Hunting	274	.	\$535	-
Mining	84	.	\$1,103	-
Utilities	385	384	\$1,663	\$1,625
Construction	12,147	11,353	\$1,059	\$1,038
Manufacturing	34,134	34,530	\$1,251	\$1,253
Wholesale Trade	16,405	15,946	\$1,133	\$1,132
Retail Trade	29,495	29,941	\$588	\$576
Transportation and Warehousing	18,996	18,193	\$966	\$948
Information	4,235	4,372	\$1,367	\$1,290
Finance and Insurance	12,050	11,489	\$1,353	\$1,561
Real Estate and Rental and Leasing	4,449	4,065	\$833	\$927
Professional and Technical Services	11,984	11,890	\$1,337	\$1,324
Mgt of Companies, Enterprises	5,795	6,066	\$2,267	\$2,062
Administrative and Waste Services	24,957	25,831	\$573	\$568
Educational Services	19,937	22,586	\$928	\$832
Health Care and Social Assistance	37,067	36,213	\$901	\$943
Arts, Entertainment and Recreation	4,249	3,591	\$336	\$345
Accommodation and Food Services	26,216	25,705	\$329	\$326
Other Services Ex. Public Admin	6,849	6,863	\$671	\$661
Public Administration	10,375	10,345	\$926	\$914
Unclassified	0	0	\$0	\$0

## Commercial/Retail/Industrial

### Local Business

2018Q4 Available Industrial Buildings	319
2018Q3 Establishments: Total Private Industry	14,035
2018Q3 Establishments: Manufacturing	673
2016 Est Self Employed	12,244

### Local Retail Business

2018 Total Retail Sales (With Food/Drink) (\$mil)	\$8,727.7
2018 Total Retail Businesses (With Food/Drink)	4,115
2018 Avg Sales/Business Total (with Food/Drink)	\$2,120,943
2018Q4 Available Commercial Buildings (if County reports)	428

## Quality of Life

### Taxes

FY2018-19 Property Tax Rate per \$100 Value	\$0.7305
FY2017-18 Annual Taxable Retail Sales (\$mil)	\$7,433.2
2019 Tier designation	2

### Childcare

2018Q4 Licensed Child Care Facilities	394
2018Q4 Licensed Child Care Enrollment	16,374

### Weather

Annual Rainfall, inches	44
Annual Snowfall, inches	5
Average Annual Temperature, °F	60
Average Annual High Temperature, °F	70
Average Annual Low Temperature, °F	49

### Healthcare Providers

2018 Number of Physicians	1,296
2018 Physicians/10,000 population	24.6
2017 RNs/10,000 population	118.8
2018 Dentists/10,000 population	5.8
2016 Pharmacists/10,000 population	11.1

### Sources:

Census (2010 & ACS 2012-16) for demographics, commuters, place of work, educational attainment, (ACS 2016-17 housing, and income data) at <https://factfinder.census.gov>. ESRI for retail data at [www.ESRI.com](http://www.ESRI.com). Applied Geographic Solutions for weather data at [www.AppliedGeographic.com](http://www.AppliedGeographic.com). NC Dept. of Education for SAT data by NC county system at <http://www.ncpublicschools.org>. US Dept. of Education, National Center for Education Statistics for higher education data at <https://nces.ed.gov/ipeds/datacenter>. NC Commerce, Labor and Economic Analysis Division, for NC tiers, occupational data, employment and unemployment, and wages and establishments by industry at <http://accessnc.nccommerce.com/>. EDPNC for announced new jobs and investment and available buildings at <https://edpnc.com>. NC Dept. of Health & Human Services for childcare data at <http://www.ncdhhs.gov/>. UNC Sheps Center for healthcare professions at <https://nchealthworkforce.unc.edu/>. Full datasets and topic dashboards are available at <http://AccessNC.NCCommerce.com>.

### Notes:

Data are the latest available at the date the profile was prepared. SAT scores use the new 1600 scoring system started in 2016 and represent county systems. Unemployment data is now the lastest month which is preliminary and is subject to change. US Education IPEDs data for Completions and Enrollment is at least Provisional and updated when Final. American Community Survey (ACS) data are estimates, noted 'Est' and are from the 5-year survey; data is as of final year with dollars inflated to final year. Additional data, reports, and dashboards are available at <http://accessnc.nccommerce.com/index.html>.

## Guilford County Commuting Report, Primary Jobs 2015

### OVERALL INFLOW OUTFLOW ANALYSIS

Resident Flow (Live/Work in Guilford County)	Jobs
Resident Live/Work in Guilford County	131,166
Worker inflow	127,851
Resident Outflow	75,983
Net Flow	51,868

### COMMUTING FLOW ANALYSIS BY EARNING, AGE AND INDUSTRY GROUP

Earnings Group	Worker Inflow	Percent of Total	Resident Worker	Percent of Total	Resident Outflow	Percent of Total	Net Flow
Jobs earning \$1,250 per month or less	26,828	21.0%	28,365	21.6%	17,452	23.0%	9,376
Jobs earning \$1,251 to \$3,333 per month	48,466	37.9%	53,415	40.7%	29,001	38.2%	19,465
Jobs earning more than \$3,333 per month	52,557	41.1%	49,386	37.7%	29,530	38.9%	23,027

Age Group	Worker Inflow	Percent of Total	Resident Worker	Percent of Total	Resident Outflow	Percent of Total	Net Flow
Jobs of workers age 29 or younger	27,794	21.7%	26,980	20.6%	18,374	24.2%	9,420
Jobs for workers age 30 to 54	71,905	56.2%	72,966	55.6%	41,347	54.4%	30,558
Jobs for workers age 55 or older	28,152	22.0%	31,220	23.8%	16,262	21.4%	11,890

Industry Group	Worker Inflow	Percent of Total	Resident Worker	Percent of Total	Resident Outflow	Percent of Total	Net Flow
Jobs in Goods Producing industries	23,389	18.3%	19,859	15.1%	11,551	15.2%	11,838
Jobs in Trade, Transportation, and Utilities industries	35,849	28.0%	24,886	19.0%	19,240	25.3%	16,609
Jobs in All Other Services industries	68,613	53.7%	86,421	65.9%	45,192	59.5%	23,421

Data Source: US Census Bureau, Center for Economic Studies, LODES, 2015, available in 2017

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## COMMUTING BY TOP 10 COUNTIES AND BY STATE

### Workers Coming Into Guilford County

Resident County	Jobs	Percent of Inflow Jobs	Percent of All County Jobs
Forsyth County, NC	20,430	16.0%	7.9%
Randolph County, NC	15,355	12.0%	5.9%
Davidson County, NC	14,182	11.1%	5.5%
Rockingham County, NC	9,973	7.8%	3.9%
Alamance County, NC	8,418	6.6%	3.2%
Wake County, NC	7,342	5.7%	2.8%
Mecklenburg County, NC	6,371	5.0%	2.5%
Durham County, NC	2,642	2.1%	1.0%
Stokes County, NC	2,013	1.6%	0.8%
Orange County, NC	1,781	1.4%	0.7%

### Workers Coming into Guilford County by Surrounding State

State	State Resident Workers	Percent of Inflow Jobs	Percent of All County Jobs
Virginia	2,303	1.8%	0.9%
South Carolina	1,873	1.5%	0.7%
Georgia	204	0.2%	0.1%
Tennessee	180	0.1%	0.1%

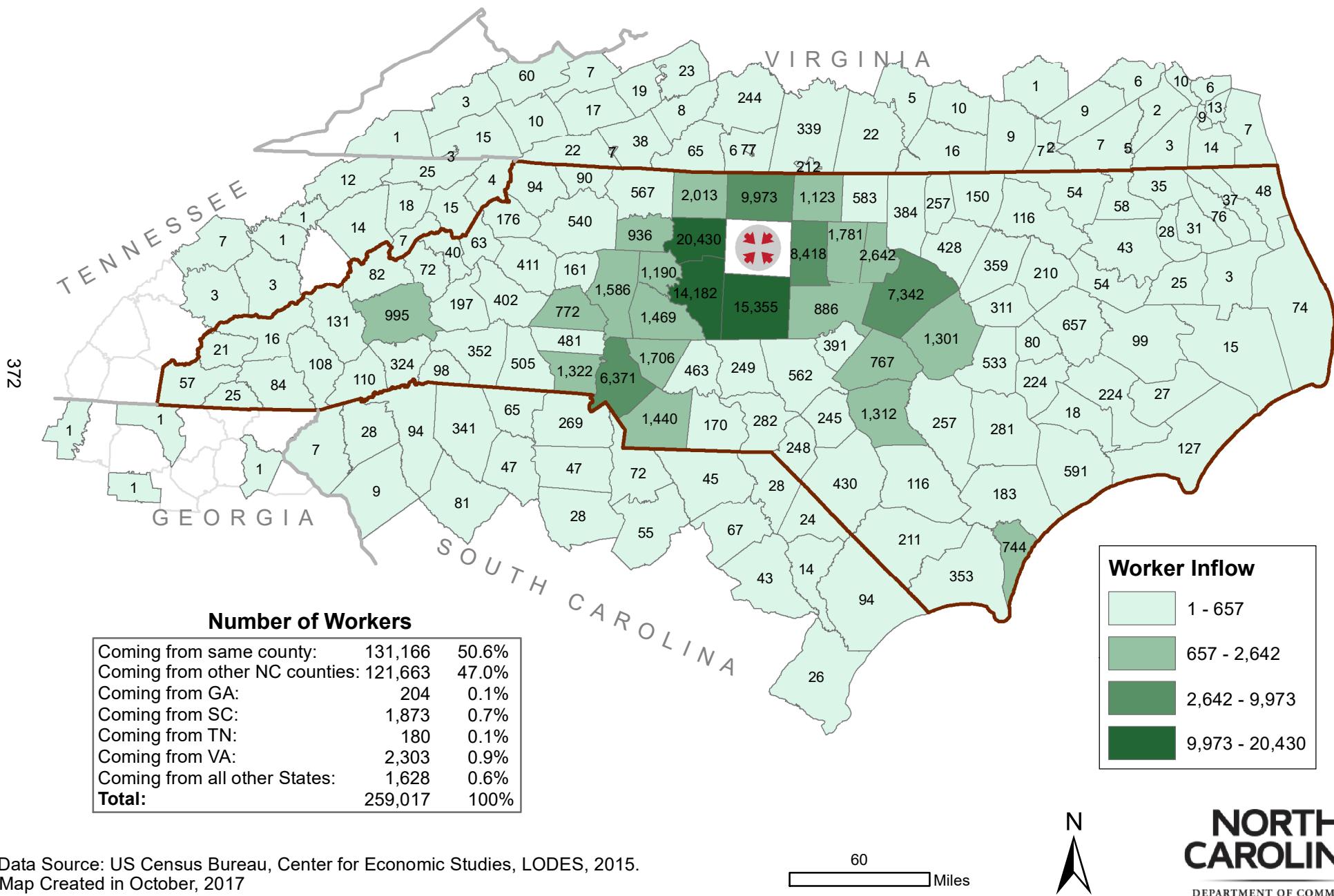
### Residents Working Out of Guilford County

Workplace County	Jobs	Percent of Outflow Jobs	Percent of All County Jobs
Forsyth County, NC	15,571	20.5%	7.5%
Mecklenburg County, NC	9,573	12.6%	4.6%
Wake County, NC	8,847	11.6%	4.3%
Alamance County, NC	7,528	9.9%	3.6%
Randolph County, NC	5,303	7.0%	2.6%
Davidson County, NC	3,851	5.1%	1.9%
Durham County, NC	2,542	3.3%	1.2%
Rockingham County, NC	2,440	3.2%	1.2%
Orange County, NC	1,159	1.5%	0.6%
Catawba County, NC	1,038	1.4%	0.5%

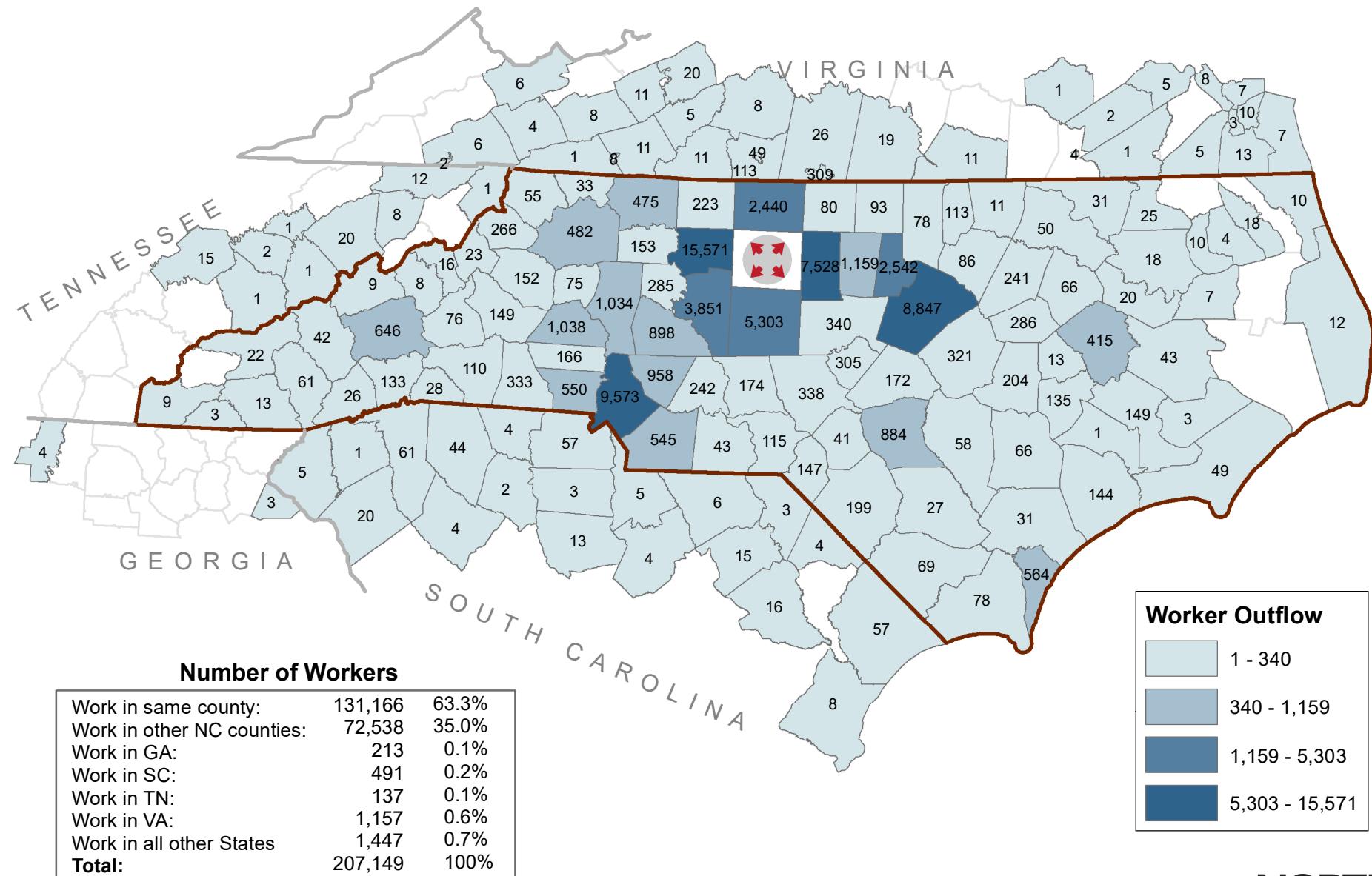
### Residents Working Out of Guilford County by Surrounding State

State	State Resident Workers	Percent of Outflow Jobs	Percent of All County Jobs
Virginia	1,157	1.5%	0.4%
South Carolina	491	0.6%	0.2%
Georgia	213	0.3%	0.1%
Tennessee	137	0.2%	0.1%

# Workers Commuting into Guilford County, North Carolina



# Workers Commuting out of Guilford County, North Carolina



Data Source: US Census Bureau, Center for Economic Studies, LODES, 2015.  
Map Created in October, 2017

70 Miles

**Guilford County, North Carolina**  
**Principal Taxpayers**  
**Current Year and Nine Years Ago**

Taxpayer	Fiscal Year 2018			Fiscal Year 2009		
	Assessed Value	Rank	Percentage of Total Assessed Value	Assessed Value	Rank	Percentage of Total Assessed Value
Duke Energy Carolinas LLC	\$ 458,680,660	1	0.90	\$ 341,721,051	1	0.77
Procter & Gamble Manufacturing Company	311,310,940	2	0.61	163,788,275	9	0.37
ITG Brands LLC (formerly Lorillard Tobacco Company)	239,718,440	3	0.47	270,378,566	3	0.61
Koury Corporation	225,859,553	4	0.45	277,192,223	2	0.62
Lincoln National Life Insurance (formerly Jefferson-Pilot)	211,945,928	5	0.42	-	-	-
American Express Travel Related Services Inc.	211,397,426	6	0.42	-	-	-
CBL LLC	165,890,300	7	0.33	212,855,431	5	0.48
Honda Aircraft Co	148,220,214	8	0.29	-	-	-
Piedmont Natural Gas	145,655,194	9	0.29	-	-	-
International Home Furnishings Center	145,471,700	10	0.29	184,884,223	7	0.41
RF Micro Devices, Inc.	-	-	-	214,973,534	4	0.48
TYCO Electronics	-	-	-	186,261,055	6	0.42
BellSouth	-	-	-	166,939,858	8	0.37
Liberty Property LP	-	-	-	137,937,077	10	0.31
Total Top Ten Principal Taxpayers	\$ 2,264,150,355		4.47	\$ 2,156,931,293		4.84

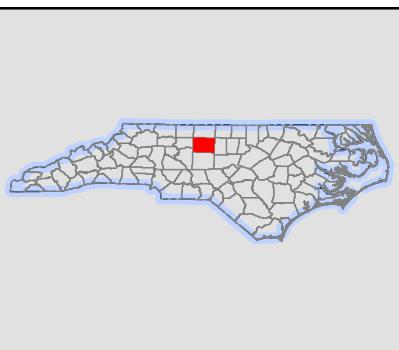
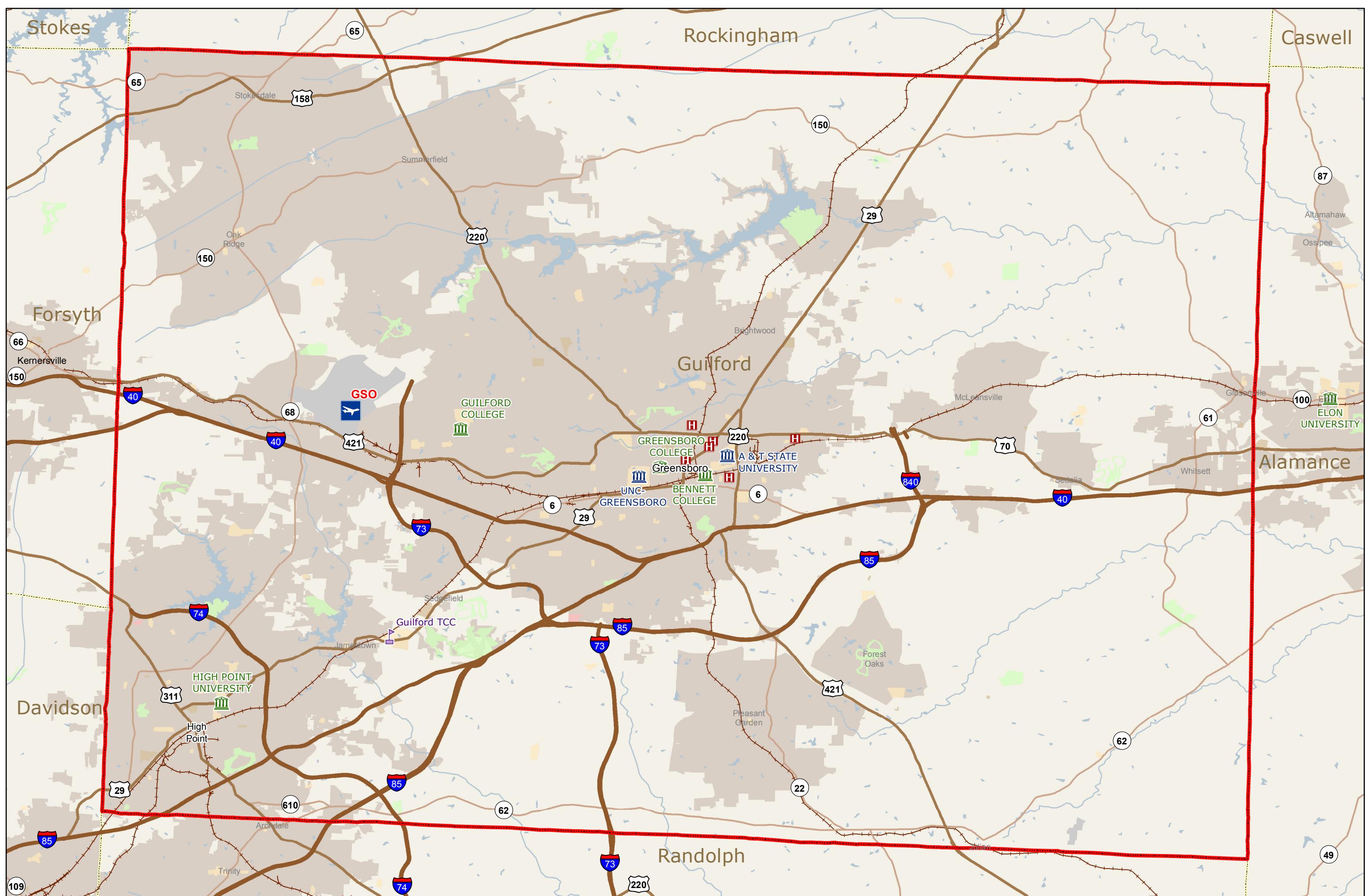
**Guilford County, North Carolina  
Principal Employers  
Current Year and Nine Years Ago**

<b>Employer</b>	<b>2018</b>			<b>2009</b>		
	<b>Employees</b>	<b>Rank</b>	<b>Percentage of Total County Employment</b>	<b>Employees</b>	<b>Rank</b>	<b>Percentage of Total County Employment</b>
Guilford County School System	10,027	1	4.05	9,386	1	4.02
Cone Health	8,875	2	3.58	7,440	2	3.19
City of Greensboro	2,913	3	1.18	2,958	3	1.27
Guilford County Government	2,652	4	1.07	2,648	6	1.14
High Point Regional Health System	2,600	5	1.05	1,863	10	0.80
University of North Carolina at Greensboro	2,379	6	0.96	2,800	4	1.20
United States Postal Service	2,300	7	0.93	2,800	5	1.20
Ralph Lauren Corporation	2,201	8	0.89	-	-	-
The Volvo Group	2,200	9	0.89	-	-	-
Unifi Inc.	2,153	10	0.87	-	-	-
Bank of America				2,200	7	0.94
American Express Credit Card Services				2,100	8	0.90
United Parcel Service (UPS)				2,000	9	0.86
Total County Employment	247,698			233,211		

Sources:

Principal employer data is from the Triad Business Journal and the individual employers. Total County employment is for calendar years 2008 and 2017 from the North Carolina Department of Commerce.



