

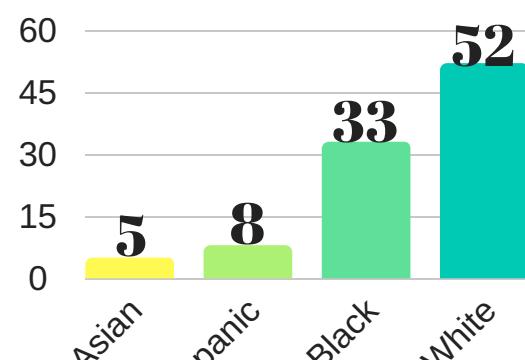
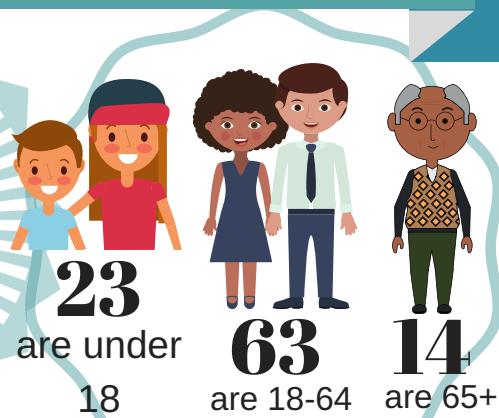
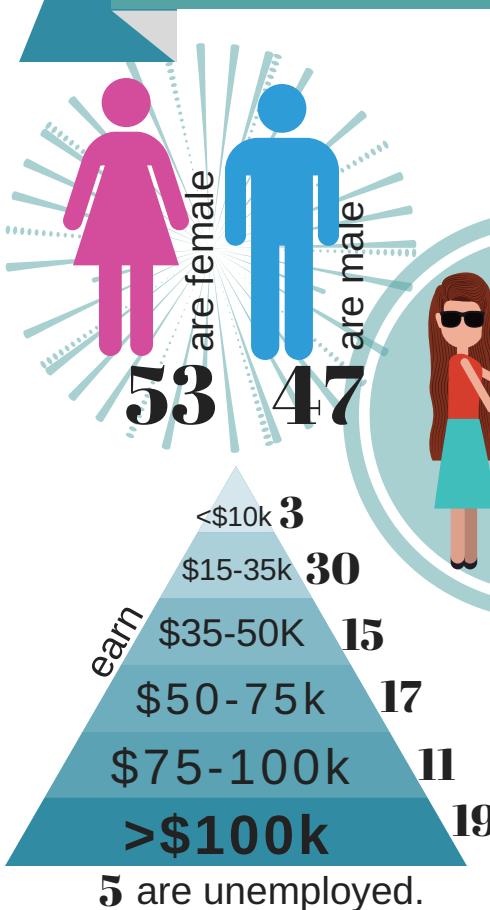
FY 2018-2019 Adopted Budget

July 1, 2018 - June 30, 2019



Guilford County
STATE of NORTH CAROLINA

If Guilford was reduced to 100 people, that would mean...



- 18** live in poverty.
- 15** require food assistance.
- 13** do not have health insurance.
- 59** own their own home.

46 High School
8 Associates
22 Bachelors
12 Graduate+
...Diplomas.

10 were not born in the United States.
13 do not speak English at home.

87 live in an urban setting.



13 live in a rural setting.



55 live in

The City of
GREENSBORO

21 live in

HIGH POINT
NORTH CAROLINA'S INTERNATIONAL CITY™



Guilford County

STATE of NORTH CAROLINA

Fiscal Year 2018-2019 Adopted Budget

July 1, 2018 — June 30, 2019

Board of Commissioners

Board Chair

Alan Branson

Board Vice Chair

Justin Conrad

Commissioners

Melvin "Skip" Alston
Kay Cashion
Carolyn Coleman
J. Carlena Foster
Hank Henning
Alan Perdue
Jeff Phillips

County Manager

Marty K. Lawing

Deputy County Manager

Clarence G. Grier

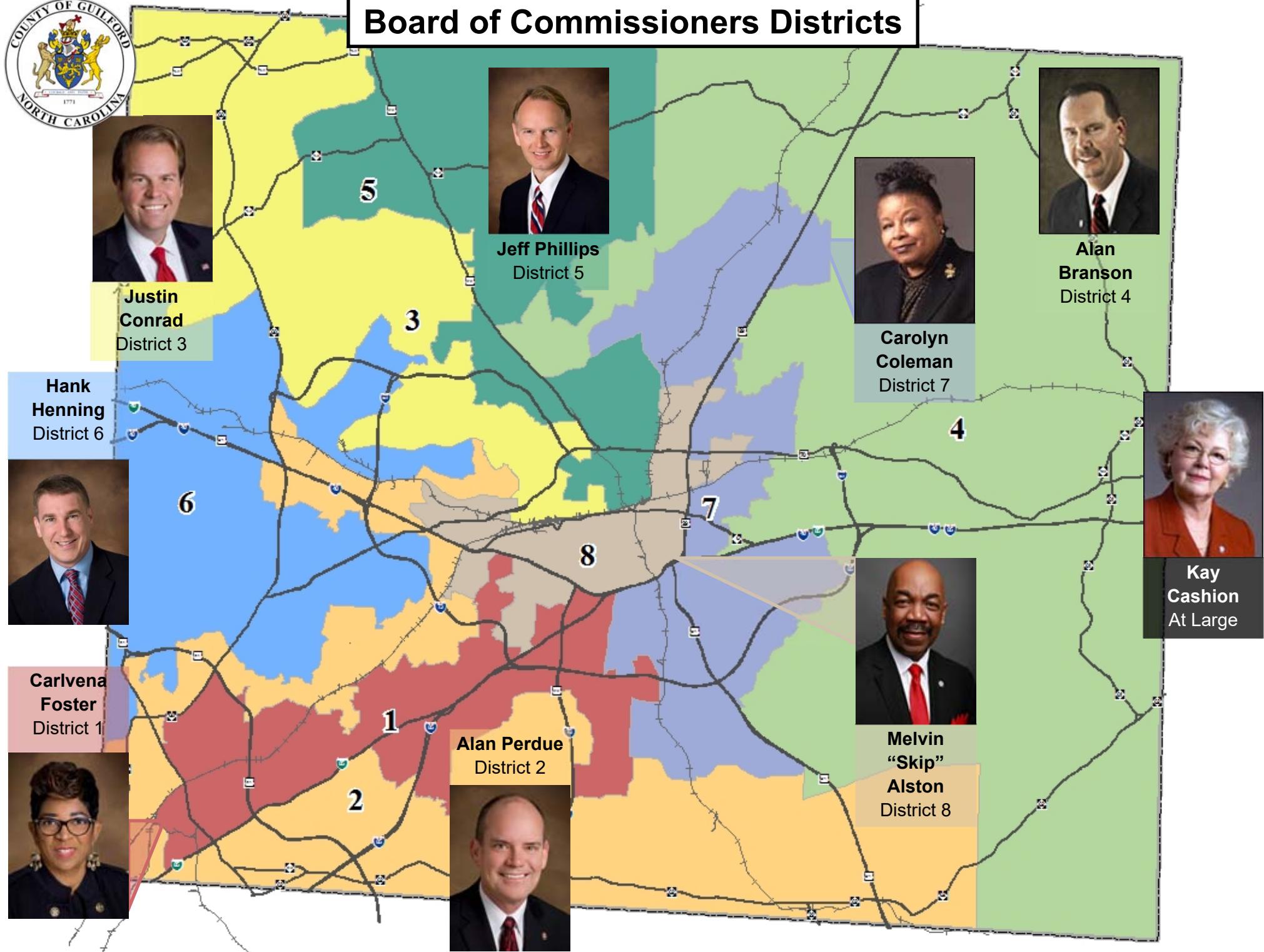
Budget, Management & Evaluation

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

The FY 2018-19 budget cover reflects on Guilford County's many "Firsts" starting with its role as a leader in education with the first permanent graded public school in the state, Lindsay Street School; the first public university for women, Women's College, now UNC Greensboro; the first African-American land grant college in the state, NC A&T University; and the first co-ed college in the south, Guilford College. The county has a history of social change with anti-segregation sit-ins at the Woolworth's lunch counter and the founding of the first public health department in the state, and second in the nation. Guilford is also the home of the first furniture exposition in the state, what is now the High Point Furniture Market, as well as Honda Aircraft's global headquarters and manufacturing facility, and the site of Vick's VapoRub invention.



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, 2017

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, 2017. 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.



Guilford County Fiscal Year 2018-19 Adopted Budget
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GUILFORD COUNTY

May 17, 2018

Guilford County Board of Commissioners:

The Honorable Alan Branson, Chair
The Honorable Justin Conrad, Vice Chair
The Honorable Melvin L. (Skip) Alston
The Honorable Katie S. (Kay) Cashion
The Honorable Carolyn Q. Coleman
The Honorable J. Carlvena Foster
The Honorable Hank Henning
The Honorable Alan Perdue
The Honorable Jeffrey M. Phillips

Guilford County Board of Commissioners and Residents of Guilford County:

It is my privilege to present to you the recommended budget for the 2018-19 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 continues to improve. The March 2018 unemployment rate was 4.5%, down from 4.7% in March 2017. The rate of unemployed workers is close to the North Carolina statewide rate of 4.3% and lags the national rate of 4.1%. 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 \$4.86 billion in February 2017 compared to \$4.77 billion the same time last year. Annual totals are projected to increase by 2% this year versus 8% 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 a median three-bedroom home sale price in March 2018 of \$153,500 compared to \$141,700 in March 2017. Overall, the county's property tax base will increase by approximately 1.8% over the values used to prepare the FY 2017-18 budget.

Based on population estimates for July 2018, the county's permanent population has grown approximately 7.8 percent since 2010 to nearly 528,000. However, the county's Medicaid-eligible population has grown by more than 39% since July 2013 – 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 2018 primarily due to a 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 from several goal setting sessions during the winter and spring of 2018. During these meetings, the Board identified a number of high priority high priority focus areas that advance the county's mission *to provide efficient, effective, responsive government that meets the public's needs while maintaining a high performance workforce that provides exceptional services that support a high quality of life and sustainable economic growth*. 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

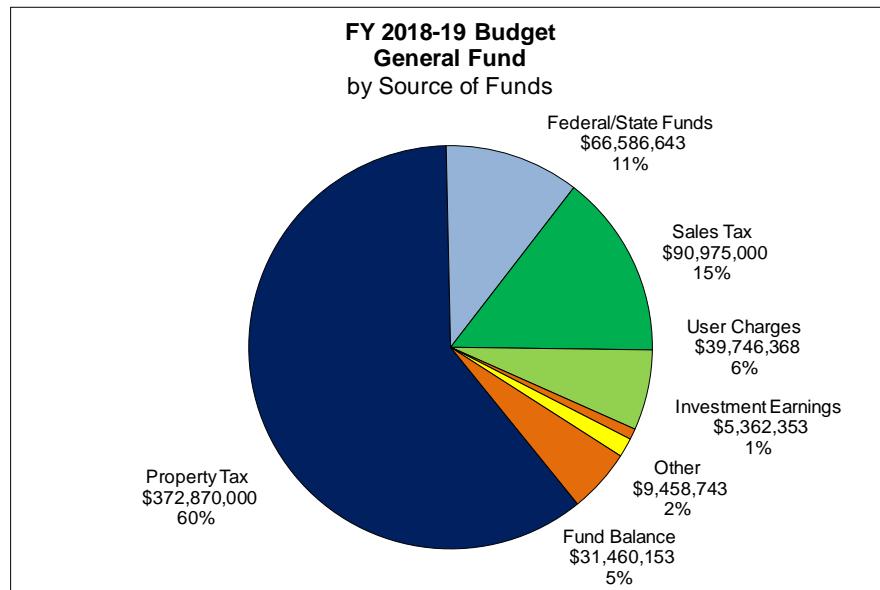
Recommended General Property Tax Rate

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 maintains county service levels, addresses employee compensation issues, expands school nursing services, and increases funding for the Guilford County Schools and Guilford Technical Community College.

REVENUES

Total revenues and appropriated fund balance are expected to increase by \$8 million next year, or 1.3% over last year's budget. The amount of fund balance used to balance the budget decreases by \$2.2 million as we work to reduce the county's reliance on non-recurring sources of funds to support county operations.

About 60%, or \$373 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 \$66.6 million (11%), respectively. Together, these three sources of funds account for nearly nine of every ten dollars of budgeted revenue in FY 2018-19.

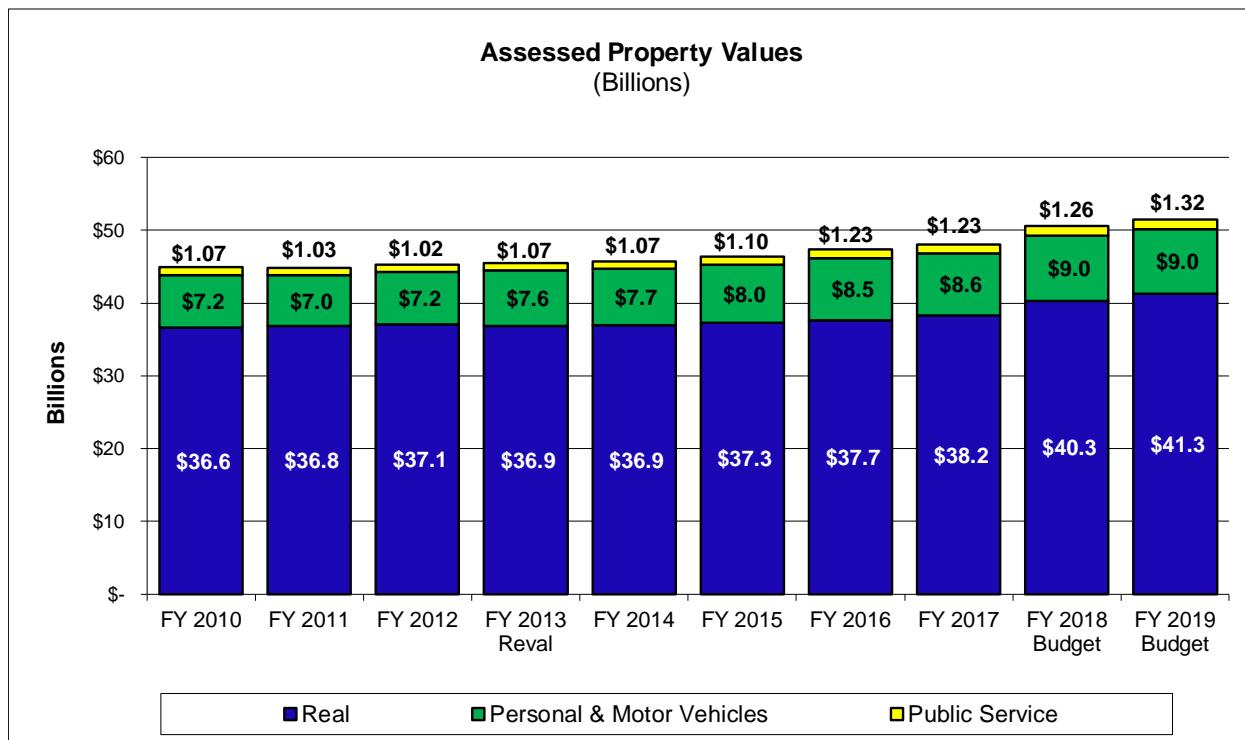


Summary of Sources of Funds

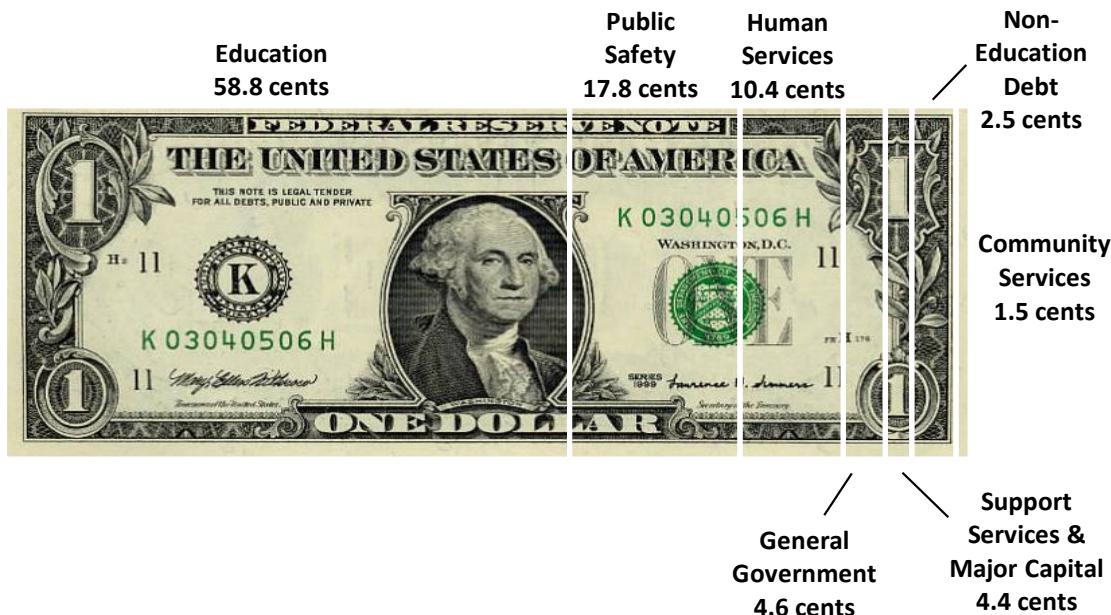
	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Request	FY2019 Recomm	vs. FY18 Adopted
						\$ chg
						% chg
Property Tax	\$ 363,322,313	\$ 366,250,750	\$ 366,250,750	\$ 392,061,927	\$ 372,870,000	\$ 6,619,250 1.8%
Federal/State Funds	\$ 89,257,971	\$ 70,548,032	\$ 67,376,247	\$ 66,585,824	\$ 66,586,643	\$ (3,961,389) -5.6%
Sales Tax	\$ 83,919,378	\$ 85,546,675	\$ 85,546,675	\$ 90,975,000	\$ 90,975,000	\$ 5,428,325 6.3%
User Charges	\$ 43,437,587	\$ 39,708,553	\$ 40,049,786	\$ 38,909,283	\$ 39,746,368	\$ 37,815 0.1%
Investment Earnings	\$ 1,717,027	\$ 3,271,353	\$ 3,271,353	\$ 5,362,353	\$ 5,362,353	\$ 2,091,000 63.9%
Other	\$ 57,316,765	\$ 9,379,730	\$ 219,470,625	\$ 9,473,443	\$ 9,458,743	\$ 79,013 0.8%
Total Revenues	\$ 638,971,041	\$ 574,705,093	\$ 781,965,436	\$ 603,367,830	\$ 584,999,107	\$ 10,294,014 1.8%
Fund Balance	\$ (26,050,298)	\$ 33,708,907	\$ 42,620,568	\$ 33,251,151	\$ 31,460,153	\$ (2,248,754) -6.7%
Total	\$ 612,920,743	\$ 608,414,000	\$ 824,586,004	\$ 636,618,981	\$ 616,459,260	\$ 8,045,260 1.3%

Property Tax

The total property tax base for FY 2018-19 is estimated to be \$51.47 billion. This is an increase of 1.8% over the value used to build the FY 2017-18 budget and will result in an additional \$6.6 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 nearly 59 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

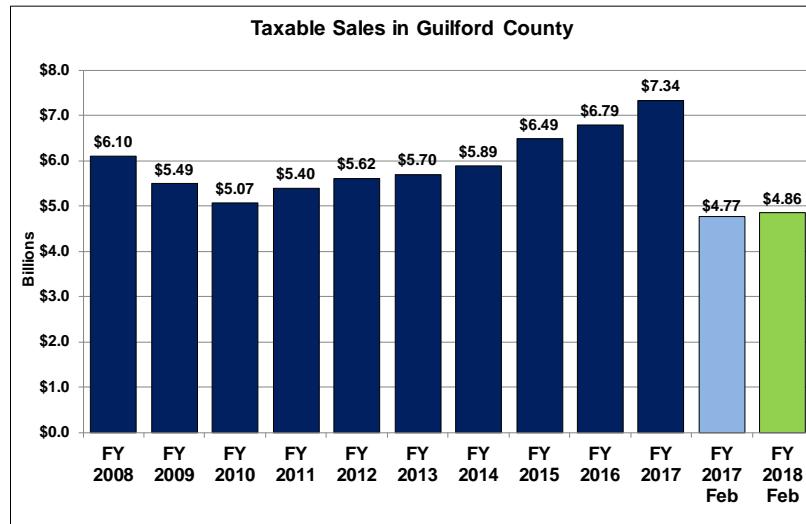
Revenues from the state and federal governments will decrease by \$4 million to approximately \$66.6 million next year. The decrease is the result of a change in the way the state pays for child day care services for qualified clients. Beginning in the first quarter of FY 2017-18, the state started paying vendors directly for eligible child day care expenses, so day care payments are no longer in the county's budget. Responsibility for determining eligibility for day care remains with the county.

The 2018-19 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 – \$5.4 million higher (6%) than the amount included in the prior budget.

Through February 2018, the latest month for which sales data are available from the state, taxable retail sales in Guilford County are up 1.8% over the same period last year. Actual sales tax revenues through the April 2018 distribution (seven of the twelve distributions the county receives annually), are up 4.5% over the same period last year. The amount of sales tax revenue the county received is based on retail sales, the sales tax rate, and refunds of sales taxes. Because of the way refunds are reported to and processed by the state, net sales tax revenues can vary significantly from month to month and year to year.



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 \$39.7 million in FY 2018-19. While there is considerable variation in individual user fee budgets, the overall total is expected to be about \$38,000 more than the amount adopted for fiscal year 2017-18. Law Enforcement fees will increase by \$320,000 primarily for housing federal and state inmates and Emergency Services Fees will increase by \$255,000 mostly due to continue increases in calls for service as well as

continued improvement in collection rates. Elections fees will decrease by \$350,000 because of the cyclical elections schedule. Public Health charges for dental services will decrease by \$230,000 to better reflect current revenue patterns. Other Human Services fee revenues, including other Public Health Medicaid, Environmental Health and Health Education programs, are anticipated to remain largely unchanged.

Other Revenues

Other revenues are expected to increase by \$2.1 million to \$14.8 million, primarily the result of an increase in investment earnings expected to be generated by investing available bond proceeds during project construction periods.

Fund Balance

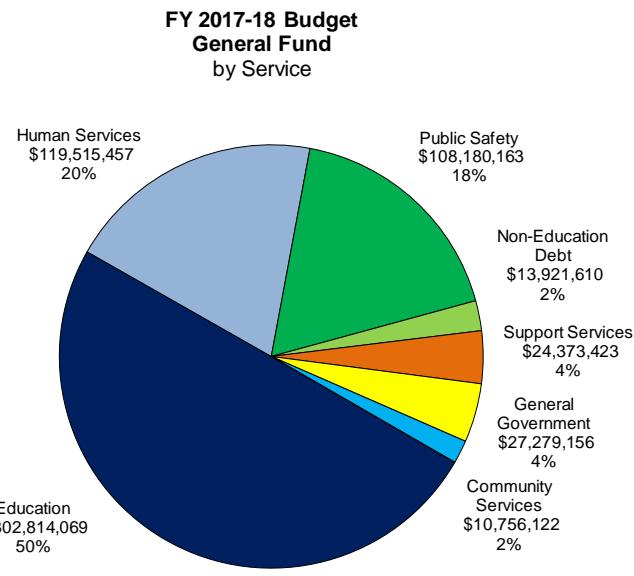
The FY 2018-19 General Fund budget includes a fund balance (from all sources) appropriation of \$31.46 million to help balance the budget – about \$2.5 million less than the amount needed to balance the adopted budget in FY 2017-18.

The amount of fund balance used to support general county operations is \$20.7 million, a \$3.2 million decrease from the prior year's budget. Restricted departmental fund balances make up the rest of the \$31.46 million of total appropriated fund balance.

EXPENDITURES

The recommended fiscal year 2018-19 General Fund budget totals \$616,459,260. This is \$8 million (1.3%) more than the budget approved for FY 2017-18. Expenditures for Education, Human Services, and Public Safety account for nine of every ten dollars of included in the budget.

This budget advances several of the Board's high priority goals, including additional funding for the Guilford County Schools and charter schools; additional funding for Guilford Technical Community College; expanded school nursing services; support for opioid and substance abuse research and treatment; improvements in permitting and inspection services; and continuation of the county's data analytics and performance reporting initiatives.



Summary of Expenditures by Service Category

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Request	FY2019 Recomm	vs. FY18 Adopted	
						\$ chg	% chg
Education	\$ 280,623,028	\$ 303,314,069	\$ 295,781,782	\$ 324,048,318	\$ 310,296,282	\$ 6,982,213	2.3%
<i>Includes Education debt repayment</i>							
Human Services	\$ 134,348,996	\$ 119,815,849	\$ 117,260,111	\$ 118,173,472	\$ 118,066,430	\$ (1,749,419)	-1.5%
Public Safety	\$ 105,890,507	\$ 108,751,182	\$ 112,879,521	\$ 118,819,409	\$ 111,767,687	\$ 3,016,505	2.8%
Non-Education Debt	\$ 38,488,282	\$ 13,921,610	\$ 230,879,404	\$ 12,080,091	\$ 12,172,128	\$ (1,749,482)	-12.6%
Support Services	\$ 19,071,795	\$ 24,373,423	\$ 24,268,810	\$ 22,818,353	\$ 23,998,542	\$ (374,881)	-1.5%
General Government	\$ 24,346,401	\$ 27,389,156	\$ 27,723,360	\$ 28,493,118	\$ 29,013,002	\$ 1,623,846	5.9%
Community Services	\$ 10,151,734	\$ 10,848,711	\$ 15,793,016	\$ 12,186,220	\$ 11,145,189	\$ 296,478	2.7%
Total Expenditures	\$ 612,920,743	\$ 608,414,000	\$ 824,586,004	\$ 636,618,981	\$ 616,459,260	\$ 8,045,260	1.3%
Permanent Positions	2,512.25	2,541.25	2,554.25	2,624.13	2,568.25	27.00	1.1%

Summary of Expenditures by Type of Expense

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Request	FY2019 Recomm	vs. FY18 Adopted	
						\$ chg	% chg
Personnel	\$ 176,657,220	\$ 186,707,186	\$ 187,212,495	\$ 197,932,108	\$ 191,120,299	\$ 4,413,113	2.4%
Operating	\$ 281,381,342	\$ 295,197,056	\$ 302,109,064	\$ 318,574,198	\$ 308,365,301	\$ 13,168,245	4.5%
Debt Repayment	\$ 108,600,912	\$ 99,725,281	\$ 309,150,788	\$ 96,858,011	\$ 95,458,012	\$ (4,267,269)	-4.3%
Human Svc Assistance	\$ 40,540,658	\$ 22,856,077	\$ 17,978,333	\$ 17,017,309	\$ 17,018,909	\$ (5,837,168)	-25.5%
Capital Outlay	\$ 5,740,613	\$ 3,928,400	\$ 8,135,323	\$ 6,237,357	\$ 4,496,739	\$ 568,339	14.5%
Total Expenditures	\$ 612,920,745	\$ 608,414,000	\$ 824,586,003	\$ 636,618,983	\$ 616,459,260	\$ 8,045,260	1.3%
Permanent Positions	2,512.25	2,541.25	2,554.25	2,624.13	2,568.25	27.00	1.1%



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, capital, and debt repayment funds for education. Details regarding the \$310.3 million recommended Education budget are included below.

- Local operating funding for the Guilford County Schools (GCS) and charter schools with students from Guilford County is increased by \$6 million, from \$195,860,398 to \$201,860,398. Total student population is projected to be 80,211 (72,259 Guilford County Schools and 7,952 charter schools). This appropriation increases the county's per pupil funding for all students from \$2,464 to \$2,517. The Board of Education requested \$220.8 million from Guilford County (\$206.4 million for the operating budget and \$14.4 million for capital maintenance and repair projects), an increase of \$19.9 million over the FY 2017-18 appropriation.
- 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 \$181.85 million of the total allocation and the rest, about \$20 million, will be distributed to charter schools. Actual charter school allocations will be based on actual student population numbers.
- The recommended per pupil allocation, when compared to the FY 2017-18 adopted allocations of other counties, is the fourth highest of the largest 10 counties and the 12th highest of all counties.
- The budget also increases capital maintenance and repair funding for GCS by \$2,500,000 to a total of \$7.5 million.
- The operating allocation for Guilford Technical Community College (GTCC) is increased by \$1,000,000 to \$16,150,000. The budget recommends a capital maintenance and repair appropriation of \$1.5 million, the same amount as appropriated in FY 2017-18.
- Debt repayment for school and community college facilities is projected to be \$83.3 million in next year, a decrease of approximately \$2.5 million from the current year's budget. Bond premium funds received through the recent bond sales will be used to help retire debt service for the second consecutive 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 fall by more than \$1.75 million next year. The decrease is the result of a change in the way the state pays for child day care services for qualified clients. Beginning in the first quarter of FY 2017-18, the state started paying vendors directly for eligible child day care expenses. Previously, these funds “passed through” the county’s budget to day care providers. As a result of the state’s change, about \$5.6 million have been removed from the budget. Responsibility for determining eligibility for day care will remain with the county.

The recommended budget includes \$373,000 for five new School Nurse positions and \$50,000 for school telemedicine equipment to address the Board’s high priority goal to **incrementally lower the school nurse to student ratio in county schools**. The new nurses will be assigned to schools that have the highest need for health services. In addition, the budget includes an additional \$400,000 for adoption program expenses to encourage permanent placements for children in the county’s care in support of the Board’s long-term goal of supporting strategies to **reduce the number of children in foster care** (\$0 net cost to the county). The budget also includes full-year funding for five eligibility caseworker positions to expand the Medicaid Quality Assurance Team in Social Services. This team will review new Medicaid applications and certifications for accuracy to avoid new financial penalties that will be assessed by the state for eligibility status errors (\$70,150 net expense after federal reimbursements). These positions will continue the county’s work to achieve the Board’s goal of **timely and accurate processing of public assistance programs**.

Other Healthy People programs in the budget include:

- Conversion of one Foster Care Coordinator from grant to county funding because the grant is ending (\$28,200 after federal block grant revenues).
- Two new Establishment Agents for Child Support Enforcement agents to help address service demands and improve processing time for new clients (\$100,600 gross expense but the county will receive \$98,300 in reimbursement revenue for the positions).
- Elimination of two grant-funded Public Health positions for which funding has ended (reduction of \$109,000).
- ABC bottle tax funds for research into the incidence and impact of substance abuse in the county and continuation of annual support to Alcohol and Drug Services for substance abuse treatment 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.

The recommended Public Safety budget is \$111.8 million, an increase of \$3 million over the budget adopted for FY 2017-18. The budget includes full-year funding for positions added mid-year and operating expenses to **expand the Family Justice Center to the High Point area** (\$250,000). Additional funds are also included to **enhance security at human services and other county facilities** (\$190,000) and to support an **improved inspections** process through new software and staff development initiatives.

Other changes in the county's Public Safety budget include:

- Additional funding in the Law Enforcement budget for medical care of inmates (\$107,000), additional replacement vehicles (\$25,000 net increase due to town contract revenues), software licenses (\$125,000), and equipment and vehicle repairs (\$132,000).
- Funding in Emergency Services for the full-year impact of five EMTs and five Paramedics hired in October 2017 (\$133,000), increases in equipment maintenance (\$249,000), and to replace aging equipment including training mannequins and rescue tools (\$197,000).
- An increase of \$168,375 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 39% of GM 911's net expenses in FY 2018-19, up from 38% in FY 2017-18.
- The Animal Services budget, which includes funding for both Animal Control and the Animal Shelter, increased by approximately \$294,400 as the County continues to align the Animal Shelter budget with actual expenditures. Most of the increase is due to the budgeting of \$113,000 for various Shelter operating supplies as well as funds for maintenance to keep the shelter functioning until the planned replacement facility is completed. The remainder of the increase is additional funding for community spay-neuter programs including Project Bark and SPOT.
- The budget includes increases in the fire tax rates for four fire districts:

Fire District	Current		Recomm	
	Tax Rate		Tax Rate	Change
Alamance	\$ 0.0998		\$ 0.1179	\$ 0.0181
Guil-Rand	\$ 0.1200		\$ 0.1466	\$ 0.0266
Julian	\$ 0.1354		\$ 0.1454	\$ 0.0100
Southeast	\$ 0.1250		\$ 0.1375	\$ 0.0125



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 \$65.2 million. This is \$500,000 less than last year's combined budgets.

The recommended budget includes a \$2 million transfer from the General Fund to the County Building Construction fund to set aside money for future capital needs. This is the same amount that was included in last year's budget. These funds will help the county develop **sound long-term capital plans** with as little borrowed debt as possible. Increases in the annual capital transfer will be needed in future budgets to properly fund planned capital projects.

Non-Education debt repayment will decrease by \$1.2 million due largely to the county completing its final payment on the capital financing for the BB&T Building purchase and renovation.

The budget adds \$1 million in Human Resources to address compensation issues for difficult to attract and retain positions in support of the Board's goals to **maintain competitive compensation and benefits** and to **improve the hiring and retention of the public safety workforce**. The Human Resources budget also includes an additional \$187,000 in retiree insurance cost due to an increase in the number of covered members.

Other changes in the county's Organizational Excellence and Infrastructure budgets include:

- One new Analytics & Business Intelligence position in Budget, Management & Evaluation to provide incremental support necessary to **expand the county's data analytics and innovation capacity initiatives**. Over the last year, service information from Law Enforcement, Emergency Services, Animal Control, Register of Deeds, Planning, Inspections, and others have been consolidated and used to develop performance dashboards and data visualizations to better understand county operations. This position will help the county speed the integration of data from other service areas, particularly health and human services. This position will also help to promote public access to and understanding of county data to support community-driven solutions. (\$69,900 – partially offset in future years through indirect cost reimbursements received by other departments).
- A part-time 0.75 FTE (30 hours per week) Deputy Register of Deeds position will be added and an existing position will be converted from 0.50 to 0.75 FTE (20 hours per week to 30) to expand the Passport Acceptance Facility program (\$46,300 net). Passport fees will fully offset the cost of this position.
- Funds in the County Clerk's budget for a marketing package to **improve external county communications** as part of the county's on-going effort to improve its branding (\$39,500) and support for the annual state-wide meeting of the North Carolina Association of County Commissioners in Greensboro next summer (\$18,000).

- \$70,000 total in the Finance and Tax Departments' budgets for direct payment of bank fees. Currently the county pays fees passively out of its returns; this switch to direct payment is expected to generate a net revenue of \$200,000 to the county.
- A \$300,000 reduction in the Facilities budget to reflect the removal of professional services funds for a joint County-Schools Facility Study initiated in FY 2017-18. The budget includes \$3.0 million for major or special facilities maintenance such as roof and HVAC system replacements.
- The Information Services budget reflects the costs of continuing improvements to county software and hardware. While it includes a slight reduction in funding due to more expensive technology projects being completed, it still contains funding for replacement for the county's permitting and inspections software as well as county-wide hardware upgrades including Wi-Fi and server upgrades and continued computer replacements. The budget also includes one Technical Support Technician position for Information Services to improve both quality and responsiveness of the help desk (partially offset by elimination of contracted support tech; \$14,800 net cost).
- The budget includes \$654,600 in the Fleet Operations department to replace 18 vehicles for most non-public safety county departments that have condition issues or high mileage. Funding will also allow the purchase of 8 new fleet vehicles for the county's two motor pools for use by other county departments to increase fleet availability and reduce staff mileage reimbursement costs, as well as a new vehicle telematics program to monitor vehicle use and maintenance needs.



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 increase by approximately \$296,000 to \$11.1 million in FY 2018-19.

Major changes in the Economic Development and Recreation & Culture areas include:

- \$197,000 in the Parks budget for maintenance needs at passive parks and general county properties, equipment and personnel shared with Forsyth County at Triad Park, and contracted pool lifeguards and major equipment replacement, bringing Parks equipment replacement funding to a level that allows all replacements to be done on schedule.
- The Cooperative Extension budget will increase for just over \$66,000, including approximately \$33,000 in additional funding for a full-time livestock agriculture agent (currently a part-time NC State University position that is jointly funded by the county) and a planned replacement of training kitchen equipment used for community classes and events.
- The overall Economic Development budget will decrease by approximately \$17,000 due to a reduction in the amount of incentive grant payments expected to be made in FY 2018-19.
- The Solid Waste budget includes additional funds to offset the cost of electronic waste, scrap tires, and regular recycling and clean-up efforts and events (\$30,000). An additional \$20,000 is also included for the county's share of the Household Hazardous Waste program operated by the City of Greensboro. The program will be expanded by two days per week to satisfy demand for additional access to the drop-off facility.

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.

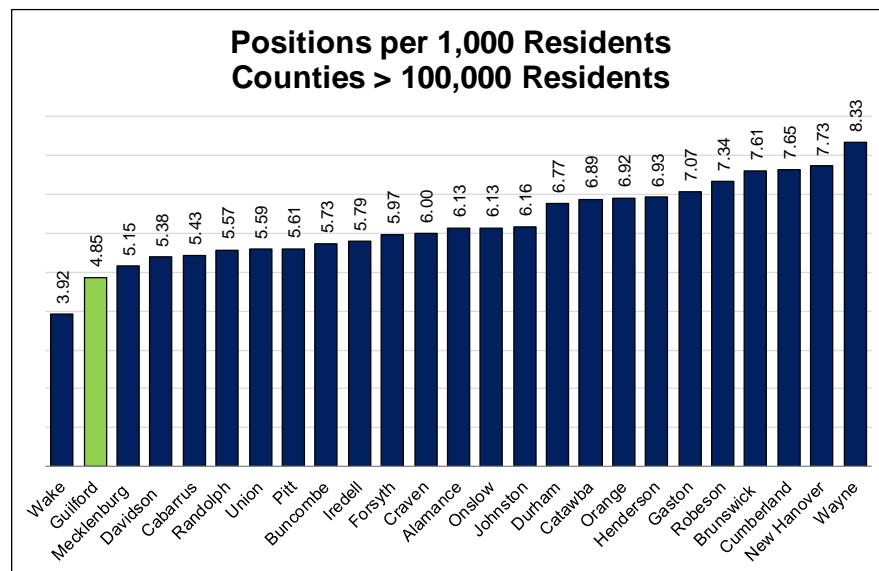
Staffing and Employee Compensation

Staffing

The recommended budget includes 14 net new positions. A summary of these positions is included in the following table. All positions, except for the school nurses, will be fully or partially offset by revenues in future years.

Recommended Position Changes		
Public Health		
Eliminate Interpreter - Smart Start	(1.00)	
Eliminate Public Health Investigator	(1.00)	
School Health Services - 5 School Nurses (12 months)	5.00	
Social Services		
Convert Grant-funded Foster Care Social Worker to Partial County Funding (50% reimbursement) 4 Lead Eligibility Caseworkers (75% reimbursed) and 1 Eligibility Supervisor (40% reimbursed)	- 5.00	
Budget & Evaluation		
Analytics & Business Intelligence Consultant (partially offset by indirect cost revenues)	1.00	
Information Services		
Technical Support Technician (partiall offset by contract reduction and indirect cost revenues)	1.00	
Register of Deeds		
Deputy Register of Deeds - Passports - Part-Time (offset by passport services revenues)	0.75	
Deputy Register of Deeds - Passports - Part-Time (offset by passport services revenues)	0.25	
Security		
County Security Officer (partially offset by indirect cost revenues)	1.00	
Child Support		
2 Establishment Agents (66% reimbursement)	<u>2.00</u>	
Total Recommended Additions for FY 2018-19		14.00

Based on county employment data collected by the North Carolina Association of County Commissioners for FY 2017-18 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 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 2019. 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 \$1.62 million (\$1.98 million gross expense less expected vacancies and reimbursement revenue from non-county sources). A full year's net cost is approximately \$3.76 million (\$4.59 million gross expense less expected vacancies and reimbursement revenue from non-county sources).

Conclusion

The recommended budget for FY 2018-19 will allow the county to advance many of the initiatives included in the Commissioners Major Focus Areas and maintain current service levels. Design of the remaining priority capital improvement projects should be completed early in the fiscal year which will put the county in a position to begin construction. In order for all of the projects to be constructed additional financing will be needed. In the upcoming fiscal year additional two-thirds bond capacity will become available. Much progress has been made on the planning of an open access behavioral health crisis facility to improve access and quality of services in Guilford County. This project is not included in the Capital Improvement Plan although it may be far enough along to be added before final budget adoption.

The school capital facility assessment and boundary alignment study initiated by the county and the school district will be completed this fall. The study will provide the basis to help the county and schools make strategic decisions with regard to the future school needs and how best to finance those needs. No budgetary impact is anticipated during the upcoming fiscal year, but crucial decisions that will impact future budgets will need to be made.

Public school funding remains one of the Board of Commissioners top priorities. This budget proposal recommends increases in funding for school operating and capital that should help meet the growing challenges of operating a large urban school district. 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.

The opportunities and challenges associated with meeting the service needs of this county continue to grow, as does the pressure on the limited revenue options for county governments. The growth in the county property tax base and retail sales is moving in a positive direction but struggles to keep up with operational and service needs and demands of the county. For various reasons, county service provision is becoming more complex. As with all businesses, it is critically important the county be able to recruit and retain competent and talented employees. I am recommending a classification / compensation study be completed to determine appropriate classification of positions and a competitive market pay rate. A strengthening local economy and declining unemployment rate have made recruitment and retention of top talent increasingly difficult.

I would like to thank the Board of Commissioners for your leadership and the guidance and direction you have 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 and professionalism in developing this complex plan and for serving as a catalyst for innovation and collaboration with local universities and other partners to use data to help better understand problems and issues and develop creative and cost effective solutions.

Respectfully submitted,

Marty K. Lawing
County Manager



Changes to FY 2018-19 Recommended Budget

	Expense	Revenue	Additional Fund Balance Needed
GENERAL FUND			
Recommended Budget	616,459,260	616,459,260	-
Staff Changes:			
Cooperative Extension			
Adjust grant funding	2,175	2,175	-
Emergency Services			
Gilead Grant	174,130	174,130	-
<i>including 2 positions - Linkage to Care Coordinator & Paramedic</i>			
Interlocal w/ City of Thomasville and City of GSO for shared use 800Mhz core infrastructure	-	30,000	(30,000)
Grant for hazardous materials emergency exercise	9,250	9,250	-
Economic Development			
GC EDA annual request	100,000	-	100,000
Law Enforcement			
insurance & bonding adjustment	8,477	51	8,426
Parks			
Triad Park - Forsyth budget changes	<u>(34,223)</u>	-	<u>(34,223)</u>
	259,809	215,606	44,203
Board Changes:			
Emergency Services			
2 EMT Positions	88,000	88,000	-
Education			
Increase Guilford County Schools Operating allocation	750,000	-	750,000
Decrease Guilford County Schools Capital allocation	(1,500,000)	-	(1,500,000)
Other Items			
Increase One Step Further - Mediation	20,000	-	20,000

Add 1 Tax Foreclosure position	56,000	-	56,000
Add 1 Law Enforcement Crime Scene Investigator position	49,931	-	49,931
Upgrade Veterans Services Officer to Veterans Director	20,000	-	20,000
Upgrade vacant Purchasing Buyer (#4824) to MWBE Program Director and move to County Administration	20,000	-	20,000
Economic Development			
Piedmont Triad Film Commission	25,000	-	25,000
Increase East Market Street	15,000	-	15,000
Southwest Renewal Foundation of High Point	25,000	-	25,000
Add Welfare Reform	25,000	-	25,000
	(406,069)	88,000	(494,069)
Decrease Appropriated Fund Balance	-	(449,866)	449,866
REVISED GENERAL FUND	616,313,000	616,313,000	-
ROOM OCCUPANCY & TOURISM DEVELOPMENT FUND			
Recommended Budget	6,000,000	6,000,000	-
Adjust to estimated revenues	500,000	500,000	-
REVISED ROOM OCCUPANCY & TOURISM DEVELOPMENT FUND	6,500,000	6,500,000	-

READER'S GUIDE TO THE GUILFORD COUNTY BUDGET

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

INTRODUCTION

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

- ***Manager's Message***

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

- ***Budget Ordinance***

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

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

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

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

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

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

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

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

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

GENERAL FUND SUMMARY INFORMATION

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

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

COUNTY 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.

GLOSSARY

A list of terms related to governmental budgeting and accounting.

APPENDICES

The following information is contained in the Appendices section:

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

CAPITAL

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

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

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

THE BUDGET DEVELOPMENT PROCESS

GOALS AND OBJECTIVES

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

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

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

DEPARTMENT REQUESTS

At the start of the budget development process, the 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 2018-19 Budget Calendar

Date	Action By
2018	
February 8-9	Board Retreat County Commissioners
March 5	Department Budgets Due County Departments
March - April	Manager meets with departments and Fire Districts to review budget requests. County Manager, Budget & Evaluation, Departments, Fire Districts
April 25	Board Budget Work Session County Commissioners, County Manager, Budget & Evaluation
May 1	<i>Statutory deadline for School Superintendent to present budget and budget message to the Board of</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 17	Manager presents Recommended FY 2018-19 Budget at regular Board of Commissioners meeting County Commissioners, County Manager
May 28 - 31	Board Budget Work Sessions County Commissioners, County Manager, Budget & 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 & Evaluation
June 7	Public Hearing on the Recommended FY 2018-19 Budget and Economic Development Allocations at regular Board of Commissioners meeting County Commissioners, County Manager, Budget & Evaluation
June 8 - 21	Board Budget Work Sessions County Commissioners, County Manager, Budget & Evaluation, Departments
June 21	Adopt FY 2018-19 Budget Ordinance County Commissioners
June 30	<i>Statutory deadline for Board of County Commissioners</i>
July 1	<i>2018-19 Fiscal Year Begins</i>

THE BUDGET AMENDMENT PROCESS

LEVEL OF BUDGETARY CONTROL

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

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

BUDGET TRANSFERS

Budget transfers usually originate at the department level and are submitted to the Budget, 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

BASIS OF BUDGETING

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

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

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

BASIS OF ACCOUNTING

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

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

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

BUDGET FINANCIAL POLICIES & GUIDELINES

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

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

OPERATING BUDGET & FUND BALANCE

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

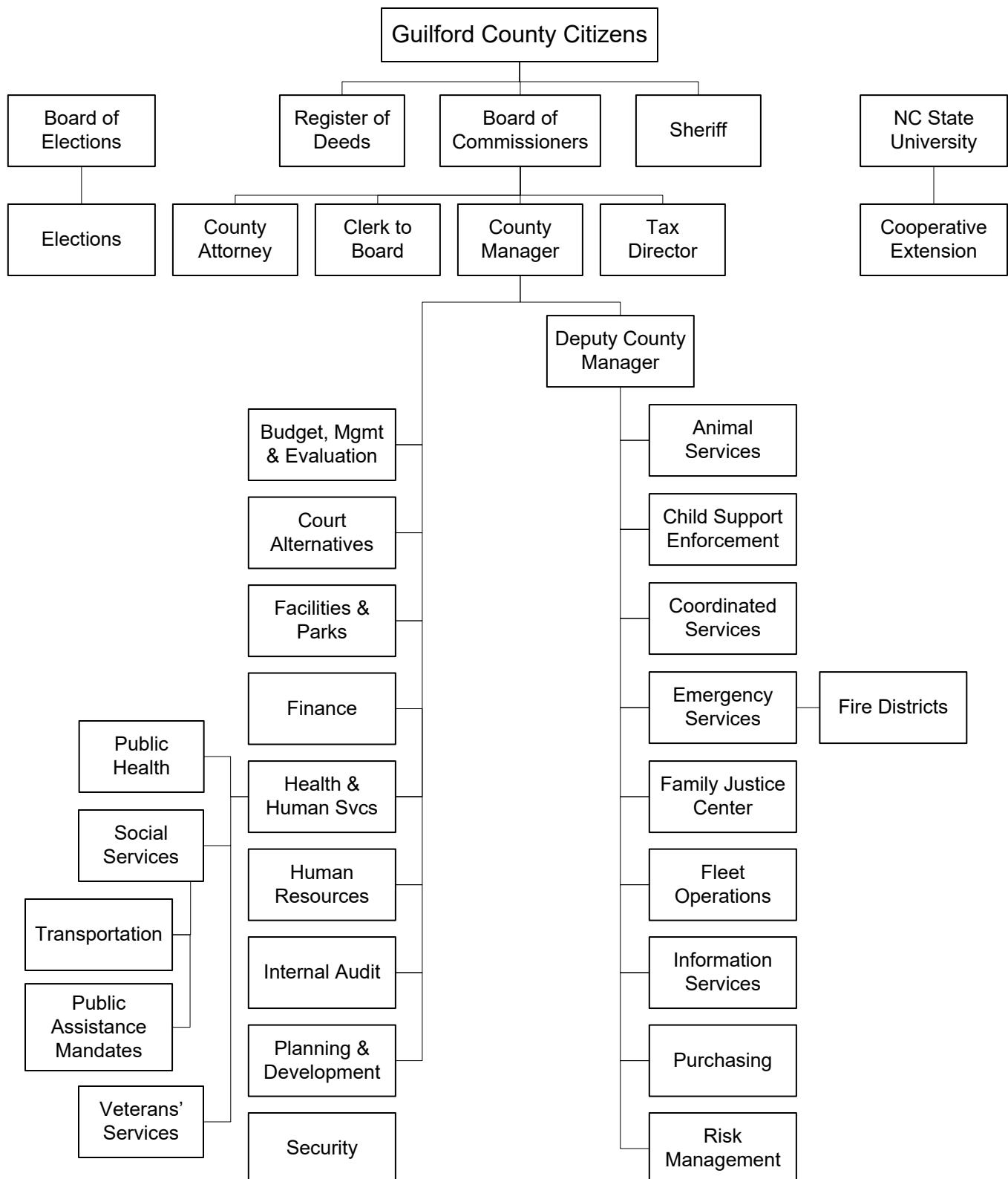
CAPITAL PROJECTS

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

DEBT

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

GUILFORD COUNTY FY 2018-19 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 2018-19. 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 2018-19 Budget
Funds Matrix**

Department	General Fund	Room Occupancy/ Tourism Development	Fire Funds	County Building Construction Fund	Total	Internal Services Financial Plan
General Government						
Budget & Management	\$ 699,810				\$ 699,810	
Clerk to Board	\$ 380,166				\$ 380,166	
County Administration	\$ 1,422,349				\$ 1,422,349	
County Attorney	\$ 2,393,928				\$ 2,393,928	
County Commissioners	\$ 493,887				\$ 493,887	
Elections	\$ 1,930,157				\$ 1,930,157	
Finance	\$ 2,831,875				\$ 2,831,875	
Human Resources	\$ 9,057,037				\$ 9,057,037	
Internal Audit	\$ 564,783				\$ 564,783	
Purchasing	\$ 324,662				\$ 324,662	
Register of Deeds	\$ 2,287,330				\$ 2,287,330	
Tax	\$ 6,703,018				\$ 6,703,018	
	\$ 29,089,002	\$ -	\$ -	\$ -	\$ 29,089,002	\$ -
Education - Operating & Capital Funds						
Guilford County & Charter Schools	\$ 208,610,398				\$ 208,610,398	
Guilford Technical Community College	\$ 17,650,000				\$ 17,650,000	
	\$ 226,260,398	\$ -	\$ -	\$ -	\$ 226,260,398	\$ -
Community Service						
Cooperative Extension Service	\$ 741,711				\$ 741,711	
Culture & Libraries	\$ 1,844,077				\$ 1,844,077	
Economic Devel & Assistance	\$ 1,553,500				\$ 1,553,500	
Parks & Open Space	\$ 4,440,525				\$ 4,440,525	
Planning & Development	\$ 809,409				\$ 809,409	
Soil & Water Conservation	\$ 310,872				\$ 310,872	
Solid Waste	\$ 1,603,047				\$ 1,603,047	
Room Occupany/Tourism Development	\$ -	\$ 6,500,000			\$ 6,500,000	
	\$ 11,303,141	\$ 6,500,000	\$ -	\$ -	\$ 17,803,141	\$ -
Debt Repayment						
Repay Borrowed Funds - Infrastructure	\$ 95,458,012				\$ 95,458,012	
	\$ 95,458,012	\$ -	\$ -	\$ -	\$ 95,458,012	\$ -
Human Services						
Child Support Enforcement	\$ 6,554,515				\$ 6,554,515	
Coordinated Services	\$ 1,379,228				\$ 1,379,228	
Mental Health	\$ 9,674,000				\$ 9,674,000	
Public Assistance Mandates	\$ 2,552,365				\$ 2,552,365	
Public Health	\$ 36,231,901				\$ 36,231,901	
Social Services	\$ 59,855,703				\$ 59,855,703	
Transportation-Human Serv	\$ 1,640,355				\$ 1,640,355	
Veterans' Services	\$ 198,363				\$ 198,363	
	\$ 118,086,430	\$ -	\$ -	\$ -	\$ 118,086,430	\$ -

**Guilford County
FY 2018-19 Budget
Funds Matrix**

Department	General Fund	Room Occupancy/ Tourism Development	Fire Funds	County Building Construction Fund	Total	Internal Services Financial Plan
Public Safety						
Animal Services	\$ 4,134,716				\$ 4,134,716	
Court Alternatives	\$ 2,627,589				\$ 2,627,589	
Emergency Services	\$ 30,861,426				\$ 30,861,426	
Family Justice Center	\$ 630,604				\$ 630,604	
Inspections	\$ 2,379,363				\$ 2,379,363	
Law Enforcement	\$ 68,292,978				\$ 68,292,978	
Other Protection	\$ 1,017,436				\$ 1,017,436	
Security	\$ 2,173,363				\$ 2,173,363	
Fire Districts	\$ -		\$ 20,510,962		\$ 20,510,962	
	\$ 112,117,475	\$ -	\$ 20,510,962	\$ -	\$ 132,628,437	\$ -
Facilities	\$ 10,479,263				\$ 10,479,263	
Fleet Operation	\$ 1,305,536				\$ 1,305,536	
Information Services	\$ 10,213,743				\$ 10,213,743	
Transfer to Capital Building Fund	\$ 2,000,000			\$ 2,000,000	\$ 4,000,000	
Risk Retention - Liability, Wk Comp, Property	\$ -				\$ -	\$ 3,291,641
Health Care & Wellness	\$ -				\$ -	\$ 42,560,138
	\$ 23,998,542	\$ -	\$ -	\$ 2,000,000	\$ 25,998,542	\$ 45,851,779
SUB-TOTAL	\$ 616,313,000	\$ 6,500,000	\$ 20,510,962	\$ 2,000,000	\$ 645,323,962	\$ 45,851,779
Less Interfund Transfers					\$ (2,000,000)	
NET TOTAL					\$ 643,323,962	
SOURCES OF FUNDS						
Property Taxes	\$ 372,870,000		\$ 15,765,638		\$ 388,635,638	
Federal & State Funds	\$ 66,595,893				\$ 66,595,893	
Sales Taxes	\$ 90,975,000		\$ 3,461,091		\$ 94,436,091	
User Charges	\$ 39,864,419				\$ 39,864,419	\$ 43,345,574
Other	\$ 14,997,401	\$ 6,500,000		\$ 2,000,000	\$ 23,497,401	\$ 40,000
Fund Balance	\$ 31,010,287		\$ 1,284,233		\$ 32,294,520	\$ 2,466,205
SUB-TOTAL	\$ 616,313,000	\$ 6,500,000	\$ 20,510,962	\$ 2,000,000	\$ 645,323,962	\$ 45,851,779
Less Interfund Transfers					\$ (2,000,000)	
NET TOTAL					\$ 643,323,962	

Summary of FY 2018-2019 Budget
Appropriated Funds
Summary of Revenues, Expenditures, and Changes in Fund Balances
Actual expenses for FY 2017-18 will be available once audited amounts are available in Fall 2018.

	Actual FY 2016-17	Adopted FY 2017-18	Amended FY 2017-18	Adopted FY 2018-19	vs. FY 2017-18 Adopted \$ chg	%
SUMMARY OF ALL APPROPRIATED FUNDS						
Revenues & Other Sources of Funds						
Property Taxes (current & prior years)	\$ 377,632,186	\$ 381,312,215	\$ 381,312,215	\$ 388,635,638	\$ 7,323,423	1.9%
Federal & State Funds	\$ 89,264,989	\$ 70,548,032	\$ 67,315,074	\$ 66,595,893	\$ (3,952,139)	-5.6%
Sales Taxes	\$ 87,177,424	\$ 88,693,140	\$ 88,693,140	\$ 94,436,091	\$ 5,742,951	6.5%
User Charges	\$ 43,437,587	\$ 39,708,553	\$ 40,049,786	\$ 39,864,419	\$ 155,866	0.4%
Other (includes Transfers In)	\$ 94,814,532	\$ 19,401,083	\$ 229,533,472	\$ 23,497,401	\$ 4,096,318	21.1%
TOTAL Revenues	\$ 692,326,718	\$ 599,663,023	\$ 806,903,687	\$ 613,029,442	\$ 13,366,419	2.2%
Expenditures & Other Uses of Funds						
Type of Expense						
Personnel Services	\$ 176,657,221	\$ 186,707,186	\$ 186,945,714	\$ 191,441,295	\$ 4,734,109	2.5%
Operating Expenses	\$ 304,594,133	\$ 320,014,492	\$ 325,860,583	\$ 334,909,007	\$ 14,894,515	4.7%
Human Services Assistance	\$ 40,540,658	\$ 22,856,077	\$ 17,977,382	\$ 17,018,909	\$ (5,837,168)	-25.5%
Debt Repayment	\$ 108,600,912	\$ 99,725,281	\$ 309,150,788	\$ 95,458,012	\$ (4,267,269)	-4.3%
Capital Outlay	\$ 9,505,198	\$ 4,678,400	\$ 10,180,534	\$ 6,496,739	\$ 1,818,339	38.9%
TOTAL Expenditures	\$ 639,898,122	\$ 633,981,436	\$ 850,115,001	\$ 645,323,962	\$ 11,342,526	1.8%
Service Area						
General Government	\$ 24,346,403	\$ 27,389,156	\$ 27,620,360	\$ 29,089,002	\$ 1,699,846	6.2%
Education & Education Debt	\$ 280,623,028	\$ 303,314,069	\$ 295,781,782	\$ 309,546,282	\$ 6,232,213	2.1%
Human Services	\$ 134,348,997	\$ 119,815,849	\$ 116,520,789	\$ 118,086,430	\$ (1,729,419)	-1.4%
Public Safety	\$ 123,378,452	\$ 127,568,618	\$ 132,949,812	\$ 132,628,437	\$ 5,059,819	4.0%
Support Services	\$ 22,836,380	\$ 25,123,423	\$ 24,424,330	\$ 25,998,542	\$ 875,119	3.5%
Community Services	\$ 15,876,579	\$ 16,848,711	\$ 21,938,524	\$ 17,803,141	\$ 954,430	5.7%
Non-Education Debt	\$ 38,488,282	\$ 13,921,610	\$ 230,879,404	\$ 12,172,128	\$ (1,749,482)	-12.6%
TOTAL Expenditures	\$ 639,898,121	\$ 633,981,436	\$ 850,115,001	\$ 645,323,962	\$ 11,342,526	1.8%
Excess (Deficiency) of Sources over Uses						
	\$ 52,428,597	\$ (34,318,413)	\$ (43,211,314)	\$ (32,294,520)	\$ 2,023,893	-5.9%
Beginning Fund Balance*	\$ 193,650,719	\$ 246,079,316	\$ 246,079,316	** \$ 242,469,810	\$ (3,609,506)	-1.5%
Ending Fund Balance*	\$ 246,079,316	\$ 211,760,903	\$ 242,469,810	** \$ 210,175,290	\$ (1,585,613)	-0.7%

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

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

Summary of FY 2018-2019 Budget
Appropriated Funds
Summary of Revenues, Expenditures, and Changes in Fund Balances
Actual expenses for FY 2017-18 will be available once audited amounts are available in Fall 2018.

	Actual FY 2016-17	Adopted FY 2017-18	Amended FY 2017-18	Adopted FY 2018-19	vs. FY 2017-18 Adopted \$ chg	vs. FY 2017-18 Adopted %
GENERAL FUND						
Property Taxes (current & prior years)	\$ 363,322,313	\$ 366,250,750	\$ 366,250,750	\$ 372,870,000	\$ 6,619,250	1.8%
Federal & State Funds	\$ 89,257,971	\$ 70,548,032	\$ 67,315,074	\$ 66,595,893	\$ (3,952,139)	-5.6%
Sales Taxes	\$ 83,919,378	\$ 85,546,675	\$ 85,546,675	\$ 90,975,000	\$ 5,428,325	6.3%
User Charges	\$ 43,437,587	\$ 39,708,553	\$ 40,049,786	\$ 39,864,419	\$ 155,866	0.4%
Other (includes Transfers In)	\$ 59,033,792	\$ 12,651,083	\$ 222,783,472	\$ 14,997,401	\$ 2,346,318	18.5%
TOTAL Revenues	\$ 638,971,041	\$ 574,705,093	\$ 781,945,757	\$ 585,302,713	\$ 10,597,620	1.8%
Expenditures & Other Uses of Funds						
Type of Expense						
Personnel Services	\$ 176,657,221	\$ 186,707,186	\$ 186,945,714	\$ 191,441,295	\$ 4,734,109	2.5%
Operating Expenses	\$ 281,381,342	\$ 295,197,056	\$ 301,043,147	\$ 307,898,045	\$ 12,700,989	4.3%
Human Services Assistance	\$ 40,540,658	\$ 22,856,077	\$ 17,977,382	\$ 17,018,909	\$ (5,837,168)	-25.5%
Debt Repayment	\$ 108,600,912	\$ 99,725,281	\$ 309,150,788	\$ 95,458,012	\$ (4,267,269)	-4.3%
Capital Outlay	\$ 5,740,613	\$ 3,928,400	\$ 9,430,534	\$ 4,496,739	\$ 568,339	14.5%
TOTAL Expenditures	\$ 612,920,746	\$ 608,414,000	\$ 824,547,565	\$ 616,313,000	\$ 7,899,000	1.3%
Service Area						
General Government	\$ 24,346,403	\$ 27,389,156	\$ 27,620,360	\$ 29,089,002	\$ 1,699,846	6.2%
Education & Education Debt	\$ 280,623,028	\$ 303,314,069	\$ 295,781,782	\$ 309,546,282	\$ 6,232,213	2.1%
Human Services	\$ 134,348,997	\$ 119,815,849	\$ 116,520,789	\$ 118,086,430	\$ (1,729,419)	-1.4%
Public Safety	\$ 105,890,506	\$ 108,751,182	\$ 114,132,376	\$ 112,117,475	\$ 3,366,293	3.1%
Support Services	\$ 19,071,795	\$ 24,373,423	\$ 23,674,330	\$ 23,998,542	\$ (374,881)	-1.5%
Community Services	\$ 10,151,734	\$ 10,848,711	\$ 15,938,524	\$ 11,303,141	\$ 454,430	4.2%
Non-Education Debt	\$ 38,488,282	\$ 13,921,610	\$ 230,879,404	\$ 12,172,128	\$ (1,749,482)	-12.6%
TOTAL Expenditures	\$ 612,920,745	\$ 608,414,000	\$ 824,547,565	\$ 616,313,000	\$ 7,899,000	1.3%
Excess (Deficiency) of Sources over Uses	\$ 26,050,296	\$ (33,708,907)	\$ (42,601,808)	\$ (31,010,287)	\$ 2,698,620	-8.0%
Beginning Fund Balance*	\$ 165,394,176	\$ 191,444,472	\$ 191,444,472	** \$ 188,444,472	\$ (3,000,000)	-1.6%
Ending Fund Balance*	\$ 191,444,472	\$ 157,735,565	\$ 188,444,472	** \$ 157,434,185	\$ (301,380)	-0.2%

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

** Amended ending fund balance for FY 16-17 and beginning fund balance for FY 17-18 have been adjusted to account for an expected decrease of \$3 mil.

Summary of FY 2018-2019 Budget
Appropriated Funds
Summary of Revenues, Expenditures, and Changes in Fund Balances
Actual expenses for FY 2017-18 will be available once audited amounts are available in Fall 2018.

Actual FY 2016-17	Adopted FY 2017-18	Amended FY 2017-18	Adopted FY 2018-19	vs. FY 2017-18 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	\$ 14,309,873	\$ 15,061,465	\$ 15,061,465	\$ 15,765,638	\$ 704,173	4.7%
Sales Taxes	\$ 3,258,046	\$ 3,146,465	\$ 3,146,465	\$ 3,461,091	\$ 314,626	10.0%
Other	\$ 5,610	\$ -	\$ -	\$ -	\$ -	-
TOTAL Revenues	\$ 17,573,529	\$ 18,207,930	\$ 18,207,930	\$ 19,226,729	\$ 1,018,799	5.6%

Expenditures & Other Uses of Funds

Operating	\$ 17,487,946	\$ 18,817,436	\$ 18,817,436	\$ 20,510,962	\$ 1,693,526	9.0%
TOTAL Expenditures	\$ 17,487,946	\$ 18,817,436	\$ 18,817,436	\$ 20,510,962	\$ 1,693,526	9.0%

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

	\$ 85,583	\$ (609,506)	\$ (609,506)	\$ (1,284,233)	\$ (674,727)	110.7%
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Beginning Fund Balance*	\$ 3,187,308	\$ 3,272,891	\$ 3,272,891	\$ 2,663,385	\$ (609,506)	-18.6%
Ending Fund Balance*	\$ 3,272,891	\$ 2,663,385	\$ 2,663,385	\$ 1,379,152	\$ (1,284,233)	-48.2%

Appropriated fund balance (noted in the deficiency of revenues over expenditures) will decline as less fund balance is available for appropriation as a result of allocations for equipment purchases, capital projects, facility renovations, and other needs. The FY 2019 appropriation will limit the use of fund balance available in FY 2020.

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

Summary of FY 2018-2019 Budget
Appropriated Funds
Summary of Revenues, Expenditures, and Changes in Fund Balances
Actual expenses for FY 2017-18 will be available once audited amounts are available in Fall 2018.

Actual FY 2016-17	Adopted FY 2017-18	Amended FY 2017-18	Adopted FY 2018-19	vs. FY 2017-18 Adopted \$ chg %
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ROOM OCCUPANCY AND TOURISM DEVELOPMENT FUND

The Greensboro/Guilford County Tourism Development Authority ("Authority") is a public authority created to promote activities and programs which encourage travel and tourism to the area. Guilford County levies the occupancy tax which is the major sources of revenues for the Authority. The Room Occupancy and Tourism Development Fund accounts for the receipt and transfer of occupancy tax revenues to the Authority and to the City of High Point for its share of the revenues.

Revenues & Other Sources of Funds

Other - Occupancy Tax	\$ 5,724,845	\$ 6,000,000	\$ 6,000,000	\$ 6,500,000	\$ 500,000	8.3%
TOTAL Revenues	\$ 5,724,845	\$ 6,000,000	\$ 6,000,000	\$ 6,500,000	\$ 500,000	8.3%

Expenditures & Other Uses of Funds

Operating	\$ 5,724,845	\$ 6,000,000	\$ 6,000,000	\$ 6,500,000	\$ 500,000	8.3%
TOTAL Expenditures	\$ 5,724,845	\$ 6,000,000	\$ 6,000,000	\$ 6,500,000	\$ 500,000	8.3%

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

	\$ -	\$ -	\$ -	\$ -	\$ -	-
Beginning Fund Balance*	\$ -	-				
Ending Fund Balance*	\$ -	-				

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

Summary of FY 2018-2019 Budget
Appropriated Funds
Summary of Revenues, Expenditures, and Changes in Fund Balances
Actual expenses for FY 2017-18 will be available once audited amounts are available in Fall 2018.

	Actual FY 2016-17	Adopted FY 2017-18	Amended FY 2017-18	Adopted FY 2018-19	vs. FY 2017-18 Adopted \$ chg	%
COUNTY BUILDING CONSTRUCTION FUND						
Accounts for capital projects in which the assets are retained entirely or in part by the County. Specific capital project budgets are appropriated by project ordinances. The amount included in the FY 2016-17 Budget reflects the county's contribution from the General Fund for various capital needs.						
Revenues & Other Sources of Funds						
Federal & State Funds	\$ 7,018	\$ -	\$ -	\$ -	\$ -	-
Investment Earnings	\$ 207,154	\$ -	\$ -	\$ -	\$ -	-
Transfers In	\$ 750,000	\$ 750,000	\$ 750,000	\$ 2,000,000	\$ 1,250,000	166.7%
Other	\$ 29,093,131	\$ -	\$ -	\$ -	\$ -	-
TOTAL Revenues	\$ 30,057,303	\$ 750,000	\$ 750,000	\$ 2,000,000	\$ 1,250,000	166.7%
Expenditures & Other Uses of Funds						
Capital Outlay	\$ 3,764,585	\$ 750,000	\$ 750,000	** \$ 2,000,000	\$ 1,250,000	166.7%
Transfers Out	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL Expenditures	\$ 3,764,585	\$ 750,000	\$ 750,000	\$ 2,000,000	\$ 1,250,000	166.7%
Excess (Deficiency) of Sources over Uses	\$ 26,292,718	\$ -	\$ -	\$ -	\$ -	-
Beginning Fund Balance*	\$ 25,069,235	\$ 51,361,953	\$ 51,361,953	\$ 51,361,953	\$ -	0.0%
Ending Fund Balance*	\$ 51,361,953	\$ 51,361,953	\$ 51,361,953	\$ 51,361,953	\$ -	0.0%

* Not all fund balance is available to spend. At June 30, 2016, about \$44.3 million of the \$51.4 million of fund balance has been restricted or committed to specific capital projects. About \$7.0 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.

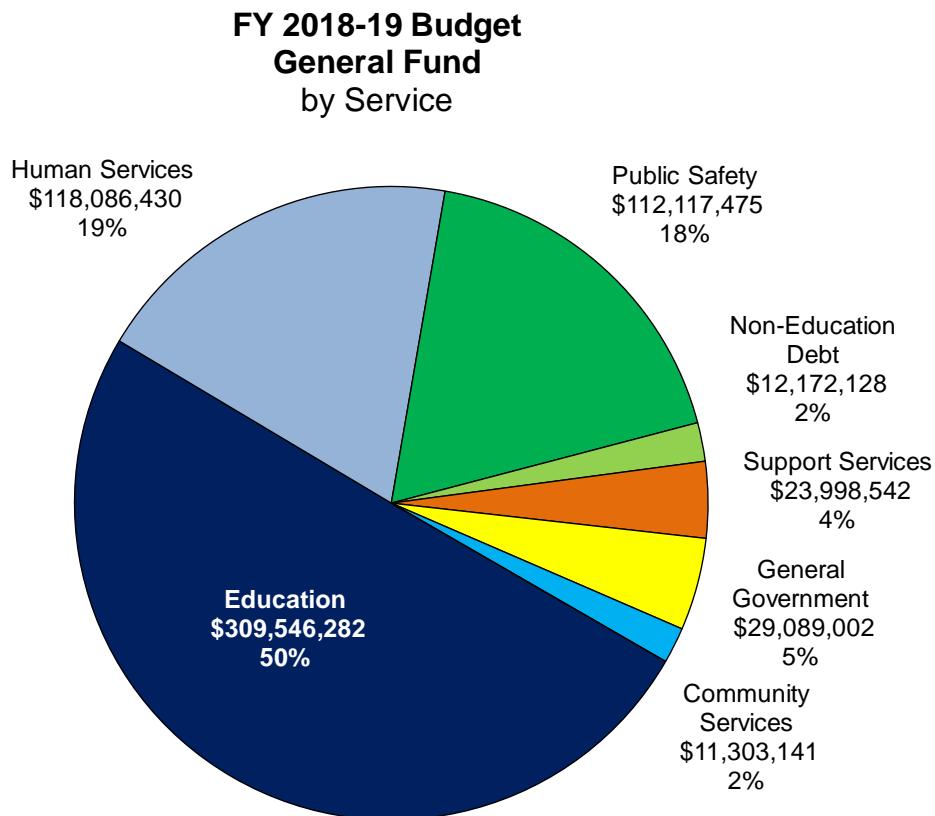
Summary of FY 2018-2019 Budget
Appropriated Funds
Summary of Revenues, Expenditures, and Changes in Fund Balances
Actual expenses for FY 2017-18 will be available once audited amounts are available in Fall 2018.

	Actual FY 2016-17	Adopted FY 2017-18	Amended FY 2017-18	Adopted FY 2018-19	vs. FY 2017-18 Adopted \$ chg	vs. FY 2017-18 Adopted %
INTERNAL SERVICES (Financial Plan, not included in All Funds Summary above)						
The Internal Services Fund accounts for risk management services provided to other departments of the County on a cost reimbursement basis.						
Expenditures						
Risk Retention - Liability, Property, WC:						
Personnel Services	\$ 167,496	\$ 197,368	\$ 197,368	\$ 200,532	\$ 3,164	1.6%
Insurance & Bonding	\$ 489,375	\$ 534,008	\$ 531,535	\$ 551,008	\$ 17,000	3.2%
Vehicle Repair Service	\$ 192,800	\$ 145,000	\$ 145,001	\$ 145,000	\$ -	0.0%
Claims Paid	\$ 1,444,372	\$ 2,300,000	\$ 2,292,017	\$ 2,300,000	\$ -	0.0%
Other Operating	\$ 87,686	\$ 92,621	\$ 103,304	\$ 95,101	\$ 2,480	2.7%
	\$ 2,381,729	\$ 3,268,997	\$ 3,269,225	\$ 3,291,641	\$ 22,644	0.7%
Health Care & Wellness						
Professional Services	\$ 1,510,973	\$ 1,626,219	\$ 1,664,977	\$ 1,630,695	\$ 4,476	0.3%
Insurance & Bonding	\$ 2,982,695	\$ 3,318,693	\$ 3,318,693	\$ 3,741,183	\$ 422,490	12.7%
Claims Paid	\$ 35,340,059	\$ 37,548,090	\$ 37,548,090	\$ 37,188,260	\$ (359,830)	-1.0%
	\$ 39,833,727	\$ 42,493,002	\$ 42,531,760	\$ 42,560,138	\$ 67,136	0.2%
TOTAL Expenditures	\$ 42,215,456	\$ 45,761,999	\$ 45,800,985	\$ 45,851,779	\$ 89,780	0.2%
Revenues						
User Charges	\$ 41,114,477	\$ 43,278,438	\$ 43,278,438	\$ 43,345,574	\$ 67,136	0.2%
Other	\$ -	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	0.0%
TOTAL Revenues	\$ 41,114,477	\$ 43,318,438	\$ 43,318,438	\$ 43,385,574	\$ 67,136	0.2%
Operating Gain/(Loss)	\$ (1,100,979)	\$ (2,443,561)	\$ (2,482,547)	\$ (2,466,205)	\$ (22,644)	0.9%
Interest Income	\$ 152,867	\$ 140,000	\$ 140,000	\$ 140,000	\$ -	0.0%
Change	\$ (948,112)	\$ (2,303,561)	\$ (2,342,547)	\$ (2,326,205)	\$ (22,644)	1.0%
Beginning Net Position	\$ 29,326,668	\$ 28,378,556	\$ 28,378,556	\$ 26,036,009	\$ (2,342,547)	-8.3%
Ending Net Position	\$ 28,378,556	\$ 26,074,995	\$ 26,036,009	\$ 23,709,804	\$ (2,365,191)	-9.1%



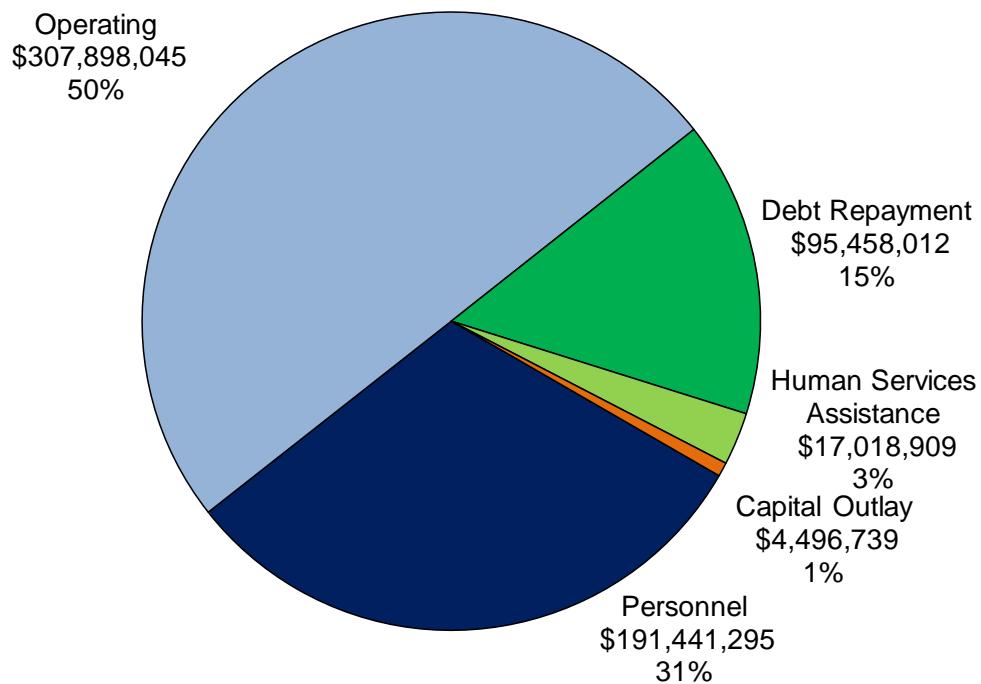
General Fund Summary Information

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



Summary of Expenditures by Service Category							
	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ chg	% chg
Education <i>includes Education debt repayment</i>	\$ 280,623,028	\$ 303,314,069	\$ 295,781,782	\$ 310,296,282	\$ 309,546,282	\$ 6,232,213	2.1%
Human Services	\$ 134,348,996	\$ 119,815,849	\$ 116,520,789	\$ 118,066,430	\$ 118,086,430	\$ (1,729,419)	-1.4%
Public Safety	\$ 105,890,507	\$ 108,751,182	\$ 114,132,376	\$ 111,767,686	\$ 112,117,475	\$ 3,366,293	3.1%
Non-Education Debt	\$ 38,488,282	\$ 13,921,610	\$ 230,879,404	\$ 12,172,128	\$ 12,172,128	\$ (1,749,482)	-12.6%
Support Services	\$ 19,071,795	\$ 24,373,423	\$ 23,674,330	\$ 23,998,542	\$ 23,998,542	\$ (374,881)	-1.5%
General Government	\$ 24,346,401	\$ 27,389,156	\$ 27,620,360	\$ 29,013,004	\$ 29,089,002	\$ 1,699,846	6.2%
Community Services	\$ 10,151,734	\$ 10,848,711	\$ 15,938,524	\$ 11,145,189	\$ 11,303,141	\$ 454,430	4.2%
Total Expenditures	\$ 612,920,743	\$ 608,414,000	\$ 824,547,565	\$ 616,459,261	\$ 616,313,000	\$ 7,899,000	1.3%
Permanent Positions	2,512.25	2,541.25	2,554.25	2,624.13	2,568.25	27.00	1.1%

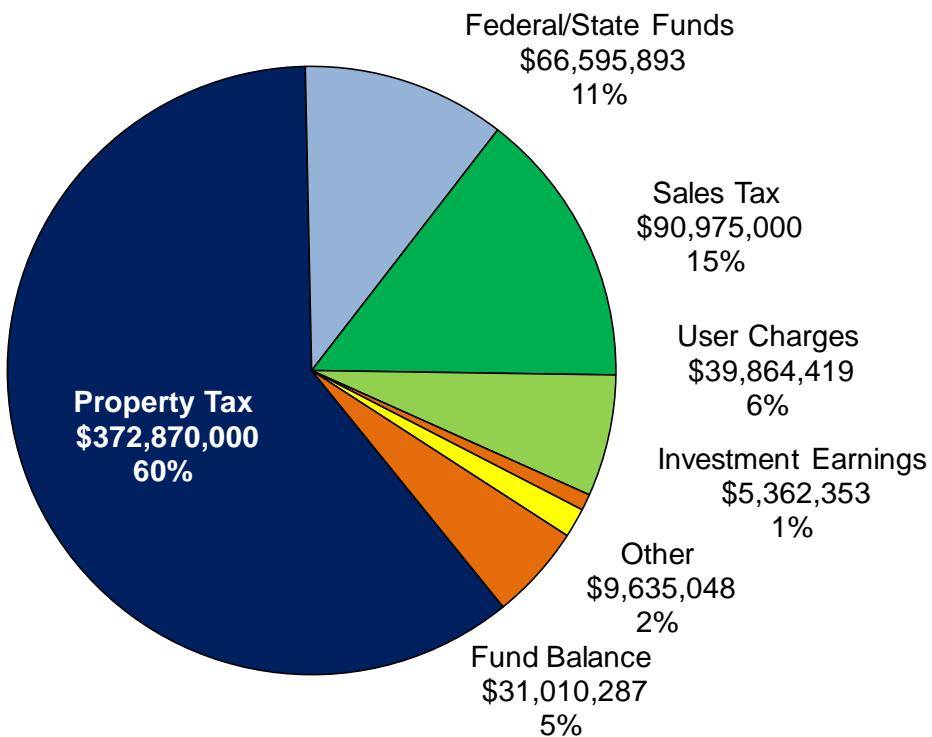
FY 2018-19 Budget by Type of Expense



Summary of Expenditures by Type of Expense

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	vs. FY18 Adopted	
						\$ chg	% chg
Personnel	\$ 176,657,220	\$ 186,707,186	\$ 186,945,714	\$ 191,120,300	\$ 191,441,295	\$ 4,734,109	2.5%
Operating	\$ 281,381,342	\$ 295,197,056	\$ 301,043,147	\$ 308,365,301	\$ 307,898,045	\$ 12,700,989	4.3%
Debt Repayment	\$ 108,600,912	\$ 99,725,281	\$ 309,150,788	\$ 95,458,012	\$ 95,458,012	\$ (4,267,269)	-4.3%
Human Svc Assistance	\$ 40,540,658	\$ 22,856,077	\$ 17,977,382	\$ 17,018,909	\$ 17,018,909	\$ (5,837,168)	-25.5%
Capital Outlay	\$ 5,740,613	\$ 3,928,400	\$ 9,430,534	\$ 4,496,739	\$ 4,496,739	\$ 568,339	14.5%
Total Expenditures	\$ 612,920,745	\$ 608,414,000	\$ 824,547,565	\$ 616,459,261	\$ 616,313,000	\$ 7,899,000	1.3%
Permanent Positions	2,512.25	2,541.25	2,554.25	2,624.13	2,568.25	27.00	1.1%

FY 2018-19 Budget
General Fund
by Source of Funds



Summary of Sources of Funds						
	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	vs. FY18 Adopted
						\$ chg % chg
Property Tax	\$ 363,322,313	\$ 366,250,750	\$ 366,250,750	\$ 372,870,000	\$ 372,870,000	\$ 6,619,250 1.8%
Federal/State Funds	\$ 89,257,971	\$ 70,548,032	\$ 67,315,074	\$ 66,586,643	\$ 66,595,893	\$ (3,952,139) -5.6%
Sales Tax	\$ 83,919,378	\$ 85,546,675	\$ 85,546,675	\$ 90,975,000	\$ 90,975,000	\$ 5,428,325 6.3%
User Charges	\$ 43,437,587	\$ 39,708,553	\$ 40,049,786	\$ 39,746,368	\$ 39,864,419	\$ 155,866 0.4%
Investment Earnings	\$ 1,717,027	\$ 3,271,353	\$ 3,271,353	\$ 5,362,353	\$ 5,362,353	\$ 2,091,000 63.9%
Other	\$ 57,316,765	\$ 9,379,730	\$ 219,512,119	\$ 9,458,743	\$ 9,635,048	\$ 255,318 2.7%
Total Revenues	\$ 638,971,041	\$ 574,705,093	\$ 781,945,757	\$ 584,999,107	\$ 585,302,713	\$ 10,597,620 1.8%
Fund Balance	\$ (26,050,298)	\$ 33,708,907	\$ 42,601,808	\$ 31,460,153	\$ 31,010,287	\$ (2,698,620) -8.0%
Total	\$ 612,920,743	\$ 608,414,000	\$ 824,547,565	\$ 616,459,260	\$ 616,313,000	\$ 7,899,000 1.3%

GENERAL FUND BUDGETS BY DEPARTMENT
Expense & Revenue

Department	FY 2017 Actual		FY 2018 Adopted Budget		FY 2018 Amended Budget		FY 2019 Adopted Budget	
	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue
General Government								
Budget & Management	\$ 478,899	\$ -	\$ 566,118	\$ 5,000	\$ 606,119	\$ 5,000	\$ 699,810	\$ -
Clerk to Board	\$ 160,210	\$ 200	\$ 305,477	\$ -	\$ 308,497	\$ -	\$ 380,166	\$ 3,000
County Administration	\$ 780,451	\$ 27,586	\$ 1,334,783	\$ 33,000	\$ 1,194,248	\$ 38,000	\$ 1,422,349	\$ 31,000
County Attorney	\$ 2,063,167	\$ 6,417	\$ 2,366,911	\$ 10,000	\$ 2,365,610	\$ 10,000	\$ 2,393,928	\$ 10,000
County Commissioners	\$ 448,965	\$ -	\$ 489,593	\$ -	\$ 596,664	\$ -	\$ 493,887	\$ -
Elections	\$ 2,400,570	\$ 295,388	\$ 2,508,744	\$ 353,110	\$ 2,478,934	\$ 353,110	\$ 1,930,157	\$ 600
Finance	\$ 2,197,627	\$ 90,259	\$ 2,589,854	\$ 80,000	\$ 2,549,844	\$ 80,000	\$ 2,831,875	\$ 90,000
Human Resources	\$ 7,107,271	\$ 149,959	\$ 7,898,553	\$ 58,591	\$ 7,889,388	\$ 58,591	\$ 9,057,037	\$ 58,591
Internal Audit	\$ 457,321	\$ -	\$ 529,683	\$ -	\$ 494,774	\$ -	\$ 564,783	\$ -
Purchasing	\$ 335,256	\$ -	\$ 394,462	\$ -	\$ 396,118	\$ -	\$ 324,662	\$ -
Register Of Deeds	\$ 2,090,970	\$ 5,568,670	\$ 2,197,513	\$ 5,083,229	\$ 2,157,518	\$ 5,083,230	\$ 2,287,330	\$ 5,302,782
Tax	\$ 5,825,696	\$ 1,614,284	\$ 6,207,465	\$ 1,598,291	\$ 6,582,646	\$ 1,783,291	\$ 6,703,018	\$ 1,596,294
General Government Total	\$ 24,346,403	\$ 7,752,763	\$ 27,389,156	\$ 7,221,221	\$ 27,620,360	\$ 7,411,222	\$ 29,089,002	\$ 7,092,267
Education								
Guilford County & Charter Schools	\$ 194,360,398	\$ -	\$ 200,860,398	\$ -	\$ 200,860,398	\$ -	\$ 208,610,398	\$ -
Guilford Technical Community College	\$ 16,150,000	\$ -	\$ 16,650,000	\$ -	\$ 16,650,000	\$ -	\$ 17,650,000	\$ -
Education Total	\$ 210,510,398	\$ -	\$ 217,510,398	\$ -	\$ 217,510,398	\$ -	\$ 226,260,398	\$ -
Community Services								
Cooperative Extension Service	\$ 601,023	\$ 84,455	\$ 643,464	\$ 51,078	\$ 1,615,751	\$ 97,545	\$ 741,711	\$ 83,175
Culture & Libraries	\$ 1,832,442	\$ -	\$ 1,844,077	\$ 16,270	\$ 1,869,892	\$ 16,270	\$ 1,844,077	\$ 16,270
Economic Devel & Assistance	\$ 1,473,038	\$ 180,532	\$ 1,380,780	\$ -	\$ 3,844,437	\$ 41,220	\$ 1,553,500	\$ -
Parks & Open Space	\$ 3,730,569	\$ 1,079,308	\$ 4,277,565	\$ 1,183,900	\$ 5,680,777	\$ 1,183,900	\$ 4,440,525	\$ 1,186,450
Planning & Development	\$ 796,403	\$ 64,391	\$ 890,730	\$ 74,749	\$ 920,276	\$ 89,749	\$ 809,409	\$ 61,970
Soil & Water Conservation	\$ 261,469	\$ 36,250	\$ 329,508	\$ 33,630	\$ 333,455	\$ 36,130	\$ 310,872	\$ 35,905
Solid Waste	\$ 1,456,790	\$ 1,066,548	\$ 1,482,587	\$ 974,000	\$ 1,673,936	\$ 1,024,220	\$ 1,603,047	\$ 1,021,100
Community Services Total	\$ 10,151,734	\$ 2,511,484	\$ 10,848,711	\$ 2,333,627	\$ 15,938,524	\$ 2,489,034	\$ 11,303,141	\$ 2,404,870
Debt Repayment								
Repay Borrowed Funds - Infrastructure	\$ 108,600,912	\$ 54,967,089	\$ 99,725,281	\$ 16,028,794	\$ 309,150,788	\$ 225,661,897	\$ 95,458,012	\$ 14,474,980
Debt Service Total	\$ 108,600,912	\$ 54,967,089	\$ 99,725,281	\$ 16,028,794	\$ 309,150,788	\$ 225,661,897	\$ 95,458,012	\$ 14,474,980
Human Services								
Child Support Enforcement	\$ 5,971,013	\$ 6,153,590	\$ 6,309,612	\$ 6,409,419	\$ 6,331,696	\$ 6,409,419	\$ 6,554,515	\$ 6,558,729
Coordinated Services	\$ 1,346,833	\$ 1,265,747	\$ 1,279,331	\$ 1,153,426	\$ 1,279,333	\$ 1,153,426	\$ 1,379,228	\$ 1,253,426
Mental Health	\$ 9,674,000	\$ -	\$ 9,674,000	\$ -	\$ 9,674,000	\$ -	\$ 9,674,000	\$ -
Public Assistance Mandates	\$ 2,502,314	\$ -	\$ 2,408,156	\$ -	\$ 2,408,156	\$ -	\$ 2,552,365	\$ -
Public Health	\$ 30,893,221	\$ 20,571,316	\$ 33,952,269	\$ 17,199,212	\$ 34,265,243	\$ 17,566,305	\$ 36,231,901	\$ 18,840,732
Social Services	\$ 82,461,210	\$ 63,924,212	\$ 64,922,140	\$ 44,632,871	\$ 60,806,563	\$ 40,307,402	\$ 59,855,703	\$ 40,731,386
Transportation-Human Serv	\$ 1,500,405	\$ 1,118,670	\$ 1,270,341	\$ 1,076,314	\$ 1,755,798	\$ 1,556,298	\$ 1,640,355	\$ 1,476,296
Veterans' Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 198,363	\$ 3,000
Human Services Total	\$ 134,348,996	\$ 93,033,535	\$ 119,815,849	\$ 70,471,242	\$ 116,520,789	\$ 66,992,850	\$ 118,086,430	\$ 68,863,569

GENERAL FUND BUDGETS BY DEPARTMENT
Expense & Revenue

Department	FY 2017 Actual		FY 2018 Adopted Budget		FY 2018 Amended Budget		FY 2019 Adopted Budget	
	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue
Public Safety								
Animal Services	\$ 3,160,587	\$ 1,154,429	\$ 3,840,313	\$ 1,093,232	\$ 4,485,412	\$ 1,095,232	\$ 4,134,716	\$ 1,128,664
Court Alternatives	\$ 2,277,024	\$ 2,450,277	\$ 2,735,273	\$ 2,674,635	\$ 2,734,050	\$ 2,719,235	\$ 2,627,589	\$ 2,655,316
Emergency Services	\$ 28,938,712	\$ 16,334,637	\$ 29,847,342	\$ 16,169,081	\$ 30,035,401	\$ 16,427,697	\$ 30,861,426	\$ 16,727,673
Family Justice Center	\$ 287,753	\$ 45,805	\$ 380,126	\$ 8,200	\$ 541,402	\$ 114,200	\$ 630,604	\$ 45,000
Inspections	\$ 2,131,846	\$ 1,417,619	\$ 2,352,929	\$ 1,303,618	\$ 2,336,728	\$ 1,303,618	\$ 2,379,363	\$ 1,108,050
Law Enforcement	\$ 66,484,829	\$ 7,019,987	\$ 66,601,596	\$ 6,411,938	\$ 71,060,328	\$ 7,443,966	\$ 68,292,978	\$ 6,806,732
Other Protection	\$ 833,102	\$ 420	\$ 1,017,947	\$ 360	\$ 967,967	\$ 360	\$ 1,017,436	\$ 360
Security	\$ 1,776,654	\$ 20,642	\$ 1,975,656	\$ 20,349	\$ 1,971,088	\$ 20,349	\$ 2,173,363	\$ 20,349
Public Safety Total	\$ 105,890,507	\$ 28,443,816	\$ 108,751,182	\$ 27,681,413	\$ 114,132,376	\$ 29,124,657	\$ 112,117,475	\$ 28,492,144
Support Services								
Facilities	\$ 8,160,730	\$ 1,362,039	\$ 10,872,202	\$ 1,493,401	\$ 10,070,594	\$ 1,493,401	\$ 10,479,263	\$ 1,363,164
Fleet Operation	\$ 1,278,635	\$ 883	\$ 1,147,462	\$ 22,559	\$ 1,203,168	\$ 56,136	\$ 1,305,536	\$ 22,559
Information Services	\$ 8,882,430	\$ 555	\$ 10,353,759	\$ 3,216	\$ 10,400,568	\$ 3,216	\$ 10,213,743	\$ 3,216
Transfer to Capital Building Fund	\$ 750,000	\$ -	\$ 2,000,000	\$ -	\$ 2,000,000	\$ -	\$ 2,000,000	\$ -
Support Services Total	\$ 19,071,795	\$ 1,363,477	\$ 24,373,423	\$ 1,519,176	\$ 23,674,330	\$ 1,552,753	\$ 23,998,542	\$ 1,388,939
Non-Departmental								
General Revenues	\$ -	\$ 488,197,826	\$ -	\$ 483,158,527	\$ -	\$ 491,315,152	\$ -	\$ 493,596,231
Other Funds Total	\$ -	\$ 488,197,826	\$ -	\$ 483,158,527	\$ -	\$ 491,315,152	\$ -	\$ 493,596,231
Grand Total	\$ 612,920,745	\$ 676,269,990	\$ 608,414,000	\$ 608,414,000	\$ 824,547,565	\$ 824,547,565	\$ 616,313,000	\$ 616,313,000

Where does Guilford County spend Local Money?

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

8 of the 40 departments on the list account account for more than 89% of all available county funds.

Department	FY 2018-19			Cummulative			89% of County \$	
	Total Budget	County		County/Local Money				
		\$	%	\$	%			
Education	\$ 226,260,398	\$ 226,260,398	100%	\$ 226,260,398	45.8%			
Debt Repayment	\$ 95,458,012	\$ 80,983,032	85%	\$ 307,243,430	62.2%			
Law Enforcement	\$ 68,292,978	\$ 61,486,246	90%	\$ 368,729,676	74.7%			
Social Services	\$ 60,054,066	\$ 19,319,680	32%	\$ 388,049,356	78.6%			
Public Health	\$ 36,231,901	\$ 17,391,169	48%	\$ 405,440,525	82.1%			
Emergency Services	\$ 30,861,426	\$ 14,133,753	46%	\$ 419,574,278	85.0%			
Information Services	\$ 10,213,743	\$ 10,210,527	100%	\$ 429,784,805	87.1%			
Mental Health	\$ 9,674,000	\$ 9,674,000	100%	\$ 439,458,805	89.0%			
Facilities	\$ 10,479,263	\$ 9,116,099	87%	\$ 448,574,904	90.9%	11% of County \$		
Human Resources	\$ 9,057,037	\$ 8,998,446	99%	\$ 457,573,350	92.7%			
Tax	\$ 6,703,018	\$ 5,106,724	76%	\$ 462,680,074	93.7%			
Parks & Open Space	\$ 4,440,525	\$ 3,254,075	73%	\$ 465,934,149	94.4%			
Animal Services	\$ 4,134,716	\$ 3,006,052	73%	\$ 468,940,201	95%			
Finance	\$ 2,831,875	\$ 2,741,875	97%	\$ 471,682,076	96%			
Public Assistance Mandates	\$ 2,552,365	\$ 2,552,365	100%	\$ 474,234,441	96%			
County Attorney	\$ 2,393,928	\$ 2,383,928	100%	\$ 476,618,369	97%			
Security	\$ 2,173,363	\$ 2,153,014	99%	\$ 478,771,383	97%			
Transfer to Capital Building Fund	\$ 2,000,000	\$ 2,000,000	100%	\$ 480,771,383	97%			
Elections	\$ 1,930,157	\$ 1,929,557	100%	\$ 482,700,940	98%			
Culture & Libraries	\$ 1,844,077	\$ 1,827,807	99%	\$ 484,528,747	98%			
Economic Develop & Assistance	\$ 1,553,500	\$ 1,553,500	100%	\$ 486,082,247	98%			
County Administration	\$ 1,422,349	\$ 1,391,349	98%	\$ 487,473,596	99%			
Fleet Operation	\$ 1,305,536	\$ 1,282,977	98%	\$ 488,756,573	99%			
Inspections	\$ 2,379,363	\$ 1,271,313	53%	\$ 490,027,886	99%			
Other Protection/Court Services	\$ 1,017,436	\$ 1,017,076	100%	\$ 491,044,962	99%			
Planning and Development	\$ 809,409	\$ 747,439	92%	\$ 491,792,401	100%			
Budget & Management	\$ 699,810	\$ 699,810	100%	\$ 492,492,211	100%			
Cooperative Extension Service	\$ 741,711	\$ 658,536	89%	\$ 493,150,747	100%			
Family Justice Center	\$ 630,604	\$ 585,604	93%	\$ 493,736,351	100%			
Solid Waste	\$ 1,603,047	\$ 581,947	36%	\$ 494,318,298	100%			
Internal Audit	\$ 564,783	\$ 564,783	100%	\$ 494,883,081	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 services. Revenues received by a department from federal and state governments, user fees and charges, donations, etc., between a department's Expense and County \$ amounts.