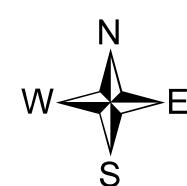


#### Legend

- 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



**THRIVE**  
in **NORTH**  
**CAROLINA**





# SUPERINTENDENT'S BUDGET RECOMMENDATION

GUILFORD COUNTY BOARD OF EDUCATION  
APRIL 17, 2019

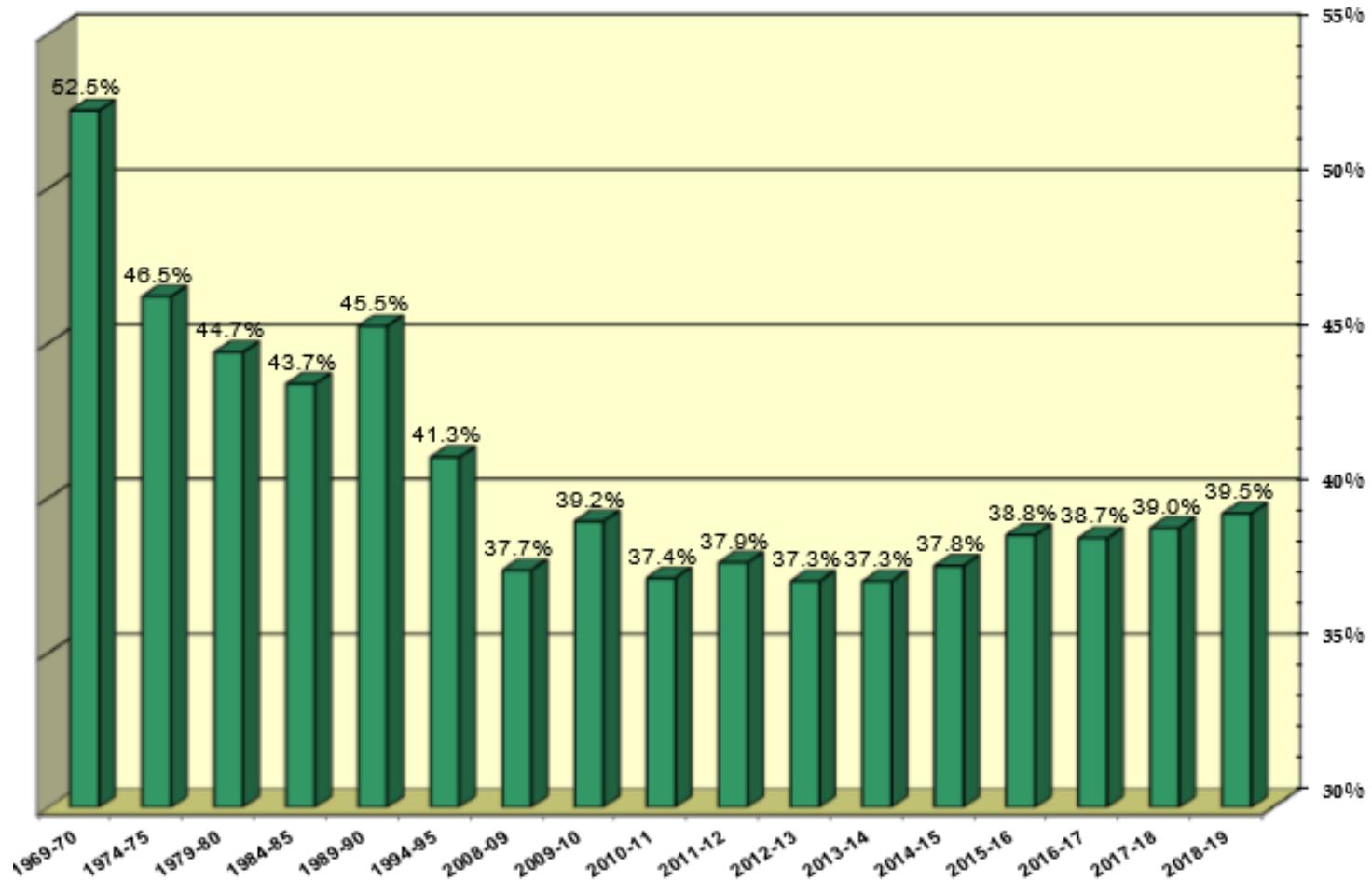
SHARON L. CONTRERAS, PH.D. | SUPERINTENDENT



# Funding Trends for Guilford County Schools

# K-12 Education Funding in North Carolina

Since 1970, the Public School's share of the General Fund has decreased by 13.0 percentage points. If our Public Schools were still funded at the same percentage as in FY 1969-70, we would have an additional \$3.1 billion for our students.



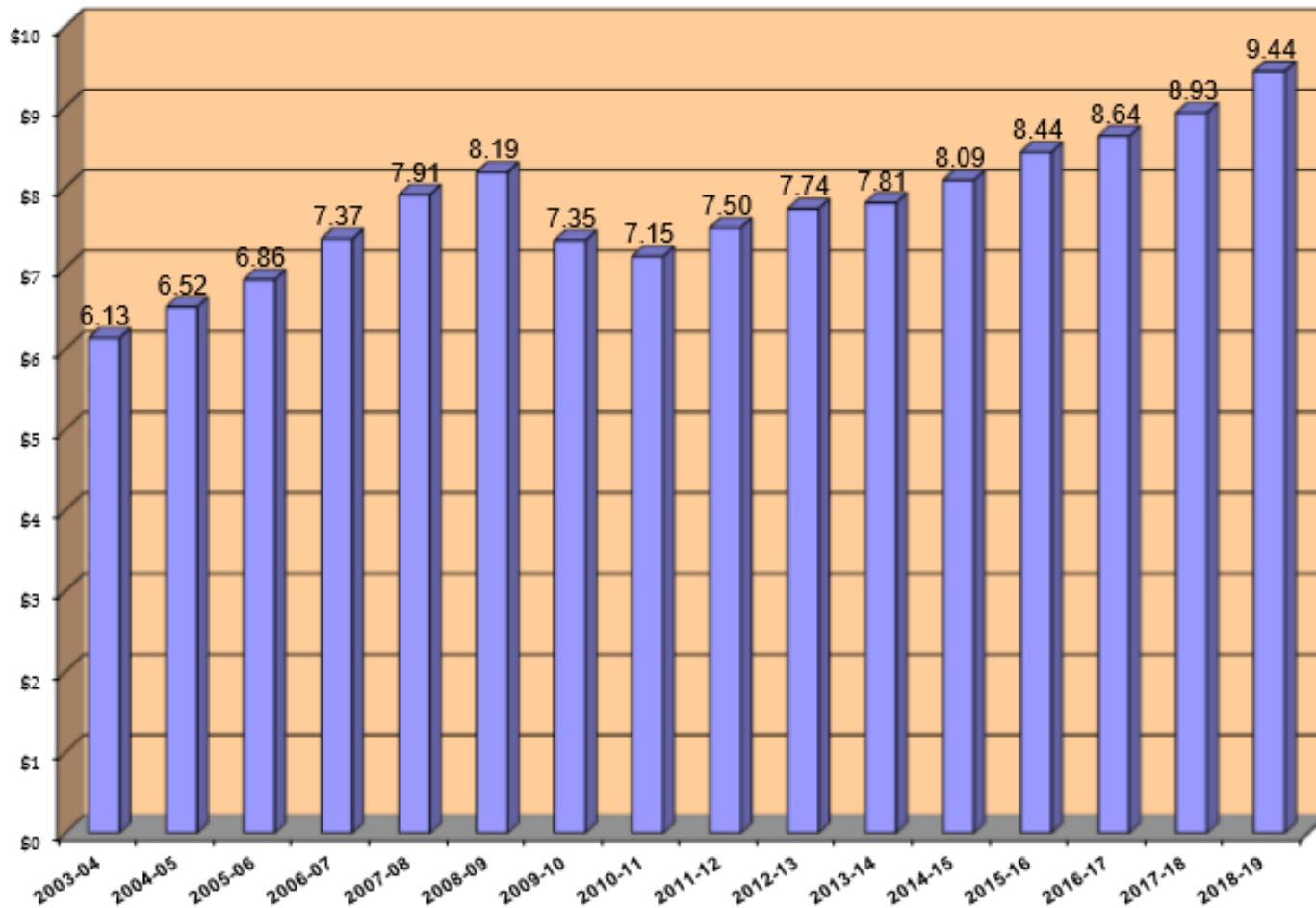
Source: NCDPI Highlights of the North Carolina Public School Budget, February 2019

# K-12 Education Funding in North Carolina

## Total State Public School General Fund Appropriations

2003-04 to 2018-19 (in Billions)

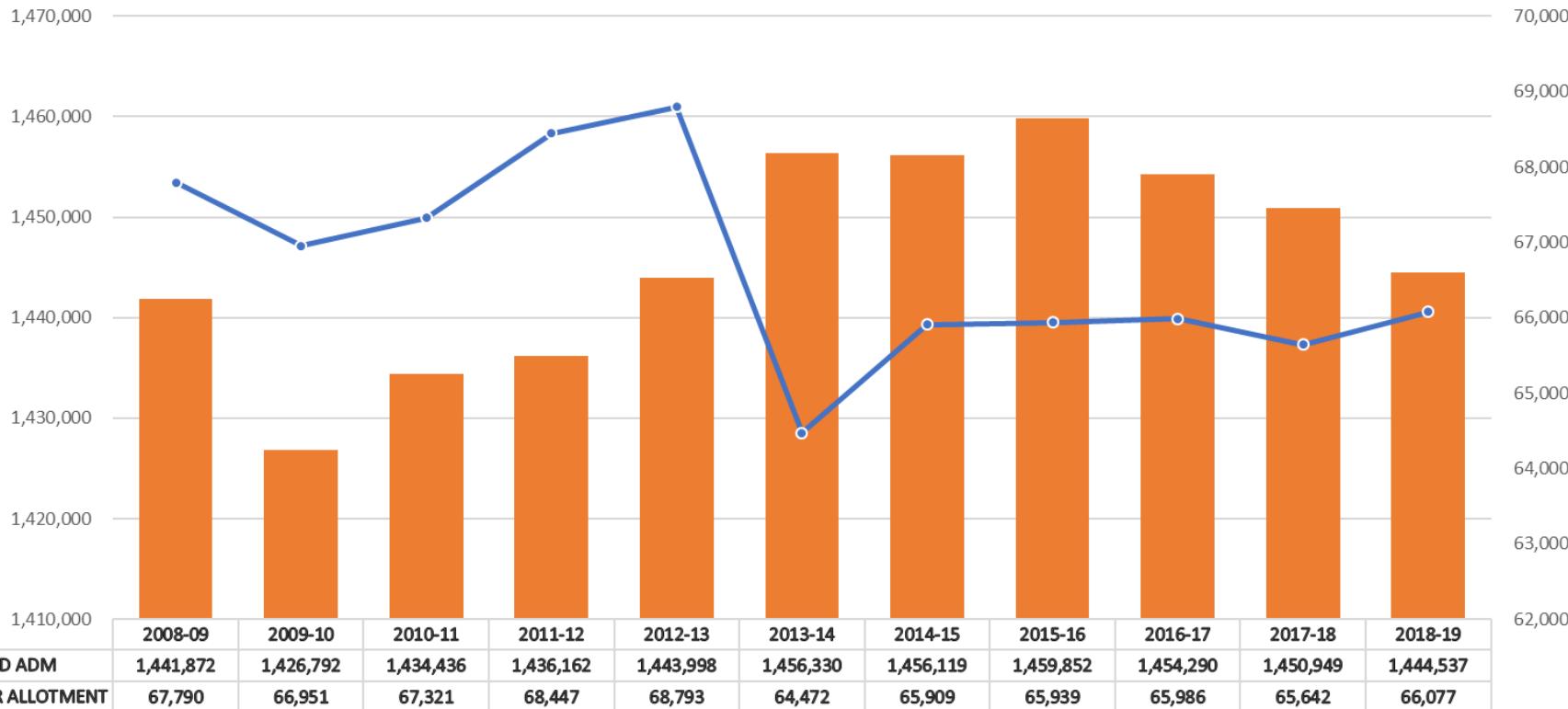
Funding increased from \$6.13 billion in 2003-04 to \$9.44 billion in 2018-19.



Source: NCDPI Highlights of the North Carolina Public School Budget, February 2019

# Resources provided by state funding have not been restored to pre-recession levels.

STATEWIDE AVERAGE DAILY MEMBERSHIP\* VS. CLASSROOM TEACHER ALLOTMENT  
2008-09 TO 2018-19



\*Excludes students enrolled in charter schools

STATEWIDE CHARTER SCHOOL MEMBERSHIP										
2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
34,694	38,122	41,232	44,829	48,795	53,655	64,186	77,791	89,228	101,689	111,604

# Resources provided by state funding have not been restored to pre-recession levels.

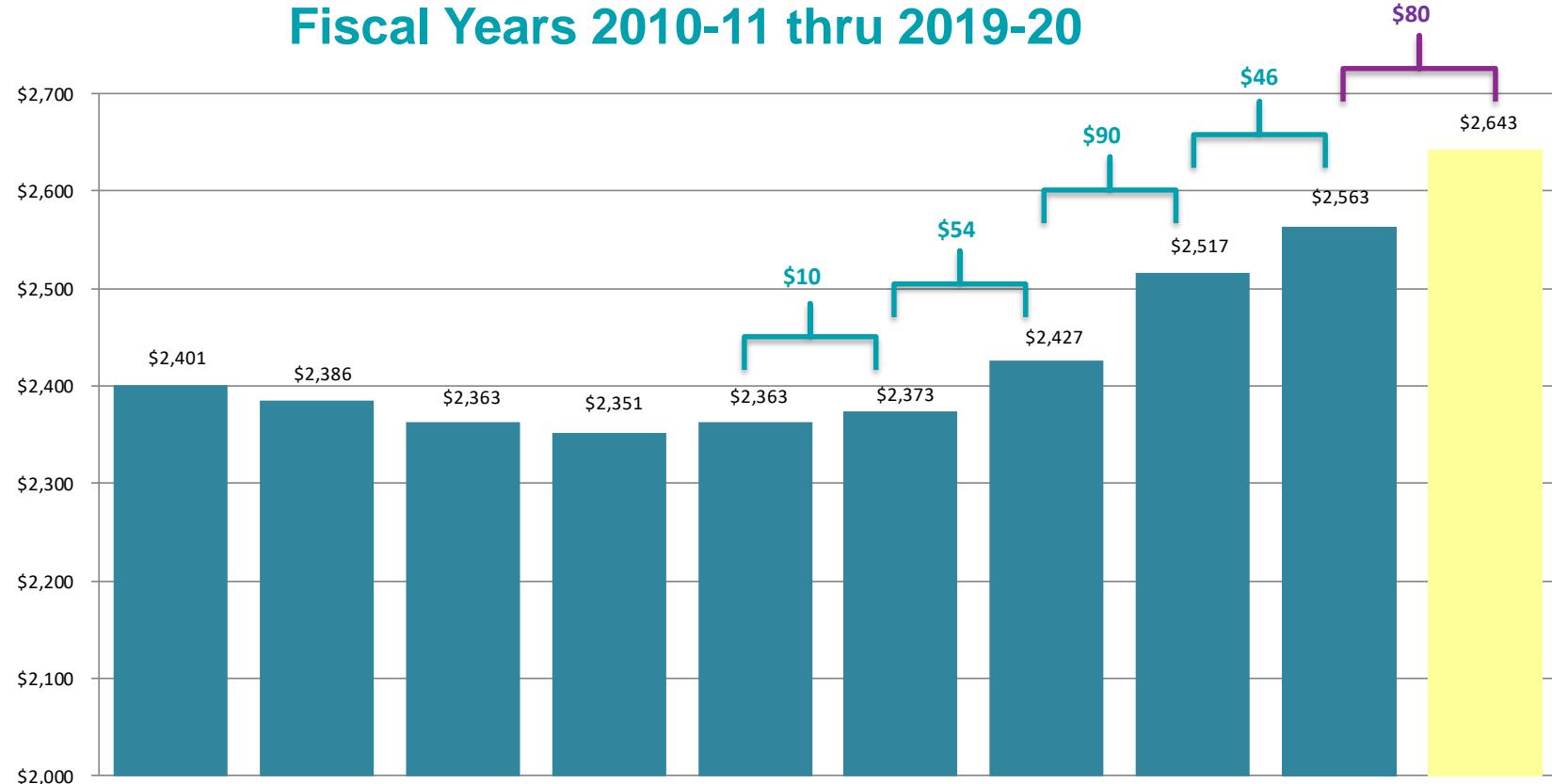
If Guilford County Schools received state funding based on allotment formulas that were in place in FY 2008-09, an additional \$17.5 million per year would be available for our students.