8 of the 40 departments on the list account account for more than 89% of all available county funds.

Department	FY 2018-19			Cummulative	
	Total Budget	County		County/Local Money	
		\$	%	\$	%
County Commissioners	\$ 493,887	\$ 493,887	100%	\$ 495,376,968	100%
Clerk to the Board	\$ 380,166	\$ 377,166	99%	\$ 495,754,134	100%
Purchasing	\$ 324,662	\$ 324,662	100%	\$ 496,078,796	101%
Soil & Water Conservation	\$ 310,872	\$ 274,967	88%	\$ 496,353,763	101%
Transportation-Human Serv	\$ 1,640,355	\$ 164,059	10%	\$ 496,517,822	101%
Coordinated Services	\$ 1,379,228	\$ 125,802	9%	\$ 496,643,624	101%
Child Support Enforcement	\$ 6,554,515	\$ (4,214)	0%	\$ 496,639,410	101%
Court Alternatives	\$ 2,627,589	\$ (27,727)	-1%	\$ 496,611,683	101%
Register of Deeds	\$ 2,287,330	\$ (3,015,452)	-132%	\$ 493,596,231	100%
TOTAL	\$ 616,313,000	\$ 493,596,231	80%		

Breakdown of County \$:

Property Taxes	\$ 372,870,000	76%
Sales Taxes	\$ 90,975,000	18%
Fund Balance	\$ 20,256,231	4%
Other Revenues	\$ 7,875,000	2%
Federal & State Funds	\$ 1,545,000	0.3%
User Charges & Fees	\$ 75,000	0.02%
TOTAL	\$ 493,596,231	100%

Summary of Positions by Department

Departments	FY 16-17		FY 17-18			FY 18-19			Change vs. FY 17-18
			Mid-Year			New	Cut	Total	
	Adopted	Adopted	Adds	Moves					
GENERAL FUND									
Child Support Enforcement	92.85	93.85	-	-	2.00	-	95.85	2.00	
Coordinated Services	0.10	0.10	-	-	-	-	0.10	-	
Mental Health	-	-	-	-	-	-	-	-	
Public Health	389.75	397.00	5.00	-	5.00	(2.00)	405.00	8.00	
Social Services	599.50	618.50	1.00	-	4.00	-	623.50	5.00	
Transportation	17.00	17.00	-	-	-	-	17.00	-	
Veterans Services*	2.00	-	-	-	1.00	-	1.00	1.00	
Human Services	1,101.20	1,126.45	6.00	-	12.00	(2.00)	1,142.45	16.00	
Animal Services	45.00	45.00	-	-	-	-	45.00	-	
Court Alternatives	33.00	33.00	-	-	-	-	33.00	-	
Emergency Services	247.00	257.25	-	-	4.00	-	261.25	4.00	
Family Justice Center	4.00	5.00	3.00	-	-	-	8.00	3.00	
Inspections	26.00	27.00	-	-	-	-	27.00	-	
Law Enforcement	660.00	660.00	4.00	-	1.00	-	665.00	5.00	
Other Protection	15.15	15.15	-	-	-	-	15.15	-	
Security	15.00	15.00	-	-	1.00	-	16.00	1.00	
Public Safety	1,045.15	1,057.40	7.00	-	6.00	-	1,070.40	13.00	
Parks	28.00	31.00	-	-	-	-	31.00	-	
Planning & Development	9.00	9.00	-	-	-	-	9.00	-	
Soil & Water Conservation	2.75	3.00	-	-	-	-	3.00	-	
Solid Waste	6.00	6.00	-	-	-	-	6.00	-	
Community Services	45.75	49.00	-	-	-	-	49.00	-	
Budget and Management	5.00	5.00	-	-	1.00	-	6.00	1.00	
County Administration	3.90	3.90	-	-	1.00	-	4.90	1.00	
County Attorney	18.00	18.00	-	-	-	-	18.00	-	
County Commissioners	9.00	9.00	-	-	-	-	9.00	-	
Clerk to Board	2.00	3.00	-	-	-	-	3.00	-	
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	5.00	-	-	(1.00)	-	4.00	(1.00)	
Register of Deeds	25.00	25.50	-	-	1.00	-	26.50	1.00	
Tax Department	63.00	63.00	-	-	1.00	-	64.00	1.00	
General Government	196.90	198.40	-	-	3.00	-	201.40	3.00	
Facilities	62.00	60.00	-	-	-	-	60.00	-	
Information Services	48.00	48.00	-	-	1.00	-	49.00	1.00	
Fleet Operations	2.00	2.00	-	-	-	-	2.00	-	
Support Services	112.00	110.00	-	-	1.00	-	111.00	1.00	
Total General Fund	2,501.00	2,541.25	13.00	-	22.00	(2.00)	2,574.25	33.00	
INTERNAL SERVICES									
Risk Management	2.50	2.50	-	-	-	-	2.50	-	
Total Internal Services	2.50	2.50	-	-	-	-	2.50	-	
Total All Departments	2,503.50	2,543.75	13.00	-	22.00	(2.00)	2,576.75	33.00	

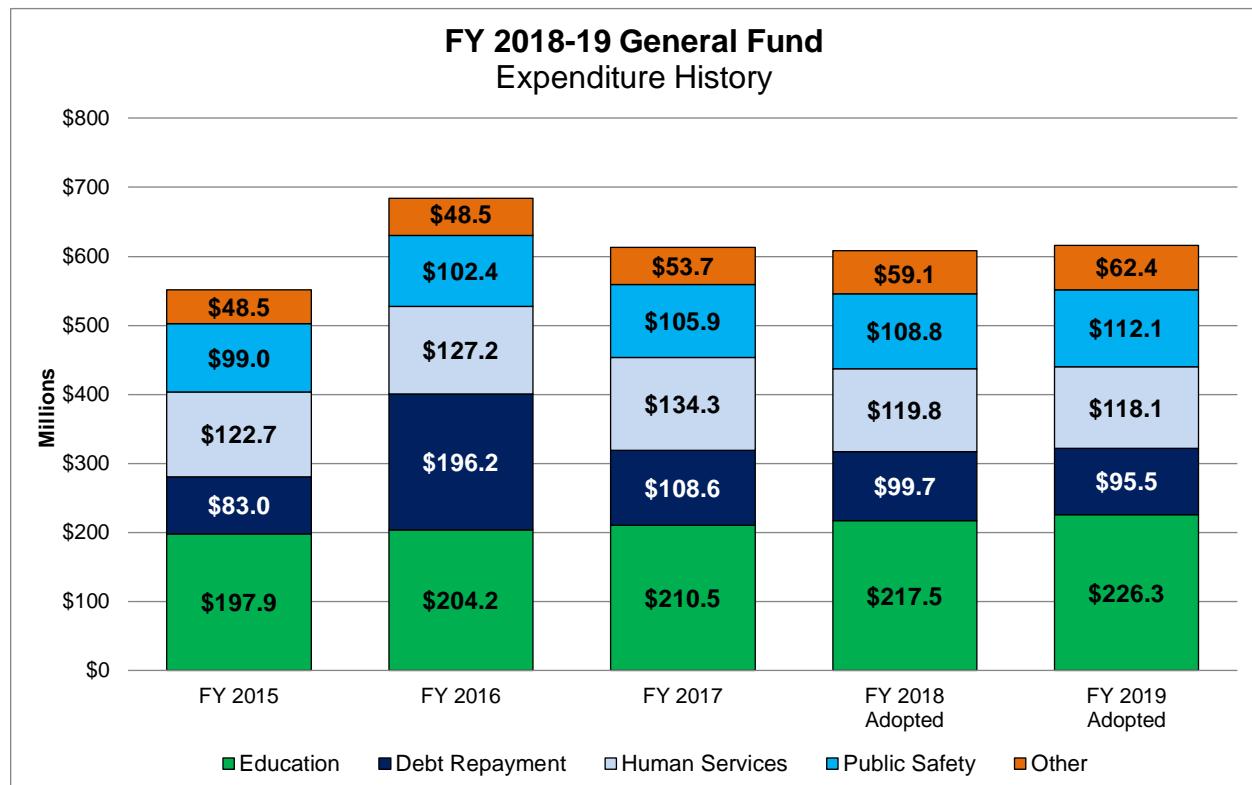
*Veterans Services was merged with Social Services effective July 1, 2016 in an effort to improve services.

Summary of Position Changes from FY 2017-18 to FY 2018-19		
Department	Position Name	FTE
BOARD-APPROVED CHANGES DURING FY 2017-18		
Public Health	Duke Endowment - Nurse Specialists; Care Coordination - Social Worker IIs; Pregnancy Care Management - Social Worker II	5.00
Social Services	Juvenile Court Infant & Toddler Grant - Social Worker III	1.00
Law Enforcement	Governor's Crime Commission - Deputy Sheriffs; Re-Entry Council - Re-Entry Coordinator	4.00
Family Justice Center	High Point FJC Office - Client Services Coordinator, Navigator (Social Worker III), Administrative Assistant	3.00
		13.00
ADOPTED CHANGES FOR FY 2018-19		
Budget & Evaluation	Analytics & Business Intelligence Consultant	1.00
Information Services	Technical Support Technician	1.00
Tax	Tax Foreclosure Specialist (Legal Assistant)	1.00
Register of Deeds	Deputy Register of Deeds - Passports - Part-Time (30 hours per week; offset by passport services revenues) Deputy Register of Deeds - Passports (increase from 20 hours per week 30; offset by passport services revenues)	0.75 0.25
		1.00
Security	County Security Officer	1.00
Public Health	Eliminate Interpreter - Smart Start (grant funding reduction) Eliminate Public Health Investigator (grant funding ended) School Health Services - 5 School Nurses (12 months)	(1.00) (1.00) 5.00
		3.00
Social Services	Convert Existing Grant-funded Foster Care Social Worker III to Permanent County-funded Position (50% offset by federal reimbursement) 4 Lead Eligibility Caseworkers (75% reimbursed) and 1 Eligibility Supervisor (40% reimbursed) - Medicaid Quality Assurance	- 5.00
		5.00
Child Support	2 Establishment Agents (100% offset by state revenues)	2.00
Cooperative Extension	Increase Livestock Agriculture Agent from Part- to Full-Time - Funding Only (NC State position, 20% offset by state revenues)	-
Law Enforcement	Crime Scene Investigator	1.00
Emergency Services	Linkage to Care Coordinator (100% grant funded) Paramedic (100% grant funded) 2 EMTs (100% offset by contract revenues)	1.00 1.00 2.00
		4.00
Veterans' Services	Upgrade Veterans' Services Officer to Director (Social Services position; to be Health & Human Services - Veterans' Services Division director)	-
County Administration	Upgrade & move vacant Purchasing Buyer to MWBE Program Manager	-
Total Recommended		20.00
Grand Total FY 2017-18 Staffing Adjustments		33.00

GENERAL FUND EXPENDITURES

The fiscal year (FY) 2018-19 General Fund budget totals \$616,313,000. This is \$7.9 million (1.1%) more than the budget approved for FY 2017-18. The recommended general property tax rate is \$0.7305 per \$100 of assessed valuation, no change from the FY 2017-18 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							vs. FY18 Adopted	
	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ chg	% chg	
Education	\$ 280,623,028	\$ 303,314,069	\$ 295,781,782	\$ 310,296,282	\$ 309,546,282	\$ 6,232,213	2.1%	
<i>includes Education debt repayment</i>								
Human Services	\$ 134,348,996	\$ 119,815,849	\$ 116,520,789	\$ 118,066,430	\$ 118,086,430	\$ (1,729,419)	-1.4%	
Public Safety	\$ 105,890,507	\$ 108,751,182	\$ 114,132,376	\$ 111,767,686	\$ 112,117,475	\$ 3,366,293	3.1%	
Non-Education Debt	\$ 38,488,282	\$ 13,921,610	\$ 230,879,404	\$ 12,172,128	\$ 12,172,128	\$ (1,749,482)	-12.6%	
Support Services	\$ 19,071,795	\$ 24,373,423	\$ 23,674,330	\$ 23,998,542	\$ 23,998,542	\$ (374,881)	-1.5%	
General Government	\$ 24,346,401	\$ 27,389,156	\$ 27,620,360	\$ 29,013,004	\$ 29,089,002	\$ 1,699,846	6.2%	
Community Services	\$ 10,151,734	\$ 10,848,711	\$ 15,938,524	\$ 11,145,189	\$ 11,303,141	\$ 454,430	4.2%	
Total Expenditures	\$ 612,920,743	\$ 608,414,000	\$ 824,547,565	\$ 616,459,261	\$ 616,313,000	\$ 7,899,000	1.3%	
Permanent Positions	2,512.25	2,541.25	2,554.25	2,624.13	2,568.25	27.00	1.1%	



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 \$208.6 million in operating and capital maintenance support for the **Guilford County Schools** -- an increase of \$7.75 million over the FY 2017-18 budget. The operating and capital budget for **Guilford Technical Community College** totals \$17.65 million – an increase of \$1 million over the FY 2017-18 budget. The budget also includes \$83.3 million for the repayment of voter-approved **debt for the construction and renovation of school and community college facilities**.

The overall **Human Services** budget is expected to decrease by \$1.7 million next year because of changes in the way the state pays for child day care. While the county will still determine client eligibility for day care services, payments to vendors that provide the direct services will no longer flow through the county’s budget (a reduction of about \$5.6 million). This reduction is

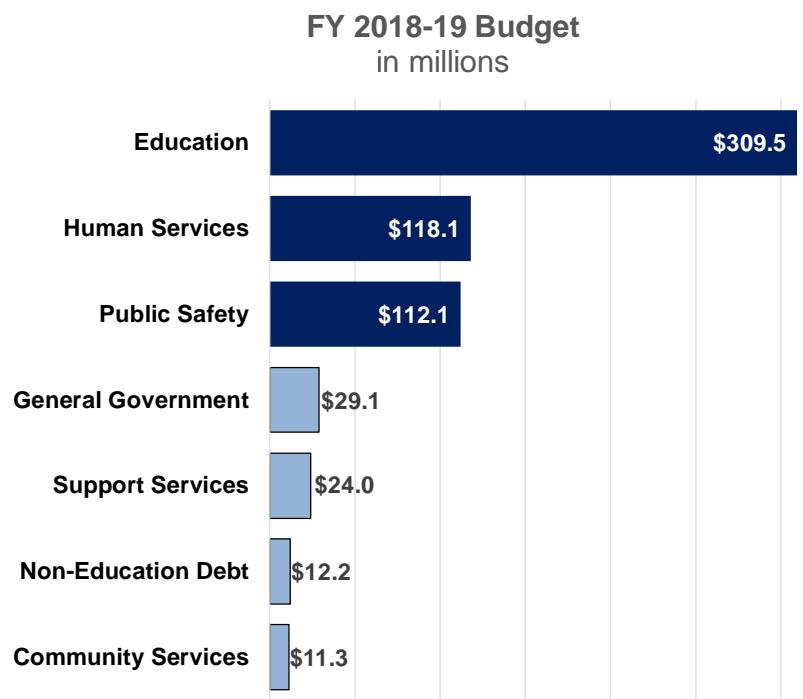
Summary of Major Budget Changes in General Fund (in millions)	
EDUCATION	
Guilford County Schools & Charter Schools - Operating	\$ 6.75
Guilford County Schools - Annual Capital Maintenance	\$ 1.00
Guilford County Schools - Debt Repayment	\$ (1.49)
Guilford Technical Community College - Operating	\$ 1.00
Guilford Technical Community College - Debt Repayment	\$ (1.03)
	\$ 6.23
POSITIONS	
Positions added mid-year FY 17-18 (+13)	\$ 0.83
New Positions (+22 new and -2 eliminations)	\$ 1.21
Full Year Impact of Positions added in FY 17-18 Budget	\$ 0.26
	\$ 2.29
MAJOR CHANGES	
3% Merit Pool (applied in January 2018)	\$ 1.93
Facility Maintenance - Medicaid-Generating Clinics	\$ 1.14
Compensation Adjustment - Hard to Attract/Retain Positions	\$ 1.00
Software & Technology	\$ 0.50
Vehicles/Major Equipment	\$ 0.50
Retirement Charges/Sheriff Retirement	\$ 0.33
Medical & Lab Supplies, Services	\$ 0.27
Radio Shop Repair Service	\$ 0.25
Tax Foreclosure Court Costs & Attorney Fees	\$ 0.23
Building Security	\$ 0.20
Vehicle Fuel & Maintenance	\$ 0.18
GM911 - County's Share	\$ 0.17
Economic Development Incentives & Grants	\$ 0.32
Workers' Compensation	\$ 0.09
General County Debt Repayment	\$ (1.75)
Day Care Vendor Payments	\$ (5.58)
	\$ (0.19)
NET OTHER CHANGES	
	\$ (0.44)
TOTAL CHANGE	
	\$ 7.90

partially offset by additional facility maintenance funding in Public Health for clinic/office areas where Medicaid services are provided (+\$1.14 million, all non-county Medicaid funding). The budget includes funding for five new School Nursing positions, school nurse telemedicine equipment, five Medicaid eligibility quality assurance caseworkers and supervisors to help reduce eligibility determination errors and avoid state penalties, and two Child Support Enforcement agents to address caseload demands. Two vacant positions in Public Health have been eliminated because associated funding grants have expired. See the Personnel Services section later in this document for more information about the new positions.

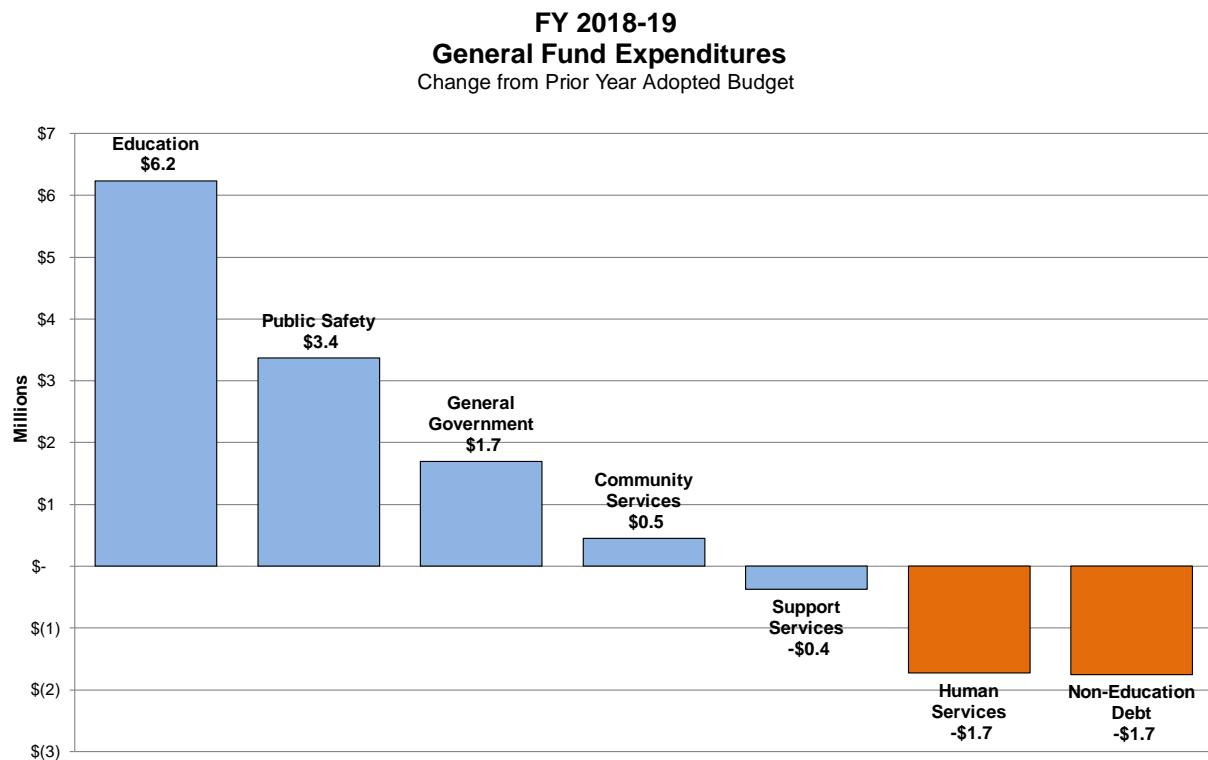
The **Public Safety** budget includes increases for medical services and supplies, required Law Enforcement retirement contributions, and replacement patrol cars and ambulances. Additional funds for public safety radio communications and the county's share of Guilford-Metro 911 are also included in the budget. Six new positions (County Security Officer, Crime Scene Investigator, and four Emergency Services positions) will be added in FY 2018-19.

The budget also includes \$1 million in **General Government** for a compensation reserve to address staffing challenges in several departments for hard-to-attract and hard-to-retain positions.

The budget includes a \$2 million cash transfer for the county's **Capital Investment Plan**. This is same amount as last fiscal year. 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 2018-19 budget by service area.



Expenditure Types

Summary of Expenditures by Type of Expense							
	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ chg	% chg
Personnel	\$ 176,657,220	\$ 186,707,186	\$ 186,945,714	\$ 191,120,300	\$ 191,441,295	\$ 4,734,109	2.5%
Operating	\$ 281,381,342	\$ 295,197,056	\$ 301,043,147	\$ 308,365,301	\$ 307,898,045	\$ 12,700,989	4.3%
Debt Repayment	\$ 108,600,912	\$ 99,725,281	\$ 309,150,788	\$ 95,458,012	\$ 95,458,012	\$ (4,267,269)	-4.3%
Human Svc Assistance	\$ 40,540,658	\$ 22,856,077	\$ 17,977,382	\$ 17,018,909	\$ 17,018,909	\$ (5,837,168)	-25.5%
Capital Outlay	\$ 5,740,613	\$ 3,928,400	\$ 9,430,534	\$ 4,496,739	\$ 4,496,739	\$ 568,339	14.5%
Total Expenditures	\$ 612,920,745	\$ 608,414,000	\$ 824,547,565	\$ 616,459,261	\$ 616,313,000	\$ 7,899,000	1.3%
Permanent Positions	2,512.25	2,541.25	2,554.25	2,624.13	2,568.25	27.00	1.1%

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, including the position eliminations noted below, will **decrease** by \$730,000 in FY 2018-19. This figure includes the full year impact of merit performance pay changes made during FY 2017-18, turnover impacts, and other normal personnel fluctuations.

The table to the right summarizes **changes to the base payroll expense** 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 \$4.7 million. The total number of permanent full- and part-time positions in the General Fund is 2,565.25 (excluding the Board of Commissioners). This is a net increase of 33 positions from the FY 2017-18 adopted budget.

Payroll Change Summary	
Base Payroll Change	\$ (0.73) <i>includes 2 position cuts, full-year impacts of FY 17-18 merit, turnover impacts, etc.</i>
Position Changes:	
<i>Positions added mid-year FY 17-18 (+13)</i>	\$ 0.83
<i>Full Year Impact of Changes in FY 17-18 Adopted Budget</i>	\$ 0.26
<i>New Positions for FY 18-19 (+20)</i>	\$ 1.19
<i>Compensation Reserve - Hard-to-Attract/Retain Positions</i>	<u>\$ 1.00</u>
	\$ 3.28
3% Merit Pool (Jan 2019)	\$ 1.93
Retirement Changes/Sheriff Retirement Supplement	\$ 0.26
Total Payroll Change	\$ 4.73

FY 2017-18 Board Personnel Additions

The Board of Commissioners approved 13.00 new positions during FY 2017-18 to support critical Social Services, Public Health, and Law Enforcement programs, and the Family Justice Center expansion in High Point. Since these positions were approved after the FY 2017-18 budget was adopted, they were not included in the original budget total. The annual impact of adding these positions to the new FY 2018-19 budget is approximately \$830,000.

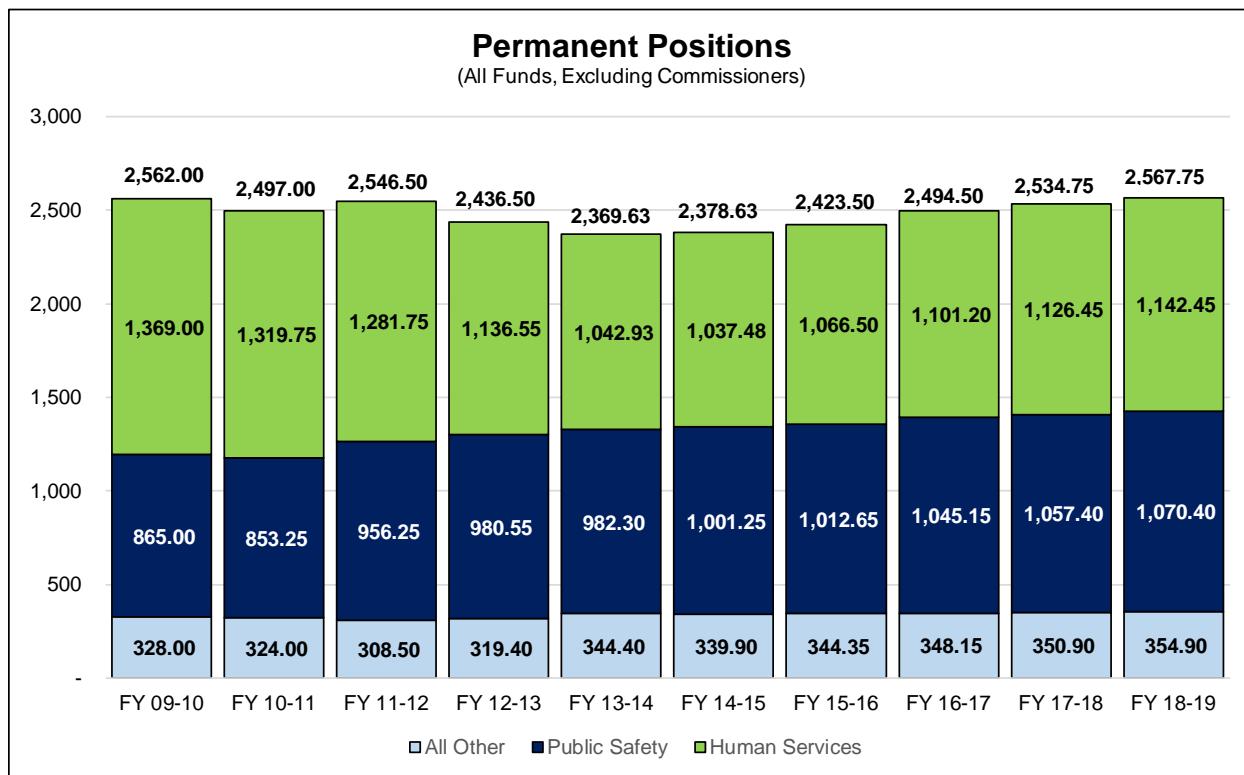
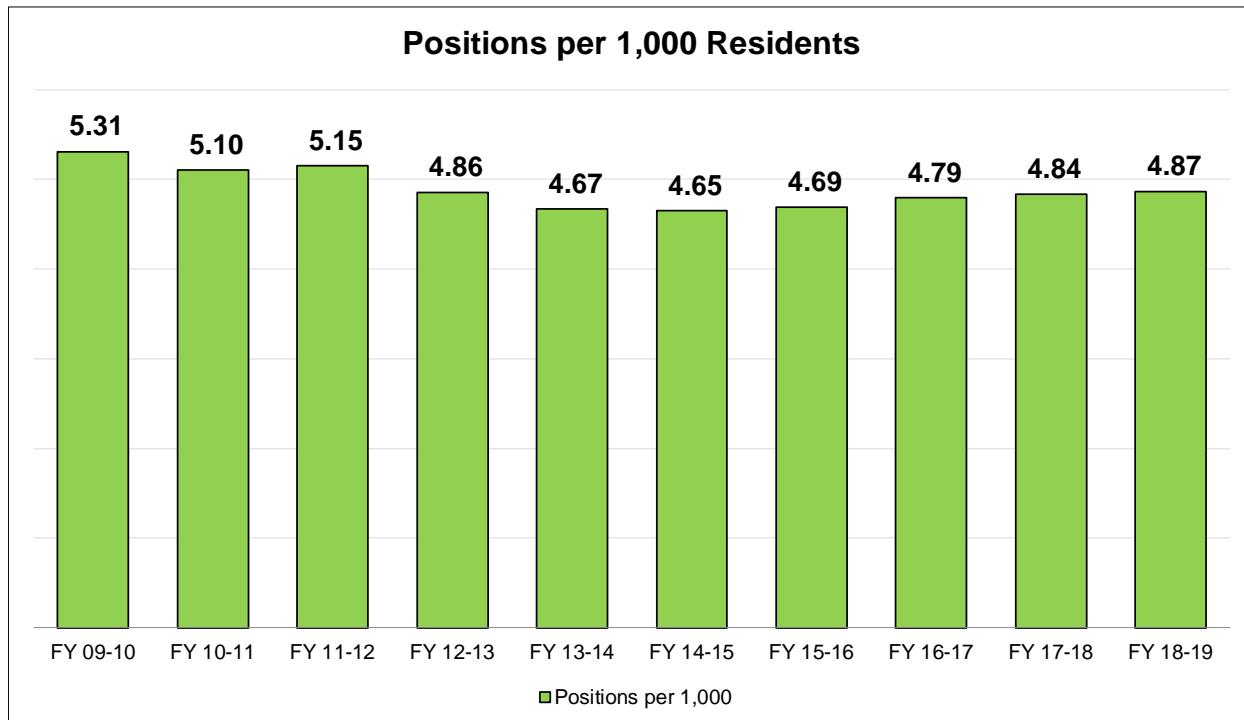
FY 2018-19 New Positions

The budget includes a net of **20 new positions in the General Fund (+22 new positions and two position eliminations)**. Position changes include:

- +10.00 new Human Services positions:
 - 5 School Nurses in **Public Health** to expand nursing care in the public schools. Currently, the county's nurse-to-student ratio is approximately one nurse for every 1,956 students; these positions will reduce it to approximately one nurse for every 1,744 students. The American Academy of Pediatrics and National Association of School Nurses recommend a ratio of one nurse for every 750 students.
 - 4 Lead Eligibility Caseworkers and a Supervisor in **Social Services** to administer Quality Assurance in Medicaid Eligibility. These new positions will allow QA review of all new Medicaid applications and will be partially by the federal government with about 75% of the caseworkers' and 40% of the supervisor's costs reimbursed to the county.
 - 2 Establishment Agents for the **Child Support Enforcement** program. State reimbursement from performance incentives will offset nearly all the cost of these positions.
 - -1 Interpreter and -1 Public Health Investigator in **Public Health**. Grant funding for these positions have expired, so the positions will be eliminated.
- +1 Analytics & Business Intelligence Consultant in **Budget, Management & Evaluation** to provide incremental support necessary to advance the county's data and innovation strategy. Advancing means a more innovative and inquisitive workforce that asks more questions, understands more deeply, and is more results-driven. Over the last year, service information from Law Enforcement, Emergency Services, Animal Control, Register of Deeds, Planning, Inspections, and others has been consolidated and used to develop performance dashboards and data visualizations to better understand county operations. This position will help the county speed the integration of data from other service areas, particularly health and human services. This position will also help to promote public access to and understanding of county data to support community-driven solutions.
- +1 Technical Support Technician in **Information Services** to improve help desk service. The department will eliminate a current contract for help desk support, offsetting nearly all of this position's cost.
- +1 County **Security** Officer to enhance security measures in county facilities
- +1 legal assistant/foreclosure position in the **Tax Department** to assist with property foreclosure processes.
- +1 Crime Scene Investigator for **Law Enforcement**.
- +4 positions for **Emergency Services**.
- +0.75 Part-time Deputy **Register of Deeds** and +0.25 increase to convert a part-time Deputy Register of Deeds position to a full-time position. Both positions will allow expand the Passport Acceptance Facility program; fees will offset the cost of these position changes.

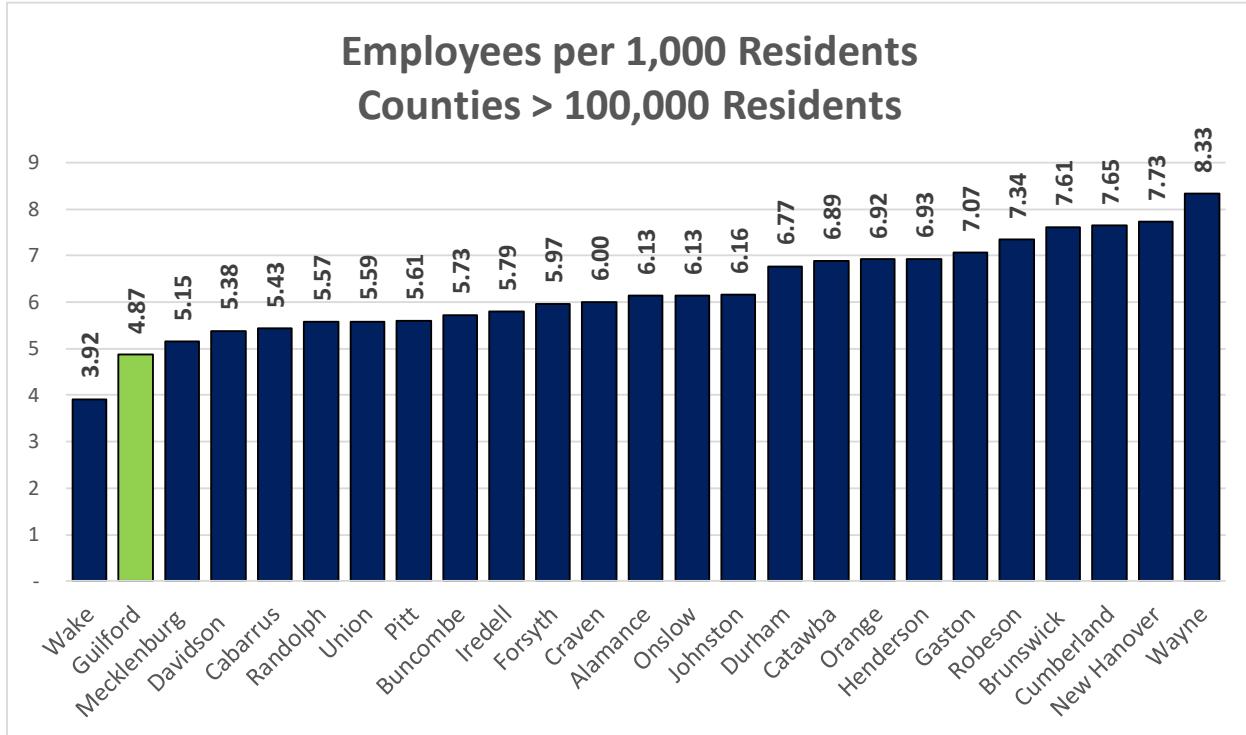
Total Positions

The budget includes 2,576.75 total permanent positions (all funds, excluding Commissioners). This equates to about 4.87 positions for every 1,000 residents, approximately the same as the prior year.



How does Guilford County compare?

Based on county employment data collected by the North Carolina Association of County Commissioners for FY 2017-18 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 at 4.87 positions (our FY 18-19 positions vs others' FY 17-18 positions). The average for all counties is 86% higher at about 9 positions for every 1,000 residents.



Employee Raises

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 2019. 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 \$1.62 million (\$1.98 million gross expense less expected vacancies and reimbursement revenue from non-county sources). A full year's net cost is approximately \$3.76 million (\$4.59 million gross expense less expected vacancies and reimbursement revenue from non-county sources).

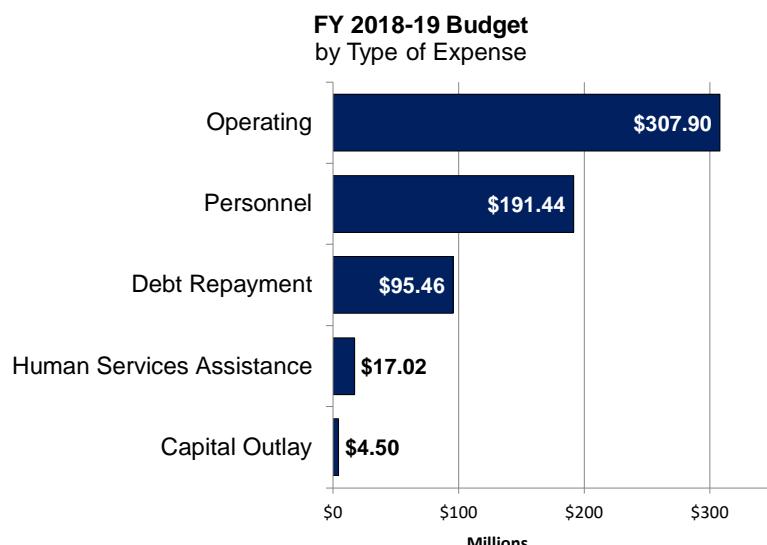
Operating, Debt Repayment, and Capital Expenses

Operating Expenses and Major Capital Transfers will increase by \$12.7 million in FY 2018-19. Major changes include:

- \$8.75 million increase in the operating and capital allocations to the Guilford County Schools (including operating funds for charter schools) and Guilford Technical Community College;
- \$1.14 million of additional major facility repair and renovation funds for Public Health facilities that serve Medicaid clients. Medicaid funds will be used to pay for repairs and renovations;
- technology improvements including software upgrades for the county's permitting/inspections system, disaster data recovery, and computer and server replacements;
- additional building security enhancements; and
- increases in vehicle fuel, maintenance, and monitoring budget,

Scheduled **Debt Service Payments** and related fees for voter-approved bonds and other capital needs will decrease by \$4.27 million. The county refinanced its final set of variable rate bonds Spring 2018 and continues to make scheduled payments on its other debt. More information about the county's outstanding debt and future debt repayment may be found in the **Debt Repayment** section of this document.

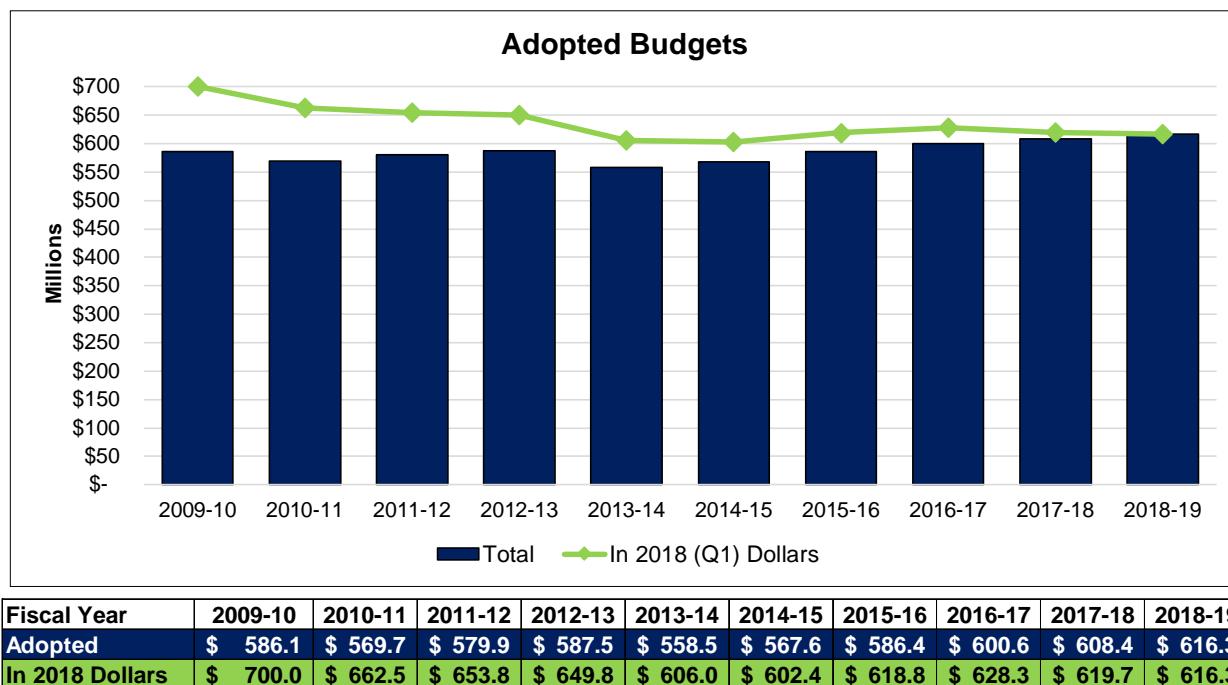
The **Human Services Assistance** budget is expected to decrease by \$5.8 million next year. Most of this decrease is the result of a change in the way the state pays for child day care services for qualified clients. Beginning in the first quarter of FY 2017-18, the state started paying vendors directly for eligible child day care expenses, so day care payments are no longer in the county's budget. Responsibility for determining eligibility for day care will remain with the county.



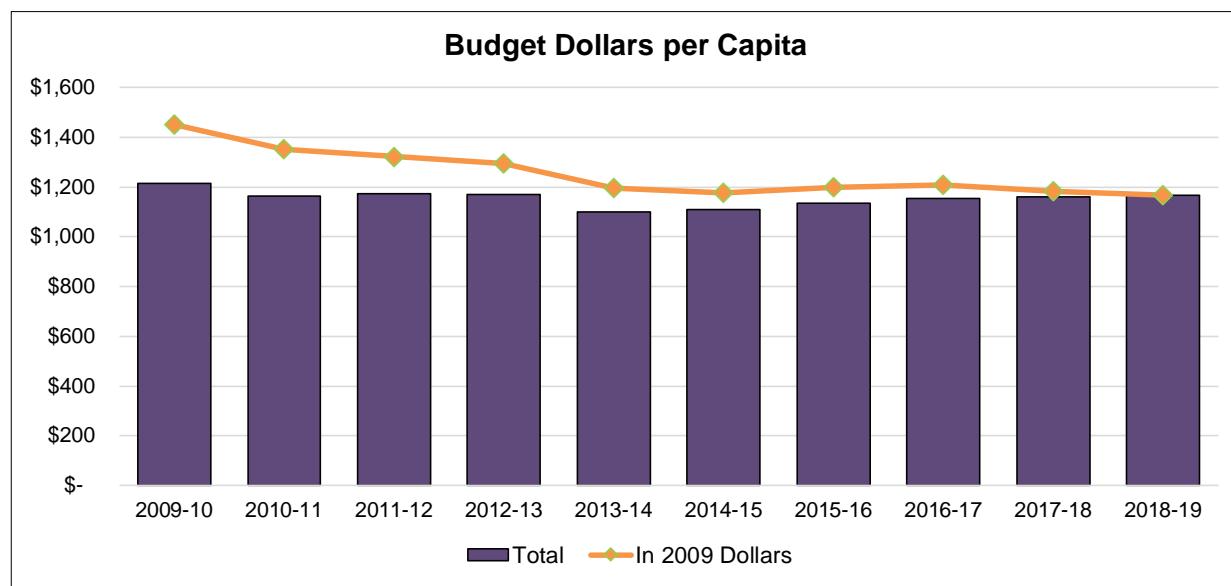
Capital Outlay is expected to increase by \$568,000. Capital funds are typically allocated for vehicle purchases and large equipment needs. The budget includes funds to replace aging, high mileage vehicles in Emergency Services, Law Enforcement, Animal Control and other county departments.

Budget History

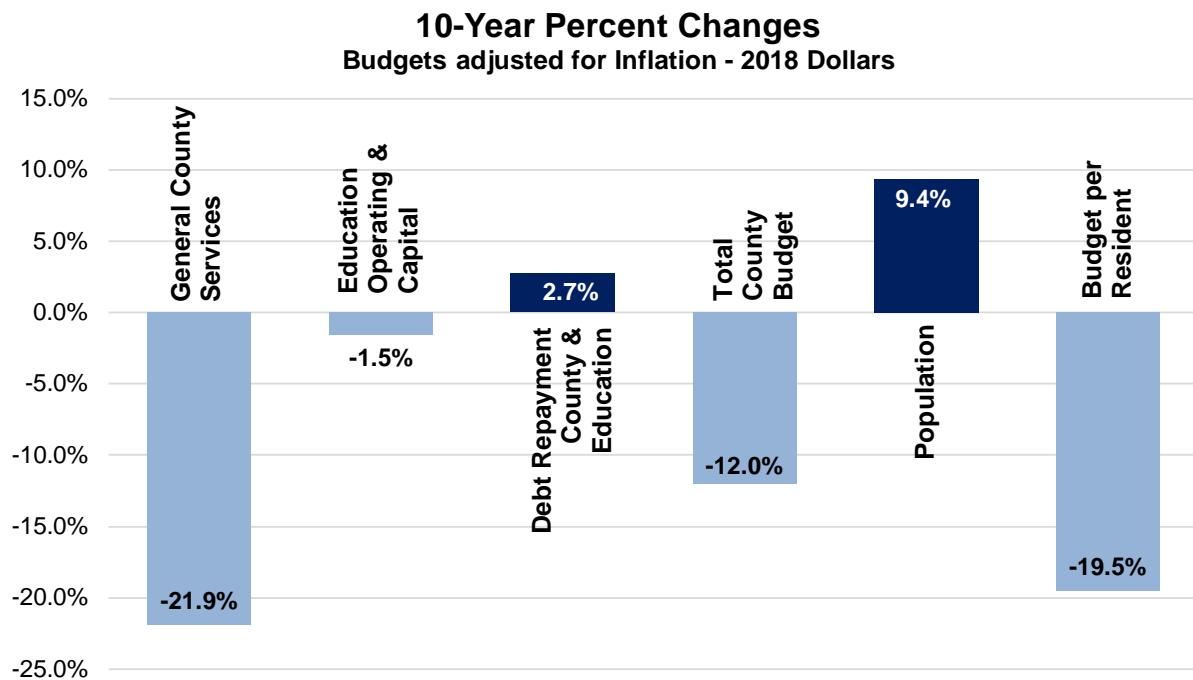
Guilford County's budget has increased less than the inflation rate over the last 10 years. After adjusting for inflationary impacts specific to state and local governments, the recommended FY 2018-19 budget has fallen by 12% since FY 2009-10. This means that the county has about \$84 million less in "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 \$283 or 19.5%, from \$1,451 to \$1,168.



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 9.4% since July 2008, the inflation-adjusted budget per resident has fallen by over 19%



Future General Fund Budget Projections

This annual budget projects expenses over the next fiscal year, July 1, 2018 through June 30, 2019. 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 have allowed the county to add to, rather than use, fund balance over the last several years. Current estimates suggest, however, that the positive variances in expenses and revenues enjoyed in the past will not continue at similar levels in the future. Adjustments to expenses, revisions to capital plans, and/or increases in recurring revenues and/or the property tax rate will be needed to maintain current service levels and complete major infrastructure projects.



Guilford County
General Fund 10-Year Projections

	FY2017 ACTUAL	FY 2018 ADOPTED	FY 2019 ADOPTED	FY 2020 PROJECTION	FY 2021 PROJECTION	FY 2022 PROJECTION	FY 2023 PROJECTION	FY 2024 PROJECTION	FY 2025 PROJECTION	FY 2026 PROJECTION	FY 2027 PROJECTION	FY 2028 PROJECTION
EXPENSE												
General County Services												
Personnel Services	182,411,172	186,707,186	191,441,295	197,184,534	203,100,070	209,193,072	215,468,864	221,932,930	228,590,918	235,448,645	242,512,105	249,787,468
Supplies & Materials	10,924,053	11,388,592	11,563,009	11,794,269	12,030,155	12,270,758	12,516,173	12,766,496	13,021,826	13,282,263	13,547,908	13,818,866
Other Services & Charges	64,269,883	64,723,066	68,474,638	69,844,131	71,241,013	72,665,834	74,119,150	75,601,533	77,113,564	78,655,835	80,228,952	81,833,531
Human Services Assistance	35,349,098	22,856,077	17,018,909	17,359,287	17,706,473	18,060,602	18,421,814	18,790,251	19,166,056	19,549,377	19,940,364	20,339,172
Capital	3,628,890	3,928,400	4,496,739	4,586,674	4,678,407	4,771,975	4,867,415	4,964,763	5,064,058	5,165,340	5,268,646	5,374,019
Other	(449,999)	(425,000)	(400,000)	(408,000)	(416,160)	(424,483)	(432,973)	(441,632)	(450,465)	(459,474)	(468,664)	(478,037)
	296,133,097	289,178,321	292,594,590	300,360,895	308,339,958	316,537,758	324,960,444	333,614,341	342,505,957	351,641,986	361,029,312	370,675,019
Debt Repayment	93,206,212	99,725,281	95,458,012	91,666,135	88,603,985	89,195,594	89,567,686	82,170,441	79,816,759	59,238,376	57,174,419	39,707,624
Transfer to Capital (County)	750,000	2,000,000	2,000,000	8,958,561	8,950,000	21,215,000	9,400,000	9,400,000	9,400,000	9,400,000	9,400,000	9,400,000
Education												
GCS - Operating	188,360,398	195,860,398	202,610,398	209,593,025	216,816,297	224,288,507	232,018,234	240,014,354	248,286,046	256,842,808	265,694,464	274,851,178
GCS - Capital	6,000,000	5,000,000	6,000,000	9,500,000	9,500,000	9,500,000	9,500,000	9,500,000	9,500,000	9,500,000	9,500,000	9,500,000
GTCC - Operating	14,650,000	15,150,000	16,150,000	17,216,007	18,352,377	19,563,755	20,855,092	22,231,665	23,699,102	25,263,399	26,930,950	28,708,571
GTCC - Capital	1,500,000	1,500,000	1,500,000	1,960,000	1,960,000	1,960,000	1,960,000	1,960,000	1,960,000	1,960,000	1,960,000	1,960,000
	210,510,398	217,510,398	226,260,398	238,269,032	246,628,674	255,312,262	264,333,326	273,706,019	283,445,148	293,566,207	304,085,414	315,019,749
TOTAL EXPENSE	600,599,707	608,414,000	616,313,000	639,254,623	652,522,617	682,260,614	688,261,456	698,890,801	715,167,864	713,846,568	731,689,145	734,802,392
Percent Change	-12.2%	1.3%	1.3%	3.7%	2.1%	4.6%	0.9%	1.5%	2.3%	-0.2%	2.5%	0.4%
REVENUE												
Taxes												
Property Taxes	361,330,000	366,250,750	372,870,000	380,327,400	387,933,948	395,692,627	403,606,479	411,678,609	419,912,181	428,310,425	436,876,633	445,614,166
Sales Taxes	80,280,000	85,546,675	90,975,000	93,704,250	96,515,378	99,410,839	102,393,164	105,464,959	108,628,908	111,887,775	115,244,408	118,701,740
Other Taxes	3,350,000	3,650,000	3,700,000	3,811,000	3,925,330	4,043,090	4,164,383	4,289,314	4,417,993	4,550,533	4,687,049	4,827,661
Penalties, Fines & Forfeiture	1,750,000	1,460,000	1,417,000	1,445,340	1,474,247	1,503,732	1,533,806	1,564,482	1,595,772	1,627,688	1,660,241	1,693,446
Licenses and Permits	1,621,750	2,082,031	1,904,000	1,942,080	1,980,922	2,020,540	2,060,951	2,102,170	2,144,213	2,187,098	2,230,839	2,275,456
Intergovernmental	84,070,653	70,548,032	66,595,893	67,927,811	69,286,367	70,672,094	72,085,536	73,527,247	74,997,792	76,497,748	78,027,703	79,588,257
Charges for Services	35,368,154	37,626,522	37,960,419	38,719,627	39,494,020	40,283,900	41,089,578	41,911,370	42,749,597	43,604,589	44,476,681	45,366,215
Other Financing Sources	117,189	119,059	108,059	110,220	112,425	114,673	116,967	119,306	121,692	124,126	126,608	129,141
Miscellaneous Revenues	5,226,524	7,422,024	9,772,342	9,967,789	10,167,145	10,370,488	10,577,897	10,789,455	11,005,244	11,225,349	11,449,856	11,678,853
TOTAL REVENUES	573,114,270	574,705,093	585,302,713	597,955,517	610,889,780	624,111,983	637,628,762	651,446,912	665,573,393	680,015,330	694,780,020	709,874,935
Revenues less Expenses	(27,485,437)	(33,708,907)	(31,010,287)	(41,299,106)	(41,632,837)	(58,148,631)	(50,632,694)	(47,443,889)	(49,594,470)	(33,831,238)	(36,909,125)	(24,927,457)
Bond Premium Fund Balance Plan*		8,584,504	7,019,480	6,136,024								
Net Funding Need		(25,124,403)	(23,990,807)	(35,163,082)								

Assumptions:

Personnel costs increase at proposed FY 18-19 merit pool rate of 3.0% per year.

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

Human Services Assistance expenses increase at 2% per year.

Debt Repayment is based on projected debt repayment schedules used to prepare the FY 18-19 budget. No future referendum impacts are included.

Transfer to Capital (County) reflects cash funding needed in planned Capital Investment Program (CIP) to complete all projects through FY 2024 according to planned schedules. The annual contribution beginning in FY 2024 of \$9.4 million is maintained in future years to provide cash funding for future needs.

GCS Guilford County Schools operating expense increases by 3.4% each year, the increase approved for FY 18-19. The Board of Education requested a total of \$9.5 million in base capital maintenance (excl. security projects) for FY 18-19. The plan assumes an annual capital maintenance budget of \$9.5 million in future years.

GTCC Guilford Technical Community College operating expense increases by 6.6% each year, the FY 18-19 approved increase. Future capital funds reflect GTCC's FY 18-19 request of \$1,960,000.

Sales Taxes and Other Taxes increase at 3% per year. Property Taxes and all revenues are projected to increase 2% per year.

Note:

** Represents bond premium funds generated by the sale of 2/3rd bonds and 2008 referenda bonds that will be used to offset total debt repayment budgets in FY 18, FY 19, and FY 20.*

Education and Related Debt

\$310.3 million

The budget includes \$309.5 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 \$6.2 million more than the amount included in the FY 2017-18 budget. The budget includes an increase of \$7.75 million for GCS and charter schools (\$6.75 million in operating funds and \$1 million in GCS capital maintenance and repair funds) and \$1.0 million (all operating funds) for GTCC. \$2.5 million less is budgeted for repayment of voter-approved debt that was issued for the construction and renovation of school and community college facilities.

In addition, the Board of Commissioners approved up to \$10 million for Guilford County Schools security needs to be funded through anticipated bond sales later this fiscal year. Once a final amount is determined and the bonds are sold, capital projects for the improvements will be established. Debt repayment for the bonds is expected to begin in FY 2019-20.

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.

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	vs. FY18 Adopted	
						\$ chg	% chg
Guilford County Schools (GCS) including Operating Expense Allocations for Charter Schools							
Operating Expenses	\$188,360,398	\$195,860,398	\$195,860,398	\$201,860,398	\$202,610,398	\$6,750,000	3.4%
Capital Maintenance	\$6,000,000	\$5,000,000	\$5,000,000	\$7,500,000	\$6,000,000	\$1,000,000	20.0%
Debt Repayment	\$60,491,720	\$74,792,901	\$67,545,197	\$73,300,865	\$73,300,865	-\$1,492,036	-2.0%
Total	\$254,852,118	\$275,653,299	\$268,405,595	\$282,661,263	\$281,911,263	\$6,257,964	2.3%
Guilford Technical Community College (GTCC)							
Operating Expenses	\$14,650,000	\$15,150,000	\$15,150,000	\$16,150,000	\$16,150,000	\$1,000,000	6.6%
Capital Maintenance	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$0	0.0%
Debt Repayment	\$9,620,910	\$11,010,770	\$10,726,187	\$9,985,019	\$9,985,019	-\$1,025,751	-9.3%
Total	\$25,770,910	\$27,660,770	\$27,376,187	\$27,635,019	\$27,635,019	(\$25,751)	-0.1%
Total Education	\$280,623,028	\$303,314,069	\$295,781,782	\$310,296,282	\$309,546,282	\$6,232,213	2.1%
Sources of Funds							
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>	\$ 2,167,801	\$ 2,616,133	\$ 2,616,133	\$ 2,169,627	\$ 2,169,627	-\$446,506	-17.1%
<i>County Funds</i>	\$ 273,655,727	\$ 295,947,936	\$ 288,415,649	\$ 303,376,655	\$ 302,626,655	\$6,678,719	2.3%
Sources of Funds	\$ 280,623,028	\$ 303,314,069	\$ 295,781,782	\$ 310,296,282	\$ 309,546,282	\$6,232,213	2.1%

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

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

the local funds allocation is also shared with charter schools based on the average per pupil budget.

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

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

Guilford County Schools

The total budget requested by the Guilford County Board of Education (BoE) from all funding sources is \$736.5 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 72% of the requested funding would come from the state and federal governments and other non-Guilford County sources.

The BoE requested \$220.8 million from Guilford County (\$206.4 million for the operating budget and \$14.4 million for capital maintenance and repair projects), an increase of \$19.9 million over the FY 2017-18 appropriation. This increase is equivalent to a property tax rate increase of about 3.9 cents. More information about the Board of Education's request is included in the Education section of this document.

The FY 2018-19 local Operating and Capital Maintenance Budget for the Guilford County Schools is \$208,610,398, an increase of \$7.75 million over the FY 2017-18 Adopted Budget.

- The budget includes an increase in **operating funding** of \$6.75 million from \$195,860,398 to 202,610,398. This allocation increases the county's projected per pupil operating allocation from \$2,464 to \$2,526.
- 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

Operating Budget Allocation			
	Total	GCS	Charter Schools
Per Pupil Allocation	\$2,526	\$2,526	\$2,526
Total Projected Students	80,211	72,259	7,952
County Allocation	\$202,610,398	\$182,523,903	\$20,086,495
FY 2017-18 Adopted Budget	\$0	\$6,000,000	\$0
Change from FY 2017-18	\$202,610,398	\$176,523,903	\$20,086,495

Note: Charter school amounts are estimates. Guilford County does not make allocations to the charter schools. GCS staff allocate funds based on final budgets and current student attendance.

- The adopted county funding for capital maintenance and repair projects is \$6.0 million, an increase of \$1.0 million over the FY 2017-18 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 later this fiscal year. Once a final amount is determined and the bonds are sold, capital projects for the improvements will be established. 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 \$73.3 million dollars for the repayment of voter-approved bonds for school construction and renovation projects. This is a decrease of \$1.5 million over the FY 2017-18 budget.

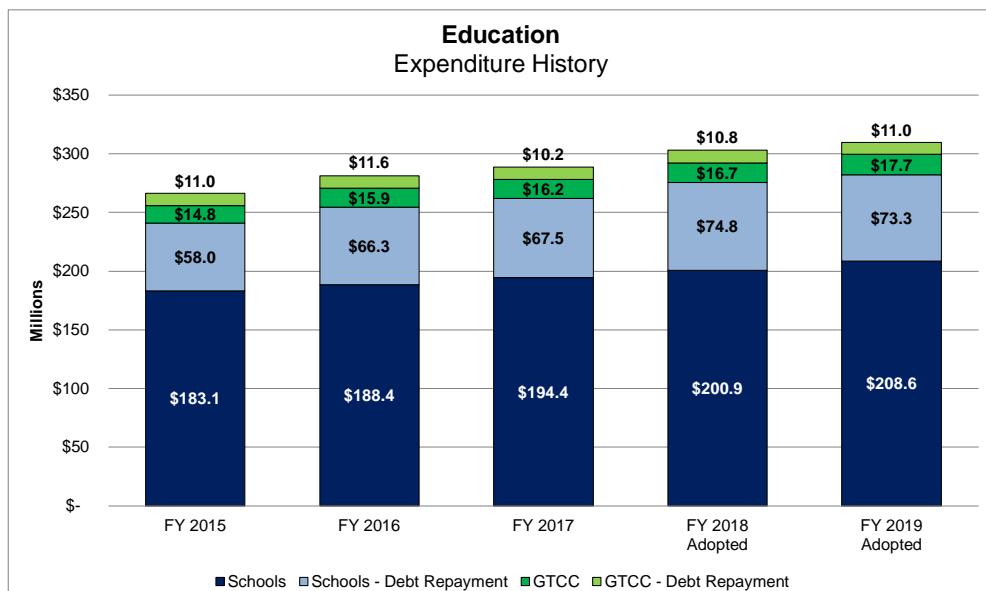
A final total Board of Education budget that incorporates the approved local funding support will be adopted in the summer by the Board of Education once final state and federal funding amounts are known. More information on the overall budget for the Guilford County Schools may be found online at www.gcsnc.com 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 \$18,510,000 from Guilford County - \$16,550,000 in operating funds and \$1,960,000 in capital outlay funds. This request is \$1.86 million higher than the current year's budget. This requested increase is equivalent to a property tax rate increase of about 0.37 cents. More details about the Board of Trustee's request may be found in the Education section of this document.

- The FY 2018-19 budget increases the operating allocation for Guilford Technical Community College by \$1.0 million to \$16,150,000. 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 \$1.5 million for capital maintenance and repairs, the same amount as appropriated in FY 2017-18.

The county budget also allocates \$10 million for debt repayment for voter-approved bonds for new and renovated community college facilities.



Human Services

\$118.1 million

The recommended budget includes \$118.1 million for Human Services expenditures, a decrease of \$1.73 million (-1.4%) 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.

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	vs. FY18 Adopted	
						\$ chg	% chg
Department							
Child Support Enforcement	\$5,971,013	\$6,309,612	\$6,331,696	\$6,554,515	\$6,554,515	\$244,903	3.9%
Coordinated Services	\$1,346,833	\$1,279,331	\$1,279,333	\$1,379,228	\$1,379,228	\$99,897	7.8%
Mental Health	\$9,674,000	\$9,674,000	\$9,674,000	\$9,674,000	\$9,674,000	\$0	0.0%
Public Assistance Mandates	\$2,502,314	\$2,408,156	\$2,408,156	\$2,552,365	\$2,552,365	\$144,209	6.0%
Public Health	\$30,893,221	\$33,952,269	\$34,265,243	\$36,231,901	\$36,231,901	\$2,279,632	6.7%
Social Services	\$82,461,210	\$64,922,140	\$60,806,563	\$60,034,066	\$59,855,766	(\$5,066,374)	-7.8%
Transportation	\$1,500,405	\$1,270,341	\$1,755,798	\$1,640,355	\$1,640,355	\$370,014	29.1%
Veterans Services*	\$0	\$0	\$0	\$0	\$198,300	\$198,300	n/a
Total Expenditures	\$134,348,996	\$119,815,849	\$116,520,789	\$118,066,430	\$118,086,430	(\$1,729,419)	-1.4%
* included in Social Services beginning in FY 2017 and made Health & Human Services division in FY 2019							
Sources of Funds							
Federal & State Funds	\$77,863,408	\$59,629,741	\$55,545,325	\$55,406,275	\$55,406,275	(\$4,223,466)	-7.1%
User Charges	\$12,527,245	\$8,603,709	\$8,723,342	\$8,487,090	\$8,487,090	(\$116,619)	-1.4%
Other	\$1,349,760	\$1,599,761	\$1,781,016	\$1,785,005	\$1,785,005	\$185,244	11.6%
Fund Balance	\$1,293,122	\$638,031	\$943,167	\$3,185,199	\$3,185,199	\$2,547,168	399.2%
County Funds	\$41,315,461	\$49,344,607	\$49,527,939	\$49,202,861	\$49,222,861	(\$121,746)	-0.2%
Sources of Funds	\$134,348,996	\$119,815,849	\$116,520,789	\$118,066,430	\$118,086,430	(\$1,729,419)	-1.4%
Permanent Positions	1,112.200	1,126.450	1,132.450	1,152.450	1,142.450	16.000	1.4%

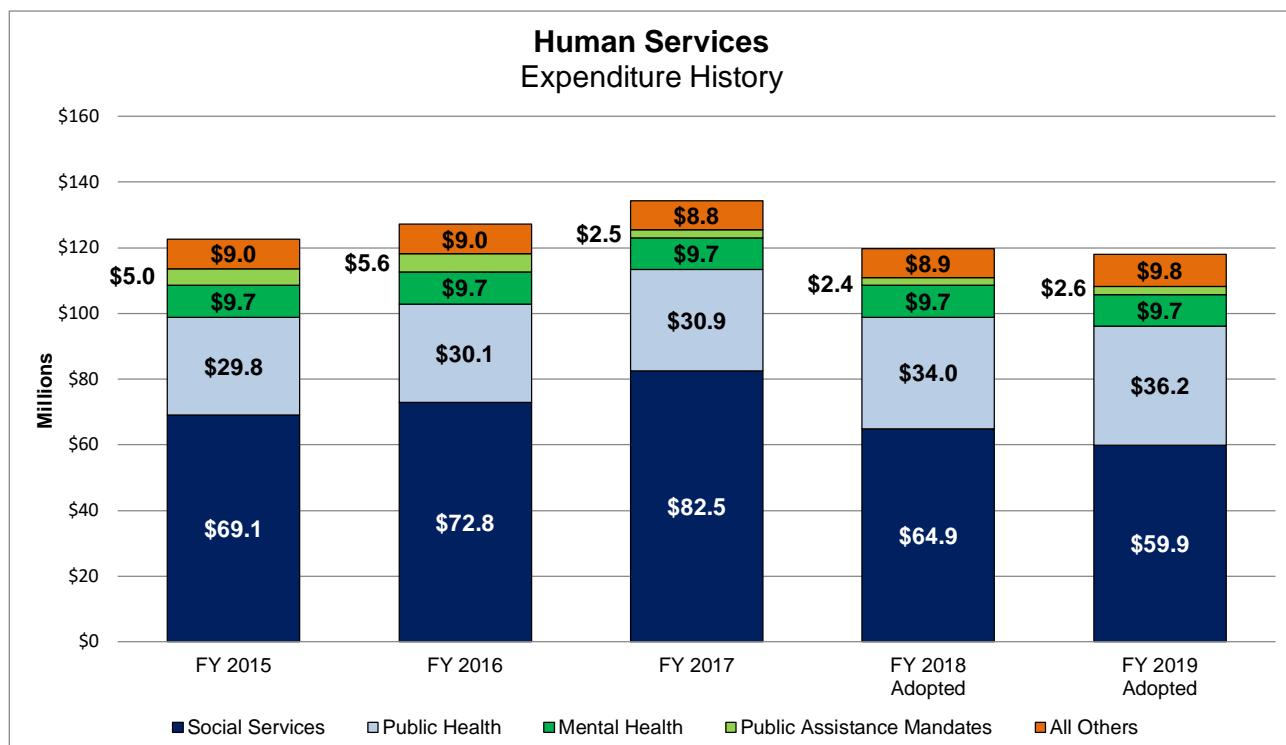
The overall decrease in Human Services is the result of a change in the way the state pays for **child day care services** for qualified clients. Beginning in the first quarter of FY 2017-18, the state started paying vendors directly for eligible child day care expenses. Previously, these funds "passed through" the county's budget to day care providers. This transition was completed in FY 2017-18 and \$5.6 million of day care transition funds have been removed from the FY 2018-19 budget. Responsibility for determining eligibility for day care will remain with the county. The decrease in day care expenses is partially offset by an increase of \$470,000 in **adoption program** expenses.

The budget includes \$265,500 of ABC bottle tax funding for Alcohol and Drug Services for substance abuse treatment services (\$165,500) and for research into the incidence and impact of substance abuse in the county (\$100,000). Funds from the bottle tax may only be used for the treatment of alcoholism or substance abuse, or for the research or education on alcohol or substance abuse.

Other changes in Human Services include:

- The addition of five new School Nurses to expand public health services in the public schools (\$373,000).

- \$50,000 for a Tele-Medicine Interactive System to allow Public Health to provide services via teleconference & video calls to off-site clients.
- Four new Lead Eligibility Caseworkers and one Eligibility Supervisor to expand the Medicaid Quality Assurance Team in Social Services. This team will review new Medicaid applications and certifications for accuracy to avoid new financial penalties that will be assessed by the state for eligibility status errors. (\$70,150 net expense after federal reimbursements).
- Conversion of one Foster Care Coordinator from grant to county funding because the grant is ending (\$28,200 after federal block grant revenues).
- Two new Establishment Agents for Child Support Enforcement agents to help address service demands and improve processing time for new clients (\$100,600 gross expense but the county will receive \$98,300 in reimbursement revenue for the positions).
- Addition of \$20,000 to upgrade a vacant position in Veterans Services to a director-level position. Veterans Services was also separated from Social Services and will now be a separate, stand-alone division under the Department of Health and Human Services.
- Elimination of two grant-funded Public Health positions for which funding has ended (\$109,000).



Public Safety

\$112.1 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 \$112.1 million for Public Safety services, an increase of \$3.4 million (3.1%) over the FY 2017-18 Adopted Budget. Revenues offset approximately 25% of total expenses.

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	vs. FY18 Adopted	
						\$ chg	% chg
Department							
Animal Services	\$3,160,587	\$3,840,313	\$4,485,412	\$4,134,716	\$4,134,716	\$294,403	7.7%
Court Alternatives	\$2,277,024	\$2,735,273	\$2,734,050	\$2,627,589	\$2,627,589	(\$107,684)	-3.9%
Emergency Services	\$28,938,712	\$29,847,342	\$30,035,401	\$30,590,046	\$30,861,426	\$1,014,084	3.4%
Family Justice Center	\$287,753	\$380,126	\$541,402	\$630,604	\$630,604	\$250,478	65.9%
Inspections	\$2,131,846	\$2,352,929	\$2,336,728	\$2,379,363	\$2,379,363	\$26,434	1.1%
Law Enforcement	\$66,484,829	\$66,601,596	\$71,060,328	\$68,234,570	\$68,292,978	\$1,691,382	2.5%
Other Protection	\$833,102	\$1,017,947	\$967,967	\$997,436	\$1,017,436	(\$511)	-0.1%
Security	\$1,776,654	\$1,975,656	\$1,971,088	\$2,173,363	\$2,173,363	\$197,707	10.0%
Total Expenditures	\$105,890,507	\$108,751,182	\$114,132,376	\$111,767,687	\$112,117,475	\$3,366,293	3.1%
Sources of Funds							
Federal & State Funds	\$1,046,819	\$880,769	\$1,591,787	\$1,082,118	\$1,091,368	\$210,599	23.9%
User Charges	\$25,108,433	\$25,326,390	\$25,362,990	\$25,728,797	\$25,846,848	\$520,458	2.1%
Other	\$1,464,811	\$912,161	\$1,176,715	\$930,905	\$1,105,035	\$192,874	21.1%
Fund Balance	\$823,753	\$562,093	\$993,165	\$448,893	\$448,893	(\$113,200)	-20.1%
County Funds	\$77,446,691	\$81,069,769	\$85,007,719	\$83,576,974	\$83,625,331	\$2,555,562	3.2%
Sources of Funds	\$105,890,507	\$108,751,182	\$114,132,376	\$111,767,687	\$112,117,475	\$3,366,293	3.1%
Permanent Positions	1,045.400	1,057.400	1,064.400	1,103.400	1,065.400	8.000	0.8%

The **Law Enforcement** budget includes additional funds for medical care of inmates (\$107,000), additional replacement vehicles (\$25,000 net increase due to town contract revenues), software licenses (\$125,000), and equipment and vehicle repairs (\$132,000). The Board of Commissioners also approved a new Crime Scene Investigator position for the department.

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

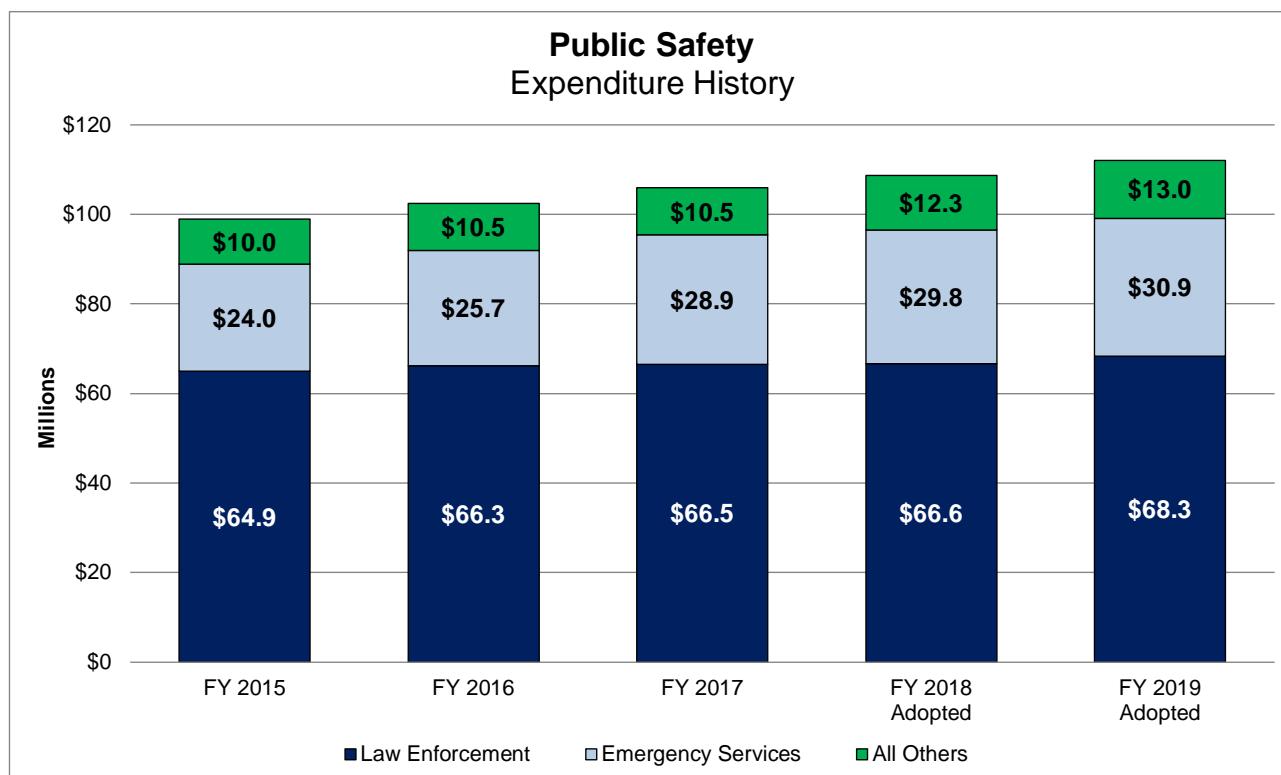
- Additional funding for the full-year impact of five EMTs and five Paramedics hired in October 2017 (\$133,000).
- \$262,000 for four new positions – two EMT's and two grant-funded positions.
- An additional \$249,000 for increases in equipment maintenance and \$197,000 to replace aging equipment including training mannequins and rescue tools.
- An increase of \$168,375 in the county's share of GM 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 39% of GM 911's net expenses in FY 2018-19, up from 38% in FY 2017-18.
- The Emergency Services budget includes replacement ambulances and other vehicles.

The **Animal Services** budget, which includes funding for both Animal Control and the Animal Shelter, increased by approximately \$294,400 as the County continues to align the Animal Shelter budget with actual expenditures. Most of the increase is due to the budgeting of \$113,000 for various Shelter operating supplies as well as funds for maintenance to keep the shelter functioning until the planned replacement facility is completed. The remainder of the increase is additional funding for community spay-neuter programs including Project Bark and SPOT. FY 2018-19 will be the third full year of County operation of the shelter.

The **Family Justice Center** budget includes the full-year impact of opening a location in High Point with an estimated annual operating cost of \$250,000. This facility is located in the High Point Courthouse and has its own dedicated entrance to facilitate client and community partner access; it is expected to open in early FY 2018-19.

Additional funds are also included in the **Security** budget for a new county security officer position, and additional security enhancements and equipment at county facilities (\$190,000).

The **Inspections** budget includes about \$38,500 for a proposed Building Inspector Career Development Program that will be designed to encourage inspectors to complete additional certifications by offering incentives and funds for required class registrations.



Support Services & Capital Needs

\$24.0 million

At \$24.0 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.

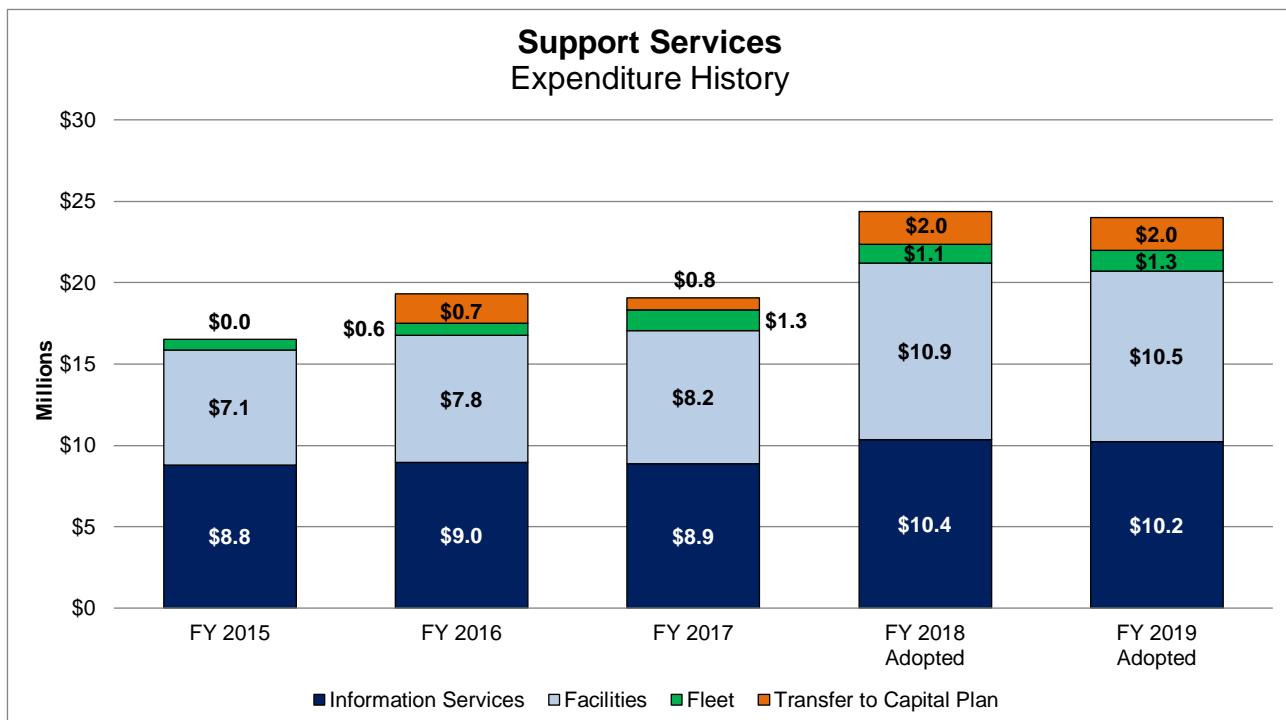
	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	vs. FY18 Adopted	
						\$ chg	% chg
Department							
Facilities	\$8,160,730	\$10,872,202	\$10,070,594	\$10,479,263	\$10,479,263	(\$392,939)	-3.6%
Information Services	\$8,882,430	\$10,353,759	\$10,400,568	\$10,213,743	\$10,213,743	(\$140,016)	-1.4%
Fleet Operations	\$1,278,635	\$1,147,462	\$1,203,168	\$1,305,536	\$1,305,536	\$158,074	13.8%
Transfer to Capital Plan	\$750,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$0	0.0%
Total Expenditures	\$19,071,795	\$24,373,423	\$23,674,330	\$23,998,542	\$23,998,542	(\$374,881)	-1.5%
Sources of Funds							
User Charges	\$758,113	\$677,000	\$677,000	\$693,000	\$693,000	\$16,000	2.4%
Other	\$605,364	\$842,176	\$875,753	\$695,939	\$695,939	(\$146,237)	-17.4%
County Funds	\$17,708,318	\$22,854,247	\$22,121,577	\$22,609,603	\$22,609,603	(\$244,644)	-1.1%
Sources of Funds	\$19,071,795	\$24,373,423	\$23,674,330	\$23,998,542	\$23,998,542	(\$374,881)	-1.5%
Permanent Positions	110.000	110.000	110.000	111.000	111.000	1.000	0.9%

The decrease in the **Facilities** budget reflects the removal of \$300,000 one-time in professional services funds for a joint County-Schools Facility Study initiated in FY 2017-18. It continues to include \$3.0 million for major or special facilities maintenance such as roof and HVAC system replacements.

The **Information Services** budget reflects the costs of continuing improvements to county software and hardware. While it includes a slight reduction in funding due to more expensive technology projects being completed, it still contains funding for replacement for the county's permitting and inspections software as well as county-wide hardware upgrades including WiFi and server upgrades and continued computer replacements. The budget also includes one Technical Support Technician position for Information Services to improve both quality and responsiveness of the help desk (partially offset by elimination of contracted support tech; \$14,800 net cost).

The budget includes \$654,600 in the **Fleet Operations** department to replace 18 vehicles for most non-public safety county departments that have condition issues or high mileage. Funding will also allow the purchase of 8 new fleet vehicles for the county's two motor pools for use by other county departments to increase fleet availability and reduce staff mileage reimbursement costs, as well as a new vehicle telematics program to monitor vehicle use and maintenance needs.

The budget includes a \$2 million cash transfer for the county's **Capital Investment Plan**. This is same amount as last fiscal year. Additional cash funds or debt issues will be required to fully fund all of the projects included in the CIP. For more information, see the CIP section of this document.



General Government

\$29.1 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.

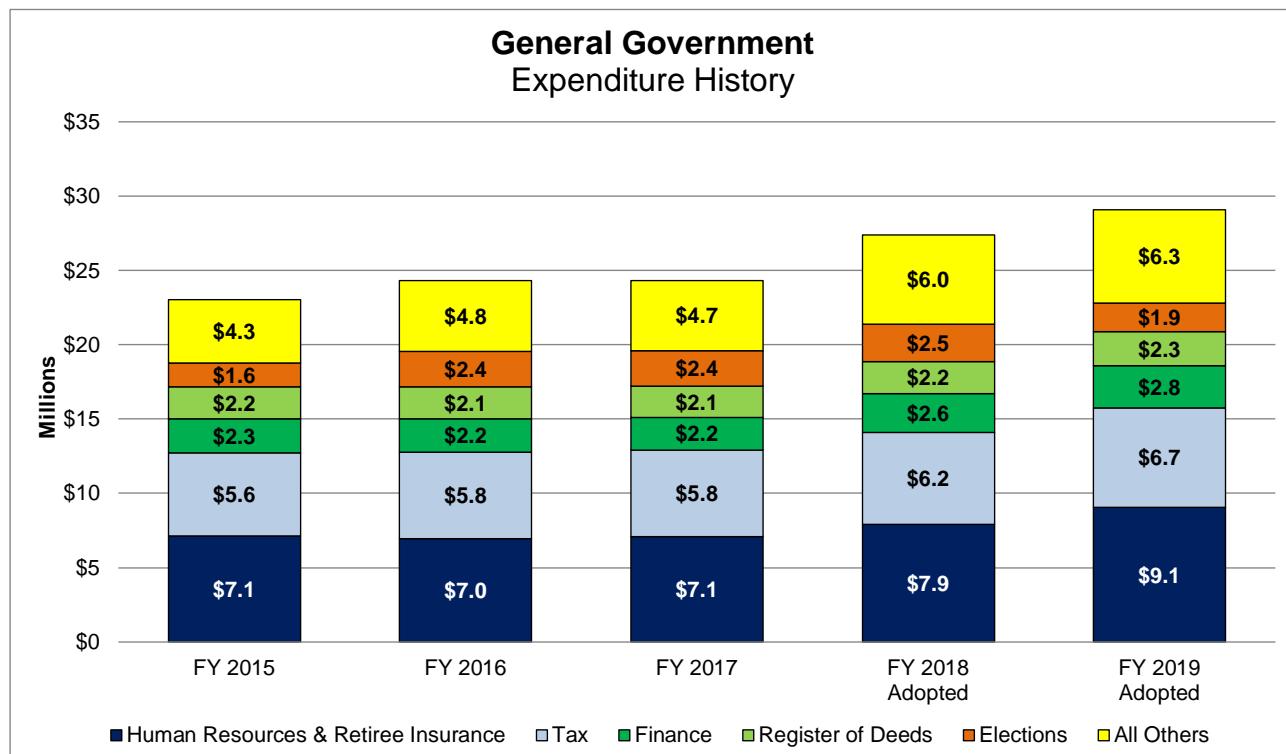
	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	vs. FY18 Adopted	
						\$ chg	% chg
Department							
Budget & Management	\$478,899	\$566,118	\$606,119	\$699,812	\$699,810	\$133,692	23.6%
Clerk to the Board	\$160,210	\$305,477	\$308,497	\$380,166	\$380,166	\$74,689	24.4%
County Administration	\$780,451	\$1,334,783	\$1,194,248	\$1,334,334	\$1,422,349	\$87,566	6.6%
County Attorney	\$2,063,167	\$2,366,911	\$2,365,610	\$2,393,928	\$2,393,928	\$27,017	1.1%
County Commissioners	\$448,965	\$489,593	\$596,664	\$493,887	\$493,887	\$4,294	0.9%
Elections	\$2,400,570	\$2,508,744	\$2,478,934	\$1,930,157	\$1,930,157	(\$578,587)	-23.1%
Finance	\$2,197,627	\$2,589,854	\$2,549,844	\$2,831,875	\$2,831,875	\$242,021	9.3%
Human Resources	\$7,107,271	\$7,898,553	\$7,889,388	\$9,057,037	\$9,057,037	\$1,158,484	14.7%
Internal Audit	\$457,321	\$529,683	\$494,774	\$564,783	\$564,783	\$35,100	6.6%
Purchasing	\$335,256	\$394,462	\$396,118	\$392,677	\$324,662	(\$69,800)	-17.7%
Register of Deeds	\$2,090,970	\$2,197,513	\$2,157,518	\$2,287,330	\$2,287,330	\$89,817	4.1%
Tax	\$5,825,696	\$6,207,465	\$6,582,646	\$6,647,018	\$6,703,018	\$495,553	8.0%
Total Expenditures	\$24,346,403	\$27,389,156	\$27,620,360	\$29,013,004	\$29,089,002	\$1,699,846	6.2%
Sources of Funds							
Federal & State Funds	\$27,586	\$30,000	\$30,000	\$28,000	\$28,000	(\$2,000)	-6.7%
User Charges	\$3,955,773	\$3,876,090	\$4,061,090	\$3,624,111	\$3,624,111	(\$251,979)	-6.5%
Other	\$3,707,019	\$3,290,852	\$3,295,852	\$3,342,177	\$3,342,177	\$51,325	1.6%
Fund Balance	\$62,386	\$24,279	\$24,280	\$97,979	\$97,979	\$73,700	303.6%
County Funds	\$16,593,639	\$20,167,935	\$20,209,138	\$21,920,737	\$21,996,735	\$1,828,800	9.1%
Sources of Funds	\$24,346,403	\$27,389,156	\$27,620,360	\$29,013,004	\$29,089,002	\$1,699,846	6.2%
Permanent Positions	196.900	198.400	198.400	207.275	200.400	2.000	1.0%

General Government expenditures total \$29.1 million and are about 5% of total general fund expenditures. Total expenditures for FY 2018-19 are about \$1.7 million higher than those adopted for FY 2017-18. Major changes in General Government department include:

- One new Analytics & Business Intelligence position in **Budget, Management & Evaluation** to provide incremental support necessary to advance the county's data and innovation strategy. Advancing means a more innovative and inquisitive workforce that asks more questions, understands more deeply, and is more results-driven. Over the last year, service information from Law Enforcement, Emergency Services, Animal Control, Register of Deeds, Planning, Inspections, and others have been consolidated and used to develop performance dashboards and data visualizations to better understand county operations. This position will help the county speed the integration of data from other service areas, particularly health and human services. This position will also help to promote public access to and understanding of county data to support community-driven solutions. (\$69,900 – the county will receive some revenues in future years for this position through indirect cost reimbursements received by other departments).
- A part-time 0.75 FTE (30 hours per week) Deputy **Register of Deeds** position will be added and an existing position will be converted from 0.50 to 0.75 FTE (20 hours per week to 30

to expand the Passport Acceptance Facility program (\$46,300 net). Passport fees will fully offset the cost of this position.

- One new foreclosure-related position in **Tax** to assist with the foreclosure process (\$56,000).
- Funds in the **County Clerk's** budget for a marketing package to improve external county communications as part of the county's on-going effort to improve its branding (\$39,500) and support for the annual state-wide meeting of the North Carolina Association of County Commissioners in Greensboro next summer (\$18,000).
- \$70,000 total in the **Finance** and **Tax** Departments' budgets for direct payment of bank fees. Currently the county pays fees passively out of its returns; this switch to direct payment is expected to generate a net revenue of \$200,000 to the county.
- \$1 million in **Human Resources** to address compensation issues for difficult to attract and retain positions. The Human Resources budget also includes an additional \$187,000 in retiree insurance cost due to an increase in the number of covered members.



Community Services

\$11.3 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. Expenditures are expected to increase by \$454,000 from the FY 2017-18 budget.

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	vs. FY18 Adopted	
						\$ chg	% chg
Department							
Cooperative Extension	\$601,023	\$643,464	\$1,615,751	\$739,536	\$741,711	\$98,247	15.3%
Culture & Libraries	\$1,832,442	\$1,844,077	\$1,869,892	\$1,844,077	\$1,844,077	\$0	0.0%
Economic Development	\$1,473,038	\$1,380,780	\$3,844,437	\$1,363,500	\$1,553,500	\$172,720	12.5%
Parks	\$3,730,569	\$4,277,565	\$5,680,777	\$4,474,748	\$4,440,525	\$162,960	3.8%
Planning & Development	\$796,403	\$890,730	\$920,276	\$809,409	\$809,409	(\$81,321)	-9.1%
Soil & Water Conservation	\$261,469	\$329,508	\$333,455	\$310,872	\$310,872	(\$18,636)	-5.7%
Solid Waste	\$1,456,790	\$1,482,587	\$1,673,936	\$1,603,047	\$1,603,047	\$120,460	8.1%
Total Expenditures	\$10,151,734	\$10,848,711	\$15,938,524	\$11,145,189	\$11,303,141	\$454,430	4.2%
Sources of Funds							
Federal & State Funds	\$1,245,477	\$988,130	\$1,128,570	\$1,069,750	\$1,069,750	\$81,620	8.3%
User Charges	\$1,019,787	\$1,150,364	\$1,150,364	\$1,138,370	\$1,138,370	(\$11,994)	-1.0%
Other	\$226,220	\$195,133	\$210,033	\$192,070	\$194,245	(\$888)	-0.5%
Appropriated Fund Balance	\$20,000	\$0	\$67	\$2,505	\$2,505	\$2,505	0.0%
County Funds	\$7,640,250	\$8,515,084	\$13,449,490	\$8,742,494	\$8,898,271	\$383,187	4.5%
Sources of Funds	\$10,151,734	\$10,848,711	\$15,938,524	\$11,145,189	\$11,303,141	\$454,430	4.2%
Permanent Positions	47.750	49.000	49.000	50.000	49.000	-	0.0%

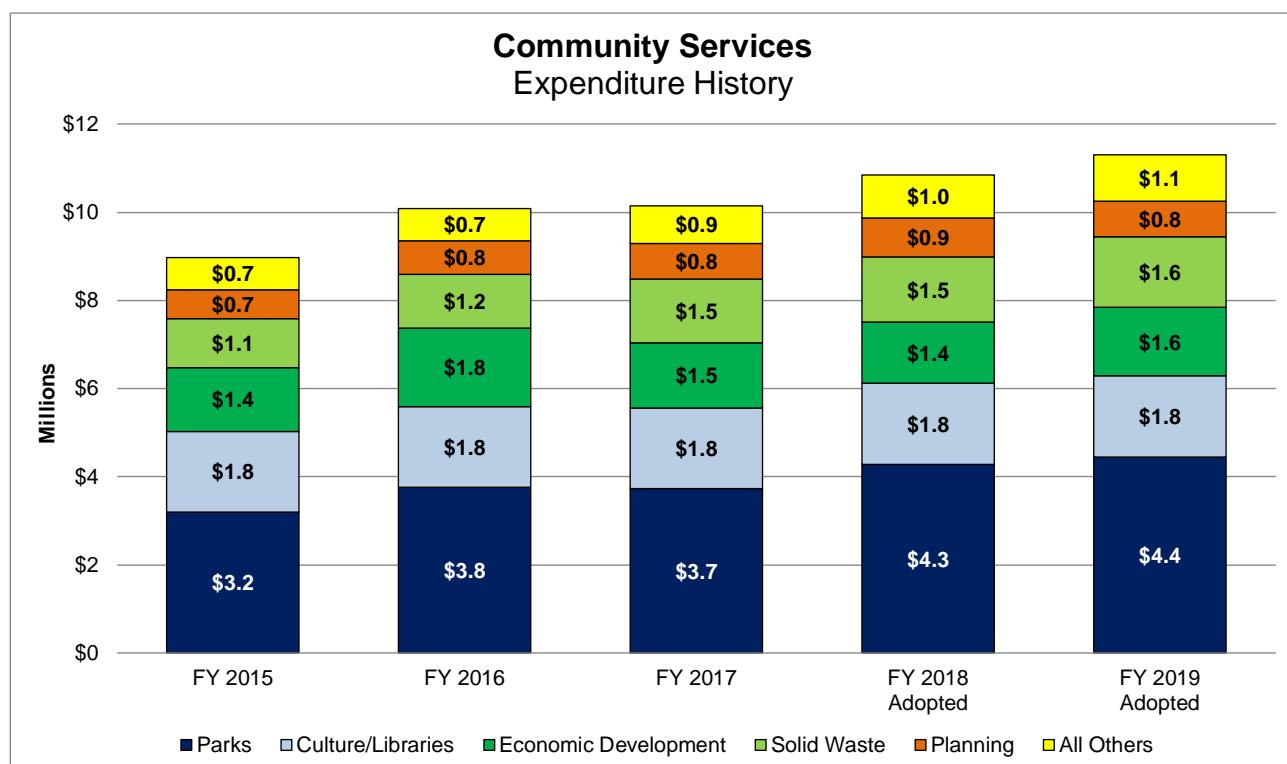
The **Parks** budget will increase by approximately \$163,000 in FY 2018-19. The biggest changes in the department are increases in the Passive Parks, Trails & Grounds unit that maintains non-staffed parks as well as general county properties. The budget also includes additional funds for equipment and personnel shared with Forsyth County at Triad Park, contracted pool lifeguards and major equipment replacement, bringing Parks equipment replacement funding to a level that allows all replacements to be done on schedule.

Other major changes in Community Services include:

- The **Cooperative Extension** budget will increase for by just over \$98,000, including approximately \$33,000 in additional funding for a full-time livestock agriculture agent (position is currently funded part-time and cost will be partially off-set by funding from NC State University) and a planned replacement of training kitchen equipment used for community classes and events.
- The overall **Economic Development** budget will increase by approximately \$173,000 due to the addition of funding for economic development organizations. A full list of approved allocations is included on the Economic Development pages in the Community Services section of this document.
- The **Solid Waste** budget includes additional funds to offset the cost of electronic waste, scrap tires, and regular recycling and clean-up efforts and events (\$30,000). An additional \$20,000 is also included for the county's share of the Household Hazardous Waste

program operated by the City of Greensboro. The program will be expanded by two days per week to satisfy demand for additional access to the drop-off facility.

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



Non-Education Debt Repayment	\$12.2 million
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Total debt repayment expenditures in the FY 2018-19 budget are expected to be just under \$95.5 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 \$83.3 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 \$12.2 million will pay for all other debt-financed projects, including the Greensboro Detention Center, parks and open space development, and other county facilities. This amount is about \$1.2 million less than the amount included in the FY 2017-18 budget due largely to the county making the final payment on the capital financing for the BB&T Building purchase and renovation.

GENERAL FUND REVENUES

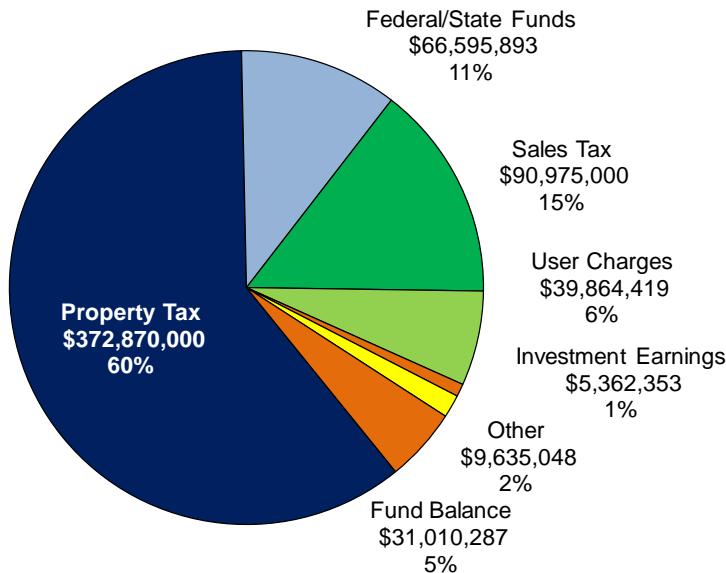
General Fund revenues and appropriated fund balance for FY 2018-19 total \$616,313,000. This is \$7.9 million (+1.3%) more than the budget adopted for FY 2017-18.