2008-09 vs. 2018-19			
	Positions	Amount	Change
<b>INSTRUCTIONAL PERSONNEL AND SUPPORT SERVICES</b>			
CLASSROOM TEACHERS	65.56	\$4,412,083	1.95%
INSTRUCTIONAL SUPPORT	30.49	\$2,231,615	8.44%
PRINCIPALS	1.00	\$102,982	0.80%
ASSISTANT PRINCIPALS	16.91	\$1,450,865	18.72%
TEACHER ASSISTANTS		\$4,495,089	19.56%
EXCEPTIONAL CHILDREN CAP INCREASE		(\$742,311)	
CLASSROOM MATERIALS/INSTRUCTIONAL SUPPLIES/EQUIPMENT		\$2,070,220	48.40%
TEXTBOOKS		\$2,057,936	42.41%
<b>SUPPORT</b>			
NONINSTRUCTIONAL SUPPORT PERSONNEL		\$350,456	1.77%
<b>CATEGORICAL PROGRAMS</b>			
MENTOR PAY (DOLLAR ALLOTMENT)		\$605,670	100.00%
STAFF DEVELOPMENT		\$424,215	100.00%
<b>STATEWIDE AVERAGE SALARIES (BENEFITS ARE NOT INCLUDED)</b>	<b>2008-09</b>	<b>2018-19</b>	<b>Change</b>
TEACHERS	\$43,257	\$48,373	11.8%
PRINCIPALS (MONTHLY)	\$5,916	\$6,282	6.2%
ASSISTANT PRINCIPALS (MONTHLY)	\$5,159	\$6,085	17.9%
CAREER TECHNICAL ED (MONTHLY)	\$4,558	\$5,010	9.9%
INSTRUCTIONAL SUPPORT	\$49,131	\$54,957	11.9%
<b>BENEFIT COSTS</b>	<b>2008-09</b>	<b>2018-19</b>	<b>Change</b>
HOSPITALIZATION (PER FTE)	\$4,157	\$6,104	46.8%
RETIREMENT	8.14%	18.86%	131.7%
SOCIAL SECURITY & MEDICARE	7.65%	7.65%	0.0%

# Guilford County Schools

## Per Pupil County Appropriation for Local Current Expense Fund

### Fiscal Years 2010-11 thru 2019-20



	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
County Appropriation	\$175,165,521	\$175,165,521	\$175,630,398	\$177,130,398	\$179,360,398	\$183,360,398	\$188,360,398	\$195,860,398	\$202,610,398	\$212,610,398
Guilford County Schools	71,227	71,587	71,885	71,787	71,502	71,908	71,396	71,304	71,698	71,926
Charter Schools	1,740	1,840	2,442	3,543	4,393	5,347	6,229	6,510	7,343	8,526
Total	72,967	73,427	74,327	75,330	75,895	77,255	77,625	77,814	79,041	80,452
Per Pupil Appropriation Amour	\$2,401	\$2,386	\$2,363	\$2,351	\$2,363	\$2,373	\$2,427	\$2,517	\$2,563	\$2,643

Sources:

2010-11 through 2017-18 GCS = final ADM per NCDPI; 2010-11 thru 2017-18 Charter = Average monthly billing;

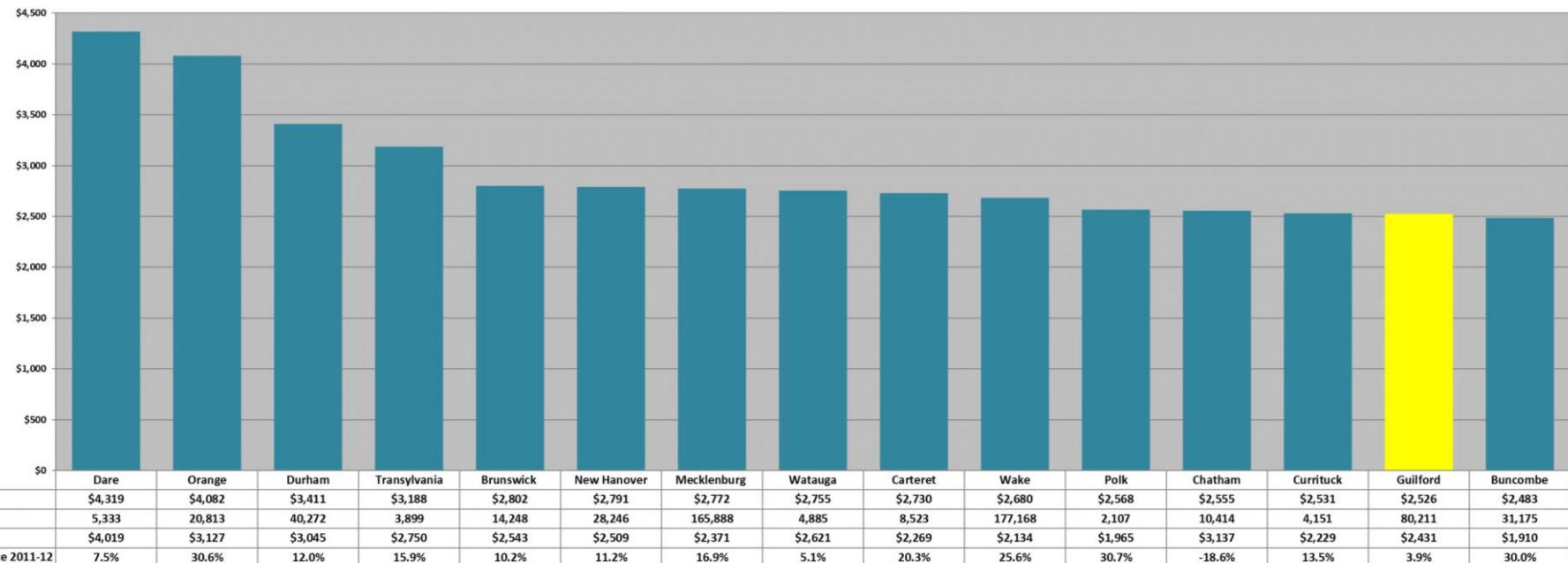
2018-19 GCS = 20th day; 2018-19 Charter = Average monthly billing through January 2019;

2019-20 GCS & 2019-20 Charter = NCDPI projected ADM



# 2018-19 Per Pupil Expenditure and Average Daily Membership Data

## Top 15 Per Pupil Expenditure Counties in NC



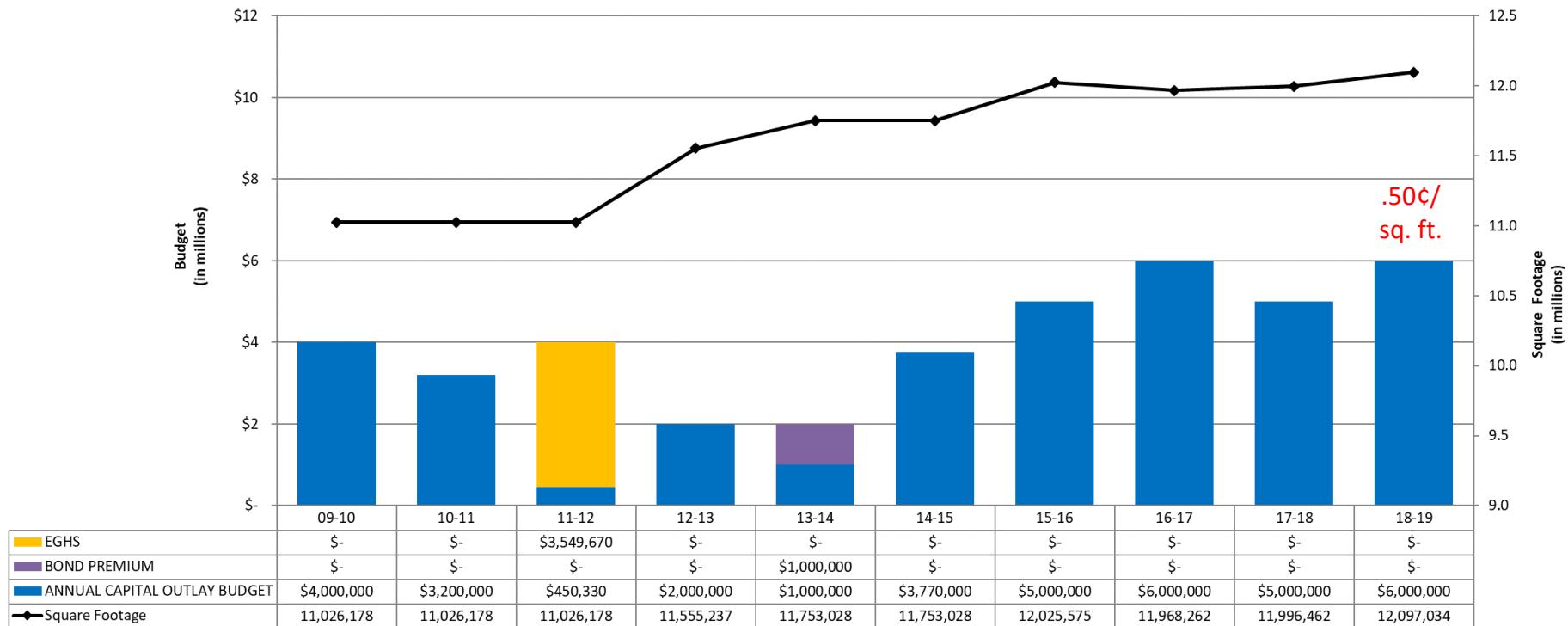
Source: North Carolina Association of County Commissioners : 2018-19 Budget & Tax Survey: Current Expense / (ADM + Charter)



# Guilford County Schools

## Capital Outlay Budget for Annual Maintenance

### Fiscal Years 2008-09 thru 2018-19



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





# 2019-20 Budget Recommendation

# Strategic Plan Goals

**Goal I:** By 2022, the percentage of students who will read proficiently by the end of third grade will increase to 63 percent (currently 53.4 percent).

**Goal II:** 75 percent of incoming sixth grade students will pass NC Math I (Algebra I) with a C or better by the end of their ninth grade year in 2022 (currently 69.8 percent).

**Goal III:** By 2022, the percentage of graduating seniors who complete a rigorous career pathway will increase to 35 percent (currently 28.6 percent).

**Goal IV:** By 2022, increase by 50 percent the number of schools that exceed growth (currently 32.5%).

**Goal V:** By 2022, decrease the achievement gap between black and Latino students and their white peers by 7 percentage points (currently gap ranges from 25-37 percent in reading and math).

**Goal VI:** By 2022, increase organizational efficiency and effectiveness to better support student learning.

# Strategic Priorities

I

Reimagine Excellent Schools

II

Eradicate Gaps in Access, Preparation and Achievement

III

Improve Operational Efficiency

IV

Create Pathways to Prosperity

V

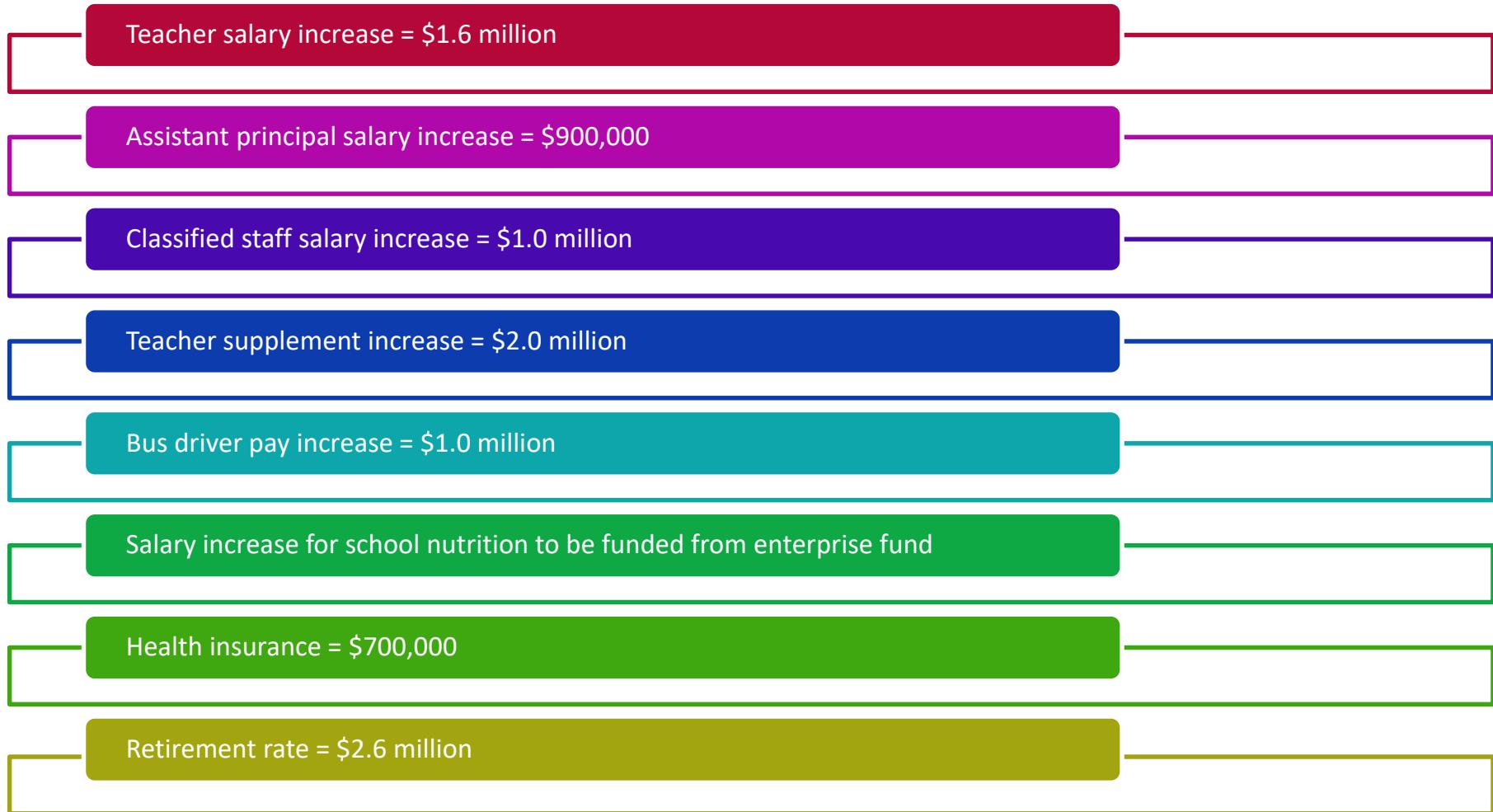
Invest in Our People



# Budget Priorities

BUDGET PRIORITIES	STRATEGIC PLAN 2022 GOALS	STRATEGIC PLAN 2022 PRIORITIES
Salary and Benefit Cost Increases	VI	Invest in People
Improving Chronically Low Performing Schools	I, II, III, IV, V, VI	Reimagine Schools, Eradicate Gaps, Pathways, Invest in People
Literacy & Math Materials/Resources	I, II, III, IV, V	Eradicate Gaps
Professional Learning	I, II, III, IV, V	Reimagine Schools, Eradicate Gaps, Invest in People
Consolidate Schools	VI	Operational Efficiency, Eradicate Gaps
Sustaining Operations	I, II, III, IV, V, VI	Operational Efficiency, Invest in People

# Salary and Benefit Cost Increases for Locally Funded Employees



**\$9.8 million**

# Local teacher supplement 2009 vs 2018

Rank		LEA	Teacher Average Supplement	
<u>2009</u>	<u>2018</u>		<u>2009</u>	<u>2018</u>
2	1	Wake County Schools	\$6,049	\$8,649
1	2	Chapel-Hill/Carrboro City Schools	\$6,650	\$7,904
3	3	Charlotte-Mecklenburg County Schools	\$5,827	\$7,159
5	4	Durham County Schools	\$5,294	\$6,931
4	5	Orange County Schools	\$5,630	\$6,274
14	6	Buncombe County Schools	\$3,898	\$5,276
12	7	Chatham County Schools	\$3,979	\$5,057
19	8	Johnston County Schools	\$3,527	\$4,993
6	9	Guilford County Schools	\$4,994	\$4,764*

\*Does not include supplement increase included in BOE approved 2018-19 budget.

# Improving Chronically Low Performing Schools

**\$1.0 million**

Use blend of identified students and free & reduced applications in Title I allotments

Title I eligibility for school-wide programs @ 57% free & reduced or identified students x multiplier

Continue elimination of combination classes in lowest performing schools with least experienced teachers

Teacher recruitment/retention incentive

# Teacher Recruitment/Retention Incentive

**Phase I Schools (9 schools with absolute lowest proficiency in 2016-17):**

**Andrews HS**

**Bluford ES**

**Cone ES**

**Fairview ES**

**Falkener ES**

**Gillespie Park ES**

**Hairston MS**

**Washington ES**

**Welborn MS**

<b>Level</b>	<b>Annual Incentive (all teaching staff)</b>	<b>Exceeds Growth (individual teacher)</b>	<b>Meets Growth (individual teacher)</b>	<b>Improve School Letter Grade (teachers w/o EVAAS)</b>
<b>Elementary</b>	<b>\$3,000</b>	<b>\$4,500</b>	<b>\$2,750</b>	<b>\$1,000</b>
<b>Middle</b>	<b>\$3,000</b>	<b>\$4,500</b>	<b>\$2,750</b>	<b>\$1,000</b>
<b>High</b>	<b>\$3,000</b>	<b>\$4,500</b>	<b>\$2,750</b>	<b>\$1,000</b>

# SUSTAINING OPERATIONS

Growth in charter  
school enrollment

574 students =  
\$2.9 million

Increase in liability  
insurance  
\$100,000

2018-19 fund  
balance  
appropriated  
\$130,000

**\$3.1 million**

# Instructional Resources

**Replenishment of  
consumable Literacy  
Resources for K-8**

**Replenishment of  
consumable Math  
Resources for K-8**

**Resources for Math I**

**Funded with existing state, local and  
federal resources**



# **Professional Learning**

**Training and Coaching for  
School Leaders and Teachers  
including the addition of  
Math I**

# Consolidate Schools

## Hampton Elementary

- F-2 tornado severely damaged building in the evening of April 15, 2018;
- Within a week, students and staff relocated to Reedy Fork ES, where space was available, for the remainder of the 2017-18 school year;
- Undamaged portion of the building secured;
- In May 2018, students provided option to be assigned to Simkins ES, Falkener ES, stay at Hampton ES remaining in Reedy Fork ES, or home school if they are a magnet student;
- Survey of parents in April 2019 showed that most wanted to transfer to Simkins ES or Falkener ES. Some desired a magnet option.
- Public hearing for closing Hampton ES to be held April 30, 3019;
- Proceeds from insurance will be used for the design costs for building a new Hampton-Peeler school.

# Twilight

DROP-OUT RATE		
SCHOOL YEAR	# OF DROP-OUTS	DROP-OUT %
2015-16	497	2.04%
2016-17	448	1.87%
2017-18	486	2.02%

## 2018-19

- Spending \$750,000 on staff, supplies and transportation;
- Serving 63 students at one site;
- Cost = \$11,905 per student.

## 2019-20

- Maintain spending \$750,000;
- Potential to serve 240-300 students at Jackson MS, Pruette SCALE, Southern HS;
- Cost = \$3,125 per student.

# SCALE Greensboro

- Relocate to Washington Street building;
- Access to YMCA facilities;
- Curricular supervisors on-site.

**Savings = (\$2.7 million)**

# 2019-20 Local Current Expense Fund Budget Priorities

Salary and Benefit Cost Increases for Locally Funded Employees	\$8.8 million
Bus driver pay increase	\$1.0 million
Improving Chronically Low Performing Schools	\$1.0 million
Sustaining Operations	\$3.1 million
Instructional Resources	No additional \$
Professional Learning	No additional \$
Consolidate Schools	(\$2.7 million)
Managed print services contract	(\$200,000)
Transportation savings	(\$1.0 million)
<b>Request additional funding from Guilford County Board of Commissioners</b>	<b>\$10.0 million</b>

Pay increase for school nutrition staff will be funded from the school nutrition fund.



# Capital Outlay Fund 2019-20

## Deferred Maintenance

HVAC Project(s) = \$3,000,000

Roofing Project(s) = \$3,560,000

System-wide Site = \$615,000

System-wide Roofing = 1,224,000

System-wide Mechanical, Electrical & Plumbing = \$2,336,000

System-wide Finishes = \$615,000

\$12,000,000

## Furniture/Equipment/Vehicles

Equipment & Vehicles = \$550,000

Band uniforms/Furniture=\$100,000



# SUMMARY

# 2019-20 State Public School Fund

**Initial State Fund Budget = \$424,975,342**

- Used 2018-19 initial allotment reduced by charter school adjustment and higher of first 4 months adjustment.
- Further adjustments for changes in allotted Average Daily Membership (ADM) will be included in the state planning allotment; anticipates reduction in GCS student enrollment
  - 2018-19 allotted ADM = 72,259
  - 2019-20 allotted ADM = 71,926 (-333)

# **2019-20 Local Current Expense Fund**

**2019-20 Recommended Local Fund = \$215,913,822**

**Operating Request from County Commissioners = \$212,610,398**

\$202,610,398 = 2018-19 county appropriation

+ 10,000,000 = increase requested for 2019-20

\$212,610,398 = 2019-20 county appropriation requested

**Requested per-pupil amount for 2019-20= \$2,643**

(using NCDPI's 2019-20 allotted ADM, including charter schools)

**Other Local Sources = \$3,303,423**

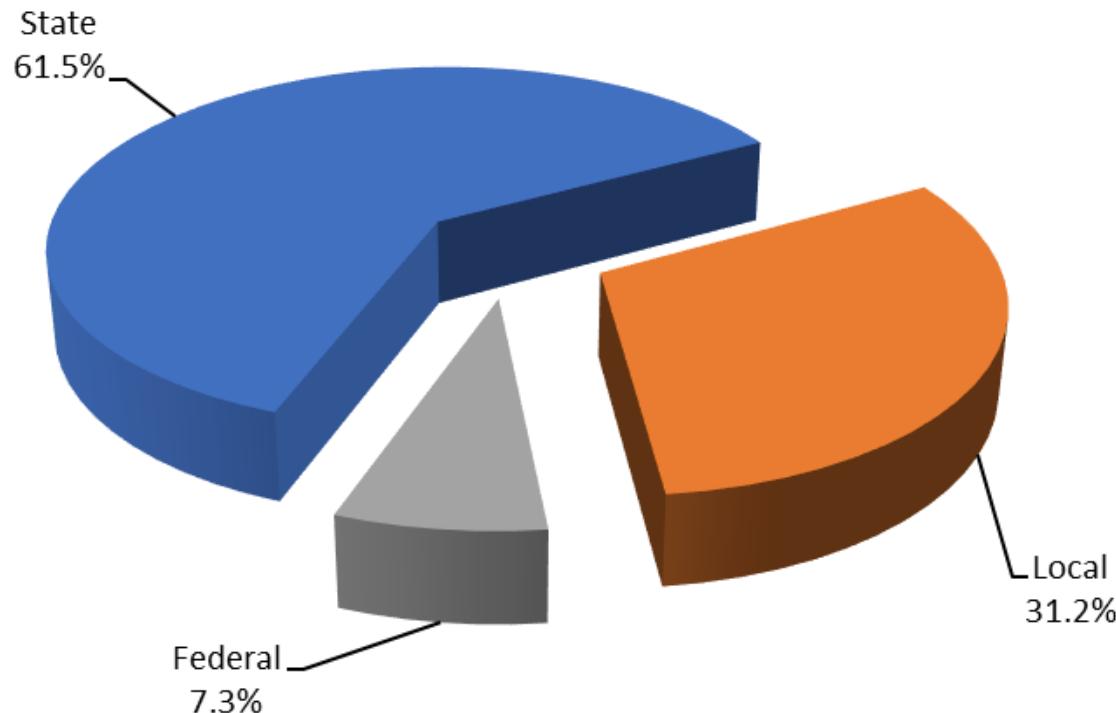
# 2019-20 Federal Grants Fund

**2018-19 Federal Planning Allotment = \$50,318,002**

- 2019-20 federal planning allotments from NCDPI are not yet scheduled to be released.