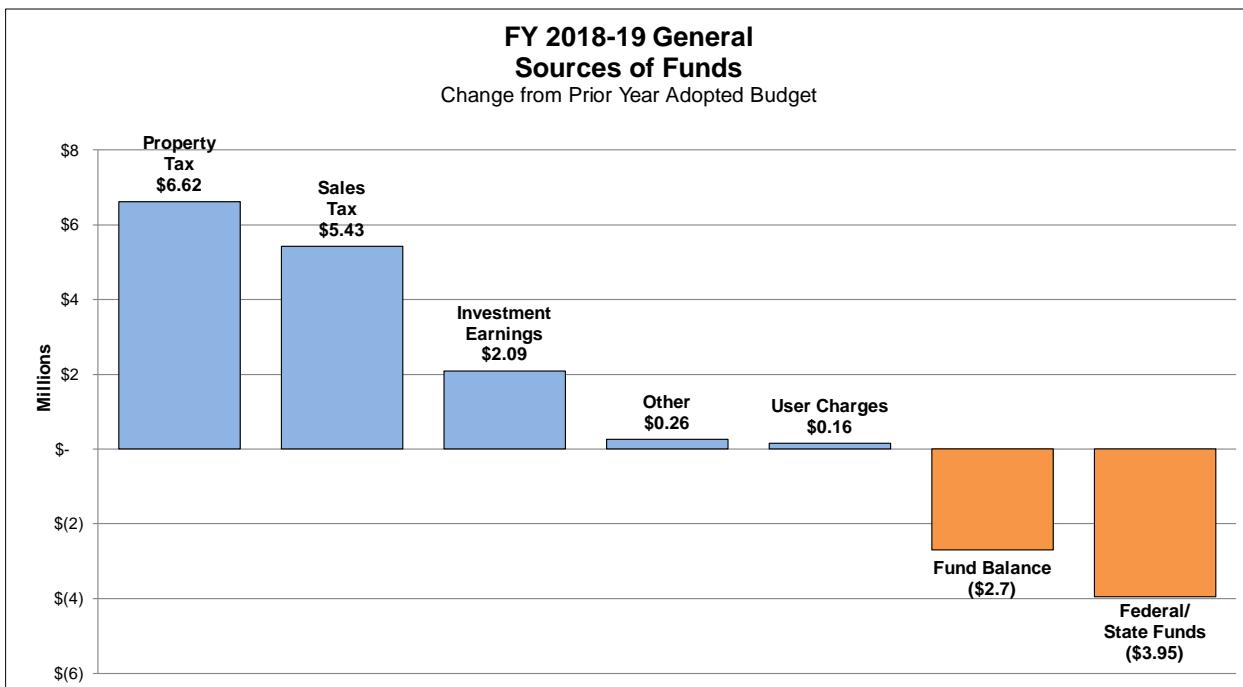
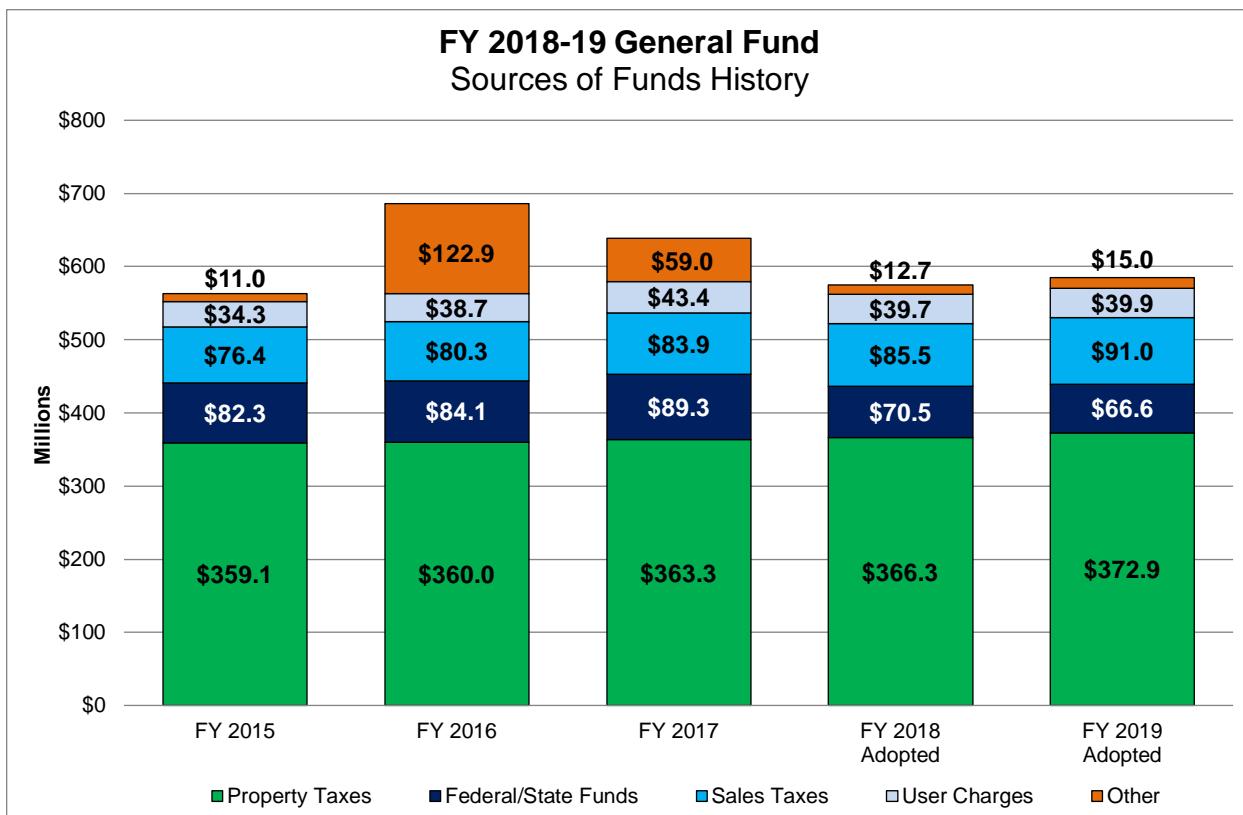
The general recommended county-wide **property tax rate** for FY 2018-19 is \$0.7305 for each \$100 of assessed valuation, equal to the FY 2017-18 property tax rate. This means that you will pay \$73.05 in property tax for each \$10,000 of property owned in Guilford County. Depending on where you live in Guilford County, your property may be subject to additional municipal, fire, or other tax rates. Each penny of property tax generates about \$5.07 million.

Nearly nine of every ten dollars of revenue are generated from just three sources – property taxes (60%), sales taxes (15%), 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						
	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	vs. FY18 Adopted	
						\$ chg	% chg
Property Tax	\$ 363,322,313	\$ 366,250,750	\$ 366,250,750	\$ 372,870,000	\$ 372,870,000	\$ 6,619,250	1.8%
Federal/State Funds	\$ 89,257,971	\$ 70,548,032	\$ 67,315,074	\$ 66,586,643	\$ 66,595,893	\$ (3,952,139)	-5.6%
Sales Tax	\$ 83,919,378	\$ 85,546,675	\$ 85,546,675	\$ 90,975,000	\$ 90,975,000	\$ 5,428,325	6.3%
User Charges	\$ 43,437,587	\$ 39,708,553	\$ 40,049,786	\$ 39,746,368	\$ 39,864,419	\$ 155,866	0.4%
Investment Earnings	\$ 1,717,027	\$ 3,271,353	\$ 3,271,353	\$ 5,362,353	\$ 5,362,353	\$ 2,091,000	63.9%
Other	\$ 57,316,765	\$ 9,379,730	\$ 219,512,119	\$ 9,458,743	\$ 9,635,048	\$ 255,318	2.7%
Total Revenues	\$ 638,971,041	\$ 574,705,093	\$ 781,945,757	\$ 584,999,107	\$ 585,302,713	\$ 10,597,620	1.8%
Fund Balance	\$ (26,050,298)	\$ 33,708,907	\$ 42,601,808	\$ 31,460,153	\$ 31,010,287	\$ (2,698,620)	-8.0%
Total	\$ 612,920,743	\$ 608,414,000	\$ 824,547,565	\$ 616,459,260	\$ 616,313,000	\$ 7,899,000	1.3%

FY 2018-19 Budget General Fund by Source of Funds





Property Tax \$372.9 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 \$370.2 million. Another \$2.7 million will come from payments made for taxes originally due in prior years. Each penny of property tax generates about \$5.07 million.

Estimating FY 2018-19 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.

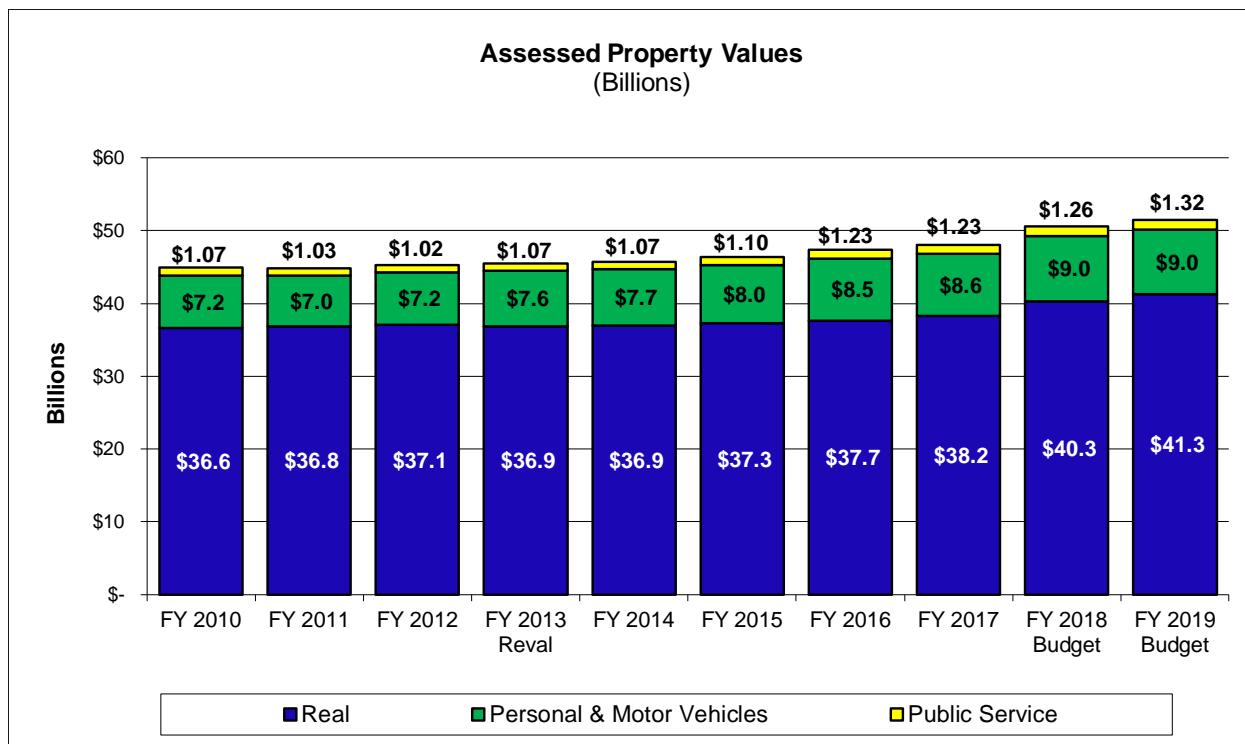
The total property tax base for FY 2018-19 is estimated to be \$51.47 billion. This reflects the most recent estimates of real values established during the current property reappraisal cycle, as well as current projections for personal property, public service property, and motor vehicle values. The projected property tax base is 1.8% higher than the value used to build the FY 2017-18 budget.

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	B 75.50	\$38.25	\$8.61	\$1.23	\$48.08	1.5%
2018	R, B 73.05	\$40.32	\$8.96	\$1.26	\$50.54	5.1%
2019	B 73.05	\$41.28	\$8.86	\$1.32	\$51.47	1.8%

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



Property Tax Rate

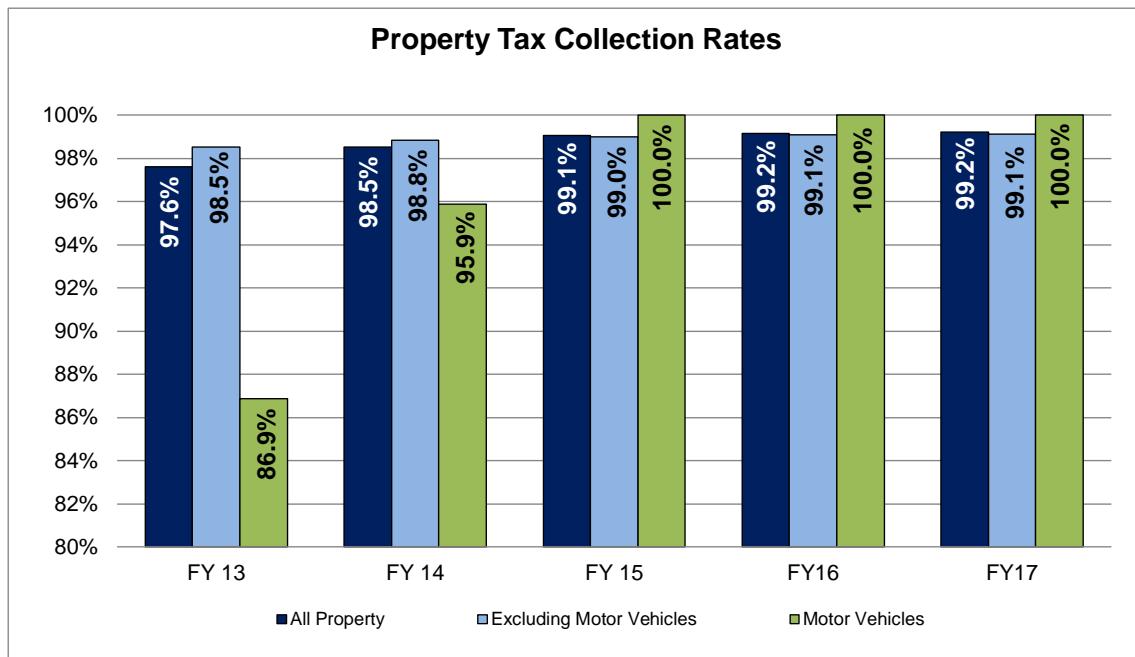
The FY 2018-19 budget is based on a general, county-wide property tax rate of **\$0.7305 cents** for every \$100 of assessed property valuation – no change from the FY 2017-18 adopted rate. The tax rate is the revenue-neutral tax rate based on the county's most recent reappraisal of real property. In 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 2016-17 was 99.2%, slightly higher than FY 2015-16's overall collection rate of 99.16%. The overall collection rate for FY 2017-18 is estimated to equal or exceed FY 2016-17's rate.

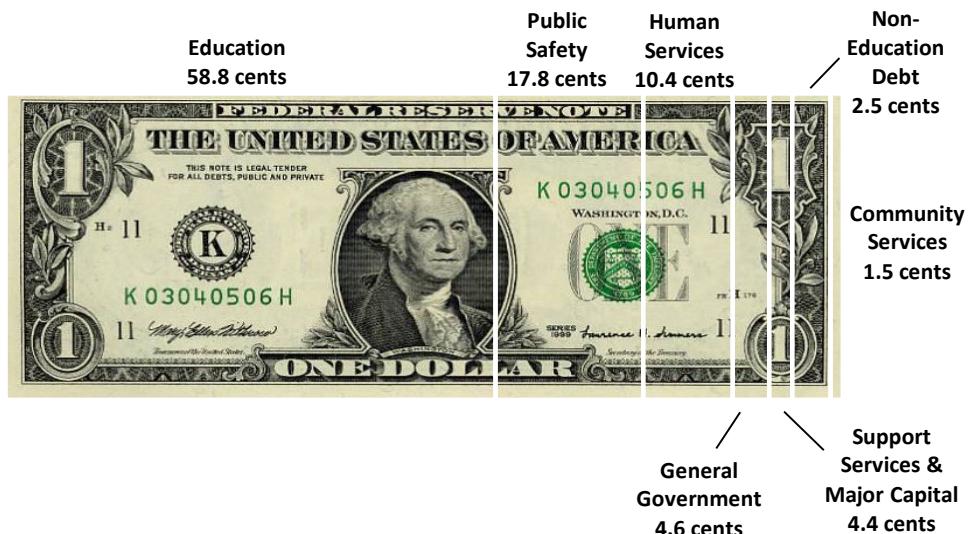
The FY 2018-19 budget assumes an overall collection rate of approximately 98.5%. This rate is slightly lower than the collection rate projected for FY 2017-18 to provide protection against unexpected changes in property values that could impact property tax revenues.

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

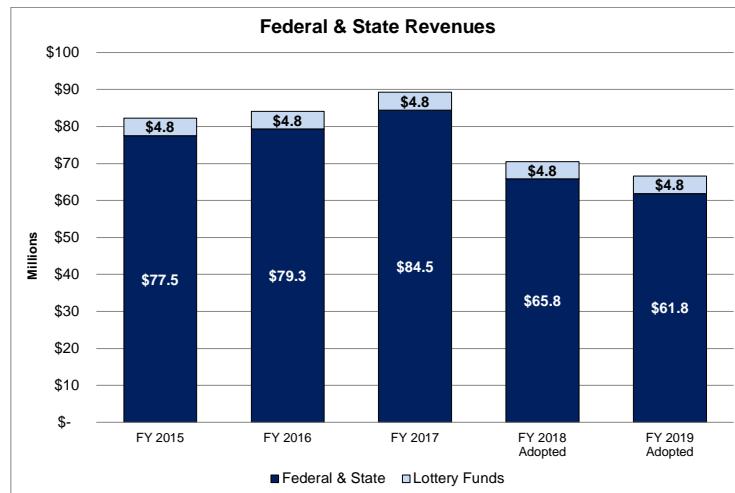
\$66.6 million

Federal and state funds represent about 11%, or \$66.6 million, of total revenues anticipated to be received in FY 2018-19. This represents a decrease of \$4.0 million (-5.6%) from the amount of federal and state funds included in the FY 2017-18 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.

The significant decrease in federal/state funds is the result of a change in the way the state pays for child day care services and Medicaid-related transportation services for qualified clients. Previously, the county paid day care and transportation vendors and was reimbursed with funds from the state and federal governments. The state completed the transition to paying the vendors directly in FY 2017-18. As a result, about \$4.9 million of funds used as contingency for unforeseen delays in this transition have been removed from the 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 FY 2018-19 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 2018-19 budget includes \$2.7 million of ARRA subsidy revenue.

Sales Tax

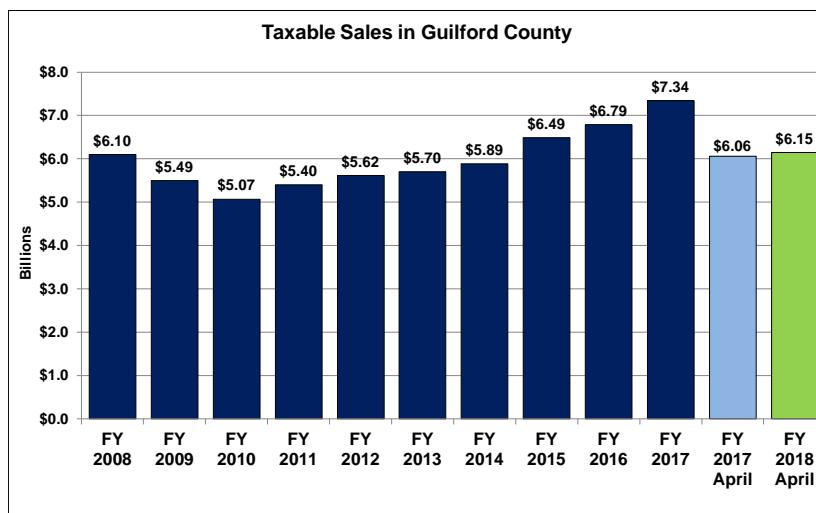
\$91.0 million

Sales Tax revenues are budgeted at \$91.0 million for FY 2018-19 – an increase of just over \$5.4 million (6.3%) from the FY 2017-18 budget. Sales Tax revenues account for about 15% 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 2018-19 Projections

Through April 2018, the latest month for which sales data are available from the state, taxable retail sales in Guilford County are up 1.4% over the same period last year. Actual sales tax revenues through the April 2018 distribution (seven of the twelve distributions the county receives annually), are up 4.5% over the same period last year.

The amount of sales tax revenue the county received is based on retail sales, the sales tax rate, and refunds of sales taxes. 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.

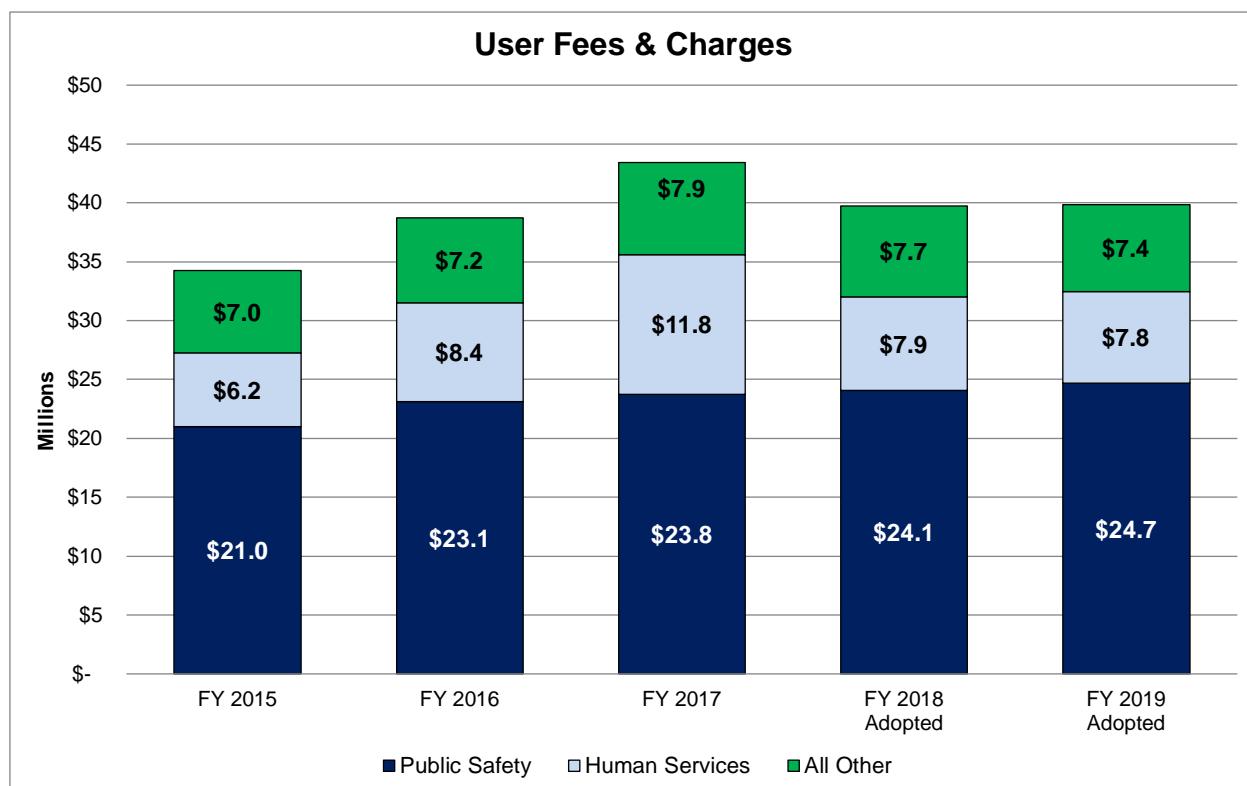
Given the uncertainty surrounding the level of non-profit sales tax refunds, a conservative approach to budgeting sales tax revenues is prudent. The FY 2018-19 budget for sales tax of \$91.0 million reflects a 3% increase over estimated actual receipts for FY 2017-18. This results in a 6.3% increase from budget to budget amounts.

User Fees and Charges

\$39.9 million

County departments expect to generate approximately \$39.9 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 \$156,000 more than the amount adopted for fiscal year 2017-18. Law Enforcement fees will increase by \$320,000 primarily for housing federal and state inmates and Emergency Services Fees will increase by \$373,000 mostly due to continue increases in calls for service as well as continued improvement in collection rates. Elections fees will decrease by \$350,000 as a result of the municipal elections schedule and FY 2018-19 having no municipal elections. Public Health charges for dental services will decrease by \$230,000 but otherwise Human Services fee revenues, including other Public Health Medicaid, Environmental Health and Health Education programs, are anticipated to remain largely unchanged.



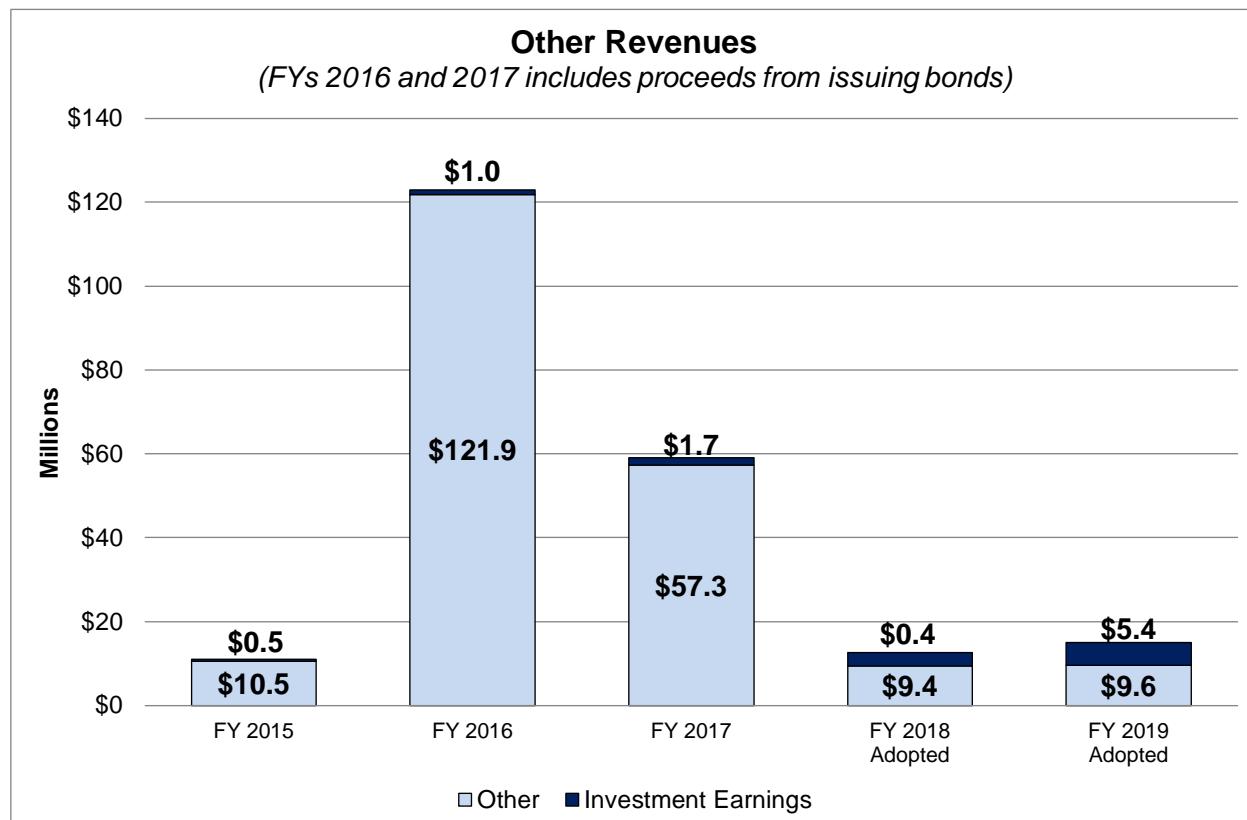
Other Revenues

\$15.0 million

Next year, Guilford County expects to receive approximately \$15.0 million in Other Revenues for the General Fund. These revenues are from a number of sources, including investment earnings, penalties for late payment of property taxes, certain taxes paid to the Register of Deeds, cable television franchise revenues, and grants and donations from various organizations.

Investment earnings are expected to increase by \$2.09 million as a result of the issuance of additional school and college bonds and the investment of proceeds during the construction periods.

The significant increase in Other revenues depicted in the chart below is the result of the issuance of refunding bonds during FY 2015-16. 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. The significant increase in FY 2016-17 is the result of the issuance of 2/3rds general obligation bonds during FY 2016-17. These bonds are being used for high priority capital projects.



Fund Balance (all General Fund sources)	\$31.0 million
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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 2018-19 Budget

The FY 2018-19 General Fund budget includes a fund balance (from all sources) appropriation of \$31.01 million to help balance the budget – about \$2.7 million less than the amount needed to balance the adopted budget in FY 2017-18.

The amount of fund balance used to support general county operations is \$20.3 million, a \$3.6 million decrease 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 \$31.01 million of total appropriated fund balance.

- **Public Health - \$2,678,199** to offset expenses in Medicaid and Environmental Health program areas.
- **Debt Repayment – Bond Premium Funds - \$7,019,480** of bond premium funds generated by the recent sale 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 - \$278,893** 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 - \$150,000** of funds that must be used for the medical treatment of abused, injured, or neglected animals.
- **Family Justice Center - \$20,000** of donations/grant funds to be used for purposes specified by the donors and grantors.
- **Register of Deeds (ROD) Automation Funds - \$97,979** 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.
- **ABC Bottle Tax** Funds - \$100,000 for research into the incidence and impact of substance abuse in the county. Funds from the bottle tax may only be used for the treatment of alcoholism or substance abuse, or for the research or education on alcohol or substance abuse.

FUND BALANCE COMPONENTS				
	Budget			
	FY 2017-18	FY 2018-19	% chg	
Total Fund Balance by Source and Planned Use				
General Amounts:				
General County Operations	\$ 23,900,000	\$ 20,256,231	-15.2%	
PLUS Amounts Restricted for Specific Uses:				
Debt Repayment - Bond Premium	\$ 8,584,504	\$ 7,019,480	-18.2%	
Public Health - Medicaid programs, Hazardous Materials, Other	\$ 479,031	\$ 2,678,199	459.1%	
Coordinated Svcs - ABC Bottle Tax Funds - Substance Abuse Research	\$ -	\$ 100,000	---	
Law Enforcement - Explorer Post Funds	\$ 5,200	\$ 5,200	---	
Law Enforcement - Federal Forfeiture Funds	\$ 230,693	\$ 230,693	---	
Law Enforcement - Unauth Substance Tax Funds	\$ 15,000	\$ 15,000	---	
Law Enforcement - Inmate Welfare Funds	\$ 155,000	\$ 28,000	-81.9%	
Social Services - Adoption Incentive Program Funds	\$ 159,000	\$ 382,000	140.3%	
Social Services - Team HOPE	\$ -	\$ 25,000	---	
Animal Services - Shelter/Susie's Fund	\$ 150,000	\$ 150,000	---	
Family Justice Center - Donations/Grants	\$ 6,200	\$ 20,000	222.6%	
Soil & Water Conservation	\$ -	\$ 2,505	---	
Register of Deeds - Automation Funds	\$ 24,279	\$ 97,979	303.6%	
	\$ 33,708,907	\$ 31,010,287	-8.0%	



MISSION, VISION & FOCUS AREAS

Guilford County Mission

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

Guilford County Vision

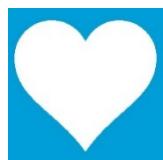
Guilford County Government will be a high performing local government organization that maintains a culture which embraces diversity, strives for equality, inspires individual and organizational excellence in an effective, fiscally sound and sustainable manner, and promotes quality development while 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 2018-19.

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

- Contract for a classification / compensation study of all county positions

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.

Expand Data Analytics and Innovation Capacity and Initiatives

Promote Fiscal Responsibility, Accountability and Stewardship

- Maintain AAA bond rating

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

- Incrementally lower the school nurse to student ratio in county schools, including the development of a school nurse allocation model that takes into account individual school, neighborhood, child, and family factors and medical needs.
- 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

Support efforts to increase the availability of fresh foods to reduce and eliminate food insecurity in underserved areas of the county.

- Increase educational and outreach programs of Public Health and Cooperative Extension in areas identified as food deserts.
- Expand the Community Garden and School Garden Programs

Public Safety



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

Expand the Guilford County Family Justice Center to the High Point area

- Partner with the City of High Point, the court system and other agencies to open a center to assist victims of domestic violence at the Guilford County Courthouse in High Point.

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

- Obtain funding assistance from the North Carolina Department of Public Safety to fund the capital costs of a 32 to 48 bed expansion to confine 16 and 17-year-old youth offenders in the county and region.

Finalize the Strategic Plan for Animal Services

Support the efforts of law enforcement agencies and communities to work together to reduce violent crimes

- Contract with Cure Violence to conduct a risk assessment and evaluate the feasibility of establishing a Cure Violence Model Program in Guilford County in cooperation with the municipalities and other stakeholders.

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

- Work with the Joint School Capital Facilities Planning committee and the consultant to finalize the jointly funded Facility Condition Assessment and Boundary Alignment Plan.
- Work with Guilford County Schools and Guilford Technical Community College to develop and adopt a needs based capital financing plan.
- Continue to provide operational funding at a level that will allow our schools the resources to implement the Ignite Learning Strategic Plan 2018-2022 for better learning and life outcomes for students.

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.
- Seek funding assistance from State and Federal sources to fund security measures in schools to include emergency radio communication enhancements.

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.



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

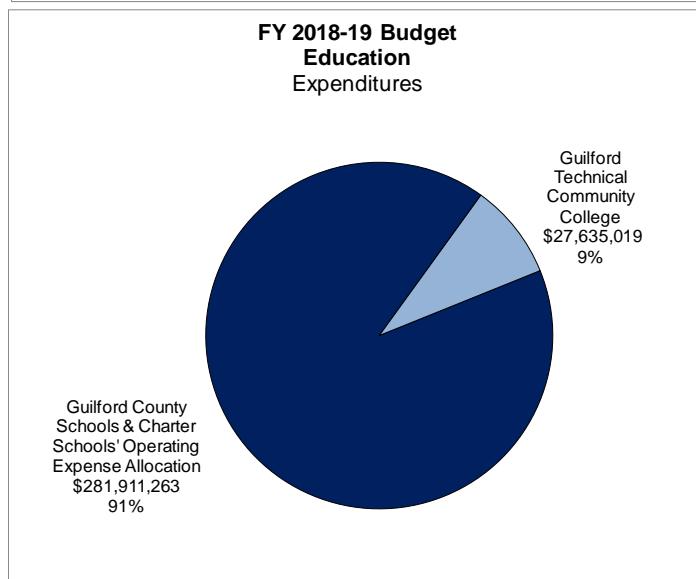
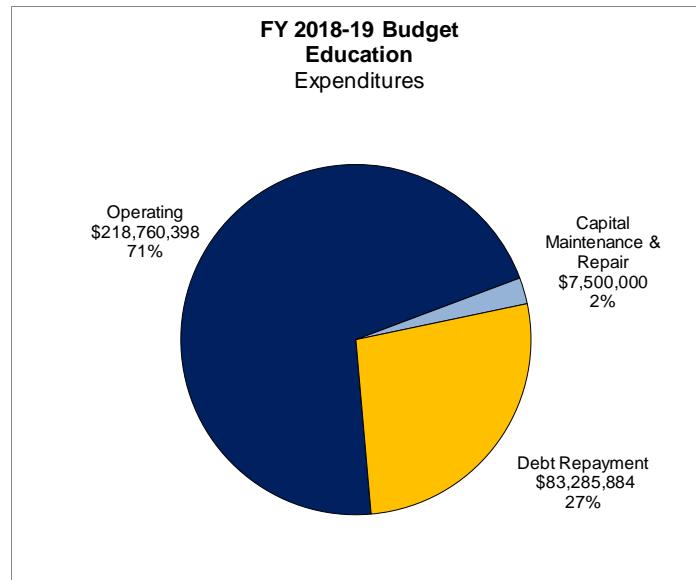
Expenditures

The FY 2018-19 Adopted Budget includes \$309.5 million for Education and Education Debt Repayment, an increase of approximately \$6.2 million or 2.1%. 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 2018-19 Adopted Budget increases operating funding for GCS by \$6.8 million and for GTCC by \$1.0 million. For GCS, this appropriation increases the County's projected per pupil operating funding from \$2,464 to \$2,526.

The budget also includes capital maintenance and repair allocations of \$6.0 million for GCS and \$1.5 million for GTCC. In addition, up to \$10.0 million for GCS security improvements to be funded with debt is tentatively 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 over \$2.5 million in FY 2018-19 to \$84.3 million. This represents the payments on existing issues of voter-approved debt

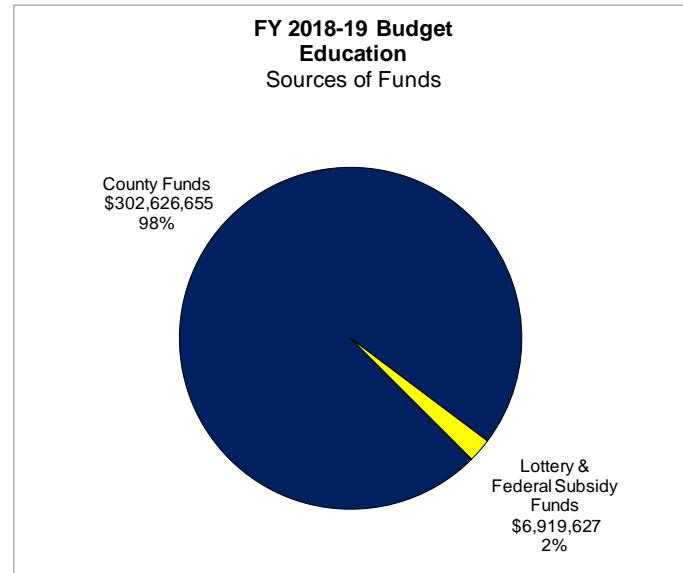


and Qualified School Construction Bonds approved by the Board of Commissioners for school and community college capital needs including the remaining bonds approved under the 2008 referenda that were issued in April 2017. For more information on existing and future bond issues is included in the Debt 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.

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.



	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	vs. FY18 Adopted	
						\$ chg	% chg
Guilford County Schools (GCS) including Operating Expense Allocations for Charter Schools							
Operating Expenses	\$188,360,398	\$195,860,398	\$195,860,398	\$201,860,398	\$202,610,398	\$6,750,000	3.4%
Capital Maintenance	\$6,000,000	\$5,000,000	\$5,000,000	\$7,500,000	\$6,000,000	\$1,000,000	20.0%
Debt Repayment	\$60,491,720	\$74,792,901	\$67,545,197	\$73,300,865	\$73,300,865	-\$1,492,036	-2.0%
Total	\$254,852,118	\$275,653,299	\$268,405,595	\$282,661,263	\$281,911,263	\$6,257,964	2.3%
Guilford Technical Community College (GTCC)							
Operating Expenses	\$14,650,000	\$15,150,000	\$15,150,000	\$16,150,000	\$16,150,000	\$1,000,000	6.6%
Capital Maintenance	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$0	0.0%
Debt Repayment	\$9,620,910	\$11,010,770	\$10,726,187	\$9,985,019	\$9,985,019	-\$1,025,751	-9.3%
Total	\$25,770,910	\$27,660,770	\$27,376,187	\$27,635,019	\$27,635,019	(\$25,751)	-0.1%
Total Education	\$280,623,028	\$303,314,069	\$295,781,782	\$310,296,282	\$309,546,282	\$6,232,213	2.1%
Sources of Funds							
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>	\$ 2,167,801	\$ 2,616,133	\$ 2,616,133	\$ 2,169,627	\$ 2,169,627	-\$446,506	-17.1%
<i>County Funds</i>	\$ 273,655,727	\$ 295,947,936	\$ 288,415,649	\$ 303,376,655	\$ 302,626,655	\$6,678,719	2.3%
Sources of Funds	\$ 280,623,028	\$ 303,314,069	\$ 295,781,782	\$ 310,296,282	\$ 309,546,282	\$6,232,213	2.1%

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

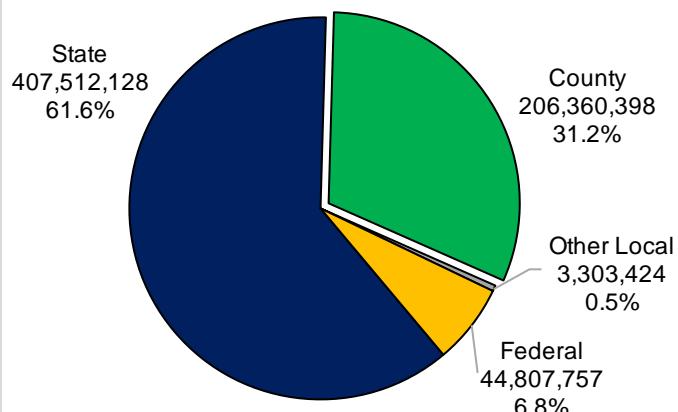
	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Guilford County Schools	254,852,118	275,653,299	268,405,595	282,661,263	281,911,263	6,257,964	2.3%
EXPENSE							
Operating Expenses	188,360,398	195,860,398	195,860,398	201,860,398	202,610,398	6,750,000	3.4%
Capital Maintenance	6,000,000	5,000,000	5,000,000	7,500,000	6,000,000	1,000,000	20.0%
Debt Repayment	60,491,720	74,792,901	67,545,197	73,300,865	73,300,865	(1,492,036)	(2.0%)
Total Expense	254,852,118	275,653,299	268,405,595	282,661,263	281,911,263	6,257,964	2.3%
REVENUE							
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>	1,838,451	2,409,630	2,409,630	1,839,859	1,839,859	(569,771)	(23.6%)
Total Revenue	6,637,951	7,159,630	7,159,630	6,589,859	6,589,859	(569,771)	(8.0%)
County Funds	248,214,167	268,493,669	261,245,965	276,071,404	275,321,404	7,577,735	2.8%

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.qcsnc.com/> for more details about the school system and its services.

Guilford County Schools FY 2018-19
Requested Operating Budget by Source



The Superintendent must present a recommended budget to the Board of Education by May 1st of each year. The Board of Education must present its formal request budget to the county by May 15th of each year. The Board of Education requested a total of \$220,760,398 from Guilford County -- \$206,360,398 for operating expenses and \$14,400,000 million for capital needs.

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

FY 2019 ADOPTED BUDGET HIGHLIGHTS

- The FY 2019 Adopted Budget increased operating funding for the Guilford County Schools by \$6.75 million or 3.4% to a total of \$202,610,398. This appropriation increases the County's per pupil funding from \$2,464 to \$2,526 or an additional 2.1% per pupil.
- A total of \$6.0 million is included for capital outlay for the Guilford County School System. This total represents an increase of \$1.0 million over FY 2018. In addition, up to \$10.0 million for GCS security improvements to be funded with debt is tentatively 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 \$5.1 million or 2.9% in additional funding and charter schools, which are funded by the school system based on the estimated per pupil amount, will receive an additional \$1.6 million or 8.7%.
- The 2019 Adopted Budget also included \$73.3 million in debt service related to Guilford County Schools. This represents a decrease of almost \$1.5 million or 2.0%, primarily due to the removal of issuance costs from the budget since all authorized school bonds have been issued.

County Allocation for Guilford County Schools				
	FY 2017-18	FY 2018-19		
	Adopted Budget	Adopted Budget	\$ Chg	% Chg
Operating Funds	\$ 195,860,398	\$ 202,610,398	\$ 6,750,000	3.45%
Capital Maintenance & Repair Funds	\$ 5,000,000	\$ 6,000,000	\$ 1,000,000	20.00%
Total County Funding	\$ 200,860,398	\$ 208,610,398	\$ 7,750,000	3.86%
Student Population (GCS + Charter)	79,477	80,211	734	0.9%
Per Pupil Operating Allocation	\$ 2,464	\$ 2,526	\$ 62	2.5%

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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Guilford Tech. Comm. College	25,770,910	27,660,770	27,376,187	27,635,019	27,635,019	(25,751)	(0.1%)
EXPENSE							
Operating Expenses	14,650,000	15,150,000	15,150,000	16,150,000	16,150,000	1,000,000	6.6%
Capital Maintenance	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	0	0.0%
Debt Repayment	9,620,910	11,010,770	10,726,187	9,985,019	9,985,019	(1,025,751)	(9.3%)
Total Expense	25,770,910	27,660,770	27,376,187	27,635,019	27,635,019	(25,751)	(0.1%)
REVENUE							
Federal & State Funds							
American Rec/Reinvest Act	329,350	206,503	206,503	329,768	329,768	123,265	59.7%
Total Revenue	329,350	206,503	206,503	329,768	329,768	123,265	59.7%
County Funds	25,441,560	27,454,267	27,169,684	27,305,251	27,305,251	(149,016)	(0.5%)

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 \$18,510,000 from Guilford County for FY 2019 (\$16,550,000 in operating funds and \$1,960,000 in capital outlay funds). This request is \$1,860,000 or 11.2% higher than the FY 2017-18 Adopted Budget.

FY 2019 ADOPTED BUDGET HIGHLIGHTS

- The FY 2019 Adopted Budget increased operating funding for the community college by \$1 million or 6.6% to a total of \$16,150,000. This additional funding will be used for on-

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

- The budget also continued the \$1.5 million of capital funding from the county's general fund to maintain the college's facilities.
- The 2019 Adopted Budget includes approximately \$10.0 million in debt service related to GTCC. This represents a decrease of just over \$1.0 million or 9.3% 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.

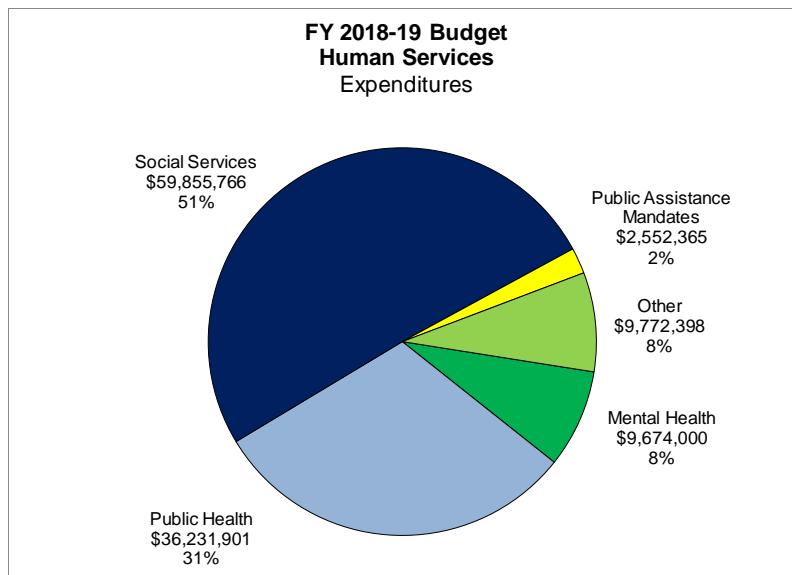
Human Services

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
- Social Services
- Mental Health
- Child Support Enforcement
- Coordinated Services
- Transportation
- Veterans Service
- Special Assistance to Adults
- TANF (Temporary Assistance for Needy Families)
- Medical Assistance

Expenditures

Guilford County's FY 2018-19 Adopted Budget includes approximately \$118.1 million for Human Services expenditures in FY 2018-19, a decrease of approximately \$1.73 million, or 1.4%, from FY 2017-18. Additionally, net County funding decreases by \$121,746 or 0.2% and Federal & State funding decreases \$4.2 million or 7.1%. 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.

The Social Services expenditure budget decreased by approximately \$5.1 million or 7.8%, primarily driven by the removal of transition contingency funds from the FY 2019 budget. The State completed its transition to direct payment of daycare vendors through NCFAST in FY 2017-18. Despite the overall decrease, the budget includes \$441,500 for Adoption Program incentives designed to decrease the number of children under the County's care. This budget also includes four lead caseworker positions and one supervisor position within the Economic Services division to form an expanded Medicaid Quality Assurance team. The team will be tasked with verifying accurate processing of all Medicaid applications and re-certifications, in an effort to avoid State recoupment of costs associated with enrollment errors.

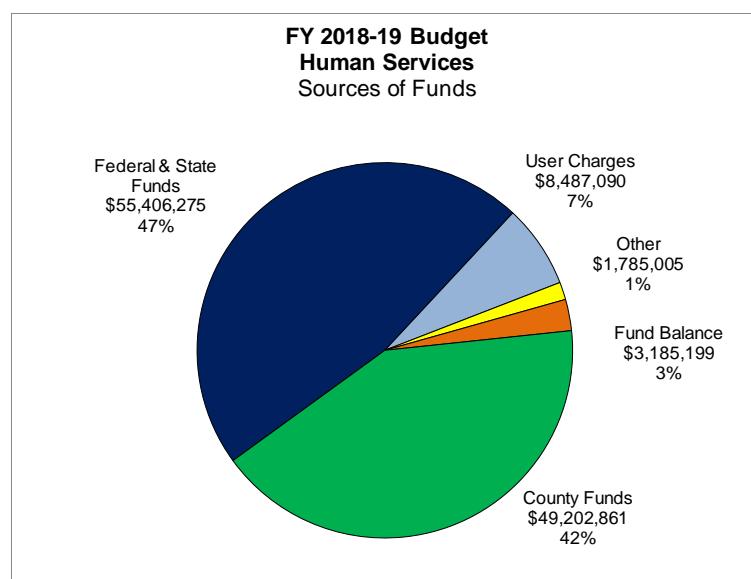
The Public Health expense budget increased by approximately \$2.3 million, or 6.7%, in FY 2018-19, primarily driven by costs associated with the addition of five 12-month school nurse

specialists, reducing the nurse ratio from one nurse for every 1,975 students to one nurse for every 1,744 students. Additionally, a \$50,000 request for two Telemedicine interactive units will further expand the school nurse's ability to complete medical assessments for students within Guilford County Schools. 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.