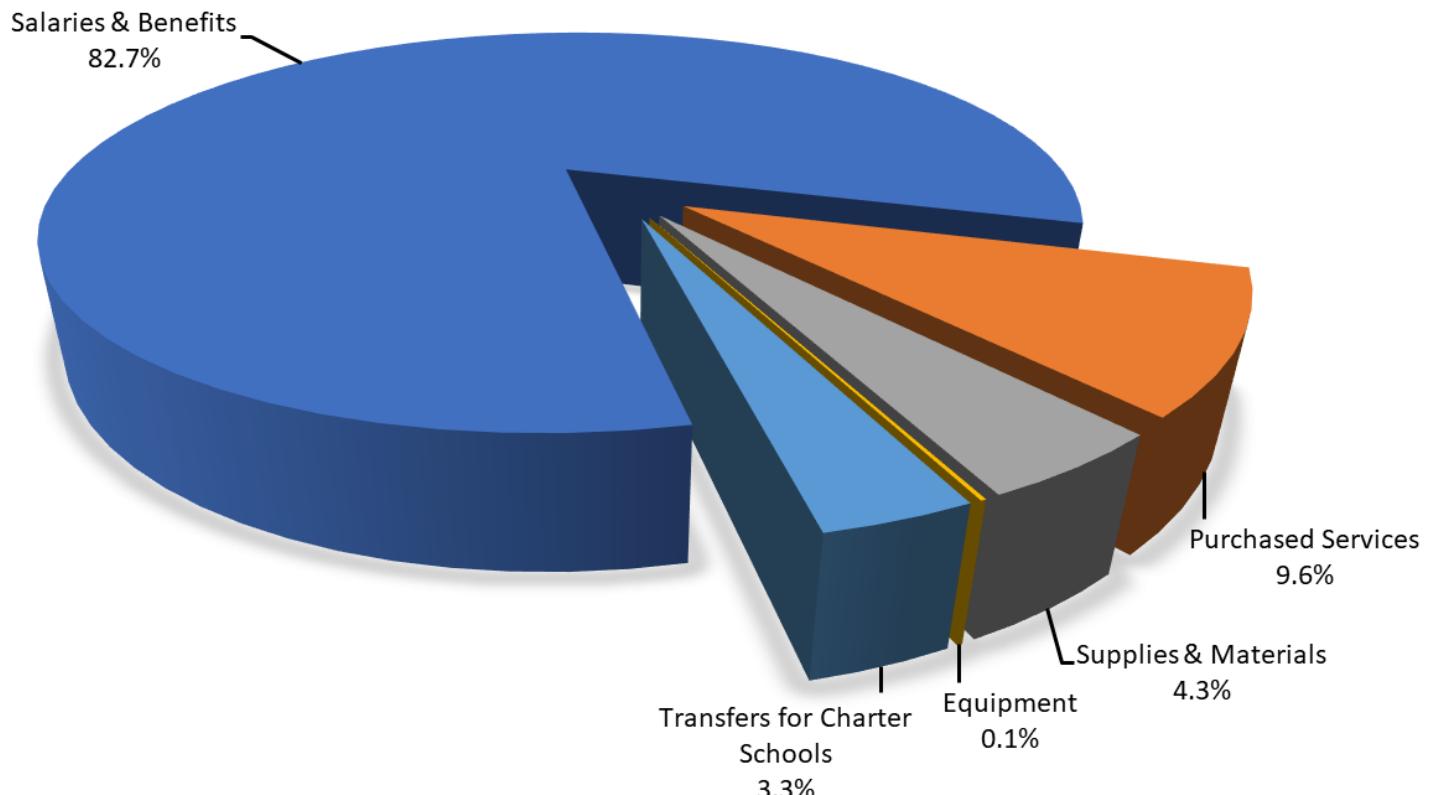
# 2019-20 Operating Budget

Revenues/Sources Where The Money Comes From	
State	\$424,975,342
Local (County)	215,913,822
Federal	50,318,002
Total	\$691,207,166



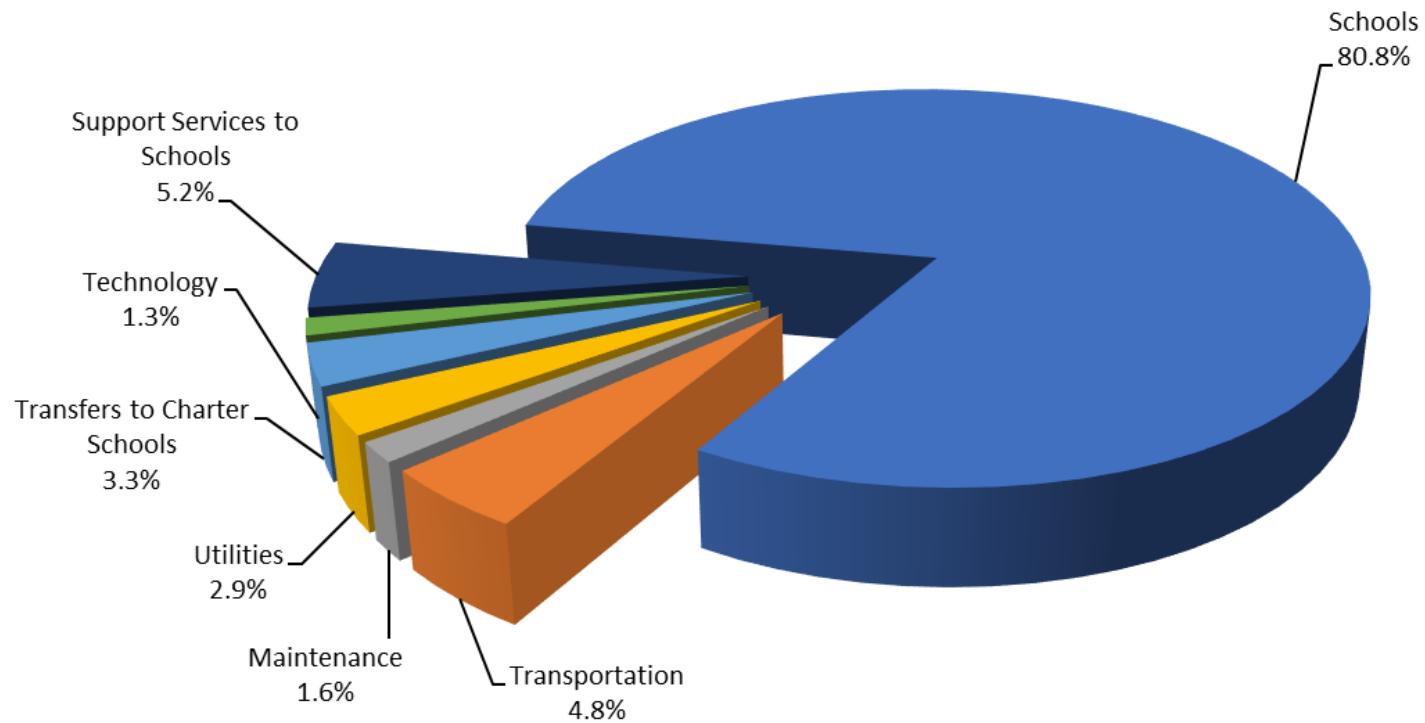
# 2019-20 Operating Budget

Expenditures/Uses Where the Money Goes	
Salaries & Benefits	\$571,853,165
Purchased Services	65,943,538
Supplies & Materials	29,910,292
Equipment	843,522
Transfers for Charter Schools	22,656,649
Total	\$691,207,166



# 2019-20 Operating Budget

Summary by Purpose/Function	
Schools	\$558,685,906
Transportation	33,339,135
Maintenance	10,868,451
Utilities	20,350,863
Transfers to Charter Schools	22,531,649
Technology	9,273,840
Support Services to Schools	36,157,322
Total	\$691,207,166



# 2019-20 Budget Recommendation

Funding Sources	2018-19 Budget	2019-20 Proposed Budget
State Fund	\$428,062,993	\$424,975,342
Local Fund (County)	\$206,043,822	\$215,913,822
Federal Fund	\$66,337,079	\$50,318,002
Capital Outlay Fund	\$6,000,000	\$12,000,000
Child Nutrition	\$42,789,450	\$46,001,480
ACES Fund	\$7,898,855	\$7,540,205
Special Revenue Fund	\$9,976,219	\$10,600,954
Total	\$767,108,418	\$767,349,805



## NEXT STEPS:

- BOE conducts budget work session(s) as needed and holds public hearing (*scheduled for April 30, 2019 BOE meeting*)
- BOE adopts 2019-20 budget request (*scheduled for May 14, 2019*)
- BOE submits 2019-20 budget request to BOCC (*no later than May 15, 2019*)
- County Manager presents budget recommendation to BOCC (*scheduled for May 16, 2019*)
- BOCC has work session(s) to review budget
- BOCC holds public hearing (*scheduled for June 6, 2019*)
- BOCC adopts 2019-20 Budget Ordinance (*scheduled for June 20, 2019*)
- BOE approves 2019-20 Interim Budget Resolution if the state has not adopted a final budget for 2019-20 (*June 27, 2019 BOE meeting*)
- BOE approves final 2019-20 budget and 2019-20 Budget Resolution



# Questions?



**Mailing Address:**

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

336-334-4822  
336-454-1126

TTY 336-841-2158

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

Jamestown Campus

Aviation Center

Cameron Campus

Greensboro Campus

High Point Campus

Small Business Center

April 29, 2019

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

Re: 2019/20 County Budget Proposal

Dear Michael:

Attached is GTCC's 2019/20 budget request as approved by our Board of Trustees on February 28, 2019. This represents our assessment of the College's needs for operations and maintenance of existing facilities. The operating budget totals \$17,365,000, an increase of 7.5%, or \$1,215,000 over the current year and includes the following:

- \$150,000 in salary and benefit increases unfunded in 2017-18 and 2018-19
- \$250,000 requested but not funded in 2018/19 for matching funds for employee voluntary retirement plans
- Estimated 2019/20 salary increases
- Retirement rate increase from 18.86% to 20.75%
- Medical insurance rate increase from \$6,104 to \$6,409 per employee
- Utility rate increases (water 4%; heating 4%; and electricity 6%)
- \$100,000 utility increase specific to the Center for Applied Manufacturing where actual costs are coming in higher than originally projected
- 5% increase in custodial services contract
- \$17,076 additional rents to cover projected increases at Aviation II and railroad property
- \$205,000 one-time, non-recurring rental to provide temporary modular offices for staff during the Medlin Campus Center renovation project

The 2019/20 annual capital projects list found on the attachment includes projects to address replacement of building systems at or near end of life cycle, and facilities repairs and renovations to repurpose existing space.

Please let me know if you have any questions.

Sincerely,



Nancy Sollosi  
Vice President, Business & Finance/CFO

cc: Randy Parker

Attachment

**GUILFORD TECHNICAL COMMUNITY COLLEGE**  
**2019-20 County Operating Budget Request**

<b>2018-19 Operating Budget</b>	<b>\$ 16,150,000</b>
<b><u>Additional Needs 2019-20</u></b>	
Salary & benefit increases unfunded in 2017-18 & 2018-19	\$ 150,000
Voluntary retirement matchings funds unfunded for 2018-19	250,000
Estimated cost of living adjustment for 2019-20	157,555
Projected retirement rate increase	96,705
Projected medical rate increase	32,940
Utility rate increases	128,849
Utility increase for Center for Applied Manufacturing	100,000
Custodial Services contract	76,875
Scheduled rent increases	17,076
One-time rent: temporary offices for Medlin staff	<u>205,000</u>
Total Increase Requested	\$ 1,215,000 7.5%
<b>Total 2019-20 Operating Needs</b>	<b>\$ 17,365,000</b>
Annual Capital Projects (see attached)	<u>\$ 2,150,000</u>
<b>Total 2019-20 Budget Request</b>	<b>\$ 19,515,000</b>

**GUILFORD TECHNICAL COMMUNITY COLLEGE**  
**Annual Capital Projects 2019-20**

	<b>Projected Cost</b>
Medlin Campus Center Renovation - glazing for windows	\$ 900,000
Replace portion of C.A.M. roof	400,000
Renovate Service Careers for Campus Police	200,000
Replace ground floor air handlers and relocate chiller - Davis Hall	350,000
Replace/improve efficiency of boilers - Jamestown Campus	175,000
Replace Gerald Hall roof	<hr/> 125,000
<b>Total 2019-20 Request</b>	<b>\$ 2,150,000</b>



# AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2019-2020

I. A. Be it ordained by the Board of County Commissioners for Guilford County, North Carolina this the 20th day of June, 2019:

That for the operation of Guilford County's government and its subdivisions for the fiscal year beginning July 1, 2019, and ending June 30, 2020, 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	\$ 974,398
COUNTY ADMINISTRATION	\$ 1,544,356
COUNTY ATTORNEY	\$ 2,589,839
CLERK TO THE BOARD	\$ 466,207
INTERNAL AUDIT	\$ 624,200
BUDGET AND MANAGEMENT	\$ 726,315
FINANCE	\$ 2,736,368
PURCHASING	\$ 330,815
FACILITIES	\$ 10,336,634
INFORMATION SERVICES	\$ 11,164,933
HUMAN RESOURCES	\$ 10,685,800
FLEET OPERATIONS	\$ 1,096,999
DEBT SERVICE	\$ 96,079,655
TAX	\$ 6,781,947
REGISTER OF DEEDS	\$ 2,330,846
ELECTIONS	\$ 2,497,614
HEALTH & HUMAN SERVICES	\$ 97,470,502
(Adopted at Health & Human Services level. For information only Public Health \$36,518,294; Social Services \$60,952,208)	\$ -
VETERANS SERVICES	\$ 281,017
MENTAL HEALTH	\$ 9,674,000
COORDINATED SERVICES	\$ 1,274,437
CHILD SUPPORT ENFORCEMENT	\$ 6,747,354
TRANSPORTATION - HUMAN SERVICES	\$ 1,122,950
PUBLIC ASSISTANCE MANDATES	\$ 2,391,076
EMERGENCY SERVICES	\$ 32,698,734
COURT ALTERNATIVES	\$ 2,883,116
FAMILY JUSTICE CENTER	\$ 819,086
OTHER PROTECTION	\$ 1,080,748
LAW ENFORCEMENT	\$ 69,295,243
ANIMAL SERVICES	\$ 4,235,302
SECURITY	\$ 2,540,574
COOPERATIVE EXTENSION SERVICE	\$ 706,164
PLANNING AND DEVELOPMENT	\$ 869,520
INSPECTIONS	\$ 2,537,285

SOIL & WATER CONSERVATION	\$ 318,820
SOLID WASTE	\$ 1,674,331
CULTURE & LIBRARIES	\$ 1,834,277
RECREATION - PARKS	\$ 4,458,312
ECONOMIC DEVELOPMENT & ASSISTANCE - Including attached detail	\$ 1,133,350
EDUCATION - CURRENT EXPENSE	
GUILFORD COUNTY PUBLIC SCHOOLS	\$ 206,610,398
GUILFORD TECHNICAL COMMUNITY COLLEGE	\$ 16,650,000
EDUCATION - CAPITAL OUTLAY	
GUILFORD COUNTY PUBLIC SCHOOLS	\$ 6,116,528
GUILFORD TECHNICAL COMMUNITY COLLEGE	\$ 1,000,000
CAPITAL OUTLAY	\$ 1,011,000
<b>SUB-TOTAL GENERAL FUND APPROPRIATIONS</b>	<b>\$ 628,401,050</b>
LESS: Transfer to County Building Construction Fund	\$ (1,011,000)
LESS: Transfer to School Capital Outlay Fund	\$ (7,116,528)
<b>NET GENERAL FUND APPROPRIATIONS</b>	<b>\$ 620,273,522</b>

**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	\$ 1,268,873
Alamance Community Fire Service District Overlay	\$ 221,654
Climax Fire Protection District	\$ 125,262
Climax Fire Protection Service District Overlay	\$ 63,801
Colfax Fire Protection District	\$ 686,363
Colfax Fire Protection Service District Overlay	\$ 242,845
No. 13 (Rankin) Fire Protection District	\$ 1,150,966
No. 13 (Rankin) Fire Service District Overlay	\$ 344,003
No. 14 (Franklin Blvd.) Fire Protection District	\$ 212,632
No. 14 (Franklin Blvd.) Fire Service District Overlay	\$ 56,655
No. 18 (Deep River) Fire Protection District	\$ 245,831
No. 18 (Deep River) Fire Service District Overlay	\$ -
No. 28 (Frieden's) Fire Protection District	\$ 199,856
No. 28 (Frieden's) Fire Service District Overlay	\$ 72,332
Fire Protection District No. 1 (Horneytown)	\$ 48,071
Gibsonville Fire Protection District	\$ 15,370

Guilford College Community Fire Protection District	\$ 681,296
Guilford College Community Fire Service District Overlay	\$ 39,004
Guil-Rand Fire Protection District	\$ 158,108
Guil-Rand Fire Protection Service District Overlay	\$ 71,434
Julian Vol Fire Protection District	\$ 109,042
Julian Fire Service District Overlay	\$ -
Kimesville Fire Protection District	\$ 131,453
McLeansville Fire Protection District	\$ 1,047,119
McLeansville Fire Service District Overlay	\$ 355,818
Mount Hope Community Fire Protection District	\$ 764,148
Mount Hope Community Fire Service District Overlay	\$ -
Northeast Guil Fire Protection District	\$ 1,120,378
Northeast Fire Svc. Dist. Overlay	\$ 409,802
Oak Ridge Fire Protection District	\$ 1,811,957
Oak Ridge Fire Service District Overlay	\$ -
Pinecroft-Sedgefield Fire Protection District	\$ 2,099,377
Pinecroft-Sedgefield Fire Service District Overlay	\$ 425,496
Pleasant Garden Fire Protection District	\$ 768,201
Pleasant Garden Fire Service District Overlay	\$ 78,629
PTIA Fire Service District	\$ 311,094
Southeast Fire Protection District	\$ 265,890
Southeast Fire Service District Overlay	\$ -
Stokesdale Fire Protection District	\$ 946,380
Summerfield Fire Protection District	\$ 2,555,212
Summerfield Fire Service District Overlay	\$ 776,134
Whitsett Fire Protection District	\$ 688,022
Whitsett Fire Service District Overlay	\$ 190,810
TOTAL FIRE PROTECTION/SERVICE	\$ 20,759,318

**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	\$ 30,401,116
FEDERAL/STATE FUNDS	\$ 67,731,883
SALES TAX	\$ 90,975,000
PROPERTY TAX	\$ 380,850,000
OTHER REVENUES	\$ 14,509,193
USER CHARGES	\$ 43,933,858
TRANSFERS FROM OTHER FUNDS	\$ -
<b>SUB-TOTAL GENERAL FUND REVENUES</b>	<b>\$ 628,401,050</b>
LESS: Transfer to County Building Construction Fund	\$ (1,011,000)
LESS: Transfer to School Capital Outlay Fund	\$ (7,116,528)
<b>NET GENERAL FUND REVENUES</b>	<b>\$ 620,273,522</b>

NOTE: The General Fund Appropriated Fund Balance is comprised of the following components:

Fund Level	\$ 20,546,353
Social Services - Adoption Incentive Program	\$ 382,000
Social Services - Team HOPE	\$ 25,000
Bond Premium Funds for Debt Service	\$ 7,641,123
Public Health - Medicaid Maximization	\$ 1,163,580
Public Health - Well Drillers' Fees	\$ 2,538
Public Health - Hazardous Spill Fund	\$ 23,454
Soil & Water Conservation District	\$ 1,443
Solid Waste	\$ 98,000
Law Enforcement - Federal Forfeiture	\$ 236,046
Law Enforcement - Unauthorized Substance Abuse Tax	\$ 15,000
Law Enforcement - Explorer Post Funds	\$ 5,200
Law Enforcement - Inmate Welfare Funds	\$ 80,000
Animal Services - Susie's Fund	\$ 10,000
Animal Services - Have a Heart	\$ 18,200
Family Justice Center - Donations & Grants	\$ 28,600
Register of Deeds - Automation & Enhancement Preservation	\$ 124,579
	\$ 30,401,116

**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	Recomm Budget
Alamance Community Fire Protection District	\$1,009,188	\$229,086	\$30,599	\$1,268,873
Alamance Community Fire Service District Overlay	\$180,648	\$41,006	\$0	\$221,654
Climax Fire Protection District	\$94,296	\$21,293	\$9,673	\$125,262
Climax Fire Protection Service District Overlay	\$47,148	\$10,646	\$6,007	\$63,801
Colfax Fire Protection District	\$533,448	\$121,309	\$31,606	\$686,363
Colfax Fire Protection Service District Overlay	\$191,508	\$43,550	\$7,787	\$242,845
No. 13 (Rankin) Fire Protection District	\$916,932	\$204,638	\$29,396	\$1,150,966
No. 13 (Rankin) Fire Service District Overlay	\$275,172	\$61,413	\$7,418	\$344,003
No. 14 (Franklin Blvd.) Fire Protection District	\$159,780	\$35,890	\$16,962	\$212,632
No. 14 (Franklin Blvd.) Fire Service District Overlay	\$43,944	\$9,869	\$2,842	\$56,655
No. 18 (Deep River) Fire Protection District	\$190,116	\$43,628	\$12,087	\$245,831
No. 18 (Deep River) Fire Service District Overlay	\$0	\$0	\$0	\$0
No. 28 (Frieden's) Fire Protection District	\$152,100	\$34,020	\$13,736	\$199,856
No. 28 (Frieden's) Fire Service District Overlay	\$59,064	\$13,268	\$0	\$72,332
Fire Protection District No. 1 (Horneytown)	\$38,256	\$7,520	\$2,295	\$48,071
Gibsonville Fire Protection District	\$11,556	\$2,667	\$1,147	\$15,370
Guilford College Community Fire Protection District	\$521,292	\$117,096	\$42,908	\$681,296
Guilford College Community Fire Service District Overlay	\$31,668	\$7,336	\$0	\$39,004
Guil-Rand Fire Protection District	\$124,680	\$28,606	\$4,822	\$158,108
Guil-Rand Fire Protection Service District Overlay	\$58,104	\$13,330	\$0	\$71,434
Julian Vol Fire Protection District	\$86,592	\$19,583	\$2,867	\$109,042
Julian Fire Service District Overlay	\$0	\$0	\$0	\$0
Kimesville Fire Protection District	\$99,708	\$22,521	\$9,224	\$131,453
McLearnsville Fire Protection District	\$780,084	\$173,023	\$94,012	\$1,047,119
McLearnsville Fire Service District Overlay	\$290,196	\$64,364	\$1,258	\$355,818
Mount Hope Community Fire Protection District	\$606,912	\$134,320	\$22,916	\$764,148
Mount Hope Community Fire Service District Overlay	\$0	\$0	\$0	\$0

<b>District</b>	<b>Property Tax</b>	<b>Sales Tax</b>	<b>Fund Balance</b>	<b>Recomm Budget</b>
Northeast Guil Fire Protection District	\$863,160	\$194,414	\$62,804	\$1,120,378
Northeast Fire Svc. Dist. Overlay	\$343,488	\$58,130	\$8,184	\$409,802
Oak Ridge Fire Protection District	\$1,441,668	\$321,562	\$48,727	\$1,811,957
Oak Ridge Fire Service District Overlay	\$0	\$0	\$0	\$0
Pinecroft-Sedgefield Fire Protection District	\$1,653,708	\$378,531	\$67,138	\$2,099,377
Pinecroft-Sedgefield Fire Service District Overlay	\$329,280	\$76,192	\$20,024	\$425,496
Pleasant Garden Fire Protection District	\$598,320	\$136,530	\$33,351	\$768,201
Pleasant Garden Fire Service District Overlay	\$64,020	\$14,609	\$0	\$78,629
PTIA Fire Service District	\$226,692	\$50,742	\$33,660	\$311,094
Southeast Fire Protection District	\$205,596	\$46,260	\$14,034	\$265,890
Southeast Fire Service District Overlay	\$0	\$0	\$0	\$0
Stokesdale Fire Protection District	\$729,876	\$158,516	\$57,988	\$946,380
Summerfield Fire Protection District	\$1,995,000	\$447,600	\$112,612	\$2,555,212
Summerfield Fire Service District Overlay	\$618,492	\$138,756	\$18,886	\$776,134
Whitsett Fire Protection District	\$527,112	\$117,520	\$43,390	\$688,022
Whitsett Fire Service District Overlay	\$156,024	\$34,786	\$0	\$190,810
<b>Total</b>	<b>\$16,254,828</b>	<b>\$3,634,130</b>	<b>\$870,360</b>	<b>\$20,759,318</b>

**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	<u>\$ 1,011,000</u>
TOTAL COUNTY BLDG. CONSTRUCTION FUND APPROPRIATIONS	<u>\$ 1,011,000</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	\$ 3,302,411
EMPLOYEE HEALTH CARE PLAN	<u>\$ 47,096,065</u>
TOTAL INTERNAL SERVICES FUND APPROPRIATIONS	<u>\$ 50,398,476</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>\$ 7,500,000</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)	<u>\$ 1,011,000</u>
TOTAL COUNTY BLDG. CONSTRUCTION FUND REVENUES	<u>\$ 1,011,000</u>

INTERNAL SERVICES FUND

FUND BALANCE APPROPRIATED	\$ 7,701,429
OTHER REVENUES	\$ 390,000
USER CHARGES	<u>\$ 42,307,047</u>
TOTAL INTERNAL SERVICES FUND REVENUES	<u>\$ 50,398,476</u>

ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND

OCCUPANCY TAX	<u>\$ 7,500,000</u>
TOTAL ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND REVENUES	<u>\$ 7,500,000</u>

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

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

<b>GENERAL FUND</b>	<b>\$ 628,401,050</b>
<b>FIRE PROTECTION/SERVICE DISTRICT FUNDS</b>	
Alamance Community Fire Protection District	\$ 1,268,873
Alamance Community Fire Service District Overlay	\$ 221,654
Climax Fire Protection District	\$ 125,262
Climax Fire Protection Service District Overlay	\$ 63,801
	\$ -
Colfax Fire Protection District	\$ 686,363
Colfax Fire Protection Service District Overlay	\$ 242,845
No. 13 (Rankin) Fire Protection District	\$ 1,150,966
No. 13 (Rankin) Fire Service District Overlay	\$ 344,003
No. 14 (Franklin Blvd.) Fire Protection District	\$ 212,632
No. 14 (Franklin Blvd.) Fire Service District Overlay	\$ 56,655
No. 18 (Deep River) Fire Protection District	\$ 245,831
No. 18 (Deep River) Fire Service District Overlay	\$ -
No. 28 (Frieden's) Fire Protection District	\$ 199,856
No. 28 (Frieden's) Fire Service District Overlay	\$ 72,332
Fire Protection District No. 1 (Horneytown)	\$ 48,071
Gibsonville Fire Protection District	\$ 15,370
Guilford College Community Fire Protection District	\$ 681,296
Guilford College Community Fire Service District Overlay	\$ 39,004
Guil-Rand Fire Protection District	\$ 158,108
Guil-Rand Fire Protection Service District Overlay	\$ 71,434
Julian Vol Fire Protection District	\$ 109,042
Julian Fire Service District Overlay	\$ -
Kimesville Fire Protection District	\$ 131,453
McLeansville Fire Protection District	\$ 1,047,119
McLeansville Fire Service District Overlay	\$ 355,818
Mount Hope Community Fire Protection District	\$ 764,148
Mount Hope Community Fire Service District Overlay	\$ -
Northeast Guil Fire Protection District	\$ 1,120,378
Northeast Fire Svc. Dist. Overlay	\$ 409,802

Oak Ridge Fire Protection District	\$ 1,811,957
Oak Ridge Fire Service District Overlay	\$ -
Pinecroft-Sedgefield Fire Protection District	\$ 2,099,377
Pinecroft-Sedgefield Fire Service District Overlay	\$ 425,496
Pleasant Garden Fire Protection District	\$ 768,201
Pleasant Garden Fire Service District Overlay	\$ 78,629
PTIA Fire Service District	\$ 311,094
Southeast Fire Protection District	\$ 265,890
Southeast Fire Service District Overlay	\$ -
Stokesdale Fire Protection District	\$ 946,380
Summerfield Fire Protection District	\$ 2,555,212
Summerfield Fire Service District Overlay	\$ 776,134
Whitsett Fire Protection District	\$ 688,022
Whitsett Fire Service District Overlay	\$ 190,810
TOTAL FIRE PROTECTION/SERVICE	\$ 20,759,318
COUNTY BUILDING CONSTRUCTION FUND	\$ 1,011,000
INTERNAL SERVICES FUND	\$ 50,398,476
ROOM OCCUPANCY & TOURISM DEVELOPMENT TAX FUND	\$ 7,500,000
SUB-TOTAL APPROPRIATIONS - ALL FUNDS	\$ 708,069,844
LESS:	
Transfer to County Building Construction Fund	\$ (1,011,000)
Transfer to School Capital Outlay Fund (Project Ordinances)	\$ (7,116,528)
Total Transfers to Other Funds	\$ (8,127,528)
TOTAL APPROPRIATION - ALL FUNDS	<u>\$ 699,942,316</u>

NOTE: The General Fund Budget for Law Enforcement includes a transfer of \$ 1,500,000 to the Law Enforcement Separation Fund, an unbudgeted fund, as provided in the N.C. General Statute 159-13 (a)(3).

#### SUMMARY OF REVENUES:

APPROPRIATED FUND BALANCE	\$ 38,972,905
FEDERAL/STATE FUNDS	\$ 67,731,883
SALES TAX	\$ 94,609,130
PROPERTY TAX	\$ 397,104,828
OTHER REVENUES	\$ 14,899,193
USER CHARGES	\$ 86,240,905
OCCUPANCY TAX	\$ 7,500,000
TRANSFER FROM OTHER FUNDS	\$ 1,011,000
SUB-TOTAL REVENUES - ALL FUNDS	<u>\$ 708,069,844</u>
LESS: Transfers from Other Funds	\$ (1,011,000)
LESS: Transfers included in GCS/GTCC Capital Project Ordinances	\$ (7,116,528)
TOTAL REVENUES - ALL FUNDS	<u>\$ 699,942,316</u>

**VI.**     **A.** That there is hereby levied for the fiscal year beginning July 1, 2019 and ending June 30, 2020, 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, 2019, for the purpose of raising the revenue from current year's taxes, as set forth in the foregoing countywide estimates of revenue, and in order to finance the foregoing countywide appropriations:

**TOTAL COUNTYWIDE TAX RATE** **\$0.7305**

**NOTE:** This rate is based on estimated total valuation of property, for the purpose of taxation, of \$52,630,529,725 which is 100% of the total assessed property tax valuation.

**B.** That there is hereby levied for the fiscal year beginning July 1, 2019 and ending June 30, 2020, 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, 2019, for the purpose of raising the revenue from current year's taxes, as set out in the foregoing District estimates of revenue, and in order to finance the foregoing District Appropriations:

<b>Fire Protection/Service District</b>	<b>Current Tax Rate</b>	<b>Recomm Tax Rate</b>	<b>Fire Protection/Service District</b>	<b>Current Tax Rate</b>	<b>Recomm Tax Rate</b>
Alamance Comm. Fire Protection Dist.	\$0.1000	\$0.1000	Kimesville Fire Protection Dist.	\$0.1097	\$0.1097
Alamance Comm. Fire Svc. Dist. Overlay	\$0.0179	\$0.0179	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	\$0.0500	\$0.0500	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	\$0.0000	\$0.0000
Colfax Fire Svc. Dist. Overlay	\$0.0359	\$0.0359	Northeast Fire Protection Dist.	\$0.1000	\$0.1000
No. 13 (Rankin) Fire Protection Dist.	\$0.0963	\$0.0963	Northeast Fire Svc. Dist. Overlay	\$0.0299	\$0.0399
No. 13 (Rankin) Fire Svc. Dist. Overlay	\$0.0289	\$0.0289	Oak Ridge Fire Protection Dist.	\$0.0977	\$0.0977
No. 14 (Franklin Blvd.) Fire Protection Dist.	\$0.1000	\$0.1000	Oak Ridge Fire Svc. Dist. Overlay	\$0.0000	\$0.0000
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	\$0.0200	\$0.0200
No. 18 (Deep River) Fire Svc. Dist. Overlay	\$0.0000	\$0.0000	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)	\$0.1300	\$0.1500	Southeast Fire Protection Dist.	\$0.1375	\$0.1375
Gibsonville Fire Protection Dist.	\$0.0945	\$0.0945	Southeast Fire Svc. Dist. Overlay	\$0.0000	\$0.0000
Guilford College Comm. Fire Protection Dist.	\$0.1000	\$0.1000	Stokesdale Fire Protection Dist.	\$0.1000	\$0.1000
Guilford College Comm. Fire Svc. Dist. Overlay	\$0.0500	\$0.0500	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	\$0.0466	\$0.0466	Whitsett Fire Protection Dist.	\$0.1000	\$0.1000
Julian Fire Protection Dist.	\$0.1454	\$0.1454	Whitsett Fire Svc. Dist. Overlay	\$0.0296	\$0.0296
Julian Fire Svc. Dist. Overlay	\$0.0000	\$0.0000			

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

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

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

Chairman: Salary - \$2,025/month

Vice-Chairman: Salary - \$1,750/month

All Other Commissioners: Salary - \$1,725/month

• Communication stipend (optional) - \$60/month

**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.** The Board of Commissioners adopts the fees as set forth in fee schedule attached hereto and incorporated by reference, including, but not limited to, Public Health clinic fees. The Board of Commissioners hereby delegates to the Manager authority to add additional fees and modify existing fees during the fiscal year without further board approval.

To the extent permitted by law, the Register of Deeds fees are as prescribed by law; it is recognized herein that the Register in his discretion may waive fees incurred by the District Attorney's Office and Public Defender's Office for the 18th Judicial District in the execution of their duties.

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

At the Courthouse and in County Offices - \$.15 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.

Uniform Guidance Procurement Policy: When utilizing federal funding, expenditures are to be approved in accordance with the Uniform Guidance Procurement Policy, as adopted by the County and revised thereafter. The most restrictive requirement whether Federal, State, or Local Ordinance shall prevail.

**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 \$50,000 or the amount authorized by G.S. 143-64.32, whichever is greater, for architectural, engineering and surveying services are hereby exempted from the requirements of Article 3D of Chapter 143 of the General Statutes, in accordance with G.S. 143-64.32. In addition, other particular projects may be exempted from the requirements of said Article 3D by the County Manager, in a manner which states the reasons therefore and the circumstances attendant thereto in each instance, as authorized by G.S. 143-64.32

**F.** The County Manager is authorized to accept gifts, in-kind services, personal property, real property, and monetary donations up to \$25,000 per donation to the extent permitted by and pursuant to N.C. General Statute 159-15 and 153A-12.

**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, 2019 and ending June 30, 2020, with revenue derived from fees for services, fund balances, and other miscellaneous revenues being adequate to meet expenditures as outlined in III., A., Section 2 and IV., A.

**XI.** **A.** That in accordance with G.S. 153A-150, the Board of Commissioners adopts a plan to finance the 2022 reappraisal based on an estimated 215,000 parcels of land at a cost of \$2,200,000. Funds are appropriated for FY 2019-2020 in the Tax Department's budget to cover the cost that is estimated to be incurred during FY 2019-2020 in preparing for and conducting the revaluation. Such costs may include salaries, fringes, operating expenses and related expenditures for County appraisers and other staff employees who will conduct the revaluation.

**XII.** **A.** Appropriations herein above authorized and made shall have the amounts of the outstanding purchase orders and unearned portion of contracts representing legal obligations at June 30, 2019 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, 2019.

ADOPTED this the 20th day of June, 2019.

**CAPITAL PROJECT ORDINANCE FOR GUILFORD COUNTY SCHOOLS –  
FY 2019-20 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 2019-20 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 2019-20 Capital Allocation	Capital Outlay \$6,116,528	Transfer from General Fund \$6,116,528

SECTION 2. This project ordinance authorizes all appropriations necessary for the completion of this project and it need not be readopted in any subsequent fiscal year. The budget officer shall include in subsequent budgets information and appropriations for this project during the budget year.

SECTION 3. This ordinance shall be duly entered in the minutes of the Guilford County Board of Commissioners. Within five days after adoption, a copy hereof shall be filed with the Finance Director, Budget Director, and Clerk.

SECTION 4. This ordinance may be amended in any manner so long as it continues to fulfill the requirements of G.S. 159-13.2 and other applicable laws.

**ADOPTED** on first reading this June 20, 2019 to be effective July 1, 2019 in accordance with G.S. 159-17.

**CAPITAL PROJECT ORDINANCE FOR GUILFORD TECHNICAL  
COMMUNITY COLLEGE – FY 2019-20 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 2019-20 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 2019-20 Capital Allocation	Capital Outlay \$1,000,000	Transfer from General Fund \$1,000,000

SECTION 2. This project ordinance authorizes all appropriations necessary for the completion of this project and it need not be readopted in any subsequent fiscal year. The budget officer shall include in subsequent budgets information and appropriations for this project during the budget year.

SECTION 3. This ordinance shall be duly entered in the minutes of the Guilford County Board of Commissioners. Within five days after adoption, a copy hereof shall be filed with the Finance Director, Budget Director, and Clerk.

SECTION 4. This ordinance may be amended in any manner so long as it continues to fulfill the requirements of G.S. 159-13.2 and other applicable laws.

**ADOPTED** on first reading this June 20, 2019 to be effective July 1, 2019 in accordance with G.S. 159-17.

## FY 2019-20 Budget

Changes to Recommended Budget

	Expense	Revenue	Co \$ Impact	# Positions
<b>GENERAL FUND</b>				
<b>Manager's Recommended Budget</b>	627,418,000	627,418,000	-	
<b>Staff Changes to FY 2019-20 Recommended Budget</b>				
<b>Property Tax</b>				
Motor Vehicles	(600,000)		<b>600,000</b>	
Regular Property	1,500,000		<b>(1,500,000)</b>	
	-	900,000	<b>(900,000)</b>	
<b>Adjust Worker's Comp Department Premiums</b>	(200,000)		<b>(200,000)</b>	
<b>Investment Earnings</b>				
Reduction in earnings rate	(467,000)		<b>467,000</b>	
Change revenue allocation to capital	(489,000)		<b>489,000</b>	
Transfer to Co Bldg Construction Fund	(489,000)	(489,000)	<b>(489,000)</b>	
	(489,000)	(956,000)	<b>467,000</b>	
<b>Public Health</b>				
Correct equipment budgets:				
Dental - Children	(30,000)		<b>(30,000)</b>	
Family Planning - Administration	(10,000)		<b>(10,000)</b>	
	(40,000)	-	<b>(40,000)</b>	
<b>Law Enforcement</b>				
Revenue adjustments to match expenses/correct error:				
Jamestown Patrol	(1,742)		<b>1,742</b>	
School Resource Officers	(6,052)		<b>6,052</b>	
Reduce Appropriated Fund Balance (old IWF)	(28,000)	(28,000)	<b>28,000</b>	
	-	(35,794)	<b>35,794</b>	
<b>Staff Changes Total</b>	(729,000)	(91,794)	<b>(637,206)</b>	
<b>Board Changes to FY 2019-20 Recommended Budget</b>				
<i>Funding for positions and county programs contingent upon establishment of objectives, performance measures, data frameworks, and program evaluation plans.</i>				
<b>Economic Development</b>				
Increase High Point Market Authority to \$125,000	50,000		<b>50,000</b>	
<b>Law Enforcement</b>				
Add funding for Reentry Program	80,000		<b>80,000</b>	
Appropriate Fund Balance (assigned Inmate Welfare)	80,000	80,000	<b>(80,000)</b>	
Eliminate 1 DNA Analyst position first pay period in October and use funds to support Reentry Progam.	80,000	80,000	-	(1.00)
<b>Animal Services</b>				
Add 2 Animal Intake/Care Technicians	82,000		<b>82,000</b>	2.00
<b>Public Health</b>				
Add 1 Environmental Health Specialist (Water Quality) <i>includes operating expenses and vehicle</i>	101,000	41,000	<b>60,000</b>	1.00

## FY 2019-20 Budget

Changes to Recommended Budget

	<b>Expense</b>	<b>Revenue</b>	<b>Co \$ Impact</b>	<b># Positions</b>
Add 1 Environmental Health Specialist (Food, Lodging) <i>includes operating expenses</i>	63,000	5,000	<b>58,000</b>	1.00
	164,000	46,000	<b>118,000</b>	2.00
<b>County Administration - MWBE</b>				
Add 1 administrative assistant type position <i>includes operating expenses</i>	60,000		<b>60,000</b>	1.00
<b>Child Support</b>				
Add 1 Child Support Agent <i>includes operating expenses</i>	53,000	35,000	<b>18,000</b>	1.00
<b>Emergency Services</b>				
Increase EMS to 200% of M-A-R		710,000	<b>(710,000)</b>	
Adjust billing service fees	39,050		<b>39,050</b>	
NEW Positions <i>includes operating expenses</i>				
July:				
1 Technical Support	70,000		<b>70,000</b>	1.00
4 EMTs	178,000		<b>178,000</b>	4.00
4 Paramedics	222,000		<b>222,000</b>	4.00
January (assuming sufficient revenues received to support positions):				
4 EMTs	89,000		<b>89,000</b>	4.00
2 Captains	65,000		<b>65,000</b>	2.00
	663,050	710,000	<b>(46,950)</b>	15.00
<b>County Commissioners</b>				
Increase the County Commissioner's budget by \$500,000 and reassign and appropriate \$500,000 as well as any residual funds balance at fiscal year-end, from the assigned fund balance previously used for inmate welfare funds for the purpose of Public Safety, Behavioral Health, and Community Welfare needs	500,000		<b>500,000</b>	
Appropriate fund balance for above change		500,000	<b>(500,000)</b>	
Approve \$10,000 appropriation to the Greensboro Men's Club Foundation for the purpose of sponsoring back to school community programs	10,000			
	510,000	500,000		-
<b>Health &amp; Human Services</b>				
Increase Health & Human Services (Social Services) by \$50,000 for Senior Resources of Guilford County.	50,000			
<b>Reduce Appropriated Fund Balance</b>		(296,156)	<b>296,156</b>	
<b>Board Changes Total</b>	<b>1,712,050</b>	<b>1,074,844</b>	<b>637,206</b>	<b>20.00</b>
<b>GENERAL FUND TOTAL</b>	<b>628,401,050</b>	<b>628,401,050</b>	<b>-</b>	<b>20.00</b>