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

Revenues

For 2018-19, total Human Services revenues have decreased by \$1.73 million, or 1.4%, due primarily to the transition of daycare administration to the state. Federal & State Revenues support 47% of the Human Services Budget while County Funds support 42%, User Charges 7%, Fund Balance 3% and Other Revenues 1%.



	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	vs. FY18 Adopted
						\$ chg
						% chg
Department						
Child Support Enforcement	\$5,971,013	\$6,309,612	\$6,331,696	\$6,554,515	\$6,554,515	\$244,903 3.9%
Coordinated Services	\$1,346,833	\$1,279,331	\$1,279,333	\$1,379,228	\$1,379,228	\$99,897 7.8%
Mental Health	\$9,674,000	\$9,674,000	\$9,674,000	\$9,674,000	\$9,674,000	\$0 0.0%
Public Assistance Mandates	\$2,502,314	\$2,408,156	\$2,408,156	\$2,552,365	\$2,552,365	\$144,209 6.0%
Public Health	\$30,893,221	\$33,952,269	\$34,265,243	\$36,231,901	\$36,231,901	\$2,279,632 6.7%
Social Services	\$82,461,210	\$64,922,140	\$60,806,563	\$60,034,066	\$59,855,766	(\$5,066,374) -7.8%
Transportation	\$1,500,405	\$1,270,341	\$1,755,798	\$1,640,355	\$1,640,355	\$370,014 29.1%
Veterans Services*	\$0	\$0	\$0	\$0	\$198,300	\$198,300 n/a
Total Expenditures	\$134,348,996	\$119,815,849	\$116,520,789	\$118,066,430	\$118,086,430	(\$1,729,419) -1.4%
* included in Social Services beginning in FY 2017 and made Health & Human Services division in FY 2019						
Sources of Funds						
Federal & State Funds	\$77,863,408	\$59,629,741	\$55,545,325	\$55,406,275	\$55,406,275	(\$4,223,466) -7.1%
User Charges	\$12,527,245	\$8,603,709	\$8,723,342	\$8,487,090	\$8,487,090	(\$116,619) -1.4%
Other	\$1,349,760	\$1,599,761	\$1,781,016	\$1,785,005	\$1,785,005	\$185,244 11.6%
Fund Balance	\$1,293,122	\$638,031	\$943,167	\$3,185,199	\$3,185,199	\$2,547,168 399.2%
County Funds	\$41,315,461	\$49,344,607	\$49,527,939	\$49,202,861	\$49,222,861	(\$121,746) -0.2%
Sources of Funds	\$134,348,996	\$119,815,849	\$116,520,789	\$118,066,430	\$118,086,430	(\$1,729,419) -1.4%
Permanent Positions	1,112.200	1,126.450	1,132.450	1,152.450	1,142.450	16.000 1.4%

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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Child Support Enforcement	5,971,013	6,309,612	6,331,696	6,554,515	6,554,515	244,903	3.9%
Child Support Enforcement	5,971,013	6,309,612	6,331,696	6,554,515	6,554,515	244,903	3.9%
EXPENSE							
Personnel Services	5,513,616	5,761,175	5,761,175	6,023,410	6,023,410	262,235	4.6%
Supplies & Materials	68,400	91,974	96,525	69,834	69,834	(22,140)	(24.1%)
Other Services & Charges	388,997	456,463	451,968	461,271	461,271	4,808	1.1%
Capital	0	0	22,028	0	0	0	0.0%
Total Expense	5,971,013	6,309,612	6,331,696	6,554,515	6,554,515	244,903	3.9%
REVENUE							
Intergovernmental	6,034,664	6,305,167	6,305,167	6,448,389	6,448,389	143,222	2.3%
Charges for Services	58,166	50,252	50,252	50,340	50,340	88	0.2%
Miscellaneous Revenues	60,761	54,000	54,000	60,000	60,000	6,000	11.1%
Total Revenue	6,153,590	6,409,419	6,409,419	6,558,729	6,558,729	149,310	2.3%
County Funds	(182,577)	(99,807)	(77,723)	(4,214)	(4,214)	95,593	(95.8%)
Positions	92.85	93.85	93.85	95.85	95.85	2.00	2.1%

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 2019 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 2019 ADOPTED BUDGET HIGHLIGHTS

- The FY 2019 Adopted expense budget increased by \$244,903 or 3.9%. Most of this increase is driven by personnel services and other services and charges.
- Personnel costs increased by \$262,235 or 4.6%. These increases are due to county-wide merit raises which is partly off-set by reductions in other personnel expenses due to staff turnover. The recommended budget also includes two Child Support Establishment agents at a total salary and benefits cost of \$96,602 in FY 2019. These positions will be responsible for investigating and locating the parents of minor dependent children to determine if the parent is capable of contributing to the support of the child, and will help reduce the caseload on other agents and improve wait times for new clients. The department requested three Child Support Enforcement positions, but only two were included in the Recommended budget.
- Supplies & Materials decreased by \$22,140 or 24.1% due to a decrease in the need for printing and office supplies based on historical spending and a reduction of \$17,000 in small computer equipment reflecting computer equipment needs that were fulfilled in FY 2018.
- Other Services & Charges increased \$4,808, or 1.1%. Professional services increased by \$2,000 due to a rise in need for process servers. A total increase of \$2,146 is associated with county based contracts for telephone services and grounds maintenance. Other increases are associated with costs associated with new hires, routine staff training requirements and needs, annual software maintenance agreements, and newly federally mandated background check requirements. These increases are partially off-set by a total reduction of \$2,251 for postage, education and training and routine building maintenance and repair.
- The overall revenue budget for FY 2019 increased by \$149,310, or 2.3%. 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.

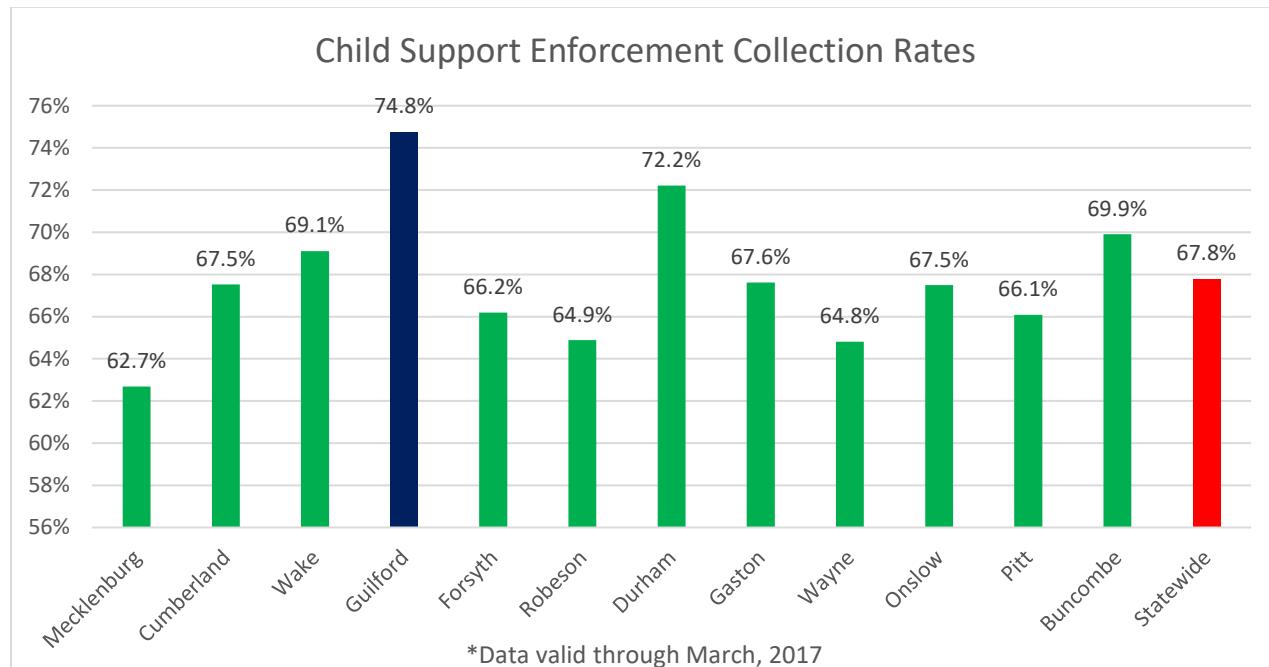
FY 2018 SIGNIFICANT ACCOMPLISHMENTS

- This fiscal year the department has collected \$25,264,471, as of March 2018. Approximately 98% of the collections were disbursed directly to families.
- As of March 2018 the agency maintains the largest current support collection rate when compared to the 12 largest counties in the state at 74.76%.

- 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

	FY17 Actual	FY18 Estimated	FY19 Projected	FY20 Projected	Target
Child Support Enforcement					
Collection Rate	75.23%	74.8%	75%	75%	75%
Cases Under Order	83%	82%	82%	82%	82%
Paternity Establishment Rate	102.28%	100%	101%	101%	101%
Payment to Arrears	70% \$	69% \$	70% \$	70% \$	70% \$
Total Collections	34,878,796	34,500,000	34,500,000	34,500,000	34,500,000
Total Caseload	20,700	20,749	20,749	20,749	20,749
Total Caseload per FTE	222	220	220	220	220
Total Caseload per Agent	431	432	432	432	432



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.

- Agency caseloads could increase due to a current bill, Child Care Bill 114, mandating that recipients of child care vouchers be referred to the Child Support Agency.
- 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.
- 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.

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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Coordinated Services-Administration	38,926	44,521	44,521	44,418	44,418	(103)	(0.2%)
Coordinated Services-General Services	165,500	165,500	165,500	265,500	265,500	100,000	60.4%
Coordinated Services-JCPC Services	1,142,407	1,069,310	1,069,312	1,069,310	1,069,310	0	0.0%
Coordinated Services	1,346,833	1,279,331	1,279,333	1,379,228	1,379,228	99,897	7.8%
EXPENSE							
Personnel Services	2,110	6,087	6,149	5,984	5,984	(103)	(1.7%)
Other Services & Charges	1,344,724	1,273,244	1,273,184	1,373,244	1,373,244	100,000	7.9%
Total Expense	1,346,833	1,279,331	1,279,333	1,379,228	1,379,228	99,897	7.8%
REVENUE							
Intergovernmental	1,265,108	1,153,276	1,153,276	1,153,276	1,153,276	0	0.0%
Appropriated Fund Balance	0	0	0	100,000	100,000	100,000	0.0%
Miscellaneous Revenues	640	150	150	150	150	0	0.0%
Total Revenue	1,265,747	1,153,426	1,153,426	1,253,426	1,253,426	100,000	8.7%
County Funds	81,086	125,905	125,907	125,802	125,802	(103)	(0.1%)
Positions	0.10	0.10	0.10	0.10	0.10	0.00	0.0%

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 2019 ADOPTED BUDGET HIGHLIGHTS

- Revenues have remained relatively unchanged since the FY 2014 Adopted Budget. The allocation from the North Carolina Department of Public Safety in the amount of \$987,776 remains unchanged from the FY2018 Adopted Budget.
- The budget maintains funding for the E-Civis grant locator software utilized by county departments and non-profit agencies to locate grant funds.

FY 2018 SIGNIFICANT ACCOMPLISHMENTS

- Continued the electronic application process for grant applications in an effort to “go-green” and ensure accurate and timely receipt of applications.
- Ensured that JCPC complies with the State Statute which includes coordination of monthly meetings, committees, monitoring, annual allocation process, reimbursement procedures and collaboration with allied partners.

JUVENILE CRIME PREVENTION COUNCIL

A County Administration staff member with assistance from the Budget Management & Evaluation Department serves as support to the Guilford County Juvenile Crime Prevention Council (JCPC). This body, appointed by the Board of Commissioners (BOC), advises elected officials on the development of community-based alternatives to court-imposed incarceration of youth, as well as the provision of community-based youth delinquency and substance abuse prevention strategies and programs. Resource coordination and collaboration with both the Board of Commissioners and community-at-large is a significant function.

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

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

The Juvenile Crime Prevention Council is evaluated funding proposals received for the upcoming fiscal year and below is its recommendation to the Board of Commissioners for the FY 2017 JCPC County Funding Plan, which must be approved by the Board of Commissioners upon the adoption of the budget.

JCPC Program Applicants for FY 2018-19								
Program Name	Program Type	FY 2018 JCPC Funding	FY 2019 Total Request	FY2018-19 Requested JCPC Funds County Match		Served YTD*	Estimated to Serve 2018-2019	
Youth Villages-Comprehensive Clinical Assessments-Assessments	Assessments	\$ -	\$ 25,000	\$ 50,000	\$ 1,697	0	160	
Youth Focus-On Site Assessments-Assessments	Assessments	\$ 50,000	\$ 25,000	\$ -	\$ -	105	150	
Youth Focus-Psychological Testing-Assessments	Assessments	\$ 27,000	\$ 27,000	\$ 27,000	\$ -	23	36	
Youth Focus-Active Parenting-Parent/Family Skill Building	Family/Parent	\$ 37,000	\$ 37,000	\$ 37,000	\$ -	44	50	
Youth Focus-ASAP-Group Home	Group Home	\$ 80,000	\$ 80,000	\$ 70,000	\$ 7,000	19	18	
Transitioning Minds-Making a Change-Home Based Family Counseling	Home Based Family Counseling	\$ -	\$ 50,000	\$ 29,150	\$ -	0	48	
Youth Focus-Counseling-Individual Counseling	Individual Counseling	\$ 85,500	\$ 85,500	\$ 80,000	\$ -	197	200	
Unifour One-Changing Faces-Interpersonal One Step Further- Life Skills-Interpersonal Skills	Interpersonal Skill	\$ 25,000	\$ 25,000	\$ 25,000	\$ 6,000	31	40	
Ketchmore Kids Healing with Hip Hop- Interpersonal Skills	Interpersonal Skill	\$ 36,000	\$ 36,000	\$ 36,000	\$ 4,000	252	380	
Youth Focus-Rites of Passages- Interpersonal Skill	Interpersonal Skill	\$ -	\$ -	\$ -	\$ -	0	62	
People and Paws-Second Chance- Interpersonal Skill	Interpersonal Skill	\$ 26,768	\$ 26,768	\$ -	\$ -	31	44	
Youth Focus-Mell Burton Structured Day	Juvenile Structured Day	\$ 95,108	\$ 95,108	\$ 90,000	\$ 10,731	53	90	
One Step Further-Juvenile Mediation- Mediation	Mediation	\$ 73,700	\$ 73,700	\$ 73,700	\$ 9,955	95	115	
BOTSO Mentoring-Mentoring	Mentoring	\$ -	\$ 25,000	\$ 29,611	\$ -	38	80	
Unifour One-Changing Faces-Mentoring	Mentoring	\$ 30,000	\$ 30,000	\$ 30,000	\$ 7,000	71	40	
Ketchmore Kids-Triple P Parenting- Parent/Family	Parent/Family	\$ -	\$ -	\$ -	\$ -	0	45	
One Step Further-Community Service Restitution-Restitution/Community Service	Restitution/Community Service	\$ 69,125	\$ 72,075	\$ 72,075	\$ 10,000	193	260	
Barium Springs-STOP-Sex Offender Treatment	Sex Offender Treatment	\$ 50,000	\$ 48,238	\$ 48,238	\$ 7,000	28	40	
One Step Further-Guilford County Teen Court-Teen Court	Teen Court	\$ 57,000	\$ 57,000	\$ 57,000	\$ -	258	250	
Youth Focus-Act Together-Temporary Shelter	Temp Shelter	\$ 30,000	\$ 47,000	\$ 35,000	\$ -	135	163	
Nehemiah's-Tech and Robotic- Tutoring/Academic Enhancement	Tutoring/Academic Enhancement	\$ 20,000	\$ 20,000	\$ 25,000	\$ 3,000	40	40	
Operation Xcel-Operation Homework- Tutoring/Academic Enhancement	Vocational Skill	\$ 44,582	\$ 44,582	\$ 44,000	\$ 7,000	43	35	
Unifour One-Changing Faces-Vocational Communities in Schools Vocational Visions-	Vocational Skill	\$ -	\$ 44,817	\$ -	\$ -	29	40	
Vocational	Administration	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0	25	
JCPC Administration						0	0	
	Total	\$ 977,774	\$ 1,115,779	\$ 987,774	\$ 84,383	1685	2461	

*YTD through 4/17/18

**Highlighted in green are newly funded agencies by the JCPC council.

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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
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%
Mental Health	9,674,000	9,674,000	9,674,000	9,674,000	9,674,000	0	0.0%
EXPENSE							
Other Services & Charges	9,674,000	9,674,000	9,674,000	9,674,000	9,674,000	0	0.0%
Total Expense	9,674,000	9,674,000	9,674,000	9,674,000	9,674,000	0	0.0%
REVENUE							
County Funds	9,674,000	9,674,000	9,674,000	9,674,000	9,674,000	0	0.0%

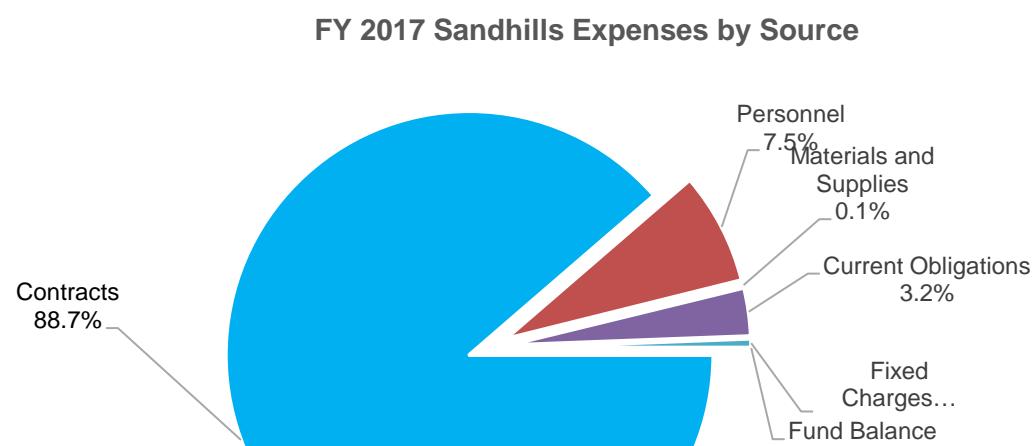
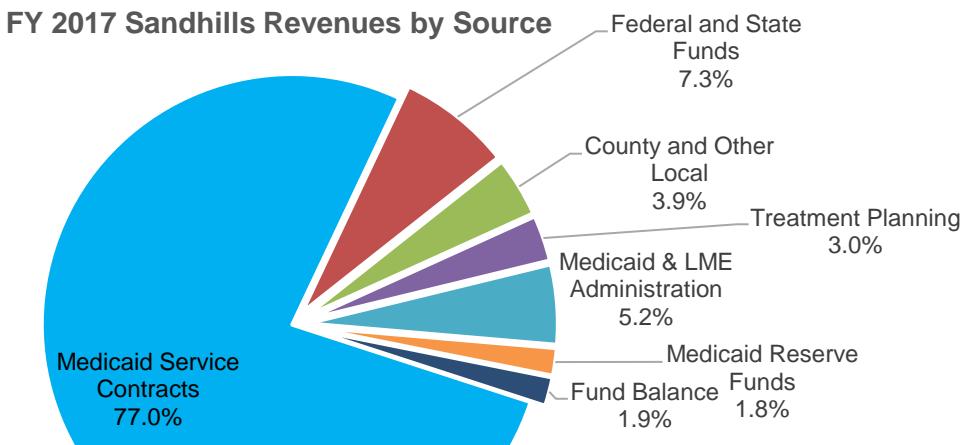
DEPARTMENTAL PURPOSE

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.

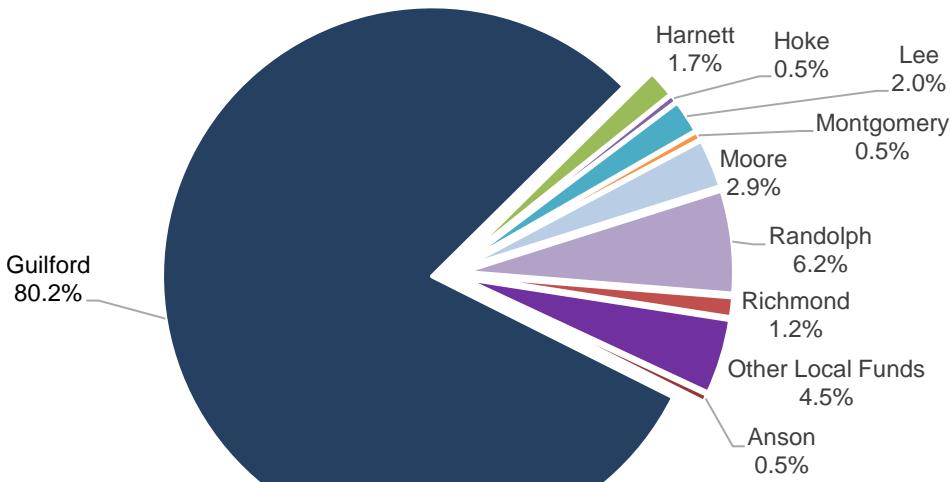
FY 2019 ADOPTED BUDGET HIGHLIGHTS

- The FY 2019 Adopted budget remains unchanged from FY 2018 Adopted as the Sandhills Center has not requested a decrease 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 2017 Sandhills Revenue Contribution by County



FY 2018 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

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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Adults	2,503,065	2,387,780	2,377,780	2,531,989	2,531,989	144,209	6.0%
Families	(752)	20,376	30,376	20,376	20,376	0	0.0%
Public Assistance Mandates	2,502,314	2,408,156	2,408,156	2,552,365	2,552,365	144,209	6.0%
EXPENSE							
Human Services Assistance	2,502,314	2,408,156	2,408,156	2,552,365	2,552,365	144,209	6.0%
Total Expense	2,502,314	2,408,156	2,408,156	2,552,365	2,552,365	144,209	6.0%
REVENUE							
County Funds	2,502,314	2,408,156	2,408,156	2,552,365	2,552,365	144,209	6.0%

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 \$2,531,989 for its share of the estimated cost of this service. Funding is based upon the most recent State estimate provided to the county
- The **Emergency Temporary Assistance for Needy Families (TANF)** is intended to provide cash and non-cash assistance to eligible families for help with basic needs and help mitigating crisis situations. This service is estimated to cost \$20,376 in FY 2019, 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

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

Healthy People

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



BUDGET SUMMARY

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Public Health-Administration	2,747,131	2,090,203	2,239,090	2,204,800	2,204,811	114,608	5.5%
Public Health-Community Health	8,479,229	9,225,699	9,437,601	9,962,334	9,962,331	736,632	8.0%
Public Health-Clinical Health	10,690,390	12,812,735	12,705,546	13,604,908	13,604,902	792,167	6.2%
Public Health-Environmental Health	3,365,083	3,682,422	3,682,424	3,865,515	3,865,515	183,093	5.0%
Public Health-Allied Health	5,296,913	5,826,089	5,885,460	6,243,630	6,243,630	417,541	7.2%
Public Health-Preparedness	314,476	315,121	315,122	350,714	350,712	35,591	11.3%
Public Health	30,893,221	33,952,269	34,265,243	36,231,901	36,231,901	2,279,632	6.7%
EXPENSE							
Personnel Services	25,914,378	27,805,995	27,514,740	28,803,130	28,803,130	997,135	3.6%
Supplies & Materials	1,772,771	2,339,756	2,413,917	2,247,951	2,247,951	(91,805)	(3.9%)
Other Services & Charges	3,033,270	3,594,509	3,952,104	4,850,857	4,850,857	1,256,348	35.0%
Human Services Assistance	102,932	168,009	164,644	177,063	177,063	9,054	5.4%
Capital	73,810	44,000	219,838	152,900	152,900	108,900	247.5%
Other	(3,940)	0	0	0	0	0	0.0%
Total Expense	30,893,221	33,952,269	34,265,243	36,231,901	36,231,901	2,279,632	6.7%
REVENUE							
Licenses and Permits	713,391	663,970	663,970	704,500	704,500	40,530	6.1%
Intergovernmental	6,415,800	7,460,672	7,570,064	6,854,987	6,854,987	(605,685)	(8.1%)
Charges for Services	11,563,640	7,660,875	7,780,508	7,503,638	7,503,638	(157,237)	(2.1%)
Appropriated Fund Balance	1,152,456	479,031	495,844	2,678,199	2,678,199	2,199,168	459.1%
Miscellaneous Revenues	726,028	934,664	1,055,919	1,099,408	1,099,408	164,744	17.6%
Total Revenue	20,571,316	17,199,212	17,566,305	18,840,732	18,840,732	1,641,520	9.5%
County Funds	10,321,905	16,753,057	16,698,938	17,391,169	17,391,169	638,112	3.8%
Positions	391.75	397.00	402.00	405.00	405.00	8.00	2.0%

DEPARTMENTAL PURPOSE

The Department of Public Health provides clinical, community-based, environmental, health education, and health-related emergency preparedness services. These services include programs such as school nursing, restaurant inspections, in-home care for disabled and elderly, laboratory, pharmacy, maternal health, WIC, disease outbreak investigations and treatment, and child services (such as immunizations and Dentistry).

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

- individual, on-site water supply;
- sanitary sewage collection, treatment, and disposal;
- food, lodging, and institutional sanitation;
- public swimming pools and spa sanitation;
- communicable disease control; and
- vital records registration.
- Additional mandated services include:
- grade “A” milk certification,
- public health laboratory services,
- child health services,
- maternal health,
- family planning,
- dental health,
- home health, and
- adult health.

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

FY 2019 GOALS & OBJECTIVES

- Maintain a qualified workforce capable and credentialed to take appropriate actions related to community health promotion and communicable disease management.
- Restructure departmental services as needed to support the future of Public Health under the PH 3.0 model; including strategic partnerships, Medicaid Transformation, and integrating Primary Care and Behavioral Health.
- Maintain in-home services for disabled children (CAP/C) and disabled adults (CAP/DA).

- Increase the number of School Nurses on a graduated schedule in order to reduce the nurse to student ratio from the current 1:1975 nearer the national standard of 1:750.
- Maintain Child Health Services including immunizations, dental, and pediatric home visits.
- Increase timeline compliance with wastewater system inspection requirements.
- Expand health promotion and disease prevention messages via public school and university seminars, recreation center activities, community health fairs, faith-based conferences, and other appropriate venues.
- Maintain all mandated and essential PH services (communicable disease investigations, vital records management, Environmental Health services, child and adult health services).
- Promote access to affordable sources of healthy food and address food insecurity.
- Implement health education activities to encourage individuals to adopt a healthy lifestyle; including diabetes prevention, smoking cessation, physical fitness and weight management, and heart health.
- Partner with nonprofit organizations such as the American Heart Association to promote healthy lifestyles and disease prevention.
- Increase access to Maternity and Family Planning, prenatal and postnatal services, and general health care services for males and females.
- Decrease the rate of tobacco use in targeted populations throughout Guilford County.
- Expand access to School Nurse services and select clinical services via Telemedicine.
- Increase the core community capacity to address opioid medication, drug poisoning, and overdose.
- Support increased access to mental health services.
- Promote HIV counseling, testing, and linkages to care.
- Identify and track onsite sewage system failures within Guilford County.

FY 2019 ADOPTED BUDGET HIGHLIGHTS

- The Public Health FY 2019 Adopted expense budget increased by \$2,279,632 or 6.7% over the FY 2018 Adopted budget. While this increase is offset by other revenue sources, net county funding for Public Health increased by \$638,112 or 3.8%.
- Public Health FY 2019 Adopted revenues increased by \$1,641,520 or 9.5% due to increases in revenues from licensing and permitting fees and other miscellaneous programs. Additionally, appropriated Medicaid Maximization (MedMax) fund balance increased by \$2,199,468, or 459.1%. MedMax funding must be used to expand, maintain or enhance the services that generated it. In FY 2018-19, this fund balance will be used

for staff and program operating expenses, along with planned one-time major maintenance work on Public Health facilities used by MedMax-generating programs.

- Personnel expenses increased by \$997,135 or 3.6% to accommodate merit increases and reflect the transfer of several staff temporarily funded by expiring grants back to Public Health programs primarily maintained by county funding. The department also eliminated two positions that were 100% funded by grants that will expire FY 2017-2018.
- Supplies & Materials decreased by \$91,805 or 3.9% to better reflect actual expenditures in prior years.
- Other Charges & Services increased by \$1,256,348, or 35%, primarily driven by increased medical service, telephone, and transportation expenses associated with grant-funded initiatives.
- Capital expenses increased by \$108,900 or 247.5% to reflect planned FY 2019 purchases outlined in the County's five-year major equipment plan. Additionally, Human Services Assistance increased by \$9,054, or 5.4%, to accommodate increased expenditures associated with grant-funded initiatives that are largely reimbursable through state and other non-county sources.
- The Public Health FY 2019 Adopted budget includes five twelve-month school nurse specialist positions at a total cost of \$340,214. These additional positions will reduce the school nurse to student ratio from one nurse for every 1,975 students to approximately one nurse for every 1,744 students. Ten school nurses were originally requested by the department. The adopted budget also includes \$50,000 for two Telemedicine Interactive units as a cost-effective tool that will expand the school nurse's ability to complete medical assessments for students from provider work stations located in the Public Health department.
- The FY 2019 Adopted budget includes \$62,400 to contract with a licensed home care agency to offer services through the Community Health Response Program, which provides limited skilled nursing by a registered nurse and personal care assistance by certified nursing assistants. This Public Health program will expire in FY 2019; in the interim, Guilford County social workers will evaluate current clients for potential transition into other comparable programs.
- The FY 2019 Adopted budget includes \$45,000 for the purchase of software and services that will allow the Environmental Health division to scan years of paper files into digital format and eliminate the need for additional storage space, reduce the threat of document deterioration and improve document security.
- Public Health also requested a Community Health Educator position that would implement programs targeting general health promotion and disease prevention, while partnering with other agencies to develop initiatives focused upon improving social determinants of health and addressing the opioid epidemic (approximately \$54,067 in expenses). This request was not included in the adopted budget.

FY 2018 SIGNIFICANT ACCOMPLISHMENTS

- During FY 2017-18 Public Health joined with the American Heart Association to adopt Heart Disease as an area of focus. As the number 1 or number 2 leading cause of death and disability in our county and nationwide, heart disease was deserving of focused attention aimed at reducing the number of people (especially under age 50) who suffer from the effects of heart disease. Our actions ranged from sponsoring Grand Rounds for local cardiologists to update them on the newest detection and treatment methods, to sponsoring awareness events such as radio commercials, heart-healthy cooking demonstrations, and cholesterol testing events with local faith-based institutions.
- As a result of key marketing and quality care, our patient medical services (clinical and dental) experienced an increase in patient volume over the past 12 months, with improved patient health outcomes.
- Our Older Adult outreach activities continued to provide valuable in-home services to disabled adults through the Community Alternatives Program.
- Our school health program managed more highly impacted students than ever, and this year marked the addition of 5 new school health nurse positions. The new positions have reduced the nurse to student ratio to 1 nurse per 1975 students. In addition, the program has been meeting with vendors and Guilford County Schools representatives to investigate the introduction of telemedicine into the schools.
- This year we upgraded our electronic medical records and billing system from Practice Partner to CureMD. This will allow better interfacing with other local medical providers and hospitals, resulting in enhanced patient care as well as more diagnostic capabilities.
- An Employee Engagement Committee was formed to increase employee job satisfaction, and to motivate, reenergize, and inspire staff. The committee has sponsored numerous personal health promotion and teambuilding events during the year. Feedback has been positive and very appreciative of these on-the-job opportunities.
- We implemented the “My Cure Patient Portal” which allows patients secure online access to their medical records. The portal allows the patient to communicate with their health care team via secure messaging. The portal also allows the patient to see their lab results, appointments, billing information, and to manage their health information.
- The department offered a 16-week Minority Diabetes Prevention Program in the community which provides activities to identify pre-diabetics and to teach lifestyle changes to prevent or delay the onset of diabetes. The program focuses on physical activity and weight management, which are the leading causes of diabetes morbidity.

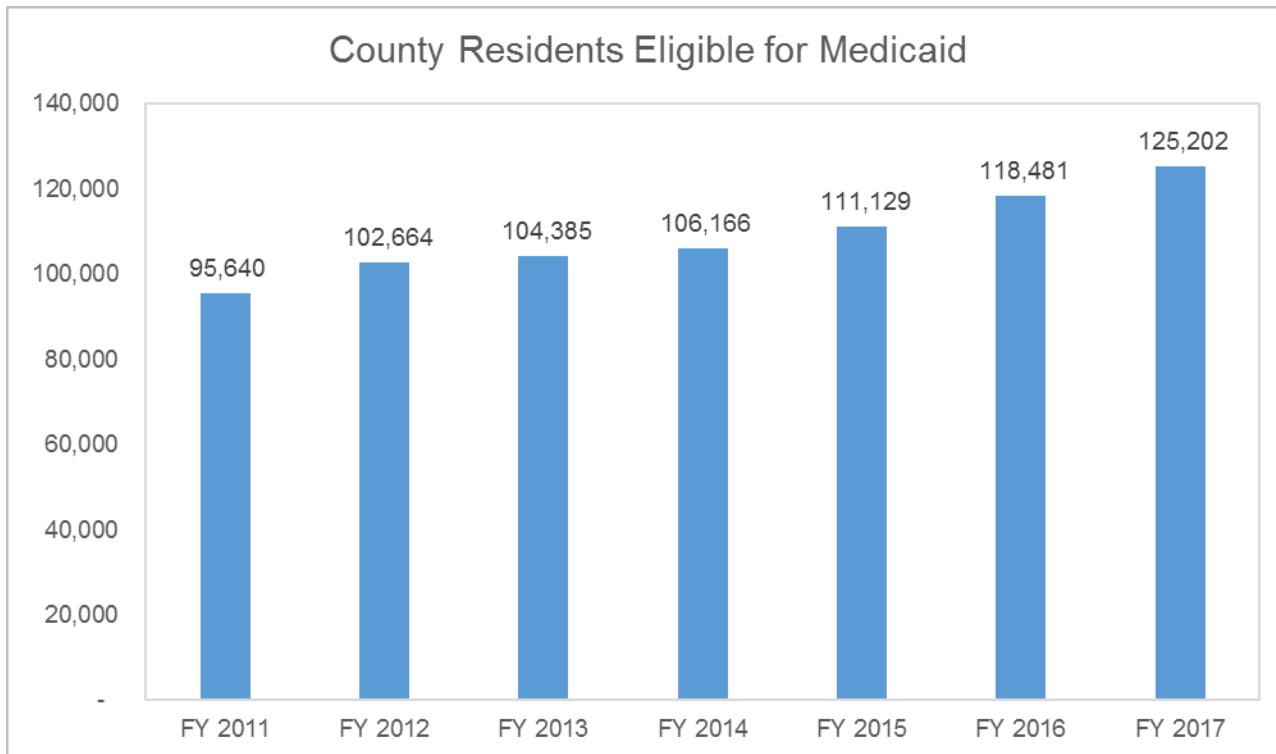
KEY PERFORMANCE MEASURES

	FY17 Actual	FY18 Estimated	FY19 Projected	FY20 Projected	Target
Adult Health					
Community Alternative Program for Disabled Adults -(CAP/DA) served/ waiting list	344	370	400	450	500
Community Alternative Program for Disabled Children - (CAP/C) served/ waiting list	53	65	75	85	100
School Health Nurse / Student Ratio	2211	1975.00	1,738	1,553	750
Newborn Home Visiting	4,333	4,450	5,000	6,000	6,000
Clinical Services					
General Clinical Visits Completed	32,719	32,000	32,000	32,000	32,000
Dental Visits Completed	6,083	5,760	6,000	6,000	6,000
Laboratory Tests Performed	195,000	210,954	215,000	220,000	215,000
Prescriptions Filled by Pharmacy	59,113	63,632	65,000	67,000	65,000
% of Children 24 Month of Age or Below Receiving Required Childhood Immunizations (State Goal is 85%)	82%	85%	90%	95%	100%
Women, Infant and Children (WIC) % of "Base Caseload" within County (State Mandated 97%)	95%	94%	97%	97%	97%
Maternity Clients Visit Counts	6,245	7,000	7,000	7,000	7,000
Family Planning Patient Visit Counts	10,219	12,000	12,000	12,000	12,000
Communicable Disease					
STD Clients that Obtain Clinical Services	9,862	10,000	10,000	10,000	10,000
Tuberculosis Cases	20	20	20	20	15
Reportable Communicable Diseases Reported	7,093	7,000	7,000	7,000	5,000
Refugee Clients Assisted within Clinic	830	800	800	800	800
Refugees Health Assessments Completed	541	450	450	450	500
Refugees Health Assessments Completed within State Mandated 90 Day Timeframe	100%	100%	100%	100%	100%
Food and Lodging					
Required Food and Lodging Inspections Conducted	5,177	5,190	5,200	5,220	5,220
Compliance with Required Inspections by Establishments	77%	85%	90%	90%	92%
Reported Food-Borne Illnesses	50	55	55	55	40
Restaurant Employees attended Servsafe	34	15	0	0	0
Restaurant Employees Successfully Completing Serve Safe	65%	60%	0%	0%	0%
Water Quality Program					

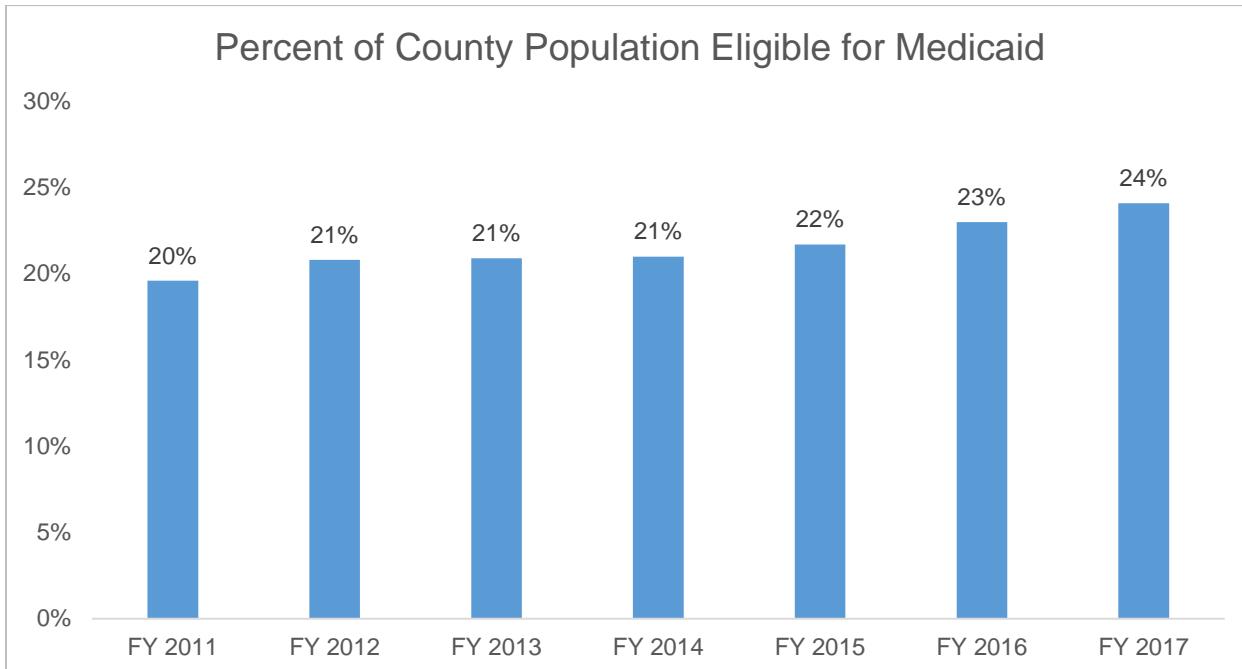
	FY17 Actual	FY18 Estimated	FY19 Projected	FY20 Projected	Target
Required Wastewater System Inspections (Pump Systems) Conducted	536	534	590	650	700
Compliance with Required Wastewater System Inspections	48%	46%	50%	48%	53%
Health Education					
Teen Girls Reached Through Teen Pregnancy Prevention Efforts	1,062	850	850	850	850
Citizens Contacted Through STD Outreach Activities	1161	650	650	600	600
Citizens Tested During STD Outreach Activities	3,519	3,000	3,000	3,000	2,475
Citizens That Tested Positive for Any STD Through Health Ed Outreach Program	11%	12%	10%	10%	10%
Media Contacts Made to Promote Public Health Prevention Goals and Messaging	2,889	3,000	3,000	3,000	3,000
Vital Records					
Average Number of Days for Death Registration (Filed Within 5 Days)	8.1	7.9	7.9	7.9	5
Average Number of Days for Birth Registration (Filed Within 5 Days)	5.6	5	5	5	5

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 AND CHALLENGES

- As the Federal and state governments transform Medicare and Medicaid, and all health insurers, PH will continue to monitor and adjust to any changes that impact the delivery and billing for services to our patients (including adults, children, pregnant mothers, elderly, disabled, and other specific populations).
- We will continue our pediatric dental clinics, and assess our ability to expand our adult dental services. Other medical support services such as laboratory and pharmacy services will also continue and grow as our general patient populations expand.
- By requesting more RN level staff in our School Health program, our School Nursing program will aim to lower the ratio of nurses to students. This will also reduce the need for non-health personnel in the schools to address health-related issues daily.
- Mandated inspections of food establishments, ground water, health hazards and other demands in the Environmental Health section will continue to be an area of priority.
- We will address the Social Determinants of Health from the perspective of our Consolidated Human Services Agency.
- For the purpose of maintaining our focus on prevention, we will continue to educate the public on health hazards such as Lead Abatement and water quality; communicable infection prevention; chronic disease management; and personal health promotion.

SOCIAL SERVICES

Heather Skeens, Social Services Div. Director

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

Healthy People

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



BUDGET SUMMARY

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Social Services-Administration	46,039,249	46,344,121	46,598,831	46,977,941	46,977,943	633,822	1.4%
Social Services-Family Supportive Services	33,929,725	15,904,512	11,441,812	10,294,862	10,294,862	(5,609,650)	(35.3%)
Social Services-Older Adults	2,448,230	2,622,007	2,676,312	2,670,762	2,492,398	(129,609)	(4.9%)
Social Services-Community Alternatives	15,000	15,000	34,600	15,000	15,000	0	0.0%
Social Services-County Financial Assistance	29,006	36,500	55,008	75,500	75,500	39,000	106.8%
Social Services	82,461,210	64,922,140	60,806,563	60,034,066	59,855,703	(5,066,437)	(7.8%)
EXPENSE							
Personnel Services	37,227,020	38,890,871	38,708,871	39,536,894	39,365,431	474,560	1.2%
Supplies & Materials	206,074	237,966	212,778	243,750	242,500	4,534	1.9%
Other Services & Charges	7,092,656	5,513,391	6,169,019	5,963,941	5,958,291	444,900	8.1%
Human Services Assistance	37,935,460	20,279,912	15,404,582	14,289,481	14,289,481	(5,990,431)	(29.5%)
Capital	0	0	311,313	0	0	0	0.0%
Total Expense	82,461,210	64,922,140	60,806,563	60,034,066	59,855,703	(5,066,437)	(7.8%)
REVENUE							
Intergovernmental	63,053,108	43,659,312	38,985,520	39,498,327	39,495,327	(4,163,985)	(9.5%)
Charges for Services	168,238	203,612	203,612	203,612	203,612	0	0.0%
Appropriated Fund Balance	140,666	159,000	447,323	407,000	407,000	248,000	156.0%
Miscellaneous Revenues	562,200	610,947	670,947	625,447	625,447	14,500	2.4%
Total Revenue	63,924,212	44,632,871	40,307,402	40,734,386	40,734,386	(3,898,485)	(8.7%)
County Funds	18,536,998	20,289,269	20,499,161	19,299,680	19,121,317	(1,167,952)	(5.8%)
Positions	610.50	618.50	619.50	624.50	624.50	6.00	1.0%

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 2019 GOALS & OBJECTIVES:

- Implement service improvement and facilitation programs:
 - Foster Parent Support Network
 - Family Law Facilitation Program
 - Southeastern Work Force Strategies
 - Eckerd Rapid Safety Feedback Program
- 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 2019 ADOPTED BUDGET HIGHLIGHTS:

- Overall, the Social Services FY 2019 Adopted budget decreased by almost \$5.1 million or 7.8% due primarily to the removal of remaining daycare funding as the State completes its transition to direct payment of daycare vendors rather than passing funds through the counties. Because these funds were directly off-set with State revenues, the net change in County funding is only \$990,000 or 4.9%. In addition, \$195,000 was shifted from Social Services to Veterans' Services by the Board's action to elevate the role of that program in the county.
- Personnel Services increased by almost \$474,560 or 1.2% to include county-wide merit raises as well as routine staff turnover. In addition, four Lead Caseworker positions and one Supervisor position were also added to form an expanded Medicaid Quality Assurance Team that will review all new Medicaid applications. This team will help the county verify all applications are accurate and avoid any chargebacks for services to anyone enrolled due to county error; previously the county only audited high risk cases and unqualified expenses were paid by the State. Lastly, a grant-funded foster care coordinator position was converted to county funding since the grant is ending. The increase was offset slightly by the shift of Veterans' Services positions.
- Other Services and charges increased by just under \$450,000 or 8.1% due primarily to the addition of \$441,500 for adoption program incentives. Other increases include just over \$40,000 for training, \$68,000 for technology upgrades including a lobby management system to improve wait times and communication, and general contract increases for software and janitorial services.
- Social Services also requested two additional Foster Care positions to meet state caseload requirements. These positions were not included in the adopted budget.

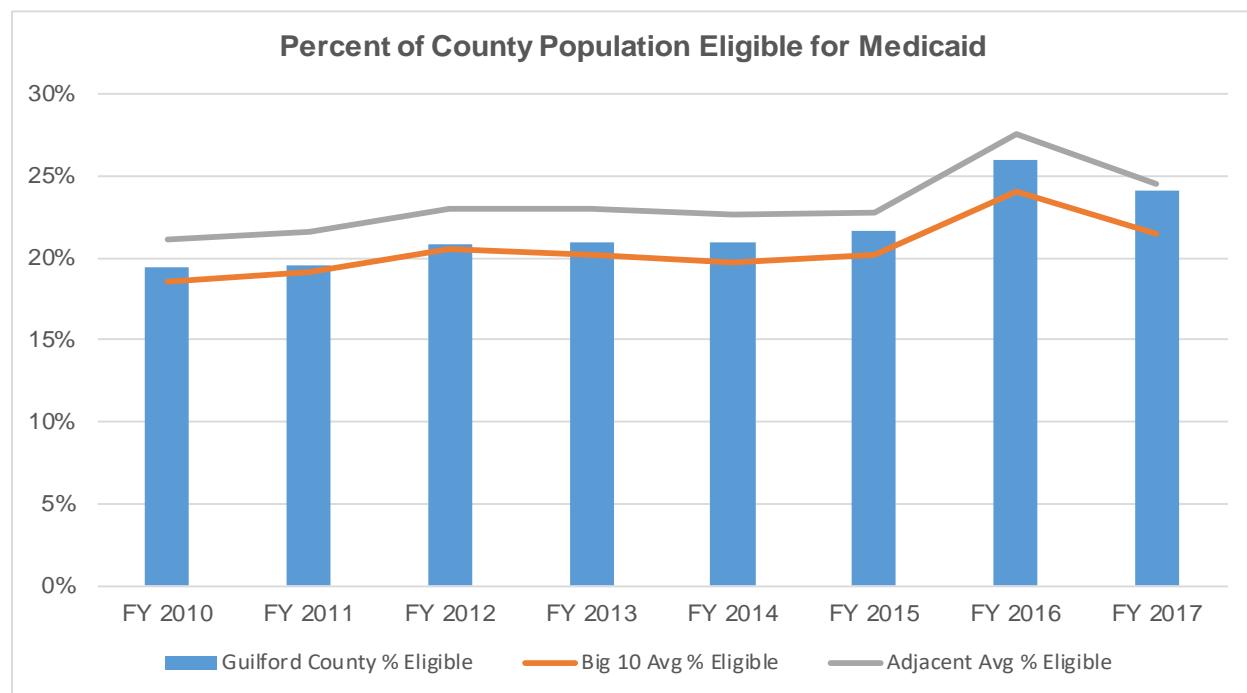
FY 2018 SIGNIFICANT ACCOMPLISHMENTS:

- Social Services' Economic Services Division continues to process food stamp benefits timely and for the past 6 months the division's timely rate has been 98.3% weekly.
- The Childcare module was successfully implemented in NC FAST and state has taken over all vendor payments for childcare services.
- Successful Implementation of Children's Services Recruitment and Retention Program to improve hiring and retention of Children's Services staff.
- Successful implementation of Internal Fatality Review Protocol in for foster children through Child Welfare, in accordance with state regulations.
- Added 39 additional private foster homes to help house the large number of foster children in Guilford County.
- Continued partnership with the Piedmont Triad Regional Council of Governments in the planning of the 7th Annual Elder Abuse Awareness Walk on June, 16, 2018.
- Received 512 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 250 adult wards, to date. Adult Guardianship also served an increasing number of young adults with 93 wards under the age of 45 and 40 of those under 30.
- Total Restorations/Transfers to date (5) 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.