**FY 2019-20 Budget**

Changes to Recommended Budget

	Expense	Revenue	Co \$ Impact	# Positions
<b>COUNTY BUILDING CONSTRUCTION FUND</b>				
<b>Staff Changes to FY 2019-20 Recommended Budget</b>				
<b>Investment Earnings</b>				
Transfer from General Fund		(489,000)	<b>489,000</b>	
Reserve for Future Capital Needs	(489,000)	<b>(489,000)</b>		-
	<b>(489,000)</b>	<b>(489,000)</b>		

**Animal Services**

<b>Fee Information</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>Change</b>
<b>Adoption Fees</b>			
Cats	\$ 25.00	\$ 25.00	\$ -
Senior Cats	\$ 10.00	\$ 10.00	\$ -
Kittens	\$ 75.00	\$ 75.00	\$ -
Dogs	\$ 50.00	\$ 50.00	\$ -
Senior Dogs	\$ 25.00	\$ 25.00	\$ -
Puppies	\$ 75.00	\$ 75.00	\$ -
Pocket Pets	\$ 5.00	\$ 5.00	\$ -
Guinea Pigs	\$ 15.00	\$ 15.00	\$ -
Rabbits	\$ 15.00	\$ 15.00	\$ -
Ferrets	\$ 20.00	\$ 20.00	\$ -
Snakes	\$ 25.00	\$ 25.00	\$ -
Lizards	\$ 25.00	\$ 25.00	\$ -
Small Birds	\$ 10.00	\$ 10.00	\$ -
Large Birds	determined by type of bird		
Pigs	\$ 25.00	\$ 25.00	\$ -
Goats	\$ 25.00	\$ 25.00	\$ -
Chickens	\$ 5.00	\$ 5.00	\$ -
Rescue Transfer - Altered by GCAS	\$ 10.00	\$ 50.00	\$ 40.00
Rescue Transfer - Not altered by GCAS	\$ -	\$ -	\$ -
<b>Recovery Fees</b>			
1st Offense - Altered	\$ 30.00	\$ 50.00	\$ 20.00
1st Offense - Intact	\$ 75.00	\$ 125.00	\$ 50.00
2nd Offense - Altered	\$ 55.00	\$ 75.00	\$ 20.00
2nd Offense - Intact	\$ 100.00	\$ 150.00	\$ 50.00
3rd Offense - Altered	\$ 95.00	\$ 100.00	\$ 5.00
3rd Offense - Intact	\$ 150.00	\$ 200.00	\$ 50.00
4th (or more) Offense - Altered	\$ 120.00	\$ 125.00	\$ 5.00
4th (or more) Offense - Intact	\$ 200.00	\$ 300.00	\$ 100.00
Rabies Vaccine	\$ 10.00	\$ 10.00	\$ -
Microchip	\$ 10.00	\$ 10.00	\$ -
Daily Board	\$ 10.00	\$ 15.00	\$ 5.00
Daily Board - Rabies Observation	\$ 20.00	\$ 50.00	\$ 30.00
Daily Board - Dangerous or Vicious	\$ 20.00	\$ 75.00	\$ 55.00
Daily Board - Confiscate	\$ 20.00	\$ 20.00	\$ -
<b>Other Fees</b>			
Transfer of Ownership	\$ -	\$ -	\$ -
Rabies Vaccine	\$ 5.00	\$ 5.00	\$ -
Microchip	\$ 10.00	\$ 10.00	\$ -
Owner Requested Euthanasia	\$ 10.00	\$ 20.00	\$ 10.00
Rope Leash	\$ 1.00	\$ 1.00	\$ -
Cardboard Cat Carrier	\$ 5.00	\$ 5.00	\$ -
Cremation of Personal Pet	\$ 10.00	not offered	not offered
Actyvil Dose	\$ 12.00	not offered	not offered

## Emergency Services

Fee Information	FY 2019	FY 2020	Change
<b>Plan Review Fees</b>			
Building Plan Review			
0-999 SF	\$ 75.00	\$ 75.00	\$ -
1,000-2,499 SF	\$ 100.00	\$ 100.00	\$ -
2,500-9,999 SF	\$ 150.00	\$ 150.00	\$ -
10,000-49,999 SF	\$ 275.00	\$ 275.00	\$ -
50,000 > SF	\$ 400.00	\$ 400.00	\$ -
Water based Plan Review (formerly Sprinkler Riser Review; fee per system)	\$ 75.00	\$ 125.00	\$ 50.00
Fire Alarm Plan Review (per each 50 devices per system in FY20)	\$ 75.00	\$ 125.00	\$ 50.00
Tank Plan Review (per tank)	\$ 75.00	\$ 100.00	\$ 25.00
AES Plan Review	\$ 75.00	\$ 100.00	\$ 25.00
Industrial Oven Review (per system)	new	\$ 100.00	\$ 100.00
Emergency Radio System Review (per system)	new	\$ 100.00	\$ 100.00
Spray & Dipping Review (per system)	new	\$ 100.00	\$ 100.00
Hazmat Review (per system)	new	\$ 100.00	\$ 100.00
Smoke Control System Review (per system)	new	\$ 100.00	\$ 100.00
Solar System Review (per system)	new	\$ 100.00	\$ 100.00
Gates & Barricades Review (per system)	new	\$ 50.00	\$ 50.00
<b>New Construction Inspection Fees</b>			
First Inspection New Construction	no charge	no charge	
<i>Reinspection New Construction</i>			
2nd visit	\$ 60.00	\$ 60.00	\$ -
3rd visit	\$ 100.00	\$ 100.00	\$ -
4th visit >	\$ 200.00	\$ 200.00	\$ -
<i>Sprinkler/Standpipe/Pump Test</i>			
First 3 hrs	\$ 150.00	removed	removed
Each hr +	\$ 150.00	removed	removed
Fire Alarm Test (per inspector)	\$ 100.00	\$ 100.00	\$ -
AES Field Test	\$ 100.00	\$ 100.00	\$ -
Tank Inspection	\$ 100.00	\$ 100.00	\$ -
Hydrant Inspections (per inspection)	new	\$ 100.00	\$ 100.00
Industrial Ovens (per inspection)	new	\$ 100.00	\$ 100.00
Damper Drop Test (per inspection)	new	\$ 100.00	\$ 100.00
Emergency Radio System testing (per inspection)	new	\$ 100.00	\$ 100.00
Hazardous Materials (per inspection)	new	\$ 100.00	\$ 100.00
Smoke Control Systems (per inspection)	new	\$ 100.00	\$ 100.00
Underground Inspections (per inspection)	no charge	no charge	\$ -
Fire Access Gates & Barricades (per inspection)	no charge	no charge	\$ -
Solar Systems (per inspection)	no charge	no charge	\$ -
Spraying & Dipping (per inspection)	no charge	no charge	\$ -

## Emergency Services

Fee Information	FY 2019	FY 2020	Change
<b>Permit Fees*</b>			
<i>Blasting Permit &amp; Inspection</i>			
30 Day Permit	\$ 125.00	\$ 125.00	\$ -
90 Day Permit	\$ 200.00	\$ 200.00	\$ -
<i>Fireworks Event</i>			
Initial	\$ 125.00	\$ 125.00	\$ -
Subsequent	\$ 125.00	\$ 125.00	\$ -
Tent Inspection	\$ 100.00	\$ 100.00	\$ -
Tank Inspection	\$ 100.00	removed	removed
<b>Routine Inspection Fees</b>			
1st visit	no charge	no charge	\$ -
<b>Reinspection</b>			
2nd visit (if ALL issues not corrected by reinspection)	\$ 60.00	\$ 60.00	\$ -
3rd visit (if ALL issues not corrected by reinspection)	\$ 100.00	\$ 100.00	\$ -
4th visit (judicial)	\$ 150.00	\$ 200.00	\$ 50.00
Institutional Facility	\$ 75.00	removed	removed
Daycare Inspection	\$ 50.00	\$ 50.00	\$ -
Foster Care Inspection	\$ 55.00	\$ 55.00	\$ -
Group Home Inspection	new	\$ 60.00	\$ 60.00
ABC Inspection	\$ 50.00	\$ 50.00	\$ -
<b>Citation Fees</b>			
<i>Non-life safety violation</i>			
1st citation	\$ 50.00	\$ 50.00	\$ -
2nd citation	\$ 100.00	\$ 100.00	\$ -
3rd citation	\$ 150.00	\$ 150.00	\$ -
<i>Life Safety Violation</i>			
1st citation	\$ 150.00	\$ 150.00	\$ -
2nd citation	\$ 500.00	\$ 500.00	\$ -
3rd citation	\$ 1,000.00	\$ 1,000.00	\$ -
Fire Investigation fee (per hour)	\$ 50.00	\$ 50.00	\$ -
<b>Hazardous Materials Response Fees</b>			
<i>Equipment &amp; Apparatus</i>			
Haz-Mat Response Unit	\$ 150.00	\$ 150.00	\$ -
Engine	\$ 150.00	\$ 150.00	\$ -
Tanker	\$ 150.00	\$ 150.00	\$ -
Aerial unit	\$ 185.00	\$ 200.00	\$ 15.00
Squad/Truck (Medical or Brush)	\$ 60.00	\$ 100.00	\$ 40.00
Service Truck	\$ 60.00	\$ 100.00	\$ 40.00

## Emergency Services

Fee Information	FY 2019	FY 2020	Change
<b>Personnel (per hour)</b>			
Haz-Mat Technician	\$ 50.00	\$ 60.00	\$ 10.00
Haz-Mat Support	\$ 30.00	\$ 60.00	\$ 30.00
Chief Officer	\$ 55.00	\$ 75.00	\$ 20.00
Captain	\$ 35.00	\$ 75.00	\$ 40.00
Lieutenant	\$ 30.00	\$ 60.00	\$ 30.00
ES Support Staff	\$ 45.00	\$ 60.00	\$ 15.00
Firefighters	\$ 25.00	\$ 60.00	\$ 35.00
<b>Emergency Medical Services Fees**</b>			
BLS NE A0428	\$ 327.24	\$ 446.36	\$ 119.12
BLS E A0429	\$ 523.59	\$ 714.18	\$ 190.59
ALS NE A0426	\$ 392.70	\$ 535.64	\$ 142.94
ALS E A0427	\$ 621.77	\$ 848.08	\$ 226.31
ALS 2 A0433	\$ 899.93	\$ 1,227.50	\$ 327.57
Specialty Care A0434	\$ 1,063.55	\$ 1,450.68	\$ 387.13
ALS Treatment No Transport Fee	new	\$ 150.00	\$ 150.00
Urban Mileage or Rural Mileage 18+ A0425	\$ 11.06	\$ 15.10	\$ 4.04
DOA A0429	\$ 523.59	\$ 535.64	\$ 12.05
Waiting Time	\$ 60.00	\$ 60.00	\$ -
After 30 minutes, added to Base Fee, per hour charge	\$ 60.00	\$ 60.00	\$ -
<b>Specialty Care</b>			
Two or More Patients Transported in the Same Ambulance	\$ 884.07	\$ 884.07	\$ -
Patients Treated at Scene (BLS)	no charge	no charge	\$ -
GM 9-1-1 Use Fee (Per Dispatch)	\$ 20.00	\$ 20.00	\$ -
Paramedic Assist/Intercept Fee (Per Response)	\$ 150.00	\$ 150.00	\$ -
<b>Standby Special Event</b>			
Unit & Crew, per hour	\$ 100.00	\$ 150.00	\$ 50.00
ES employee, per hour	\$ 45.00	\$ 60.00	\$ 15.00
Supervisor (req. for every 6 personnel at an event)	new	\$ 75.00	\$ 75.00
<b>Franchise Fees</b>			
Franchise Application Fee (Per Application)	\$ 200.00	\$ 250.00	\$ 50.00
Franchise Administration Fee (Per Application Approved)	\$ 1,600.00	\$ 2,500.00	\$ 900.00
Franchise Renewal Fee (Per Application)	\$ 1,600.00	\$ 2,500.00	\$ 900.00

## Emergency Services

Fee Information	FY 2019	FY 2020	Change
<b>Emergency Management Fees</b>			
<i>Disaster Plan Review Fees for NC DHSR Regulated Facilities</i>			
Initial Plan Submission			
Mental Health Facility - Day Treatment	\$ 150.00	\$ 150.00	\$ -
Residential 1-6 Beds	\$ 175.00	\$ 175.00	\$ -
Residential 7-24 Beds	\$ 200.00	\$ 200.00	\$ -
Residential 25+ Beds	\$ 250.00	\$ 250.00	\$ -
Adult Care Homes - Day Treatment	\$ 125.00	\$ 125.00	\$ -
Residential 1-6 Beds	\$ 150.00	\$ 150.00	\$ -
Residential 7-24 Beds	\$ 175.00	\$ 175.00	\$ -
Residential 25+ Beds	\$ 200.00	\$ 200.00	\$ -
Nursing Homes - Day Treatment	n/a	n/a	\$ -
Residential 1-6 Beds	\$ 150.00	\$ 150.00	\$ -
Residential 7-24 Beds	\$ 200.00	\$ 200.00	\$ -
Residential 25+ Beds	\$ 400.00	\$ 400.00	\$ -
Annual Plan Submission			
Adult Care Homes			
Day Treatment	\$ 50.00	\$ 50.00	\$ -
Residential 1-6 Beds	\$ 75.00	\$ 75.00	\$ -
Residential 7-24 Beds	\$ 75.00	\$ 75.00	\$ -
Residential 25+ Beds	\$ 75.00	\$ 75.00	\$ -
<i>Hazardous Facility Planning Fee</i>			
Governmental Agency	\$ -	\$ -	\$ -
Tier II Facility-1 to 99,999 pounds	\$ 175.00	\$ 175.00	\$ -
Tier II Facility-100,000 to 999,000 pounds	\$ 275.00	\$ 275.00	\$ -
Tier II Facility-1,000,000 pounds or more	\$ 500.00	\$ 500.00	\$ -
Special Hazard Surcharges			
EHS Facility Surcharge, Telecommunications	\$ 150.00	\$ 150.00	\$ -
EHS Facility Surcharge, Non-Telecommunications	\$ 500.00	\$ 500.00	\$ -
Risk Management Plan (RMP) Regulated Facility	\$ 500.00	\$ 500.00	\$ -
Treatment, Storage and Disposal Facility (TSDF)	\$ 1,000.00	\$ 1,000.00	\$ -

\* Fees will be doubled if permits not obtained before work and/or event occurs.

\*\* EMS fees are set at 200% of CMS allowable and adjust annually on January 1 each year.

Fire Marshall fees are standardized for all towns in Guilford County.

**Facilities**

Fee Information	FY 2019	FY 2020	Change
<b>Parking</b>			
Greensboro Parking Deck - Monthly	\$ 30.00	\$ 30.00	\$ -
Greensboro Other Parking Lots - Monthly	\$ 30.00	\$ 30.00	\$ -
High Point Parking Deck - Daily	\$2 / day	\$2 / day	\$ -
High Point Parking Deck - Monthly	\$ 30.00	\$ 30.00	\$ -
Lost Parking Card or Placard	\$ 10.00	\$ 10.00	\$ -
Parking Application Fee	\$ 30.00	\$ 30.00	\$ -
<b>Other Fees</b>			
Courthouse Mini Lockers (per use)	\$ 0.25	\$ 0.25	\$ -
Road Sign Replacement	\$ 150.00	\$ 150.00	\$ -

**Inspections**

<b>Fee Information</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>Change</b>
<b>Guilford County Grading Permit Fees</b>			
One (1) acre (43,560 SF) but less than three (3) acres - BASE FEE	\$ 450.00	\$ 450.00	\$ -
Three (3) acres or more - Base Fee*	\$ 450.00	\$ 450.00	\$ -
Per acre for each add'l acre	\$ 225.00	\$ 225.00	\$ -
Grading Permit Fee Max Charge (eq. to 38 acres)	not listed	\$ 8,325.00	\$ 8,325.00
<b>Commercial Building Permit Fees</b>			
New Office and Retail Structure per unit - Base fee	\$ 100.00	\$ 100.00	\$ -
New Office and Retail Structure per square foot	\$ 0.25	\$ 0.25	\$ -
New Industrial/Warehousing Structures per unit - Base fee	\$ 100.00	\$ 100.00	\$ -
New Industrial/Warehousing Structures per square foot	\$ 0.25	\$ 0.25	\$ -
New Educational/Assembly/Institutional Structures per unit - Base fee	\$ 1,000.00	\$ 1,000.00	\$ -
New Educational/Assembly/Institutional Structures per square foot	\$ 0.20	\$ 0.20	\$ -
New Multi-Family Structures, Commercial Additions & Alterations (upfit) per dwelling unit	\$ 250.00	\$ 250.00	\$ -
Commercial Additions/Alterations (Trade Fee(s) +\$0.25/square foot added/ altered)	\$ 0.25	\$ 0.25	\$ -
Commercial Exterior Up-fit (Construction Value \$1-\$9,999) - Base fee	\$ 35.00	\$ 35.00	\$ -
Commercial Exterior Up-fit (Construction Value \$10,000-\$49,999) - Base fee	\$ 35.00	\$ 35.00	\$ -
Commercial Exterior Up-fit (Construction Value \$10,000-\$49,999) - per 1,000 square feet fee	\$ 5.00	\$ 5.00	\$ -
Commercial Exterior Up-fit (Construction Value \$50,000-\$99,999) - Base fee	\$ 200.00	\$ 200.00	\$ -
Commercial Exterior Up-fit (Construction Value \$50,000-\$99,999) - per 1,000 square feet fee	\$ 4.00	\$ 4.00	\$ -
Commercial Exterior Up-fit (Construction Value \$100,000-\$499,999) - Base fee	\$ 350.00	\$ 350.00	\$ -
Commercial Exterior Up-fit (Construction Value \$100,000-\$499,999) - per 1,000 square feet fee	\$ 3.00	\$ 3.00	\$ -
Commercial Exterior Up-fit (Construction Value \$500,000) - Base fee	\$ 1,150.00	\$ 1,150.00	\$ -
Commercial Exterior Up-fit (Construction Value \$500,000) - per 1,000 square feet fee	\$ 2.00	\$ 2.00	\$ -
Multi-Family Addition/Alteration Upfit (trade fees only)	\$ -	\$ -	\$ -

## Inspections

Fee Information	FY 2019	FY 2020	Change
<b>Residential Building Permit Fees</b>			
Detached Single-Family base fee	\$ 150.00	\$ 150.00	\$ -
Detached Single-Family per heated square foot	\$ 0.35	\$ 0.35	\$ -
Attached Single-Family base fee	\$ 150.00	\$ 150.00	\$ -
Attached Single-Family per heated square foot	\$ 0.35	\$ 0.35	\$ -
New Heated Additions per square foot (plus applicable trade fees)	\$ 0.35	\$ 0.35	\$ -
Alterations (Unheated to Heated) per square foot (plus applicable trade fees)	\$ 0.35	\$ 0.35	\$ -
Modular Homes	\$ 250.00	\$ 250.00	\$ -
Manufactured (Mobile) Homes	\$ 175.00	\$ 175.00	\$ -
An additional \$10 Homeowner Recovery Fund Fee applies to all bldg. permits issued to General Contractors as required by State law.	not listed	\$ 10.00	\$ 10.00
<b>Unclassified</b>			
Temporary Power/Unit or Meter	\$ 40.00	\$ 40.00	\$ -
Signs	\$ 100.00	\$ 100.00	\$ -
Swimming Pool	\$ 135.00	\$ 135.00	\$ -
Machinery or Equipment/Unit	\$ 10.00	\$ 10.00	\$ -
Communication Tower Collocate	\$ 250.00	\$ 250.00	\$ -
Event Permit	\$ 40.00	\$ 40.00	\$ -
Accessory Structure (Trade Fee Only)	\$ -	\$ -	\$ -
Utility (Trade Fee Only)	\$ -	\$ -	\$ -
Open Assembly (Trade Fee Only)	\$ -	\$ -	\$ -
Change of Occupancy (Trade Fee Only)	\$ -	\$ -	\$ -
Above Ground Storage Tank (Trade Fee Only)	\$ -	\$ -	\$ -
Permit Re-Issuance (Trade Fee Only)	\$ -	\$ -	\$ -
Land Use Permit (Required Trade Fees Only)	\$ -	\$ -	\$ -
Re-Inspection Fees	\$ 50.00	\$ 50.00	\$ -
<b>Trade Permit Fees - Residential</b>			
Building	\$ 40.00	\$ 40.00	\$ -
Electrical	\$ 40.00	\$ 40.00	\$ -
Plumbing	\$ 40.00	\$ 40.00	\$ -
Mechanical	\$ 40.00	\$ 40.00	\$ -
Fuel Piping	\$ 40.00	\$ 40.00	\$ -
Gas Logs	\$ 40.00	\$ 40.00	\$ -
Mechanical w/ Fuel (same contractor)	\$ 50.00	\$ 50.00	\$ -
Accessory Bldgs. Or Unheated Alterations/Additions - cost per unheated sq. ft. (plus applicable trade fees)	\$ 0.20	\$ 0.20	\$ -
Swimming Pools (includes electric)	\$ 135.00	\$ 135.00	\$ -
Decks (Trade Fees Only)	\$ 40.00	\$ -	\$ (40.00)
Relocated Home	\$ 175.00	\$ 175.00	\$ -
Signs (includes electric)	\$ 50.00	\$ 50.00	\$ -
Re-Inspection	\$ 50.00	\$ 50.00	\$ -
Permit Re-Issuance (Required Trade Fees Only)	\$ 40.00	\$ -	\$ (40.00)