COMMUNITY NEEDS

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



KEY PERFORMANCE MEASURES

	FY17 Actual	FY18 Estimated	FY19 Projected	FY20 Projected	Target
Administration					
Estimated Agency Efficiency Increases from Technology Initiatives In Progress	25%	50%	80%	80%	n/a
Adult & Aging Services					
Adult Foster Care Guardianship caseload per SW	53	58	40	45	25-30
Adult Homes caseload per SW	19	20	12	12	12
Adult Protective Service apps per SW	28	38	64	70	-
Adult Protective Service caseload per SW	16	16	30	30	12
In-Home Aide Caseload per SW	39	46	50	50	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%
Children, Youth & Families					
Foster Care caseload per SW	16	18	15	15	15
Adoption caseload per SW	17	16	15	15	15
Abuse Assessment Cases per SW	8	8	10	10	10
In-Home Services Cases per SW	8	15	10	10	10
Number of Homes per Licensing/Placement Social Worker	17	17	22	22	15
Rate of repeat maltreatment	2.58%	3%	3%	3%	7%
Economic Services					
Average FNS applications per month	2,431	3,000	3,000	3,000	demand
Average FNS recertification cases per month	N/A	3,536	4,500	4,500	demand
Percent of FNS applications processed timely	N/A	98%	98%	98%	95%
Percent of FNS recertification cases processed timely	N/A	94%	96%	96%	95%
Average Medicaid recertification cases per month	6,733	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.

TRANSPORTATION

Myra Thompson, Transportation 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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Request	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Transportation-Human Serv	1,500,405	1,270,341	1,755,798	1,651,738	1,640,355	370,014	29.1%
Transportation-Human Serv	1,500,405	1,270,341	1,755,798	1,651,738	1,640,355	370,014	29.1%
EXPENSE							
Personnel Services	741,374	735,340	735,340	723,237	711,854	(23,486)	(3.2%)
Supplies & Materials	7,147	8,001	8,002	8,001	8,001	0	0.0%
Other Services & Charges	474,342	473,000	472,456	500,500	500,500	27,500	5.8%
Human Services Assistance	(48)	0	0	0	0	0	0.0%
Capital	277,590	54,000	540,000	420,000	420,000	366,000	677.8%
Total Expense	1,500,405	1,270,341	1,755,798	1,651,738	1,640,355	370,014	29.1%
REVENUE							
Intergovernmental	1,094,728	1,051,314	1,531,298	1,451,296	1,451,296	399,982	38.0%
Charges for Services	23,810	25,000	25,000	25,000	25,000	0	0.0%
Miscellaneous Revenues	131	0	0	0	0	0	0.0%
Total Revenue	1,118,670	1,076,314	1,556,298	1,476,296	1,476,296	399,982	37.2%
County Funds	381,735	194,027	199,500	175,442	164,059	(29,968)	(15.4%)
Positions	17.00	17.00	17.00	17.00	17.00	0.00	0.0%

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 2019 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 2019 ADOPTED BUDGET HIGHLIGHTS

- Overall, the Transportation budget increased by \$370,014 or 29.1% due primarily to the inclusion of \$420,000 for replacement vehicles per the state funding plan. This increase offsets the shift of Medicaid transport expenses and payments to Social Services as a result of the State starting direct payment for those services. These combined changes mean the budget remains largely unchanged.
- The budget includes 7 replacement vehicles which are purchased with non-County funding and so are not included in the Fleet purchase list.

KEY PERFORMANCE MEASURES

	FY17 Actual	FY18 Estimated	FY19 Projected	FY20 Projected	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

Vacant, 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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Veterans' Services	105,319	129,609	129,641	178,364	198,363	68,754	53.0%
Veterans' Services	105,319	129,609	129,641	178,364	198,363	68,754	53.0%
EXPENSE							
Personnel Services	103,013	120,859	120,859	171,464	191,463	70,604	58.4%
Supplies & Materials	84	1,500	1,500	1,250	1,250	(250)	(16.7%)
Other Services & Charges	2,222	7,250	7,282	5,650	5,650	(1,600)	(22.1%)
Total Expense	105,319	129,609	129,641	178,364	198,363	68,754	53.0%
REVENUE							
Intergovernmental	2,130	3,000	3,000	3,000	3,000	0	0.0%
Total Revenue	2,130	3,000	3,000	3,000	3,000	0	0.0%
County Funds	103,189	126,609	126,641	175,364	195,363	68,754	54.3%
Positions	2.00	2.00	3.00	3.00	3.00	1.00	50.0%

DEPARTMENTAL PURPOSE

The Veteran's Services Office advises local veterans and their dependents of their rights, responsibilities and available resources under various federal and state laws. Department staff counsel and actively assist them with completing forms, obtaining supporting documentation, and in presenting this material to the United States Department of Veterans' Affairs.

FY 2019 GOALS & OBJECTIVES:

- Expand resources of Guilford County Veterans Services to assist Guilford County Veterans.

FY 2019 ADOPTED BUDGET HIGHLIGHTS

- In the FY 2017 adopted budget, the Board of Commissioners approved making Veterans' Services (VS) part of the Department of Health & Human Services – Social Services

Division to improve the county's ability to provide services to veterans. As part of the FY 2019 adopted budget, the Board elevated Veterans' Services to a division in Human Services and upgraded the Veterans' Services Officer to Veterans' Services Director. All funds in the Veterans' Services budget were initially included under Social Services in the recommended budget and remain largely unchanged in the adopted budget other than the additional salary to upgrade the VS Officer to VS Director.

- Social Services requested one Veteran's Services Specialist to expand Veteran's Services staff capacity. This position was not included in the adopted budget.

FY 2018 SIGNIFICANT ACCOMPLISHMENTS

- Veteran's Services staff achieved National and State Certifications while assisting 961 customers between July 2017 and March 2018.

FUTURE OPPORTUNITIES & CHALLENGES

- The department continues to operate two offices (High Point and Greensboro) with a limited staff. Budget reductions would force the closure of one of these offices.
- The number of veterans to be served will continue to increase as aging veterans seek VA services and as newly discharged veterans return from Iraq and Afghanistan and an increasing number of medical conditions, like PTSD, are becoming covered by the Department of Veterans' Affairs.
- A local veterans' office (Disabled American Veterans) has closed. This is another service organization that assisted veterans and their dependents with obtaining VA benefits and services. Since the closure of this office, Guilford County Veterans Services has seen a significant increase in the amount of calls, visits and number of appointments scheduled to both offices as these veterans and claimants are seeking assistance with VA services.

Public Safety

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

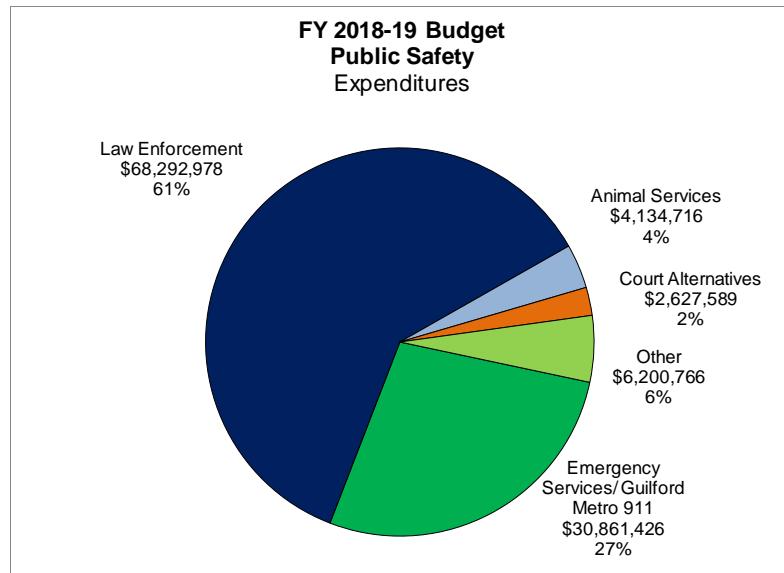
Guilford County will spend a total of \$112.1 million for Public Safety in FY 2018-19, an increase of approximately \$3.4 million or 3.1% over the FY 2017-18 Adopted Budget, though the net increase in County funds will only be approximately \$2.6 million or 3.2%. Public Safety accounts for approximately 18% of the total expenditures for the county.

The FY 2018-19 budget continues to align the Law Enforcement budget more closely with actual expenditures to better identify efficiencies. It also includes funds for equipment replacement including 2 new video arraignment units for use at the Greensboro and High Point Detention Centers, and to replace 37 vehicles at the end of their service life.

The Emergency Services (ES) budget is increasing by approximately \$1.0 million or 3.4% due to a combination of annualizing 5 EMTs and 5 paramedics positions added in the FY 2018 Adopted budget; new grant funding for one paramedic and one Linkage to Care Coordinator (in Public Health, funded by ES) position; 2 EMT positions; increasing calls for service requiring additional supplies; and an increase in the County's share of 911 calls to Guilford-Metro. The budget also funds replacement ambulances and staff vehicles on its fleet replacement plan.

The share of calls to the Guilford-Metro 911 Emergency Communications Center (GM911) for County services increased from 38% in calendar year 2016 to 39% in 2017. 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 just over \$294,000 or 7.7% as operations continue to be refined and Animal Services staff continue to closely monitor expenditures and budgets to



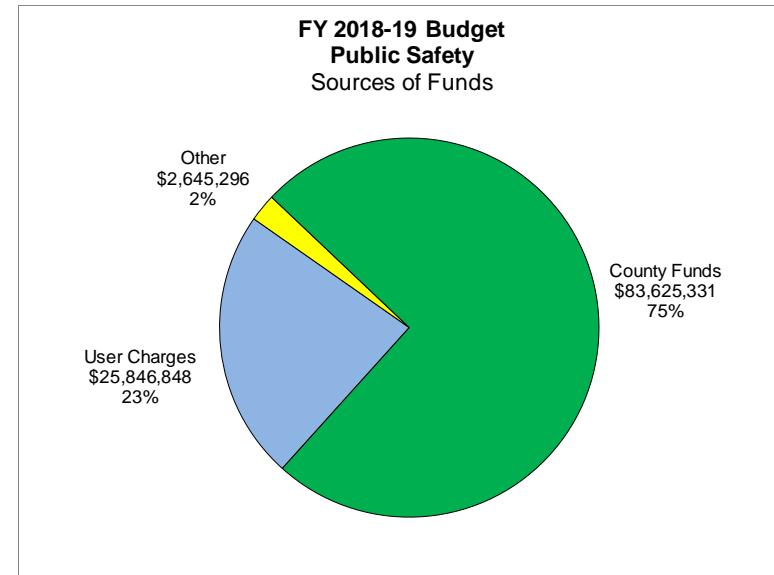
ensure they are as accurate as possible. Once the planned new facility is constructed, there may be additional adjustments in future budgets to reflect the new operating location.

The Family Justice Center (FJC) budget is increasing by almost \$250,500 or 65.9% primarily due to funding for a second FJC location in High Point planned to open in September 2018 including the annualizing of three positions add mid-year in FY 2018.

The Security budget includes the replacement of unarmed security contracted officers with armed contracted officers as well as an extension of hours to provide increased security coverage.

Revenues

Most (75%) 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 23% of the Public Safety revenues. The remaining funds will come from the federal and state government, fund balance, and other minor revenues.



	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	vs. FY18 Adopted
						\$ chg
						% chg
Department						
Animal Services	\$3,160,587	\$3,840,313	\$4,485,412	\$4,134,716	\$4,134,716	\$294,403
Court Alternatives	\$2,277,024	\$2,735,273	\$2,734,050	\$2,627,589	\$2,627,589	(\$107,684)
Emergency Services	\$28,938,712	\$29,847,342	\$30,035,401	\$30,590,046	\$30,861,426	\$1,014,084
Family Justice Center	\$287,753	\$380,126	\$541,402	\$630,604	\$630,604	\$250,478
Inspections	\$2,131,846	\$2,352,929	\$2,336,728	\$2,379,363	\$2,379,363	\$26,434
Law Enforcement	\$66,484,829	\$66,601,596	\$71,060,328	\$68,234,570	\$68,292,978	\$1,691,382
Other Protection	\$833,102	\$1,017,947	\$967,967	\$997,436	\$1,017,436	(\$511)
Security	\$1,776,654	\$1,975,656	\$1,971,088	\$2,173,363	\$2,173,363	\$197,707
Total Expenditures	\$105,890,507	\$108,751,182	\$114,132,376	\$111,767,687	\$112,117,475	\$3,366,293
						3.1%
Sources of Funds						
Federal & State Funds	\$1,046,819	\$880,769	\$1,591,787	\$1,082,118	\$1,091,368	\$210,599
User Charges	\$25,108,433	\$25,326,390	\$25,362,990	\$25,728,797	\$25,846,848	\$520,458
Other	\$1,464,811	\$912,161	\$1,176,715	\$930,905	\$1,105,035	\$192,874
Fund Balance	\$823,753	\$562,093	\$993,165	\$448,893	\$448,893	(\$113,200)
County Funds	\$77,446,691	\$81,069,769	\$85,007,719	\$83,576,974	\$83,625,331	\$2,555,562
Sources of Funds	\$105,890,507	\$108,751,182	\$114,132,376	\$111,767,687	\$112,117,475	\$3,366,293
						3.1%
Permanent Positions	1,045.400	1,057.400	1,064.400	1,103.400	1,065.400	8.000
						0.8%

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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Animal Services-Animal Shelter	2,196,345	2,713,151	3,411,171	2,907,942	2,959,535	194,791	7.2%
Animal Services-Animal Control	964,242	1,127,162	1,132,241	1,226,774	1,241,774	99,612	8.8%
Animal Services	3,160,587	3,840,313	4,543,412	4,134,716	4,201,309	294,403	7.7%
EXPENSE							
Personnel Services	1,801,548	2,443,221	2,443,221	2,504,747	2,537,466	61,526	2.5%
Supplies & Materials	453,928	402,366	613,869	508,000	493,000	105,634	26.3%
Other Services & Charges	895,429	964,726	1,456,056	1,091,969	1,110,843	127,243	13.2%
Capital	9,682	30,000	30,266	30,000	60,000	0	0.0%
Total Expense	3,160,587	3,840,313	4,543,412	4,134,716	4,201,309	294,403	7.7%
REVENUE							
Charges for Services	855,273	880,382	880,382	927,189	946,593	46,807	5.3%
Appropriated Fund Balance	233,637	150,000	150,000	150,000	150,000	0	0.0%
Other Financing Sources	4,404	0	0	0	0	0	0.0%
Miscellaneous Revenues	61,115	62,850	62,850	51,475	51,475	(11,375)	(18.1%)
Total Revenue	1,154,429	1,093,232	1,093,232	1,128,664	1,148,068	35,432	3.2%
County Funds	2,006,158	2,747,081	3,450,180	3,006,052	3,053,241	258,971	9.4%
Positions	45.00	45.00	45.00	45.00	45.00	0.00	0.0%

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 2019 GOALS & OBJECTIVES

- Continue the agreement to operate the SPOT program.
- Continue the County's partnership with Project Bark.
- Continue project to replace the existing county Animal Shelter complex by starting construction in FY 2019.
- 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
- Hire an Animal Behavior and Enrichment Manager to improve the animals mental and physical wellbeing while at the shelter and to increase adoptions/transfers.

FY 2019 ADOPTED BUDGET HIGHLIGHTS

- Overall, the Animal Services budget continues to reflect the actual needs and spending patterns of the department.
- FY 2019 Adopted Personnel costs increased by \$61,526 or 2.5% from FY 2018 due to merit raises as well as filling the director position in January 2018.
- Supplies & Materials increased by just over \$105,000 or 26.3% primarily to reflect medical supply and drug costs at the shelter as well as \$21,600 in operating costs for the SPOT program.
- Other Services & Charges increased by about \$127,000 or 13.2% because of additional funding for Project Bark and SPOT, and the addition of \$50,000 in special facility funds for unexpected repairs at the Animal Shelter complex to keep it in good repair and compliance with State regulations until the new facility is completed.
- Animal Services also requested an Operations Manager position to assist the director with running day-to-day operations, primarily at the shelter, thereby freeing up the director to work on other strategic items like long-term planning; building community relations and partnerships; and generally developing long-term department policy and other improvements. This position was not included in the adopted budget.

FY 2018 SIGNIFICANT ACCOMPLISHMENTS

- Successfully collaborated with Animal Services Advisory Board to receive citizen input and recommendations on Animal Services operations in Guilford County.
- Continued to improve the shelter visibility through social media including an Animal Shelter Facebook page that is used to promote adoptions.

- Continued to have an aggressive adoption program by working with our community partners, social media, and rescue organizations to increase the number of adoptions. Implemented monthly adoption special promotions to encourage adoptions.
- Established a Rescue / Foster Coordinator position to enhance coordination with rescue partners. Restructured other positions in the shelter division to increase support of volunteer and outreach activities and to enhance the care and enrichment of shelter animals.
- Established agreement with local veterinarian to resume the operation of the SPOT Mobile Spay / Neuter Clinic to provide low-cost spay/neuter services to underserved areas of the community.
- Utilized budgeted funds and Susie's Fund to provide medical treatment to injured, abused, or neglected animals received by the animal shelter.
- Hired new Animal Services Director to help identify strategic objectives to help the animal shelter move forward and save more animal lives.

KEY PERFORMANCE MEASURES

	FY17 Actual	FY18 Estimated	FY19 Projected	FY20 Projected	Target
Animal Control					
Dispatched Calls	14,702	15,784	15,626	15,470	demand
Dispatched Calls per Officer	1,470	1,578	1,563	1,547	demand
Calls for Animals Running Loose	3,275	3,406	3,542	3,684	demand
Positive Rabies Reports	13	14	14	14	demand
Animal Shelter					

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

FUTURE OPPORTUNITIES & CHALLENGES

- Combining animal control and shelter operations will require time to fully integrate operations but is anticipated to allow better tracking and coordination of operation of both functions through physical co-location, centralized administration, and easier sharing of information.
- The shelter population is currently at manageable levels, but current facility is often near or at capacity. A 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. This support includes both monetary and in-kind donations of supplies such as food, and is a significant benefit to the County; maintaining it in future could be challenging but beneficial. 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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Court Alternatives-Detention Services	2,277,024	2,735,273	2,734,050	2,627,589	2,627,589	(107,684)	(3.9%)
Court Alternatives	2,277,024	2,735,273	2,734,050	2,627,589	2,627,589	(107,684)	(3.9%)
EXPENSE							
Personnel Services	1,669,359	1,964,619	1,914,619	1,967,803	1,967,803	3,184	0.2%
Supplies & Materials	233,078	362,316	389,050	265,235	265,235	(97,081)	(26.8%)
Other Services & Charges	368,817	368,338	392,712	394,551	394,551	26,213	7.1%
Capital	5,769	40,000	37,669	0	0	(40,000)	(100.0%)
Total Expense	2,277,024	2,735,273	2,734,050	2,627,589	2,627,589	(107,684)	(3.9%)
REVENUE							
Intergovernmental	72,835	74,435	82,435	77,879	77,879	3,444	4.6%
Charges for Services	2,376,804	2,600,000	2,636,600	2,576,518	2,576,518	(23,482)	(0.9%)
Miscellaneous Revenues	638	200	200	919	919	719	359.5%
Total Revenue	2,450,277	2,674,635	2,719,235	2,655,316	2,655,316	(19,319)	(0.7%)
County Funds	(173,253)	60,638	14,815	(27,728)	(27,727)	(88,365)	(145.7%)
Positions	33.00	33.00	33.00	33.00	33.00	0.00	0.0%

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 programs that promote education, healthy lifestyles and positive choices for youth and their families.

FY 2019 GOALS & OBJECTIVES

- Guilford Juvenile Detention Center (GJDC) will complete a needs assessment for a possible 32 or 48 bed building expansion, in response to the Juvenile Justice Reinvestment Act (SB257).
- Provide ongoing training and recertification for all employees and develop an employee wellness program.

- Enhance the juvenile wellness program, in accordance with Child Nutrition standards & regulations.
- Evaluate the need to hire additional staff to support departmental functions.
- GJDC will accomplish its mission in a secure, orderly, and structured environment which is maintained by well-trained, competent staff administering the “Model of Care” program, an accountability-based behavior management model comprised of comprehensive educational and recreational programs.
- 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 2019 ADOPTED BUDGET HIGHLIGHTS

- The Court Alternatives FY 2019 Adopted expense budget will decrease by \$107,684 or 3.9% primarily driven by postponement of planned upgrades to the video arraignment system until the completion of the GCJD building expansion needs assessment and other planned major equipment upgrades. This decrease will reduce net county funding by \$88,365 or 145.7%.
- Overall revenues will decrease by \$19,319 or 0.7% 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, GJDC anticipates a slight reduction in its youth population to ensure quality services and care remain uncompromised while the facility undergoes a thorough expansion needs assessment.

FY 2018 SIGNIFICANT ACCOMPLISHMENTS

- Title I funding utilized to upgrade technology in all GJDC classrooms.
- Ongoing staff training and re-certifications, which reinforce safety & security as a top priority, resulted in no major incidents involving staff or juveniles at GJDC this fiscal year.
- Successfully completed an agency audit for Prison Rape Elimination Act (PsREA) Compliance.
- Provided facility tours for organizations and families as a community service, to assist with early interventions & preventions for misguided youth.
- Continued partnership with the Greensboro Police Department to reduce violent crimes through the grant-funded Project Safe Neighborhoods initiative. Upon release, youth are referred to community-based programs that will strive to teach and lead them through the process of making responsible decisions.

KEY PERFORMANCE MEASURES

	FY17 Actual	FY18 Estimated	FY19 Projected	FY20 Projected	Target
General Operations					
Total admissions	605	491	491	491	491
Guilford County admissions	255	179	179	179	179
Admissions from outside Guilford County	350	312	312	312	312
Total bed stays (days)	12,498	10,176	10,176	10,176	10,176
Cost per bed day	\$182	\$219	\$219	\$219	\$219
Average length of stay (days)	21	21	21	21	21
Average daily population	35	28	28	28	28
Education & Wellness					
Weekly hours of traditional classroom education offered through Guilford County Schools partnership per detainee	27.5	27.5	27.5	27.5	27.5
Weekly hours of extracurricular Health & Wellness Education offered per detainee	3.5	3.5	3.5	3.5	3.5
Weekly hours of extracurricular Nutrition Education offered per detainee	3.5	3.5	3.5	3.5	3.5
Weekly hours of physical fitness activities offered per detainee	>7	>7	>7	>7	>7
Weekly hours of Gang Resistance Education & Training (GREAT) offered through Project Safe Neighborhood collaborative per detainee	10.2	10.2	20.5	20.5	20.5

FUTURE OPPORTUNITIES & CHALLENGES

- **NC Senate Bill 257** updates the definition of “delinquent juvenile” to include 16 & 17 year old youth who commit crimes, infractions or indirect contempt. These changes within the Raise the Age Legislation may challenge current capacity, therefore continued assessments evaluating the need to expand our current facility by 32 or 48 beds will be necessary.
- The GJDC will continue to operate as a regional facility with the capability of serving additional counties outside of our designated catchment area. Increased expenditures resulting from expanded intake of juveniles in crisis are offset by increased revenues from state reimbursements and federal child nutrition funding.

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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Emergency Services-Administration	1,738,280	1,681,640	1,800,272	1,572,993	1,572,991	(108,649)	(6.5%)
Emergency Services-Emergency Management	678,144	990,222	941,389	850,657	859,908	(130,314)	(13.2%)
Emergency Services-Communications	3,677,262	3,820,894	3,828,117	4,238,799	4,238,799	417,905	10.9%
Emergency Services-Garage	292,609	337,605	379,853	353,416	353,417	15,812	4.7%
Emergency Services-Medical	19,687,253	20,363,794	20,466,666	20,590,477	20,852,607	488,813	2.4%
Emergency Services-Fire	2,865,164	2,653,187	2,619,104	2,983,704	2,983,704	330,517	12.5%
Emergency Services	28,938,712	29,847,342	30,035,401	30,590,046	30,861,426	1,014,084	3.4%
EXPENSE							
Personnel Services	17,314,678	18,733,032	18,449,482	18,817,991	18,993,056	260,024	1.4%
Supplies & Materials	1,734,115	1,942,850	1,965,160	1,933,650	1,933,650	(9,200)	(0.5%)
Other Services & Charges	7,704,535	7,819,460	8,322,859	8,229,105	8,325,420	505,960	6.5%
Capital	2,185,654	1,352,000	1,297,900	1,609,300	1,609,300	257,300	19.0%
Other	(270)	0	0	0	0	0	0.0%
Total Expense	28,938,712	29,847,342	30,035,401	30,590,046	30,861,426	1,014,084	3.4%
REVENUE							
Intergovernmental	81,459	76,000	334,616	76,000	85,250	9,250	12.2%
Charges for Services	15,941,559	15,928,081	15,928,081	16,182,793	16,300,793	372,712	2.3%
Other Financing Sources	6,494	15,000	15,000	10,000	10,000	(5,000)	(33.3%)
Miscellaneous Revenues	305,126	150,000	150,000	157,500	331,630	181,630	121.1%
Total Revenue	16,334,637	16,169,081	16,427,697	16,426,293	16,727,673	558,592	3.5%
County Funds	12,604,075	13,678,261	13,607,704	14,163,753	14,133,753	455,492	3.3%
Positions	247.25	257.25	257.25	257.25	261.25	4.00	1.6%

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 2019 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.
- 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 2019. This will also require continued departmental focus on our community paramedicine program.
- Receive 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) to expand the GC STOP (Guilford County Solutions to the Opioid Problem) program to reduce mortality from the opioid crisis.
- Complete design on Phase 1 of the ES Master facility on Pepperstone Drive, and begin construction. Other phases will be brought to 30% design.

FY 2019 ADOPTED BUDGET HIGHLIGHTS

- Overall, the net Emergency Services budget increased by \$455,492 or 3.3% from FY 2018 Adopted. While both revenues and expenses increased in the FY 2019 Adopted budget, the continuing rise in medical and drug costs as well as call volume plus increases in medical examiner fees by the State and licensing for the County's new emergency notification system mean growth in expenses has been faster than in revenues.
- Revenues increased by \$558,592 or 3.5% with most of increase due to a general growth in demand for and use of ambulance services, as well as the receipt of several grants, including a grant split grant with Public Health from Gilead Sciences, and an interlocal agreement with the City of Thomasville and the City of Greensboro for shared use of the 800Mhz core. Guilford County Emergency Management has been awarded \$9,250 in the FY 2018 Tier II Competitive Grant Projects program from North Carolina Emergency Management for the purpose of holding a hazardous materials emergency exercise.
- Personnel services increased by \$260,024 or 1.4% due to a combination of county-wide merit raises and increases in overtime and part-time salaries to reflect actual hours worked. Emergency Services added two EMT positions to be funded through grant revenues. Additionally, the department added two paramedic positions to increase

capacity for the county's contract for Hospice transport; these positions will be fully funded with additional revenues for this service.

- Supplies & Materials decreased by \$9,200 or 0.5% from FY 2018 Adopted because of decreases in a variety of areas such as small computer equipment, drugs, wearing apparel and office supplies.
- Other Services & Charges increased by \$505,960 or 6.5% due primarily to a combination of increases in medical services as the result of increased fees for medical examiner services; and professional services due primarily to increases in City Radio Shop services and Guilford-Metro 911 (details in "Guilford-Metro 911" section).
- Capital increased by \$257,300 or 19.0% to reflect the allocation of additional major equipment funds for replacement of rescue tools, training mannequins, and other items.
- Emergency Services also requested a Tier 1 Tech Support position to improve round-the-clock tech support coverage (\$49,600), a Guilford Metro 911 Recruitment & Community Outreach Coordinator (\$25,900 in county funds; additional Greensboro contribution), 20 EMS positions, including a Basic Life Support unit with a vehicle, to support increased call volume and ensure system readiness (\$483,000 net county funds), and a Fire manpower squad including 10 firefighting positions and a vehicle (\$559,000). These requests were not included in the adopted budget.

FY 2018 SIGNIFICANT ACCOMPLISHMENTS

- The Emergency Management Division coordinated or participated in 9 multi-agency exercises evaluating the community's ability to respond to and recover from major emergencies.
- The Emergency Management Division activated the Emergency Operations Center 2 times and utilized WebEOC on 21 incidents and planned events to coordinate response and recovery activities with partner agencies.
- The Emergency Management Division supported the update process of 85 Continuity of Operations Plans, and other supporting plans in Emergency Management.
- Emergency Management enhanced the employee notification system through a multiagency partnership with the City of Greensboro and the City of High Point and registered 7,500 additional contacts into the system.
- During calendar year 2017, the EMS Division responded to 73,805 requests for service. This represents a 3,646 call (5.2%) increase in call volume when compared to 2016. 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 2017, we reversed over 700 narcotic related overdoses and attended to more than 100 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 program intended to decrease mortality from opioid overdoses among the opioid user population.

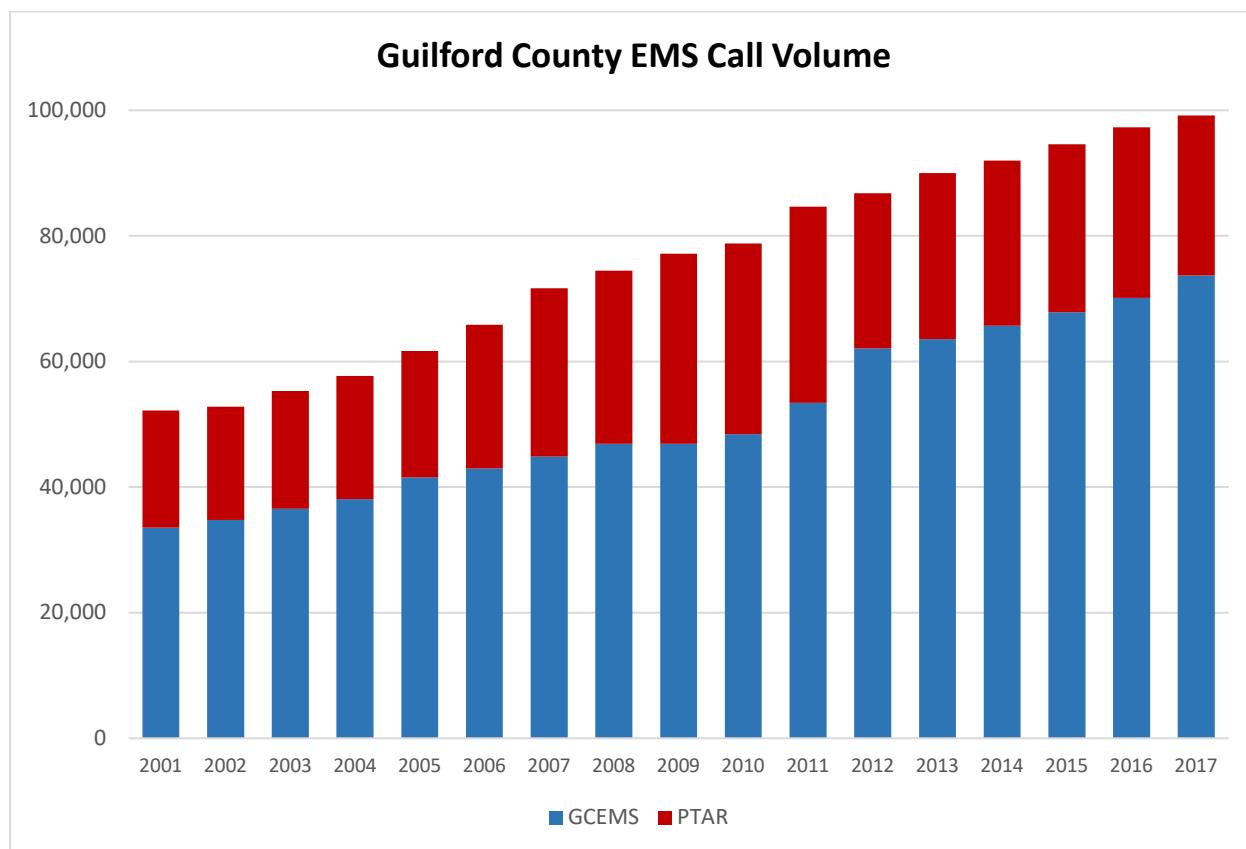
- Emergency Services continued the search for a property to purchase and build a master facility. That property was located and purchased. We have worked diligently with architects to design the facility. It is our hope that construction on Phase 1 of the project will commence during FY19.
- EMS continued 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 continued to enhance patient outcome of cardiac emergencies and cardiac arrest incidents with the implementation of a comprehensive program of education. Given the national average for resuscitation of cardiac arrest victims is ~5%, Guilford County's rate of successful resuscitation was nearly 40%.
- Fire Inspections staff conducted greater than 4,500 inspections during calendar year 2017. This currently represents a compliance rate of >95% with the state mandate for CY17. Plans examination of new construction and up fit of existing building stock totaled >200 with acceptance testing of all fire protection systems resulted in 499 additional inspections, which is clearly trending as an increase. During CY 17 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 121 investigations which resulted in:
 - 2 charges for intentional acts
 - 9 Juvenile Petitions for intentional acts
 - 2 Civilian Burn Injuries
 - 1 Fire Fatality.
- 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 begin 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.

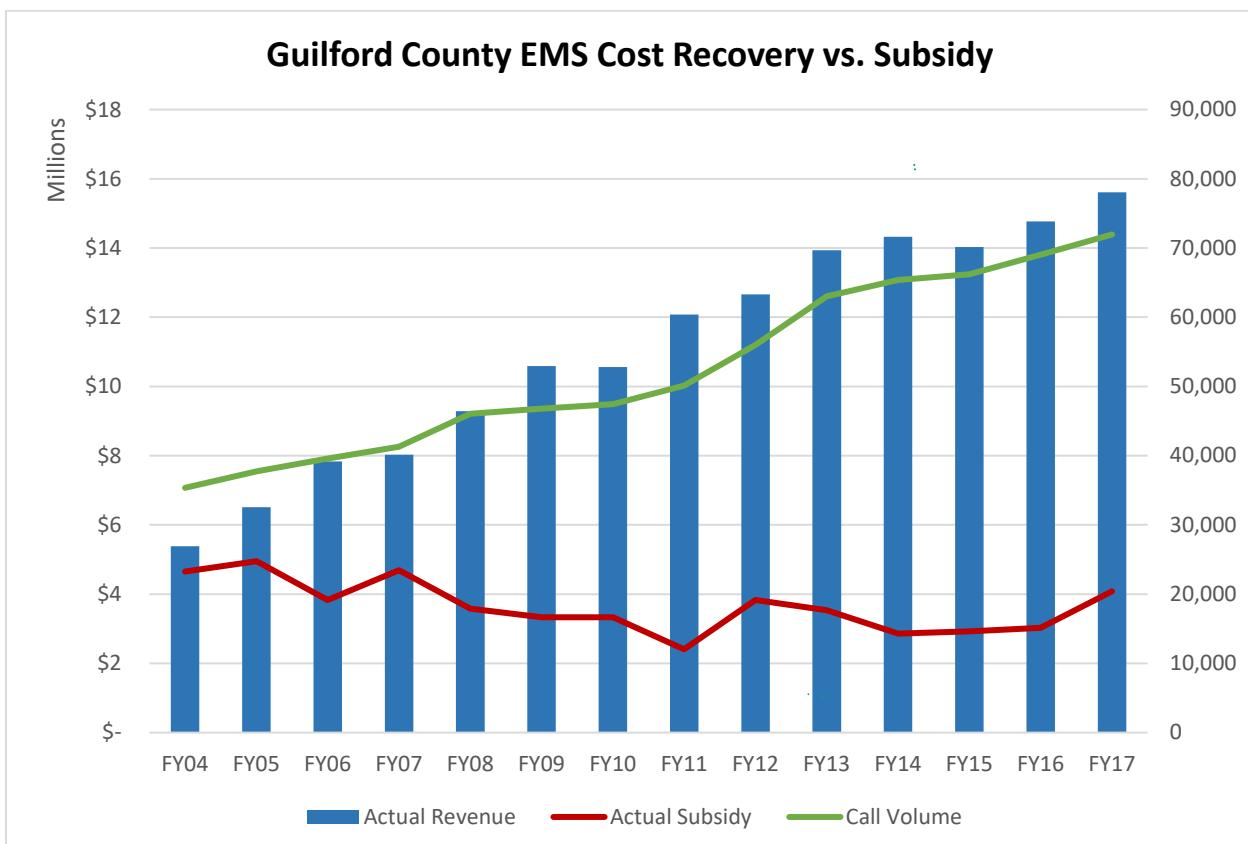
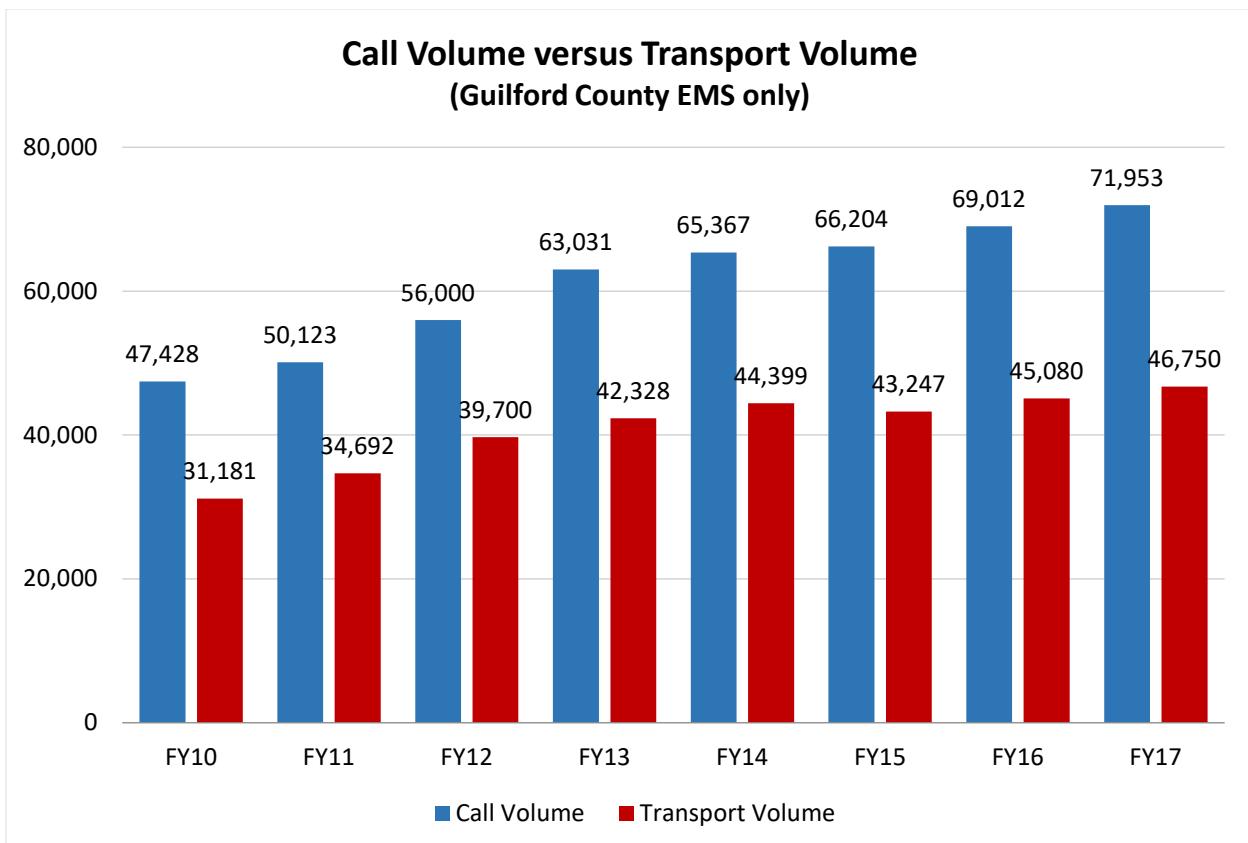
KEY PERFORMANCE MEASURES

	FY17 Actual	FY18 Estimated	FY19 Projected	FY20 Projected	Target
Administration					
Percent of EMS billings paid by customers	75%	75%	75%	75%	75%
Percent of Fire Marshal billings paid by customers	80%	80%	85%	85%	85%
Percent of operating revenue recovered	63%	63%	60%	60%	60%
Emergency Management					
Number of external emergency plans reviewed	503	475	500	500	450
Number of disaster plans for the County that are up-to-date and support for incidents that could occur in the region	86	86	86	86	86
Number of WebEOC activations	25	27	25	25	demand
Percent of time WebEOC is available for disaster response	99%	99%	99%	99%	99%
Number of community disaster exercises	15	10	10	10	5
Number of outside entities that requested and received disaster planning assistance	27	20	20	20	10
Number of training events for emergency partners and community preparedness	24	25	20	20	20
Percent of attendees of preparedness trainings or events that feel better prepared	100%	100%	100%	100%	100%
Percent of Emergency Management Accreditation Standard Compliance standards the County is in compliance with each FY	70%	100%	100%	100%	100%
Maintenance					
Number of vehicles maintained	110	118	120	120	demand
Percent of time emergency vehicles are available for duty	95%	92%	96%	96%	95%
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%

	FY17 Actual	FY18 Estimated	FY19 Projected	FY20 Projected	Target
Percent of critical vehicle failure (Critical vehicle failure takes place during an emergency response; calculated on a basis of a 100,000 miles traveled)	<0.05%	<0.05%	<0.05%	<0.05%	<0.05%
Stretcher failure incidents per 1000 patients transported (minimizing patient accidents in transport)	<0.01%	<0.01%	<0.01%	<0.01%	<0.01%
Emergency Medical Services					
Number of continuing education training hours offered by training staff	4,000	4,000	4,200	4,400	4,000
Number of Paramedic Academy graduates	12	7	10	15	12
Number of emergency medical responses	66,910	72,000	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)	\$60.00	\$60.00	\$60.00	\$62.00	\$75.00
Per Capita Net Operating Expense ((total expense-total revenue)/population)	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
Patient Satisfaction Rating	92%	94%	94%	94%	90%
EMS Cardiac Arrest Survival Rate to ED Discharge	32%	37%	37%	37%	37%
Fire Marshal					
Completion rate for scheduled inspections	82%	82%	85%	90%	90%
Routine Inspections	76%	80%	80%	85%	95%
Guilford County Schools Inspections	99%	99%	99%	99%	99%
Number of unscheduled fire inspections completed	125	125	125	125	125
Number of fire investigations conducted	110	110	110	110	110
Number of fire investigations closed	90	90	90	90	95
Number participants in the Guilford County Juvenile Firesetters Intervention Program	24	24	24	24	25
Fire Services					
Number of fire operations training hours offered	1,000	1,000	1,000	1,000	1,000
Total number of calls for the fire support unit (Rescue 50)	700	700	750	750	demand

	FY17 Actual	FY18 Estimated	FY19 Projected	FY20 Projected	Target
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.
- 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 is anticipated to be completed in 2018. 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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Family Justice Center	287,753	380,126	541,402	630,604	630,604	250,478	65.9%
Family Justice Center	287,753	380,126	541,402	630,604	630,604	250,478	65.9%
EXPENSE							
Personnel Services	255,064	353,795	404,522	540,804	540,804	187,009	52.9%
Supplies & Materials	11,891	9,801	22,249	26,600	26,600	16,799	171.4%
Other Services & Charges	20,798	16,530	114,631	63,200	63,200	46,670	282.3%
Total Expense	287,753	380,126	541,402	630,604	630,604	250,478	65.9%
REVENUE							
Appropriated Fund Balance	11,540	6,200	31,200	20,000	20,000	13,800	222.6%
Miscellaneous Revenues	34,265	2,000	83,000	25,000	25,000	23,000	1,150.0%
Total Revenue	45,805	8,200	114,200	45,000	45,000	36,800	448.8%
County Funds	241,948	371,926	427,202	585,604	585,604	213,678	57.5%
Positions	4.00	5.00	8.00	8.00	8.00	3.00	60.0%

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 2019 GOALS & OBJECTIVES

- Open the High Point Family Justice Center location.
- Continue providing public access to coordinated, streamlined services that support victims of domestic violence, sexual assault, child abuse, and elder abuse.
- 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 for victims of violence and abuse.
- Continue programming targeting vulnerable populations including:
 - Coordinate and implement Camp HOPE, an evidenced-based camping and mentoring program for children who have experienced domestic violence.
 - Coordinate 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 2019 ADOPTED BUDGET HIGHLIGHTS

- The net FY 2019 Adopted budget increased by \$213,678, or 57.5% over the FY 2018 Adopted budget to accommodate increased personnel, supplies & materials and professional services expenses as the Family Justice Center prepares to expand into its High Point location in September 2018.
- FY 2019 Adopted revenues increased by \$36,800, or 448.8% to more accurately reflect miscellaneous donations and grant funding received by the Family Justice Center in prior years. Additionally, appropriated fund balance was increased by \$13,800 to fund FY 2019 Camp HOPE expenses with designated grant funding received in prior years.
- The FY 2019 Adopted budget repurposes one of the two Family Justice Center accounting entities to track revenue and expenditures for all outreach initiatives, including Camp HOPE, the Elder Justice Committee collaborative and the Emergency Legal Services program.

FY 2018 SIGNIFICANT ACCOMPLISHMENTS

- Provided coordination of services to **6,197 victims**, an increase of **27%** from FY 2017.

- Implemented **Camp HOPE**, an evidenced based camping and mentor program for children who have been impacted by domestic violence. Twenty-eight children participated in our first year of programming, which included a six-day overnight camp and ongoing monthly programming for participants.
- Increase community outreach and education by 40% to include **75 agencies** and organizations, reaching a total of **4,500 people**.
- Increased FJC volunteer support by **25% from 1,869 hours to 2,339 hours**.
- State and national recognition for the prevention efforts of our **Elder Justice Committee**, including the launch of **Friends Against Fraud**, a program targeting prevention strategies seniors can implement to reduce likelihood of fraud and exploitation.
- The Elder Justice Committee was also chosen as a pilot site by the State Department of Aging and the Jordan Institute for Social Work at UNC Chapel Hill for research and evaluation of our work to prevent elder abuse and exploitation.
- Elon University School of Law opened their **Emergency Legal Services Program** to provide legal consultation and support to victims seeking FJC services.
- Established a **high-risk protocol** to improve strategies for coordinating offender accountability and increasing victim safety.
- **Enhanced training** to onsite professionals, including sending a team of FJC partners to the national conference on the prevention of strangulation hosted by the National Family Justice Center Alliance.
- Development of an implementation team to reestablish **the provision of specialized child medical services** delivered by Cone medical staff for children who have been abused.
- **Two Assistant District Attorneys**, one in Greensboro and one in High Point, whose positions are solely dedicated to working with victims of intimate partner violence and collaborating with FJC partners.
- **National Association of Counties (NACo) Achievement Award** recipient in the Criminal Justice and Public Safety category.
- There were **no domestic violence related homicides** associated with victims who sought assistance from the FJC.

KEY PERFORMANCE MEASURES

	FY17 Actual	FY18 Estimated	FY 19 Projected	FY20 Projected	Target
Clients Served at Center	6,197	6,000	7,500	8,000	8000
Community Education Presentations & Trainings	75	75	100	100	100
Total Persons Reached through Education, Training & Outreach	4,500	3,500	5,000	5,000	5000

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 change happens gradually. Strong collaborative efforts continue as we complete our second year of operations, serving over 11,000 individuals and families since our inception on June 15, 2015.

Ongoing work in 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 FJC's 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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Communicatns-Metro 911 Center	2,876,576	2,905,864	2,905,865	3,074,239	3,074,239	168,375	5.8%
EXPENSE							
Other Services & Charges	2,876,576	2,905,864	2,905,865	3,074,239	3,074,239	168,375	5.8%
Total Expense	2,876,576	2,905,864	2,905,865	3,074,239	3,074,239	168,375	5.8%
REVENUE							
County Funds	2,876,576	2,905,864	2,905,865	3,074,239	3,074,239	168,375	5.8%

- 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 2019 GOALS & OBJECTIVES

- Provide exceptional customer service via EMD and EFD protocol compliance.
- Continue implementation of “Text to 911” technology to increase public access to the 911 system and other emergency response resources.
- Increase responsiveness for timely processing of public information requests.
- Work with Guilford County Emergency Services to continue integration of new radio towers into public safety communication system.