**Inspections**

Fee Information	FY 2019	FY 2020	Change
<b>Trade Permit Fees - Commercial</b>			
Building	\$ 40.00	\$ 40.00	\$ -
Electrical	\$ 40.00	\$ 40.00	\$ -
Plumbing	\$ 40.00	\$ 40.00	\$ -
Mechanical	\$ 40.00	\$ 40.00	\$ -
Fuel Piping	\$ 40.00	\$ 40.00	\$ -
Mechanical w/ Fuel (same contractor)	\$ 50.00	\$ 50.00	\$ -
Re-Inspection	\$ 50.00	\$ 50.00	\$ -

**Juvenile Detention**

Fee Information	FY 2019	FY 2020	Change
In-County Youth Subsidy per Day	\$ 122.00	\$ 122.00	\$ -
Out of County Youth Subsidy per Day	\$ 244.00	\$ 244.00	\$ -

## Law Enforcement

Fee Information	FY 2019	FY 2020	Change
<b>Civil Process Fees</b>			
In-State Service Fee (Controlled by State Statute)	\$ 30.00	\$ 30.00	\$ -
Out of State Service Fee (Controlled by State Statute)	\$ 50.00	\$ 50.00	\$ -
<b>Pistol Purchase &amp; Concealed Carry Permitting Fees</b>			
Pistol Purchase Permit Fee (Controlled by State Statute)	\$ 5.00	\$ 5.00	\$ -
Concealed Carry Permit Fee - <b>New Applicant</b> (Controlled by State Statute)	\$ 90.00	\$ 90.00	\$ -
Concealed Carry Permit Fingerprint Fee - <b>New Applicants Only</b> (Controlled by State Statute)	\$ 10.00	\$ 10.00	\$ -
Concealed Carry Permit Fee - <b>Renewal Applicant</b> (Controlled by State Statute)	\$ 75.00	\$ 75.00	\$ -
<b>Precious Metals Annual Permitting Fees</b>			
Business Owner/Partners Fee - <b>New and Renewal Applicant</b> (Controlled by State Statute)	\$ 180.00	\$ 180.00	\$ -
Business Employee Fee - <b>New Applicant</b> (Controlled by State Statute)	\$ 10.00	\$ 10.00	\$ -
Business Employee Fee - <b>Renewal Applicant</b> (Controlled by State Statute)	\$ 3.00	\$ 3.00	\$ -
<b>Fingerprinting Fees - All Other</b>			
Fingerprinting Fees - per print card	\$ 10.00	\$ 10.00	\$ -
<b>Detention</b>			
Federal Inmate Reimbursement (Jail Central) - daily Approved May 2014	\$ 73.00	\$ 73.00	\$ -
Federal Inmate Reimbursement (High Point Detention) - daily	\$ 44.50	\$ 44.50	\$ -
Jail fees - determined by Clerk's file - daily	\$ 10.00	\$ 10.00	\$ -
Jail fees - post trial serves sentence in jail - daily	\$ 40.00	\$ 40.00	\$ -
Out-of-county probationers ordered to do their time in GC - daily	\$ 50.00	\$ 50.00	\$ -
Out-of-state probationers ordered to do their time in GC Jail Central - daily	\$ 50.00	\$ 50.00	\$ -
Out-of-state probationers ordered to do their time in GC HP Jail - daily	\$ 50.00	\$ 50.00	\$ -
Transporting Agency or High Risk Inmate from other agency in GC Jail Central - daily	\$ 50.00	\$ 50.00	\$ -
Transporting Agency or High Risk Inmate from other agency in GC HP Jail - daily	\$ 50.00	\$ 50.00	\$ -
SMCP - Statewide Misdemeanant Confinement Program - daily	\$ 40.00	\$ 40.00	\$ -
Transport officers per hour	\$ 25.00	\$ 25.00	\$ -
Mileage	\$ 0.54	\$ 0.54	\$ -
Bag lunch	\$ 1.34	\$ 1.34	\$ -
Housing Safekeepers - daily	\$ 40.00	\$ 40.00	\$ -

**Law Enforcement**

Fee Information	FY 2019	FY 2020	Change
<b>Patrol</b> City of Burlington - assistance with calls - per call	\$ 115.00	\$ 115.00	\$ -

**Parks**

<b>Fee Information</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>Change</b>
<b>Shelters</b>			
Large - full day	\$ 125.00	\$ 125.00	\$ -
Large - half day	\$ 100.00	\$ 100.00	\$ -
Medium - full day	\$ 85.00	\$ 85.00	\$ -
Medium - half day	\$ 60.00	\$ 60.00	\$ -
Southwest Shelters 1, 4 - Full Day	\$ 100.00	\$ 100.00	\$ -
Southwest Shelters 2, 3, 5 - Full Day	\$ 75.00	\$ 75.00	\$ -
<b>Ball Fields</b>			
Per Game	\$ 75.00	\$ 75.00	\$ -
Tournament - ballfield	\$ 200.00	\$ 200.00	\$ -
Tournament - ballfield with lights	\$ 250.00	\$ 250.00	\$ -
League Play (per player, per 8 week season)	\$ 15.00	\$ 15.00	\$ -
<b>Swimming</b>			
Full-Day - Adult (BMP, HSP, NEP)	\$ 5.00	\$ 5.00	\$ -
Full-Day - Child (BMP, HSP, NEP)	\$ 4.00	\$ 4.00	\$ -
Full-Day - Senior (BMP, HSP, NEP)	\$ 4.00	\$ 4.00	\$ -
Full-Day - Day Care	\$ 3.00	\$ 3.00	\$ -
Partial-Day - Adult or Child (NEP 5-8pm)	\$ 3.00	\$ 3.00	\$ -
Partial-Day - Adult or Child (BM, HSP 3-6pm)	\$ 3.00	\$ 3.00	\$ -
Season Pass - Child	\$ 55.00	\$ 55.00	\$ -
Season Pass - Adult	\$ 85.00	\$ 85.00	\$ -
Season Pass - Family of 4	\$ 175.00	\$ 175.00	\$ -
Season Pass - Additional Member	\$ 35.00	\$ 35.00	\$ -
Swim Team (BMP Only)	\$ 120.00	\$ 120.00	\$ -
Swim Team Additional Family Member (BMP Only)	\$ 110.00	\$ 110.00	\$ -
Pool Party (2 hours w/ 2 lifeguards, BMP, HSP, NEP)	\$ 280.00	\$ 280.00	\$ -
Add'l lifeguards for Pool Party (per hour, per required lifeguard)	\$ 40.00	\$ 40.00	\$ -
Private Lessons (per week)	\$ 60.00	\$ 60.00	\$ -
Group Lessons (per week)	\$ 40.00	\$ 40.00	\$ -
<b>Campground</b>			
Group Site (max 40 persons)	\$ 60.00	\$ 60.00	\$ -
RV Site	\$ 25.00	\$ 25.00	\$ -
Tent Site	\$ 15.00	\$ 15.00	\$ -
<b>Miscellaneous</b>			
Vendors or Catered Events At Shelters (% of Total Invoice)	10%	10%	\$ -
Cancellation 30 days or more prior to event	\$ 35.00	\$ 35.00	\$ -
Cancellation 8 to 29 days prior to event	\$ 50.00	\$ 50.00	\$ -

Parks

Fee Information	FY 2019	FY 2020	Change
<b>Bur-Mil Park Clubhouse Rental Fees - Monday-Thursday, 1st half Friday</b>			
Banquet - 1st half day (8am-2pm)	\$ 130.00	\$ 130.00	\$ -
Banquet - 2nd half day (4pm-12am)	\$ 175.00	\$ 175.00	\$ -
Banquet - Full day (8am-12am)	\$ 220.00	\$ 220.00	\$ -
Triple Crown - 1st half day (8am-2pm)	\$ 100.00	\$ 100.00	\$ -
Triple Crown - 2nd half day (4pm-12am)	\$ 120.00	\$ 120.00	\$ -
Triple Crown - Full day (8am-12am)	\$ 140.00	\$ 140.00	\$ -
Oak - 1st half day (8am-2pm)	\$ 70.00	\$ 70.00	\$ -
Oak - 2nd half day (4pm-12am)	\$ 90.00	\$ 90.00	\$ -
Oak - Full day (8am-12am)	\$ 110.00	\$ 110.00	\$ -
Lake - 1st half day (8am-2pm)	\$ 110.00	\$ 110.00	\$ -
Lake - 2nd half day (4pm-12am)	\$ 145.00	\$ 145.00	\$ -
Lake - Full day (8am-12am)	\$ 180.00	\$ 180.00	\$ -
Training - 1st half day (8am-2pm)	\$ 80.00	\$ 80.00	\$ -
Training - 2nd half day (4pm-12am)	\$ 100.00	\$ 100.00	\$ -
Training - Full day (8am-12am)	\$ 120.00	\$ 120.00	\$ -
Guilford - 1st half day (8am-2pm)	\$ 80.00	\$ 80.00	\$ -
Guilford - 2nd half day (4pm-12am)	\$ 100.00	\$ 100.00	\$ -
Guilford - Full day (8am-12am)	\$ 120.00	\$ 120.00	\$ -
Cedar - 1st half day (8am-2pm)	\$ 110.00	\$ 110.00	\$ -
Cedar - 2nd half day (4pm-12am)	\$ 145.00	\$ 145.00	\$ -
Cedar - Full day (8am-12am)	\$ 180.00	\$ 180.00	\$ -
Screened Porch - 1st half day (8am-2pm)	\$ 70.00	\$ 70.00	\$ -
Screened Porch - 2nd half day (4pm-12am)	\$ 80.00	\$ 80.00	\$ -
Screened Porch - Full day (8am-12am)	\$ 90.00	\$ 90.00	\$ -

**Parks**

Fee Information	FY 2019	FY 2020	Change
<b>Bur-Mil Park Clubhouse Rental Fees - 2nd half Friday, Weekend, &amp; Holidays</b>			
Banquet - 1st half day (8am-2pm)	\$ 400.00	\$ 400.00	\$ -
Banquet - 2nd half day (4pm-12am)	\$ 465.00	\$ 465.00	\$ -
Banquet - Full day (8am-12am)	\$ 500.00	\$ 500.00	\$ -
Triple Crown - 1st half day (8am-2pm)	\$ 240.00	\$ 240.00	\$ -
Triple Crown - 2nd half day (4pm-12am)	\$ 260.00	\$ 260.00	\$ -
Triple Crown - Full day (8am-12am)	\$ 300.00	\$ 300.00	\$ -
Oak - 1st half day (8am-2pm)	\$ 165.00	\$ 165.00	\$ -
Oak - 2nd half day (4pm-12am)	\$ 195.00	\$ 195.00	\$ -
Oak - Full day (8am-12am)	\$ 225.00	\$ 225.00	\$ -
Lake - 1st half day (8am-2pm)	\$ 305.00	\$ 305.00	\$ -
Lake - 2nd half day (4pm-12am)	\$ 360.00	\$ 360.00	\$ -
Lake - Full day (8am-12am)	\$ 400.00	\$ 400.00	\$ -
Training - 1st half day (8am-2pm)	\$ 175.00	\$ 175.00	\$ -
Training - 2nd half day (4pm-12am)	\$ 205.00	\$ 205.00	\$ -
Training - Full day (8am-12am)	\$ 235.00	\$ 235.00	\$ -
Guilford - 1st half day (8am-2pm)	\$ 175.00	\$ 175.00	\$ -
Guilford - 2nd half day (4pm-12am)	\$ 205.00	\$ 205.00	\$ -
Guilford - Full day (8am-12am)	\$ 235.00	\$ 235.00	\$ -
Cedar - 1st half day (8am-2pm)	\$ 290.00	\$ 290.00	\$ -
Cedar - 2nd half day (4pm-12am)	\$ 345.00	\$ 345.00	\$ -
Cedar - Full day (8am-12am)	\$ 400.00	\$ 400.00	\$ -
Screened Porch - 1st half day (8am-2pm)	\$ 145.00	\$ 145.00	\$ -
Screened Porch - 2nd half day (4pm-12am)	\$ 155.00	\$ 155.00	\$ -
Screened Porch - Full day (8am-12am)	\$ 165.00	\$ 165.00	\$ -
<b>Bur-Mil Park Food Service Fees</b>			
1-25 persons	\$ 25.00	\$ 25.00	\$ -
26-50 persons	\$ 50.00	\$ 50.00	\$ -
51-100 persons	\$ 75.00	\$ 75.00	\$ -
101-200 persons	\$ 125.00	\$ 125.00	\$ -
201-300 persons	\$ 200.00	\$ 200.00	\$ -
301+ persons	\$ 250.00	\$ 250.00	\$ -
Caterer (% of total bill)	12%	12%	\$ -
<b>Bur-Mil Park Staffing Fees (per hour)</b>			
Event Hosts	\$ 15.00	\$ 15.00	\$ -
Bartender	\$ 30.00	\$ 30.00	\$ -
Security	\$ 25.00	\$ 25.00	\$ -
<b>Bur-Mil Park Provided Bar Fees - Host Bar</b>			
3 hours - B/W	\$ 1.50	\$ 1.50	\$ -
3 hours - B/W/L	\$ 3.00	\$ 3.00	\$ -
4 hours - B/W	\$ 1.75	\$ 1.75	\$ -
4 hours - B/W/L	\$ 3.50	\$ 3.50	\$ -
5 hours - B/W	\$ 2.00	\$ 2.00	\$ -
5 hours - B/W/L	\$ 4.00	\$ 4.00	\$ -

**Parks**

<b>Fee Information</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>Change</b>
<b>Bur-Mil Park Provided Bar Fees - Tab Bar Fees</b>			
Per Person (in advance)	\$ 2.00	\$ 2.00	\$ -
Domestic Beer	\$ 2.00	\$ 2.00	\$ -
Premium Beer	\$ 3.00	\$ 3.00	\$ -
Wine	\$ 3.00	\$ 3.00	\$ -
Soda/Water	\$ 1.00	\$ 1.00	\$ -
<b>Bur-Mil Park Provided Bar Fees - Cash Bar Fees (per person)</b>			
3 hours - B/W	\$ 0.75	\$ 0.75	\$ -
4 hours - B/W	\$ 1.00	\$ 1.00	\$ -
5 hours - B/W	\$ 1.25	\$ 1.25	\$ -
Domestic Beer	\$ 2.00	\$ 2.00	\$ -
Premium Beer	\$ 3.00	\$ 3.00	\$ -
Wine	\$ 3.00	\$ 3.00	\$ -
Soda/Water	\$ 1.00	\$ 1.00	\$ -
<b>Bur-Mil Park Miscellaneous Equipment Rental</b>			
PA System w/ Microphone	\$ 50.00	\$ 50.00	\$ -
Podium w/ Microphone	\$ 50.00	\$ 50.00	\$ -
Podium	\$ 10.00	\$ 10.00	\$ -
Easel w/ paper & markers	\$ 20.00	\$ 20.00	\$ -
LCD Projector & Screen	\$ 25.00	\$ 25.00	\$ -
TV / DVD	\$ 25.00	\$ 25.00	\$ -
Table Linens (85" x 85" Square)	\$ 5.00	\$ 5.00	\$ -
Table Linens (90" or 120" round)	\$ 15.00	\$ 15.00	\$ -
Table Linens (108" or 120" round or 90" x 156" rectangular)	\$ 20.00	\$ 20.00	\$ -
Napkins (per set of 8)	\$ 5.00	\$ 5.00	\$ -
Chair Covers	\$ 3.50	\$ 3.50	\$ -
Sashes	\$ 1.50	\$ 1.50	\$ -
Screen Only	\$ 5.00	\$ 5.00	\$ -
Easel Only	\$ 5.00	\$ 5.00	\$ -
<b>Hagan-Stone Park ARC Building and Chapel Rental Fees</b>			
Chapel Only (30 people max)	\$ 200.00	\$ 200.00	\$ -
Chapel & ARC Building Package	\$ 350.00	\$ 350.00	\$ -
ARC Building - 4 Hour Flat Fee	\$ 100.00	\$ 100.00	\$ -
ARC Building - 6 Hour Flat Fee	\$ 150.00	\$ 150.00	\$ -
ARC Building - 8 Hour Flat Fee	\$ 200.00	\$ 200.00	\$ -
Non-Refundable Deposit	\$ 50.00	\$ 50.00	\$ -
Stage	\$ 100.00	\$ 100.00	\$ -

**Parks**

<b>Fee Information</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>Change</b>
<b>Northeast Park Event Center Rental Fees - Monday-Thursday, 1st half Friday</b>			
1-50 people Full Day (8am-12am)	\$ 100.00	\$ 100.00	\$ -
51-100 people 1st Half Day (8am-2pm)	\$ 125.00	\$ 125.00	\$ -
51-100 people 2nd Half Day (4pm-12am)	\$ 175.00	\$ 175.00	\$ -
51-100 people Full Day (8am-12am)	\$ 275.00	\$ 275.00	\$ -
101-150 people 1st Half Day (8am-2pm)	\$ 250.00	\$ 250.00	\$ -
101-150 people 2nd Half Day (4pm-12am)	\$ 300.00	\$ 300.00	\$ -
101-150 people Full Day (8am-12am)	\$ 450.00	\$ 450.00	\$ -
151+ People 1st Half Day (8am-2pm)	\$ 400.00	\$ 400.00	\$ -
151+ People 2nd Half Day (4pm-12am)	\$ 500.00	\$ 500.00	\$ -
151+ People Full Half Day (8am-12am)	\$ 600.00	\$ 600.00	\$ -
<b>Northeast Park Event Center Rental Fees - 2nd half Friday, Weekends, Holidays</b>			
1-50 people 1st Half Day (8am-2pm)	\$ 130.00	\$ 130.00	\$ -
1-50 people 2nd Half Day (4pm-12am)	\$ 160.00	\$ 160.00	\$ -
1-50 people Full Day (8am-12am)	\$ 175.00	\$ 175.00	\$ -
51-100 people 1st Half Day (8am-2pm)	\$ 290.00	\$ 290.00	\$ -
51-100 people 2nd Half Day (4pm-12am)	\$ 330.00	\$ 330.00	\$ -
51-100 people Full Day (8am-12am)	\$ 350.00	\$ 350.00	\$ -
101-150 people 1st Half Day (8am-2pm)	\$ 400.00	\$ 400.00	\$ -
101-150 people 2nd Half Day (4pm-12am)	\$ 475.00	\$ 475.00	\$ -
101-150 people Full Day (8am-12am)	\$ 550.00	\$ 550.00	\$ -
151+ People 1st Half Day (8am-2pm)	\$ 575.00	\$ 575.00	\$ -
151+ People 2nd Half Day (4pm-12am)	\$ 625.00	\$ 625.00	\$ -
151+ People Full Half Day (8am-12am)	\$ 700.00	\$ 700.00	\$ -
<b>Northeast Park Staffing Fees</b>			
Event Host (per hour)	\$ 15.00	\$ 15.00	\$ -
Security (per hour)	\$ 40.00	\$ 40.00	\$ -
Bar Service (3 hours w/ client provided beer & wine)	\$ 100.00	\$ 100.00	\$ -
Bar Service (per hour after 3 hours up to 5 hours)	\$ 20.00	\$ 20.00	\$ -
Cleaning	\$ 100.00	\$ 100.00	\$ -
<b>Northeast Park Food Service Fees</b>			
1-25 people	\$ 25.00	\$ 25.00	\$ -
26-50 people	\$ 50.00	\$ 50.00	\$ -
51-100 people	\$ 75.00	\$ 75.00	\$ -
101-200 people	\$ 125.00	\$ 125.00	\$ -
201-300 people	\$ 200.00	\$ 200.00	\$ -
301+ people	\$ 250.00	\$ 250.00	\$ -
Caterer (% of total bill)	10%	10%	0%

**Parks**

Fee Information	FY 2019	FY 2020	Change
<b>Northeast Park Miscellaneous Equipment Rental</b>			
Podium	\$ 10.00	\$ 10.00	\$ -
LCD Projector & Screen	\$ 25.00	\$ 25.00	\$ -
Table Linens	\$ 10.00	\$ 10.00	\$ -
Napkins (per set of 8)	\$ 5.00	\$ 5.00	\$ -
Podium w/ Microphone	\$ 25.00	\$ 25.00	\$ -
Arbor	\$ 25.00	\$ 25.00	\$ -
Screen Only	\$ 10.00	\$ 10.00	\$ -
TV/DVD	\$ 25.00	\$ 25.00	\$ -
Sound System	\$ 50.00	\$ 50.00	\$ -
<b>Bur-Mil Park Wildlife Education Center Rental Fees</b>			
Classroom (per hour, operating hours)	\$ 10.00	\$ 10.00	\$ -
Classroom (per hour, non-operating hours)	\$ 22.00	\$ 22.00	\$ -
<b>Bur-Mil Park Activities Fees</b>			
Volleyball Court (per court, per hour)	\$ 5.00	\$ 5.00	\$ -
Tennis Court (per hour, per person)	\$ 3.00	\$ 3.00	\$ -
Tennis Court (per match for school groups)	\$ 55.00	\$ 55.00	\$ -
Volleyball Rental	\$ 5.00	\$ 5.00	\$ -
Horseshoes	\$ 5.00	\$ 5.00	\$ -
Cornhole Boards w/ Bean Bags	\$ 25.00	\$ 25.00	\$ -
Bike Rental (March-Nov.; per hour, 2 hr min)	\$ 3.00	\$ 3.00	\$ -
<b>Bur-Mil Park Driving Range Fees</b>			
Small Basket	\$ 4.00	\$ 4.00	\$ -
Large Basket	\$ 6.00	\$ 6.00	\$ -
Jumbo Basket	\$ 12.00	\$ 12.00	\$ -
Punch Card (12 large baskets)	\$ 60.00	\$ 60.00	\$ -
Punch Card (12 small baskets)	\$ 40.00	\$ 40.00	\$ -
Punch Card (12 jumbo baskets)	\$ 120.00	\$ 120.00	\$ -
<b>Bur-Mil Park Golf Course Fees</b>			
9 holes (Mon-Fri)	\$ 7.00	\$ 7.00	\$ -
18 holes (Mon-Fri)	\$ 9.50	\$ 9.50	\$ -
9 holes (Sr./Jr. Mon-Fri)	\$ 6.00	\$ 6.00	\$ -
18 holes (Sr./Jr. Mon-Fri)	\$ 8.50	\$ 8.50	\$ -
9 holes (Sat-Sun)	\$ 8.00	\$ 8.00	\$ -
18 holes (Sat-Sun)	\$ 10.50	\$ 10.50	\$ -
9 holes (Sr./Jr. Sat-Sun)	\$ 7.00	\$ 7.00	\$ -
18 holes (Sr./Jr. Sat-Sun)	\$ 9.50	\$ 9.50	\$ -
Club Rental	\$ 1.00	\$ 1.00	\$ -
Pull Cart Rental	\$ 2.00	\$ 2.00	\$ -

**Parks**

<b>Fee Information</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>Change</b>
<b>Southwest Park Marina Fees</b>			
1/2 Day Canoe	\$ 13.00	\$ 13.00	\$ -
Full Day Canoe	\$ 20.00	\$ 20.00	\$ -
1/2 Day 2 Seat Kayak	\$ 15.00	\$ 15.00	\$ -
Full Day 2 Seat Kayak	\$ 20.00	\$ 20.00	\$ -
1/2 Day 1 Seat Kayak	\$ 12.00	\$ 12.00	\$ -
Full Day 1 Seat Kayak	\$ 15.00	\$ 15.00	\$ -
10' John Boat 2 Person Rental	\$ 15.00	\$ 15.00	\$ -
14' John Boat 3 Person Rental	\$ 21.00	\$ 21.00	\$ -
Private Boat Launch	\$ 7.00	\$ 7.00	\$ -
Private Canoe & Kayak Launch	\$ 5.00	\$ 5.00	\$ -
Anchors	\$ 3.00	\$ 3.00	\$ -
Pier Fishing	\$ 3.00	\$ 3.00	\$ -
<b>Fishing</b>			
Pier / Bank (Bur-Mil, Gibson, Hagan-Stone, Northeast Parks)	\$ 1.00	\$ 1.00	\$ -
Pier (Southwest Park)	\$ 3.00	\$ 3.00	\$ -
Annual Pass (Bur-Mil Park Only)	\$ 30.00	\$ 30.00	\$ -

## Planning & Development

Fee Information	FY 2019	FY 2020	Change
<b>Subdivision Plat Review</b>			
Subdivision Plat Review - Per Plat (base fee)	\$ 150.00	\$ 150.00	\$ -
Subdivision Plat Review - Per Lot (addit'l charge)	\$ 20.00	\$ 20.00	\$ -
Exclusion Plat Review	no charge	no charge	\$ -
Road Signs	\$ 150.00	\$ 150.00	\$ -
Zoning Verification Fee	no charge	no charge	\$ -
<b>Planning Board</b>			
<i>Zoning</i>			
Rezoning Fees/Case	\$ 500.00	\$ 500.00	\$ -
Rezoning Appeal/Case	\$ 500.00	\$ 500.00	\$ -
Special Use Permit/Case + Recording Fee	\$ 526.00	\$ 526.00	\$ -
<i>Road/Easement Closing Fees</i>			
Easement Closing (per case + recording fee)	\$ 126.00	\$ 126.00	\$ -
Road Closing (per case + recording fee)	\$ 126.00	\$ 126.00	\$ -
Road Renaming	\$ 100.00	\$ 100.00	\$ -
Other Appeals of the Planning Board (per case)	\$ 200.00	\$ 200.00	\$ -
<b>Board of Adjustment</b>			
Variance (fee + recording fee)	\$ 226.00	\$ 226.00	\$ -
Appeals to the Board of Adjustment (per case)	\$ 200.00	\$ 200.00	\$ -
<b>Site Plan Review</b>			
Minor Site Plan Review (per plan)	\$ 100.00	\$ 100.00	chg to flat fee
Major Site Plan Review (per plan)	\$ 325.00	\$ 325.00	\$ -
Additional fee per 1,000 sq ft gross floor area or open uses of land for major plans	\$ 5.00	\$ 5.00	\$ -
<b>Publications</b>			
Development Ordinance	\$ 20.00	\$ 20.00	\$ -
Historic Properties Book	\$ 12.00	\$ 12.00	\$ -
Guilford County Street Atlas	\$ 18.95	\$ 18.95	\$ -
Copies from Copier	no charge	no charge	\$ -
Comprehensive Plan	loan - self copy	loan - self copy	\$ -
Area Plans - Text or Map	no charge	no charge	\$ -
<b>Historical Properties</b>			
City of High Point	\$ 2,000.00	\$ 2,000.00	\$ -
City of Greensboro	\$ 3,000.00	\$ 3,000.00	\$ -
Gibsonville	\$ 500.00	\$ 500.00	\$ -
Jamestown	\$ 500.00	\$ 500.00	\$ -
Oak Ridge	\$ 125.00	\$ 125.00	\$ -

**Planning & Development**

<b>Fee Information</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>Change</b>
<b>Planning Services</b>			
Planning Service - Stokesdale	\$ 25,000.00	\$ 25,000.00	\$ -
Planning Service - Whitsett	\$ 1,000.00	\$ 1,000.00	\$ -
Planning Service - Pleasant Garden	\$ 5,000.00	\$ 5,000.00	\$ -
Planning Service - Sedalia	\$ 1,000.00	\$ 1,000.00	\$ -
Penalties - Zoning			
Historical Landmark Property Plaque	market price	market price	\$ -

## Public Health

Fee Information	FY 2019	FY 2020	Change
<b>CPR Fees</b>			
Annual Instructor Membership	\$ 50.00	\$ 50.00	\$ -
Instructor Monitoring (every 2 years)	\$ 50.00	\$ 60.00	\$ 10.00
Equipment Rental (for 2 business days)	\$ 25.00	\$ 25.00	\$ -
- include AED, face mask, etc.	\$ 35.00	\$ 35.00	\$ -
- additional day rental/late fee	\$ 15.00	\$ 15.00	\$ -
BLS Instructor Training Course	\$ 225.00	\$ 225.00	\$ -
BLS CPR Course (through PH)	\$ 50.00	\$ 50.00	\$ -
First Aid Course (through PH)	\$ 30.00	\$ 30.00	\$ -
Heart Saver CPR Course (through PH)	\$ 40.00	\$ 40.00	\$ -
Heart Saver CPR and First Aid Course	\$ 70.00	\$ 70.00	\$ -
AHA Certification Cards (for courses taught)	\$ 20.00	\$ 20.00	\$ -
- Re-prints	\$ 10.00	\$ 10.00	\$ -
- Rush card	\$ 10.00	\$ 10.00	\$ -
<b>Environmental Health Fees</b>			
Food Service - Plan Review			
New Facility	\$ 250.00	\$ 250.00	\$ -
Remodel of Existing Facility	\$ 125.00	\$ 125.00	\$ -
Swimming Pool Permits			
Seasonal	\$ 200.00	\$ 200.00	\$ -
Year Round	\$ 250.00	\$ 250.00	\$ -
Reinspection (2nd Trip)	\$ 100.00	\$ 100.00	\$ -
Pool Plan Review	\$ 300.00	\$ 300.00	\$ -
Private Schools/Colleges	\$ 200.00	\$ 200.00	\$ -
ServSafe Food Education Course Training	\$ 200.00	\$ 200.00	\$ -
ServSafe Food Education Course Re-Test	\$ 60.00	\$ 60.00	\$ -
ServSafe Off-site Food Schools	\$ 150.00	\$ 150.00	\$ -
Temporary Food Establishments (vendors)	\$ 75.00	\$ 75.00	\$ -
LFSE ( Limited food source establishment)	\$ 75.00	\$ 75.00	\$ -
<b>Lead - State</b>			
XRF Machine Use With Staff	\$ 500.00	\$ 500.00	\$ -
XRF Machine Use Without Staff	\$ 250.00	\$ 250.00	\$ -
<b>Health Hazards</b>			
Tattoo Artist			
Local	\$ 500.00	\$ 500.00	\$ -
Convention	\$ 100.00	\$ 100.00	\$ -
Mobile Home Parks	\$ 11.00	\$ 11.00	\$ -

**Public Health**

<b>Fee Information</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>Change</b>
<b>HERA</b>			
Monitoring Wells			
Commercial			
first well	\$ 600.00	\$ 600.00	\$ -
each additional well	\$ 60.00	\$ 60.00	\$ -
Residential			
first well	\$ 600.00	\$ 600.00	\$ -
each additional well	\$ 60.00	\$ 60.00	\$ -
<b>Water Quality</b>			
Construction Authorization	\$ 100.00	\$ 100.00	\$ -
Construction Authorization w/pump	\$ 140.00	\$ 140.00	\$ -
Alternative Construction Authorization	\$ 450.00	\$ 450.00	\$ -
Alternative Design	\$ 550.00	\$ 550.00	\$ -
Evaluation of Additions	\$ 100.00	\$ 100.00	\$ -
Residential Soil Evaluations	\$ 100.00	\$ 100.00	\$ -
Application Fee for DUMT 10k gallons	\$ 260.00	\$ 260.00	\$ -
Permit for DUMT 10K gallons	\$ 340.00	\$ 340.00	\$ -
Well Permits - New	\$ 450.00	\$ 450.00	\$ -
Well Camera/Repair Permit	\$ 220.00	\$ 220.00	\$ -
Additional Trip Fee	\$ 54.00	\$ 54.00	\$ -
DOT Fee	\$ 150.00	\$ 150.00	\$ -
Innovative Wastewater Approval (off-site)	\$ 200.00	\$ 200.00	\$ -
<b>Water Sample Fees</b>			
Trip Fee	\$ 65.00	\$ 65.00	\$ -
Bacteria	\$ 50.00	\$ 50.00	\$ -
Inorganic / Nitrate	\$ 70.00	\$ 70.00	\$ -
Pesticide	\$ 75.00	\$ 75.00	\$ -
Petroleum	\$ 75.00	\$ 75.00	\$ -
<b>Exisiting On Site Sewer</b>			
Type 111B	\$ 150.00	\$ 150.00	\$ -
Type IV	\$ 300.00	\$ 300.00	\$ -
Type V	\$ 350.00	\$ 350.00	\$ -
Type Va	\$ 100.00	\$ 100.00	\$ -
Type VI	\$ 400.00	\$ 400.00	\$ -
Maintenance/Monitoring Operator	\$ 450.00	\$ 450.00	\$ -

**Public Health**

<b>Fee Information</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>Change</b>
<b>Health Education - Smart Girls Life Skills</b>			
Smart Girls® Life Skills Training Curriculum PART I (one copy)	\$ 250.00	\$ 250.00	\$ -
Smart Girls® Life Skills Training Curriculum PART II (one copy)	\$ 250.00	\$ 250.00	\$ -
Smart Girls® Life Skills Training Curriculum PART I and PART II (one copy of each, \$50 off when ordering together)	\$ 450.00	\$ 450.00	\$ -
Smart Girls® Part I One Day Training in Guilford County (curriculum not included)	\$ 275.00	\$ 275.00	\$ -
Smart Girls® Part II One Day Training in Guilford County (curriculum not included)	\$ 250.00	\$ 250.00	\$ -
One-day Part I or Part II Training outside of Guilford County for up to 12 to 15 individuals	\$ 1,600.00	\$ 1,600.00	\$ -
One & a half day Part I or Part II Training outside of Guilford County for up to 12 to 15 individuals	\$ 2,250.00	\$ 2,250.00	\$ -
Two-day Part I and Part II Training outside of Guilford County for up to 12 to 15 individuals II	\$ 3,200.00	\$ 3,200.00	\$ -

- Clinic and all other fees are available upon request from Public Health -

**Register of Deeds**

<b>Fee Information</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>Change</b>
<b>Passport Services</b>			
Passport Acceptance Fee	\$ 35.00	\$ 35.00	\$ -
Passport Photo	\$ 10.00	\$ 10.00	\$ -
No Fee Passport Application	\$ -	\$ -	\$ -
No Fee Photo	\$ -	\$ -	\$ -
Overnight Delivery	not listed	\$ 25.50	\$ 25.50
Standard Shipping	not listed	\$ 7.35	\$ 7.35
<b>Land Records</b>			
Certified Copies First Page	\$ 5.00	\$ 5.00	\$ -
Certified Copies All Other Pages	\$ 2.00	\$ 2.00	\$ -
Uncertified Copies	\$ .05	\$ .05	\$ -
Deed of Trust	\$ 64.00	\$ 64.00	\$ -
Grave Removal	\$ 26.00	\$ 26.00	\$ -
Misc Documents	\$ 26.00	\$ 26.00	\$ -
Notary Authentication	\$ 1.00	\$ 1.00	\$ -
Old Corporation Books	\$ -	\$ -	\$ -
Plat Certified Copy	\$ 5.00	\$ 5.00	\$ -
Plat Uncertified Copy 11x17	\$ .10	\$ .10	\$ -
Plat Uncertified Copy 18x24	\$ .50	\$ .50	\$ -
Uncertified Copy Via Mail	\$ 1.00	\$ 1.00	\$ -
UCC Copy	\$ 2.00	\$ 2.00	\$ -
Deed	\$ 26.00	\$ 26.00	\$ -
Condominium	\$ 21.00	\$ 21.00	\$ -
Highway Right of Way Map	\$ 21.00	\$ 21.00	\$ -
Plat	\$ 21.00	\$ 21.00	\$ -
Roadway Corridor Map	\$ 5.00	\$ 5.00	\$ -
Notary Oath	\$ 10.00	\$ 10.00	\$ -
Satisfaction	\$ -	\$ -	\$ -
Uniform Commercial Code	\$ 38.00	\$ 38.00	\$ -

**Register of Deeds**

<b>Fee Information</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>Change</b>
<b>Vital Records</b>			
Amendment	\$ 10.00	\$ 10.00	\$ -
Birth Add	\$ -	\$ -	\$ -
Birth Copy Certified	\$ 10.00	\$ 10.00	\$ -
Birth Copy Uncertified	\$ 0.05	\$ 0.05	\$ -
Copies	\$ 0.05	\$ 0.05	\$ -
Death Add	\$ -	\$ -	\$ -
Delayed Birth	\$ 10.00	\$ 10.00	\$ -
Delayed Birth Prep	\$ 10.00	\$ 10.00	\$ -
Death Copy Certified	\$ 10.00	\$ 10.00	\$ -
Delayed Marriage	\$ 20.00	\$ 20.00	\$ -
Death Copy Uncertified	\$ 0.05	\$ 0.05	\$ -
Legitimation	\$ 10.00	\$ 10.00	\$ -
Marriage Copy Certified	\$ 10.00	\$ 10.00	\$ -
Marriage Issue	\$ 60.00	\$ 60.00	\$ -
Marriage Keepsake	\$ 1.00	\$ 1.00	\$ -
Marriage Copy Uncertified	\$ 0.05	\$ 0.05	\$ -
State Birth Amendment	\$ 15.00	\$ 15.00	\$ -
State Birth Certified Copy	\$ 10.00	\$ 10.00	\$ -
State Birth Legitimation	\$ 15.00	\$ 15.00	\$ -
State Birth Search	\$ 14.00	\$ 14.00	\$ -
State Expedite	\$ 15.00	\$ 15.00	\$ -
Social Services Certified Copy	\$ 10.00	\$ 10.00	\$ -
Uncertified Copies via Mail	\$ 1.00	\$ 1.00	\$ -
No Marriage Found	\$ 5.00	\$ 5.00	\$ -
Overnight Delivery	not listed	\$ 25.50	\$ 25.50

**Security**

Fee Information	FY 2019	FY 2020	Change
ID Badge - Attorney	\$ 10.00	\$ 15.00	\$ 5.00
ID Badge - Paralegal	\$ 10.00	\$ 15.00	\$ 5.00
ID Badge - Committee Approved (new)	\$ 10.00	\$ 20.00	\$ 10.00
ID Badge - Committee Approved (renewal meets use requirements)	\$ 10.00	\$ 20.00	\$ 10.00
ID Badge - Committee Approved (renewal does not meet use requirements)	\$ 25.00	\$ 35.00	\$ 10.00
ID Badge - Law Enforcement (non-county)	\$10 one-time	\$10 annually	one-time to annual
ID Badge - Non-County Interns	\$ 2.00	\$ 5.00	\$ 3.00
Lost or Stolen ID Badge Replacement Fee	\$ 5.00	\$ 10.00	\$ 5.00
Security Officer Fees (hourly; for non-county agencies who request to reserve room in county facilities)	\$ 30.00	\$ 30.00	\$ -

**Solid Waste**

Fee Information	FY 2019	FY 2020	Change
Passenger car tire disposal fee per tire	\$ 0.84	\$ 0.85	\$ 0.01
Heavy truck tire disposal fee per tire*	\$ 4.28	\$ 4.36	\$ 0.08
Oversize tire per pound	\$ 0.0372	\$ 0.0379	\$ 0.001

\* formerly "standard" truck tire

There is no Charge to dispose White Goods, Electronics, or other Residential Recyclables. Tire disposal fees are based on Southeastern U.S. CPI per county contract.

## Economic Development Agencies

Organization	FY 2019-20 Adopted	Services Provided	Economic Development Goal
<b>Culture &amp; Recreation</b>			
African-American Atelier	\$ 50,000	Year-round visual arts enrichment, educational & exhibition programs for youth in low-wealth communities	Job Creation/Retention
Friends of John Coltrane	\$ 20,000	Management and marketing for the annual John Coltrane International Jazz and Blues Festival	Increase/Improve Business Prospects
High Point Arts Council	\$ 50,000	Year-round outdoor concerts, festivals, arts & entertainment programs within High Point and surrounding communities	Job Creation/Retention
United Arts Council of Greater Greensboro	\$ 55,000	Financial and marketing support for local arts organizations & projects, regional artists and arts-in-education initiatives	Increase/Improve Business Prospects
NC Folk & Heritage Festivals	\$ 25,000	Production and promotion of the NC Folk Festival & expand economic impact of the arts in Guilford County	Increase/Improve Business Prospects
<b>Economic Development Agencies</b>			
Downtown Greensboro, Inc.	\$ 40,000	Collaborate with businesses, individuals and government to increase economic development, investment and community in downtown Greensboro	Increase Taxable Property, Increase/Improve Business Prospects
East Market Street Development Corp. (d/b/a East Greensboro NOW)	\$ 35,000	Offers economic, business and community development programs designed to generate new investment, increase the asset base and improve housing quality within East Greensboro	Increase Taxable Property, Increase/Improve Business Prospects
Greensboro Area Chamber of Commerce	\$ 100,000	Recruitment of new companies and collaborate with existing industries to grow and expand operations to facilitate creation of high-quality jobs and new capital investment within Guilford County	Job Creation/Retention, Increase/Improve Business Prospects
Guilford County Economic Development Alliance (GCEDA)	\$ 100,000	Coordinate and align all economic development recruitment and retention activities to enhance economic conditions within Guilford County and local region	Job Creation/Retention, Increase Taxable Property
Guilford County Tourism Development Authority	\$ 40,000	Facilitate and assist business/industry expansion through marketing of community assets	Increase/Improve Business Prospects

<b>Organization</b>	<b>FY 2019-20 Adopted</b>	<b>Services Provided</b>	<b>Economic Development Goal</b>
High Point Economic Development Corporation	\$ 100,000	Assists with retention and/or expansion of existing business & industry and recruitment of new businesses for job creation and capital investment in Guilford County	Job Creation/Retention, Increase Taxable Property
High Point Market Authority	\$ 125,000	Coordinate marketing & logistics, assists in recruitment of new buyers and retention of existing buyers for the biannual High Point Furniture Market	Job Creation/Retention, Increase Taxable Property & Increase/Improve Business Prospects
Piedmont Triad Film Commission	\$ 25,000	Recruit business of motion pictures, television programs, photography & commercial productions working with NC Film Office to create job opportunities & revenue	Increase/Improve Business Prospects
Southwest Renewal Foundation of High Point, Inc.	\$ 25,000	Collaborate with civic & community organizations to create & fund development projects in low-income, culturally diverse SW quadrant of inner-city to attract business, create jobs to raise quality of life, & promote public/ environmental health	Increase/Improve Business Prospects
Welfare Reform Liaison Project, Inc.	\$ 25,000	Provide job-training and varied skills to county residents to assist in moving them from poverty to self-sufficiency	Job Creation/Retention
<b>Total Combined Funding</b>	<b>\$ 815,000</b>		