- 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 2019 ADOPTED BUDGET HIGHLIGHTS

- The Guilford Metro 911 budget increased by \$168,375 or 5.8% over due to an increase in the County's share of 911 calls from 38% of total calls in calendar year 2016 to 39% in calendar year 2017.

FY 2018 SIGNIFICANT ACCOMPLISHMENTS

- Transitioned to P25 narrow band radio system in March 2018 and phase out remaining 4.1 system technology which has reached the end of its serviceable life and will no longer receive manufacturer support. In addition to continued manufacturer support, the P25 system is anticipated to improve the quality of voice transmissions as well as their security through end-to-end encryption; offer the capacity for 2-way text messaging; allow improved GPS location for first responders with radios; and simplify connection to and roaming across other P25 systems.
- Integrated Guilford County EMS's First Watch dashboard.
- Completed toning interface enhancements to include group paging and announcement alerts.

KEY PERFORMANCE MEASURES

	FY17 Actual	FY18 Estimated	FY19 Projected	FY20 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	98%	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)*	128	120	120	120	120
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.**

Yes Yes Yes Yes Yes

* *dispatch time is measured from the time a call is received until dispatch*

** CALEA - Commission on Accreditation for Law Enforcement Agencies (Greensboro Police, Guilford Co. Sheriff); CAAS - Commission on Accreditation of Ambulance Services (Guilford Co. EMS); ISO - Insurance Services Office (Greensboro Fire & Guilford Co. Fire Districts)

	2015		2016		2017	
	Calls	% Share	Calls	% Share	Calls	% Share
Call Breakdown by Agency & Jurisdiction						
Guilford County						
Emergency Medical Services	76,356		79,591		82,858	
Fire	12,835		13,535		14,469	
Sheriff	65,167		67,332		67,649	
County Total	154,358	37%	160,458	38%	164,976	39%
City of Greensboro						
Fire	33,133		36,003		36,764	
Police	227,734		222,021		225,815	
City Total	260,867	63%	258,024	62%	262,579	61%
Overall Total	415,225		418,482		427,555	

* *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 approximately 6 to 12 months from being able to move in this direction due to technology upgrades that will be required and finalized for industry standards. The future of 911 is set to drastically change with the advent of “Next Generation 911” services and the transition from a legacy 911 system that has functioned for over 40 years in an analog / “copper wire” arena, to a purely digital Voice over Internet Protocol (VoIP) based series of applications. These changes, as set forth by the Federal Communication Commission, will impact not only the physical mechanics of the hardware and software of the entire existing 911 system, but will impact how all the 911 staff (call takers, dispatch, trainer, database, GIS, etc.) perform their assigned duties of call intake, processing and dispatch. The entire level / uniqueness of both voice and data delivered to the 911 center will be drastically altered. This will present a huge challenge to our facility capabilities and may require additional staff. GM911 will also continue to stay abreast of all changing technology trends in order to provide the best service to the citizens of Guilford County.
- *Staffing & Retention:* Staffing at a 911 center is always a challenge. In 2013, GM911's Emergency Communications Division turnover rate was 8.7%, which dropped from 11.8%

in 2012. 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% The Emergency Communications Division, which staffs 911 dispatch function of the center, is authorized for a staff of 93. While employees leave for various reasons, GM911 will collaborate with HR to recruit talented and diverse candidates while focusing on employee retention.

INSPECTIONS & PERMITTING

J. Leslie Bell, AICP, Planning & Development Director

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

Economic Development

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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Inspections	2,131,846	2,352,929	2,336,728	2,379,363	2,379,363	26,434	1.1%
Inspections	2,131,846	2,352,929	2,336,728	2,379,363	2,379,363	26,434	1.1%
EXPENSE							
Personnel Services	2,077,128	2,246,929	2,246,929	2,243,793	2,243,793	(3,136)	(0.1%)
Supplies & Materials	12,495	32,600	16,066	36,105	36,105	3,505	10.8%
Other Services & Charges	42,223	48,400	46,853	99,465	99,465	51,065	105.5%
Capital	0	25,000	26,880	0	0	(25,000)	(100.0%)
Total Expense	2,131,846	2,352,929	2,336,728	2,379,363	2,379,363	26,434	1.1%
REVENUE							
Licenses and Permits	1,343,099	1,256,561	1,256,561	1,038,000	1,038,000	(218,561)	(17.4%)
Charges for Services	74,520	46,957	46,957	70,050	70,050	23,093	49.2%
Miscellaneous Revenues	0	100	100	0	0	(100)	(100.0%)
Total Revenue	1,417,619	1,303,618	1,303,618	1,108,050	1,108,050	(195,568)	(15.0%)
County Funds	714,227	1,049,311	1,033,110	1,271,313	1,271,313	222,002	21.2%
Positions	26.00	27.00	27.00	27.00	27.00	0.00	0.0%

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 2019 GOALS & OBJECTIVES

- By September 30, 2018, collaborate with the Soil & Water Conservation Section to develop a GIS Ag Best Management Practice (BMP) Layer.
- By September 30, 2018, collaborate with TREBIC and Greensboro Home Builders' Association to conduct a 2018 Residential Building Code Workshop.
- By December 1, 2018, collaborate with jurisdictions within Guilford County to conduct a BMP inspection and maintenance workshop for property management companies involved with routine BMP maintenance.
- By March 30, 2019, work with Greensboro, High Point, Guilford Soil and Water, and Cooperative Extension to plan Guilford Creek Week 2019.
- 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 County Soil Erosion Control Section.
- By September 30, 2018, work with Information Services (IS) and Finance in developing report(s) that will be used to interface land management and Accounts Receivable (AR) system with Lawson financial software.
- By August 1, 2018, collaborate with GIS Department, EMS Department and City of Greensboro in order to improve Guilford County Community Rating System (CRS) through the new 2017 certification process. The CRS directly impacts community flood insurance premium rates.
- By September 31, 2018, work to develop Standard Operating Procedures (SOP) for Agricultural Buildings (e.g., barn with livestock) wiring method and slab bonding requirements.

FY 2019 ADOPTED BUDGET HIGHLIGHTS

- The Inspections FY 2019 Adopted net budget increased by \$222,002 or 21.2% over FY 2018 Adopted primarily due to the department's request to implement a Building Inspection Career Development Program that incentivizes inspection staff to obtain certifications within and beyond their field of expertise. In conjunction with this request, Other Services & Charges increased by \$51,065, or 105.5%, to accommodate increased education & training expenses towards accreditation classes and conferences.
- While Charges for Services revenues will increase by \$23,093 or 49.2% overall in FY 2019 Adopted revenues will decrease by \$195,568, or 15%, primarily driven by decreased licensing and permitting fee revenue.
- Inspections also requested four Building Inspector positions (\$345,355) to meet the demand for building, electrical, plumbing and heating inspections in residential and commercial construction, as well as funds to implement a Green Building Rebate Program that would offer rebates from the county to developers who utilize energy efficient appliances in their residential and commercial construction (\$1,000). These requests were not included in the adopted budget.

FY 2018 SIGNIFICANT ACCOMPLISHMENTS

- Successfully completed the Community Rating System (CRS) Recertification on behalf of Guilford County resulting in the continuation of discounted community flood insurance premium rates.
- Worked on the 2017 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 implement the Accela Electronic Document Review submission and review procedures as part of new land management software implementation.
- Watershed Protection/Stormwater Management Section completed the 205(j) Grant Report for the Guilford County Watershed Prioritization, in partnership with the Piedmont Triad Regional Council (PTRC).
- Finished issuing Certificate of Occupancy (CO) for the Piedmont Triad International Airport (PTIA) for a 255,270 sq. ft. HAECO New Aircraft Hanger Project.
- Worked with Honda Aircraft for 1,000 sq. ft. Waste Storage Facility.
- Worked with Koury and Stoney Creek development for the Grandover Apartment Project that included an additional five (5), twenty-four (24) unit apartment buildings.
- Collaborated with jurisdictions within Guilford County to conduct a Best Management Practices (BMPs) workshop for property management companies involved with routine BMP maintenance through a mini allocation funding sponsored by the Piedmont Triad Water Quality Partnership. This involved a lunch-and-learn seminar to cover all aspects of BMP maintenance for the further protection of water quality.

- 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.
- Collaborated with Greensboro, High Point, Guilford Soil and Water, and Cooperative Extension to conduct Guilford Creek Week in March 2018.
- Secured approval of revised/updated Flood Damage Prevention Ordinance in November 2017 based on the 2017 North Carolina Model Flood Damage Prevention Ordinance.
- Implemented receipt of Soil and Water Conservation revenue as a Point of Sale transaction through Accela cashiering system to improve management of funds collected.
- Cross-trained additional Building and Zoning Permit Technicians in the handling of end of day balancing, preparation of daily deposits, and closing procedures.
- As of February 1, 2018 Frank Park, Chief Plans Engineer, became an associate voting member on the ASCE/SEI Standards Committee ASCE/SEI 7 - 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.

KEY PERFORMANCE MEASURES

	FY17 Actual	FY18 Estimated	FY19 Planned	FY20 Planned	Target
Inspections & Permitting					
Residential & Commercial Building Permits Issued	4,160	4,315	4,060	4,060	4,060
Annual Permits Issued per Technician	1,040	1,079	1,015	1,015	1,015
Building, Plumbing, Mechanical, Gas & Electrical Inspections Completed	34,063	34,398	35,602	36,848	40,500
Annual Inspections per Inspector ^[1]	2,839	2,646	2,542	2,632	2,700
Final Certificates of Occupancy Issued	884	884	884	884	884
Number Residential Plans Reviewed	867	845	824	824	824
Number Residential Plans Reviewed within 10 Working Days	828	828	808	808	828
% Residential Plans Reviewed within 10 Working Days	96%	98%	98%	98%	100%
Number Commercial/Industrial Plans Reviewed	464	452	452	452	452

	FY17 Actual	FY18 Estimated	FY19 Planned	FY20 Planned	Target
Number Commercial/Industrial Plans Reviewed within 10 Working Days	441	443	443	443	443
% Commercial/Industrial Plans Reviewed within 10 Working Days	95%	98%	98%	98%	98%
Watershed Plans Reviewed	684	795	795	795	795
BMP Construction In Progress - Inspections Completed	11	6	6	6	6
Annual Watershed Pond Maintenance Inspections Completed	277	346	346	346	346
Grading Permits Reviewed	49	57	42	48	48
Grading Permits Issued	29	39	34	36	36
% of Reviewed Plans that Received Permits	59%	68%	81%	75%	75%
#805 - Soil's Device Release Inspections	71	68	53	53	53
#810- Soil Erosion Control Routine Inspections [2]	125	1247	1025	1025	1025
#820 - Grading Permit Final Inspections	14	35	20	20	20
#840 - Investigation/Consultation Inspections	373	405	382	382	382
#870- Single-Family Residential Soil Erosion Control Violation Inspections (New Construction)	51	166	120	120	120
Permitted Erosion Control Inspections Completed	6,34	1,921	1,600	1,600	1,600
#855 - Commercial/Industrial/ Institutional Site Plan Compliance Inspections	221	329	296	311	311
Drainage, Erosion Violations Investigated	325	314	304	326	326
Soil and Erosion Inspection Totals	546	643	600	637	637
Minimum Housing Complaint Cases [3]	5	6	15	21	5
Number of Cases Resolved	3	3	9	18	3
Percent of Cases Resolved	60%	50%	60%	86%	60%
Condemnation Declaration Cases[4]	5	8	9	9	5
Number of Cases Resolved	4	4	6	5	3

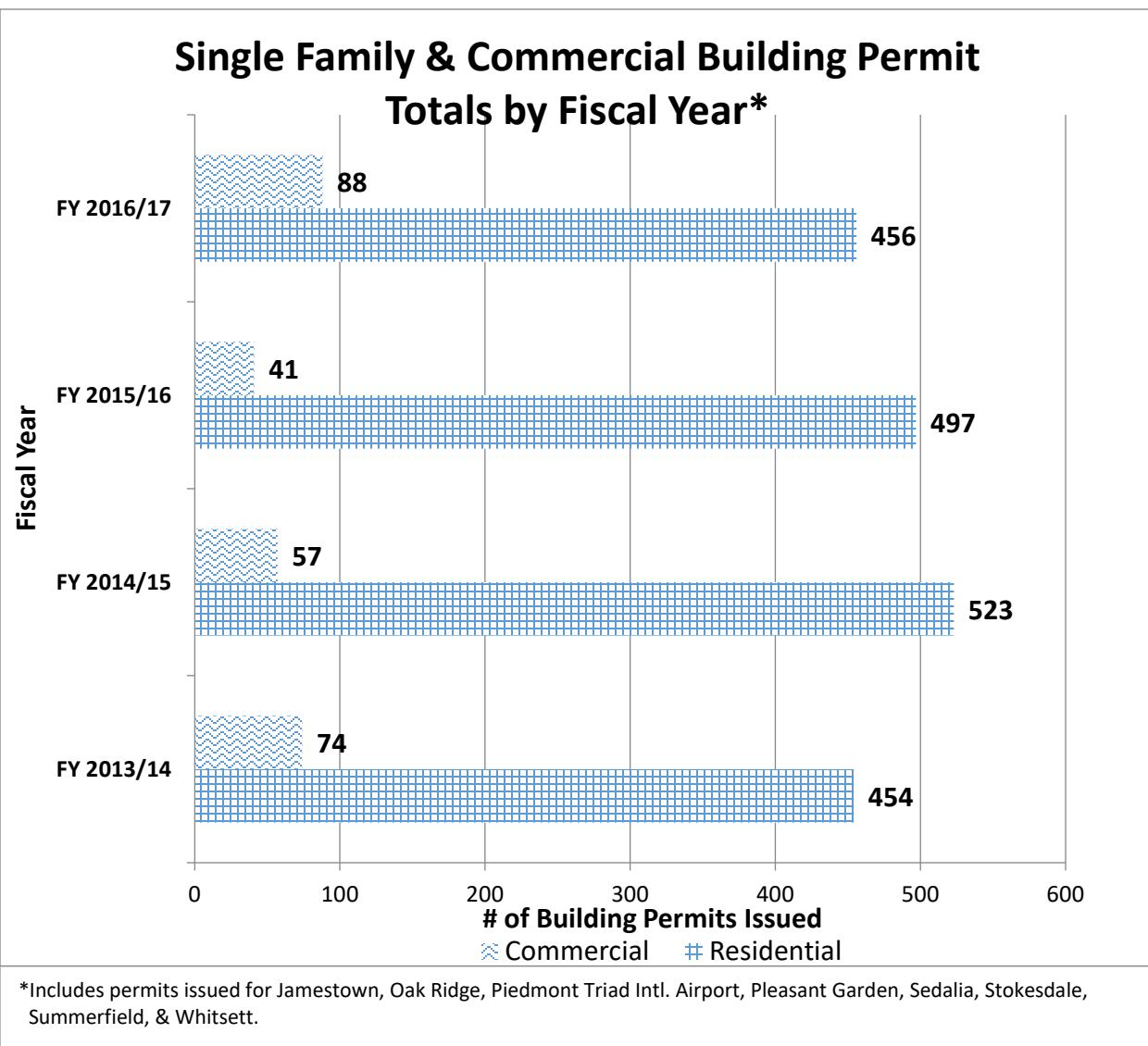
	FY17 Actual	FY18 Estimated	FY19 Planned	FY20 Planned	Target
Percent of Cases Resolved	80%	50%	67%	56%	60%

[1] Avg. # of inspections include Trade Chiefs; also includes retirees at Dec. 31, 2017.

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

- Work with HR, Department of Insurance, and other stakeholders to address Code Official (Building Inspectors) labor shortage for Guilford County and statewide.
- Explore potential grant opportunities and seek funding through Clean Water Management Trust Fund to continue collaboration with PTRC on the preliminary planning for stream restoration at Thomas Built Bus Preserve.
- Explore opportunities for improving/strengthening Guilford County's Community Rating System (CRS) during its annual recertification process.
- Continue to work on the 2018 Jordan Nutrient Strategy-Stage One Adaptive Management Program Annual Report and pending new Jordan Lake rules.
- Continue to collaborate with City of Greensboro on Joint Floodplain Advisory Committee meetings.
- Identify and apply for floating wetland and educational grants and expand stormwater and floodplain public education and outreach program/efforts by seeking partnerships with regional institutions, other agencies, and other internal/external stakeholders.
- 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.
- Review and update the Soil Erosion Control Ordinance in response to new mandated statewide changes in regulations and procedures.
- 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 service requests.
- Changes in state annexation laws and termination of the water and sewer agreement between the County and City of Greensboro continues to result in reduction in building permit revenue where public water and sewer are extended to support new development.

LAW ENFORCEMENT

B.J. Barnes, Sheriff

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

Public Safety

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



BUDGET SUMMARY

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Law Enforcement-Administration	12,987,593	12,960,158	14,388,743	13,640,639	13,644,833	684,675	5.3%
Law Enforcement-Legal Process	3,536,219	3,446,451	3,584,097	3,679,610	3,679,609	233,158	6.8%
Law Enforcement-Special Operations	6,249,660	5,681,162	6,165,567	6,033,091	6,083,057	401,895	7.1%
Law Enforcement-Sp Op - Aviation Technology Prog	21,860	40,795	202,213	40,795	40,795	0	0.0%
Law Enforcement-Patrol	9,472,062	9,433,480	9,435,411	9,653,115	9,653,207	219,727	2.3%
Law Enforcement-Detention Services	34,217,436	35,039,550	37,284,297	35,187,320	35,191,477	151,927	0.4%
Law Enforcement	66,484,829	66,601,596	71,060,328	68,234,570	68,292,978	1,691,382	2.5%
EXPENSE							
Personnel Services	50,616,854	50,855,744	52,957,794	52,038,250	52,088,181	1,232,437	2.4%
Supplies & Materials	4,155,567	3,726,425	4,267,674	3,824,234	3,824,234	97,809	2.6%
Other Services & Charges	9,707,220	10,510,627	10,985,192	10,973,637	10,982,114	471,487	4.5%
Capital	2,005,187	1,508,800	2,849,668	1,398,449	1,398,449	(110,351)	(7.3%)
Total Expense	66,484,829	66,601,596	71,060,328	68,234,570	68,292,978	1,691,382	2.5%
REVENUE							
Penalties, Fines & Forfeiture	259,503	10,000	96,611	10,000	10,000	0	0.0%
Licenses and Permits	183	0	0	0	0	0	0.0%
Intergovernmental	892,525	730,334	1,174,736	928,239	928,239	197,905	27.1%
Charges for Services	4,510,475	4,608,909	4,608,909	4,928,747	4,928,798	319,889	6.9%
Appropriated Fund Balance	578,576	405,893	811,965	278,893	278,893	(127,000)	(31.3%)
Other Financing Sources	74,111	78,500	78,500	72,500	72,500	(6,000)	(7.6%)
Miscellaneous Revenues	704,612	578,302	673,245	588,302	588,302	10,000	1.7%
Total Revenue	7,019,987	6,411,938	7,443,966	6,806,681	6,806,732	394,794	6.2%
County Funds	59,464,842	60,189,658	63,616,362	61,427,889	61,486,246	1,296,588	2.2%
Positions	660.00	660.00	664.00	664.00	665.00	5.00	0.8%

DEPARTMENTAL PURPOSE

The Guilford County Sheriff's Office consists of the Operations Bureau, Court Services Bureau, and the Administrative Services Bureau. The Operations Bureau is responsible for the law enforcement functions of the department and the School Resource Officers Program. Sworn

officers with the Sheriff's Office have jurisdiction anywhere within the County, including all incorporated areas within the County limits.

Officers within Field Operations are assigned to districts (District I – Summerfield; District II – 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 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 2019 GOALS & OBJECTIVES

Reduce Crime:

- Law Enforcement will strive to provide excellent service and a safe community for all Guilford County residents and visitors.

Reduce Response Times:

- Law Enforcement will work to reduce departmental response and reaction times.

Reduce Cost:

- Law Enforcement will work to find innovative approaches to reducing the overall cost associated with maintaining a safe community while also striving to attract and retain the highest quality employees.

Increase Training and Salaries:

- Law Enforcement will work to finalize the implementation of the newly adopted pay structure and emphasize high quality training opportunities for employees.

FY 2019 ADOPTED BUDGET HIGHLIGHTS

- Overall, the Law Enforcement budget increased by \$1.69 million or 2.5% which is partially offset by a smaller increase in revenues for a net change of \$1.3 million or 2.2% in county funding. Most of these increases are due to merit raises; scheduled increases in contract services and self-funded insurance; and the addition of a requested Crime Scene Investigator position for just under \$50,000 to replace a Crime Scene Investigator position that was converted to a quality assurance role in FY 2018 to support compliance with international crime lab standards.
- Revenues increased by \$395,000 or 6.2% due increases in Charges for Service due primarily to increasing payments for State inmates held in Guilford County detention

centers during trials and other appearances. The remainder of the revenue increase comes from town law enforcement contracts and will directly offset slight increases in costs for providing those services.

- Supplies & Materials increased slightly by \$97,809 or 2.6% due primarily to scheduled incremental increases in food and other contract prices.
- Other Services & Charges increased by \$471,487 or 4.5% because of a scheduled increase in contracted healthcare services in the County's two detention centers and alignment of the budget with current software and insurance expenses.
- Capital decreased by \$110,000 or 7.3% reflecting equipment replacement schedules while still adding funding for an additional vehicle for Jamestown patrol (offset by Town contract revenues), and for the purchase of two mobile video teleconference carts for video arraignments and other appearances as requested by Guilford County judges. These carts will allow inmates to appear for court and communicate with judicial staff while remaining in the jail which will reduce the time associated with transporting them to court and allow more hearings in the same amount of time.
- Law Enforcement also requested funding for salary adjustments totaling about \$1.6 million and recommended by a pay study contracted for by the department, and a Senior Paralegal position to assist the Law Enforcement attorneys with filing, drafting, and other administrative functions, \$1.2 million in additional overtime. Neither of these requests were adopted.

FY 2018 SIGNIFICANT ACCOMPLISHMENTS

- Law Enforcement projects a 7.5% reduction in Part 1 Offenses for FY 2018. Part 1 offenses include Homicide, Non-Negligent Homicide, Rape, Robbery, Aggravated Assault, Burglary, Motor Vehicle Theft, and Larceny-Theft.
- Law Enforcement was able to use new AED and Narcan procedures in eight separate intervention situations.
- Law Enforcement recently purchased and began implementation of a Rapid DNA Instrument. The department hopes that this is the first step towards establishing a regional DNA lab.
- Law Enforcement purchased storage on a virtual server with unlimited capacity to begin transferring crime scene photos, videos and other electronic evidence off of physical on-premises servers that are more expensive to maintain.
- The implementation of the New Hire Orientation Program for new Detention Service Officers. In this program, the new hires receive 132 hours of classroom training from a variety of instructors and 36 hours of observation between both detention facilities.
- The implementation of the Mentoring Program for Detention. The role of a Mentor is to assist the newly hired Detention Officer with career transition, give encouragement and provide additional support for the officer during their first year of employment.
- Modification of the Detention Field Training Program from 28 days to 42 days. The increase of training days to allow Detention Officers more training hours to learn the

responsibilities and duties of their new position and time to practically apply the information received.

- Development of the Guilford County Reentry Council including receipt of \$150,000 from the North Carolina Department of Public Safety to develop local reentry network to address the needs of persons coming back to Guilford County.

KEY PERFORMANCE MEASURES

	FY17 Actual	FY18 Estimated	FY19 Projected	FY20 Projected	Target
Administration					
Total Training Hours	45,568	48,000	50,400	50,400	50,000
Training Hours per Officer / Staff	69	73	76	76	76
Cost per Detention Trainee to Successfully Complete the Academy	\$12,210	\$12,210	\$12,210	\$12,210	\$12,210
Legal Process					
Attempts to Serve / Execute all Processes	62,000	62,000	62,000	62,000	65,000
Attempts to Serve / Execute all Processes per Deputy	1,550	1,550	1550	1550	1400
Cost to Serve / Execute Civil Processes (County Dollars)	\$42	\$43	\$44	\$44	\$39
Special Operations					
Investigations Assigned	725	750	750	750	750
Narcotics Investigations Arrests	150	150	150	150	175
Investigations per Officer / Detective	21	22	22	22	25
Percent of Investigations Successfully Cleared	81%	82%	82%	82%	85%
Patrol					
Investigations Assigned	2,522	2,522	2,522	2,522	2,522
Investigations per Officer / Detective	23	23	23	23	25
Percent of Investigations Successfully Cleared	64%	64%	64%	64%	75%
Average Response Time from Dispatch to On-Scene (In Minutes)	9:00	9:00	9:00	9:00	8:00
All Calls for Service (Includes Dispatched + Self Initiative)	78,735	80,309	80,309	80,309	80,000
Detention					
Average Daily Population (ADP)	965	965	950	950	950
Total Inmates Admitted / Intakes	21,040	21,040	20,500	20,500	20,300

	FY17 Actual	FY18 Estimated	FY19 Projected	FY20 Projected	Target
Average Length of Stay (In Days)	16	16	16	16	16
Inmate Meals	1,163,577	1,163,577	1,164,020	1,164,020	1,160,000
Inmate Disciplinary Reports	2,100	2,162	2,162	2,162	2,160
Total Incident Reports	5,010	5,010	5,000	5,000	4,800
Inmates Participating in Programs	4,300	4,300	4,504	4,504	4,500

FUTURE OPPORTUNITIES & CHALLENGES

- Law Enforcement recognizes the renovation of the Law Enforcement Center (LEC) as one of the biggest challenges facing the department for FY 2019. During the renovation, employees will need to be temporarily relocated while providing seamless service continuity.
- Law Enforcement is paying close attention to any fluctuations in demand for services associated with calls for suicide attempts, heroin overdose, or domestic violence. These calls are very serious and require an immediate and appropriate response.
- Law Enforcement believes that the recruitment and retention of high quality detention officers will continue to be a challenge. With the adoption and implementation of the new pay structure, the department is optimistic that they will be able to reduce vacancies and prevent mandatory overtime for existing employees.

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

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BUDGET SUMMARY

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Other Protection-Pre-Trial Release	833,102	1,017,947	967,967	997,436	1,017,436	(511)	(0.1%)
Other Protection	833,102	1,017,947	967,967	997,436	1,017,436	(511)	(0.1%)
EXPENSE							
Personnel Services	708,398	886,638	836,638	863,860	863,860	(22,778)	(2.6%)
Supplies & Materials	5,687	6,952	6,768	7,515	7,515	563	8.1%
Other Services & Charges	119,017	124,357	124,561	126,061	146,061	21,704	17.5%
Total Expense	833,102	1,017,947	967,967	997,436	1,017,436	(511)	(0.1%)
REVENUE							
Miscellaneous Revenues	420	360	360	360	360	0	0.0%
Total Revenue	420	360	360	360	360	0	0.0%
County Funds	832,682	1,017,587	967,607	997,076	1,017,076	(511)	(0.1%)
Positions	15.15	15.15	15.15	15.15	15.15	0.00	0.0%

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 2019 GOALS & OBJECTIVES

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

- Have all Court Service's staff complete training in new Jail Information System (OSSI).

FY 2019 ADOPTED BUDGET HIGHLIGHTS

- The FY 2019 Adopted budget decreased by a net amount of \$511, or 0.1%. This decrease is largely attributable to decreases in personnel costs, as the number of vacancies fluctuates.
- Supplies & Materials increased by \$563 or 8.1%. This increase includes funds for a water cooler for the Court Services staff in High Point which is anticipated to increase employee satisfaction and retention. The remaining funds are for new NC Criminal Law and Procedure books.
- Other Services & Charges increases by \$21,704 or 17.5%. An increase of \$20,000 is to be applied to One Step Further for Adult Remediation services. The remainder of this increase is associated with increases in telephone costs, an annual JustWare software cost increase, and copy machine usage.

FY 2019 SIGNIFICANT ACCOMPLISHMENTS

Court Services

- In FY 2017 the program "saved" the County \$2,320,776 by monitoring defendants in the community in lieu of incarceration for the equivalent of 32,233 "jail days." During the first six months of FY 2018, the program "saved" the County \$214,848 by monitoring defendants the equivalent of 2,984 "jail days."
- Court Services saw that 95 percent of clients who were monitored in FY 2017 attended their scheduled court dates.

KEY PERFORMANCE MEASURES

	FY17 Actual	FY18 Estimated	FY19 Projected	FY20 Projected	Target
Defendants Monitored	66	130	140	140	130
Jail Days Saved by Monitoring	32,233	20,000	25,000	20,000	25,000
Dollars saved in lieu of incarceration	\$2,320,776	\$1,440,000	\$1,800,000	\$1,440,000	\$1,800,000
Defendants Screened	8,459	9,000	9,000	9,000	9,000
Percent of monitored defendants that appear on scheduled court date	95.00%	88.00%	88.00%	88.00%	88.00%
Number of defendants researched who are scheduled for District Court	10,272	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 an 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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Security	1,776,654	1,975,656	1,971,088	2,173,363	2,173,363	197,707	10.0%
Security	1,776,654	1,975,656	1,971,088	2,173,363	2,173,363	197,707	10.0%
EXPENSE							
Personnel Services	874,426	922,666	912,666	960,031	960,031	37,365	4.0%
Supplies & Materials	89,736	75,065	104,455	141,515	141,515	66,450	88.5%
Other Services & Charges	812,492	965,925	953,741	1,010,817	1,010,817	44,892	4.6%
Capital	0	12,000	226	61,000	61,000	49,000	408.3%
Total Expense	1,776,654	1,975,656	1,971,088	2,173,363	2,173,363	197,707	10.0%
REVENUE							
Charges for Services	6,520	5,500	5,500	5,500	5,500	0	0.0%
Miscellaneous Revenues	14,122	14,849	14,849	14,849	14,849	0	0.0%
Total Revenue	20,642	20,349	20,349	20,349	20,349	0	0.0%
County Funds	1,756,012	1,955,307	1,950,739	2,153,014	2,153,014	197,707	10.1%
Positions	15.00	15.00	15.00	16.00	16.00	1.00	6.7%

DEPARTMENTAL PURPOSE

The Security Department provides physical and procedural control for the protection of people, property, and assets at Guilford County facilities. It provides approximately 1,400 security man-hours per week in key county facilities and screens about one million people and 1.4 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 2019 GOALS & OBJECTIVES

- Increase security coverage through the addition of new security cameras, upgrading existing cameras, upgrading the county badge reader system and to enhance safety for county employees, those visiting county operations, and the public at large

- The addition of one new county Security Officer position to cover manning shortfalls.
- Increase contract security at additional locations and in higher capacity during peak periods

FY 2019 ADOPTED BUDGET HIGHLIGHTS

- The Security FY 2019 Adopted budget increased overall by \$197,707, or 10.1%, with the largest increase of \$66,450 or 88.5% in Supplies & Materials.
- Personnel Services increased \$37,365 or 4.0% due to normal personnel costs including county-wide merit raises and other personnel adjustments. A new County Security Officer position was also added at the cost of \$86,637. This position will be a sergeant who will primarily be responsible for dispatching, monitoring fire/burglar alarms, and cameras, coordinating patrols, and issuing equipment in the security console.
- Supplies & Materials increased by \$66,450 or 88.5%. This increase is associated with the Technology Plan in which includes funding to purchase 37 cameras, two servers, a new panic alarm system and a driver's license/ID scanner for the courthouse.
- Other Services & Charges increased by \$44,892 or 4.6% primarily due to an increase in the county's contract security contract as well as an expansion of contract security hours at a cost of \$43,000 and an additional armed contract security officer at a cost of \$42,000.

FY 2018 SIGNIFICANT ACCOMPLISHMENTS

- In several facilities CCTV, access control, and panic alarms were upgrade to provide enhanced levels of security.
- Reduced the waiting time for screening courthouse customers.
- Added company police officers in each courthouse and at 1100 E. Wendover Ave. The addition of company police officers provides greater security for county employees and the public.

KEY PERFORMANCE MEASURES

	FY17 Actual	FY18 Estimated	FY19 Projected	FY20 Projected	Target
Average response time to incident calls (minutes)	3	3	3	3	3
Total duty hours including contract security	74,817	75,578	92,765	92,765	92,765
Total incident & injury reports	134	154	150	150	150
Screenings in courthouses	1,069,644	1,100,000	1,111,196	1,100,000	1,102,970

Contraband discovered upon inspection	8,236	9,000	9,100	9,100	9,000
Patrols conducted	31,408	38,691	39,500	39,500	39,000
Square footage monitored	1,171,185	1,171,185	1,171,185	1,171,185	1,171,185
Referrals to law enforcement	48	42	45	45	40
ID badges issued/updated	1,619	1,822	1,822	1,822	1,800

FUTURE OPPORTUNITIES & CHALLENGES

- Guilford County continues to need replacement camera and recorders with Internet Protocol cameras and network servers.
- To increase security the county will need to consider upgrading the current staff badge magnetic card readers to HID. HID technology provides a higher level of security and is more flexible.
- Contract security costs are likely to increase in the next RFP cycle; the current contract extension ends June 30, 2019.



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 \$11.3 million for Community Services in FY 2018-19, an increase of \$454,430 or 4.2%, from the FY 2017-18 adopted budget.

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

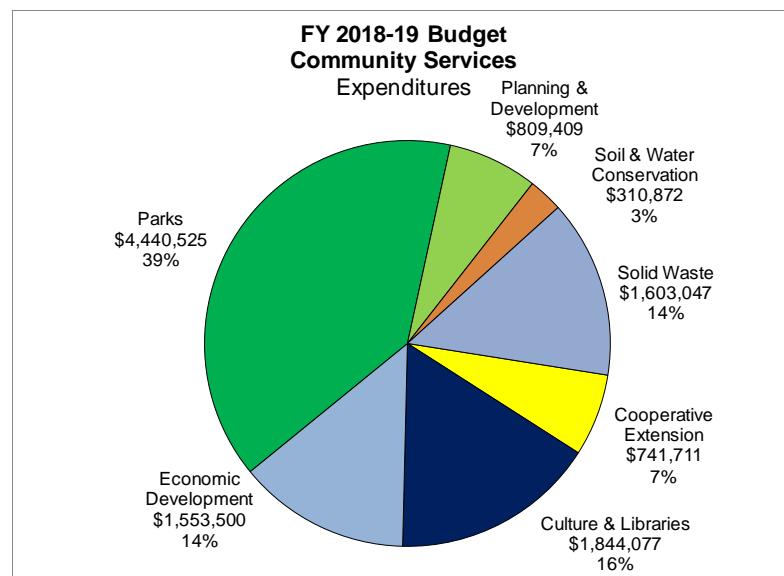
The Economic Development budget will increase by \$172,720 or 12.5%, primarily driven by an increase in grant awards to new and historically-funded agencies.

The budget includes anticipated incentive grant payments for FY 2018-19 (\$638,500), funding for ten (10) economic development agencies (\$565,000) and funding for five (5) 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 2017-18 adopted budget.

The Parks Division budget will increase by \$162,960 or 3.8% in FY 2018-19 to reflect full-year costs of the Passive Parks, Trails and Grounds division added in FY 2017-18, as well as planned major equipment expenditures. Staff will place greater 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 FY 2018-19 budget will increase by \$98,247 or 15.3% to expand marketing efforts for extension programs such as 4-H and Family & Consumer Science, complete a planned replacement of training kitchen equipment for community classes and events, and develop a digital media presence that will promote the local food economy and

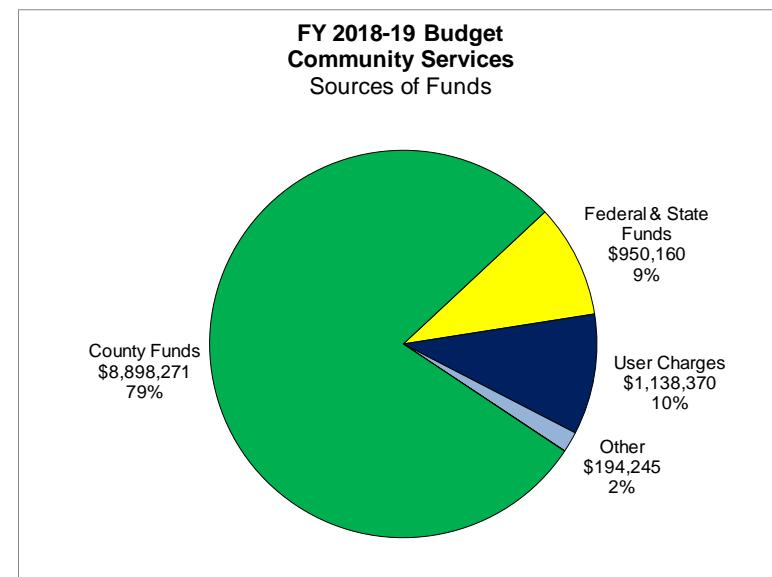


create learning opportunities beyond the extension classrooms. Additionally, the FY 2018-19 budget will expand the Livestock Agent position into full-time status (\$33,000) to meet the demand for educational programs that encourage best practices in livestock production, forage and waste management.

In an overall effort to improve customer service, Solid Waste administrative staff will evaluate opportunities to establish satellite sites throughout the County for collection of white goods, e-waste, and scrap tires. The FY 2018-19 budget increases by \$120,460 or 8.1% to accommodate changes in staff allocations across the five (5) waste disposal programs and absorb increased costs associated with waste disposal and recycling education. Budget increases will be offset by anticipated increases in state distributed tax revenue for white goods and solid waste disposal (\$42,000).

Revenues

Community Services programs are primarily supported through general county funds (79%). User charges (10%) and Federal & State revenues (9%) account for the bulk of remaining funding needs.



	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ chg	% chg	vs. FY18 Adopted
Department								
Cooperative Extension	\$601,023	\$643,464	\$1,615,751	\$739,536	\$741,711	\$98,247	15.3%	
Culture & Libraries	\$1,832,442	\$1,844,077	\$1,869,892	\$1,844,077	\$1,844,077	\$0	0.0%	
Economic Development	\$1,473,038	\$1,380,780	\$3,844,437	\$1,363,500	\$1,553,500	\$172,720	12.5%	
Parks	\$3,730,569	\$4,277,565	\$5,680,777	\$4,474,748	\$4,440,525	\$162,960	3.8%	
Planning & Development	\$796,403	\$890,730	\$920,276	\$809,409	\$809,409	(\$81,321)	-9.1%	
Soil & Water Conservation	\$261,469	\$329,508	\$333,455	\$310,872	\$310,872	(\$18,636)	-5.7%	
Solid Waste	\$1,456,790	\$1,482,587	\$1,673,936	\$1,603,047	\$1,603,047	\$120,460	8.1%	
Total Expenditures	\$10,151,734	\$10,848,711	\$15,938,524	\$11,145,189	\$11,303,141	\$454,430	4.2%	
Sources of Funds								
Federal & State Funds	\$1,245,477	\$988,130	\$1,128,570	\$1,069,750	\$1,069,750	\$81,620	8.3%	
User Charges	\$1,019,787	\$1,150,364	\$1,150,364	\$1,138,370	\$1,138,370	(\$11,994)	-1.0%	
Other	\$226,220	\$195,133	\$210,033	\$192,070	\$194,245	(\$888)	-0.5%	
Appropriated Fund Balance	\$20,000	\$0	\$67	\$2,505	\$2,505	\$2,505	0.0%	
County Funds	\$7,640,250	\$8,515,084	\$13,449,490	\$8,742,494	\$8,898,271	\$383,187	4.5%	
Sources of Funds	\$10,151,734	\$10,848,711	\$15,938,524	\$11,145,189	\$11,303,141	\$454,430	4.2%	
Permanent Positions	47.750	49.000	49.000	50.000	49.000	-	0.0%	

COOPERATIVE EXTENSION

Karen Neill, 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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Cooperative Extension Service-Administration	567,670	595,504	1,511,455	661,336	661,336	65,832	11.1%
Cooperative Extension Service-Administration	5,000	0	6,515	0	0	0	0.0%
Cooperative Extension Service-Extension Programs	28,353	47,960	97,781	78,200	80,375	32,415	67.6%
Cooperative Extension Service	601,023	643,464	1,615,751	739,536	741,711	98,247	15.3%
EXPENSE							
Supplies & Materials	66,711	32,752	126,445	58,300	60,475	27,723	84.6%
Other Services & Charges	534,312	610,712	591,806	665,236	665,236	54,524	8.9%
Capital	0	0	897,500	16,000	16,000	16,000	0.0%
Total Expense	601,023	643,464	1,615,751	739,536	741,711	98,247	15.3%
REVENUE							
Intergovernmental	9,475	0	40,000	39,800	39,800	39,800	0.0%
Charges for Services	16,680	25,560	25,560	30,400	30,400	4,840	18.9%
Appropriated Fund Balance	0	0	67	0	0	0	0.0%
Miscellaneous Revenues	58,299	25,518	31,918	10,800	12,975	(12,543)	(49.2%)
Total Revenue	84,455	51,078	97,545	81,000	83,175	32,097	62.8%
County Funds	516,568	592,386	1,518,206	658,536	658,536	66,150	11.2%

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 a multifaceted program which engages the community with food, nutrition, financial literacy and physical fitness education to improve the quality of life and well-being. Much of the work is done with a limited resource audience.

The Horticulture program focuses on helping both citizens and commercial ventures make decisions regarding plant selection, placement and management that will decrease water consumption, preserve and improve water quality, mitigate storm water contaminants, reduce erosion, energy consumption, and greenwaste, expand wildlife habitat, improve real estate value, and improve diet and nutrition of consumers. 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,
 - Embryology and emerging butterflies
 - Science of baking
 - Robotics
- Healthy living
 - Yoga for kids
 - Culinary kids
- Citizenship
 - Youth Summit at NC Association of County Commissioners meeting
 - NC Citizenship Focus
- Mentoring
 - Mentoring
 - DIVAS at Wiley

The **Agriculture Industry** makes major contributions to the local communities. There is continual technological change and the relative profitability of individual farm enterprises changes over time;

therefore, farmers must respond by modifying their farming operations. Changes in consumer demand create new opportunities for producers. Growth in alternative forms of agriculture will include, among others, organic and niche market production. Educational and training programs for producers of plant agricultural products and services will enhance their ability to achieve financial and lifestyle goals and to enhance economic development locally.

FY 2019 GOALS & OBJECTIVES

- Fund a full-time livestock position to work primarily with cattleman and horse industry.
- Enhance departments use of public and social media to expand marketing and visibility. This will be done with a new focus on YouTube videos and better use of Facebook and potential online classes.
- Developing a local food economy - bring new farmers into existing markets while trying to develop new markets; continuing to work with the Shared Use kitchen to develop new food entrepreneurs; work with community and school gardens in food insecure areas.
- Further expand partnerships that have been forged with other county departments – example Women, Infant & Children's (WIC) program.
- Promote holistic and healthy living through programming tied to food and nutrition, financial management and exercise.
- Engage youth in experiential learning programs that address 21st century goals and meet the needs of teachers/schools to engage youth of all backgrounds promoting leadership, citizenship and community service.
- Continue with the new Dairy Show initiative of expanding participants into the inner city by partnering with NCA&T University farm.
- Develop a new volunteer base through a Master food volunteer pilot program.

FY 2019 ADOPTED BUDGET HIGHLIGHTS

- Cooperative Extension's FY 2019 Adopted budget increased by \$66,150 or 11.2% over the FY 2018 Adopted budget. Primary changes include expenditure increases in Other Services & Charges to accommodate Extension Agent salaries and a planned replacement of major equipment.
- The FY 2019 Adopted budget expands the existing Livestock Agent into a full-time position. A neighboring governmental entity, who previously assisted with a portion of the salary and benefits in exchange for a share of livestock agent services, chose to hire a full-time agent in FY 2018 to serve their county and Guilford County needs the additional capacity in this position.
- Revenues will increase by \$32,097 or 62.8% primarily resulting from an increase in user fees received for Agriculture and Family & Consumer Science programs.

FY 2018 SIGNIFICANT ACCOMPLISHMENTS

- Guilford County staff reported over \$20 million in economic impact during 2017. These impacts represented grants and donations (\$24,179); value of efforts for on-site visits; value of program efforts; value of educational mediums (print, television, radio) (\$19,810,097); volunteer hours (\$584,519); and mandated certification programs.
- Staff fielded over 2,400 telephone requests for research-based information from citizens. We saw increases in the number of citizens requesting information via email and receiving handouts (35,125).
- Staff presented 1,303 educational programs with the total number of clients reached at 22,625. There were an additional 195,837 clients reached through non face-to-face contact. By programming using print, radio and television we impacted the lives of over 10 million people.
- New dairy show venture through partnership with local inner-city school and NCA&T Farm. Nine (9) inner city youth learned how to work with and show dairy cows at the 75th Annual Guilford District Youth Dairy Show.
- The listed accomplishments were achieved by a professional staff equaling 11.5 full-time equivalents (FTE) and supported by 4 FTE. Two staff are paid 100% by NCA&T State University. We had 5 vacant positions in 2017 that were open for 6 months or longer.
- New kitchen appliances were purchased for the teaching kitchen, as well as, technology updates to the conference room.

KEY PERFORMANCE MEASURES

	FY17 Actual	FY18 Estimated	FY19 Projected	FY20 Projected	Target
Cooperative Extension					
Participants in Workshops/Seminars	22,656	28,999	30,000	40,000	40,000
Programs Given	1,303	1400	1,500	1,500	1,500
Volunteers	500	550	600	600	600
Volunteer Hours	25,124	28,000	30,000	30,000	30,000
4H Youth Served (non-duplicated)	9,193	9,500	10,000	10,000	10,000
Site Visits	509	575	600	600	600
Diagnostic Samples Performed	34	50	50	50	50

FUTURE OPPORTUNITIES & CHALLENGES

- Urban Agriculture Development tying into economic development, entrepreneurship and health.
- New Networking/Collaboration teams with county departments and other organizations (more complete programming).

- Connecting with local universities – NCA&T farm for Dairy Show venture, as well as, unpaid internships.
- Regular features prepared by agents on local television stations.
- Train the Trainer opportunities - partnering with other youth development organizations.
- Recognition/Identity - we must actively advertise our accomplishments and identify ourselves as a community partner with a mission and goals that are similar to, but separate from, comparable organizations such as the YMCA and Boys & Girls clubs.
- Marketing - we must improve our efforts to share the impacts our organization has upon the local community.
- Location - limited transportation resources have presented difficulties when participants attempt to visit our center.
- Limited programmatic funding - certain classes or programs would benefit from paid interns or a volunteer coordinator.

PARKS

Vacant, Facilities & Parks 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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Administration	411,629	656,984	442,203	425,870	425,867	(231,117)	(35.2%)
Bur-Mil Park	904,157	1,025,205	1,056,004	1,038,116	1,038,116	12,911	1.3%
Gibson Park	183,106	200,816	249,541	250,388	250,389	49,573	24.7%
Guilford Mackintosh Park	158,494	160,796	162,853	166,410	166,410	5,614	3.5%
Hagan-Stone Park	693,256	654,341	1,393,331	770,375	770,376	116,035	17.7%
Northeast Park	607,039	629,815	1,172,091	710,404	710,403	80,588	12.8%
Southwest Park	210,187	269,942	262,730	226,140	226,140	(43,802)	(16.2%)
Triad Park	381,368	452,414	555,075	502,270	468,047	15,633	3.5%
Passive Prks Trls Grds	181,332	227,252	386,949	384,776	384,777	157,525	69.3%
Recreation (Parks)	3,730,569	4,277,565	5,680,777	4,474,748	4,440,525	162,960	3.8%
EXPENSE							
Personnel Services	1,871,155	2,330,172	2,156,709	2,392,670	2,392,670	62,498	2.7%
Supplies & Materials	170,669	195,514	295,038	223,595	223,595	28,081	14.4%
Other Services & Charges	1,571,969	1,651,879	2,378,565	1,715,983	1,681,760	29,881	1.8%
Capital	116,777	100,000	850,465	142,500	142,500	42,500	42.5%
Total Expense	3,730,569	4,277,565	5,680,777	4,474,748	4,440,525	162,960	3.8%
REVENUE							
Charges for Services	928,753	1,039,550	1,039,550	1,033,750	1,033,750	(5,800)	(0.6%)
Other Financing Sources	0	3,000	3,000	3,000	3,000	0	0.0%
Miscellaneous Revenues	150,554	141,350	141,350	149,700	149,700	8,350	5.9%
Total Revenue	1,079,308	1,183,900	1,183,900	1,186,450	1,186,450	2,550	0.2%
County Funds	2,651,262	3,093,665	4,496,877	3,288,298	3,254,075	160,410	5.2%
Positions	30.00	31.00	31.00	31.00	31.00	0.00	0.0%

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 Farm, and Miles of Trails & Greenways. Various Amenities include 3 Aquatic centers, 18 playgrounds, 11 athletic fields, Campgrounds, Rides, Golf, and Event Centers. The County also funds Triad Park, managed jointly with Forsyth County, and Guilford-Mackintosh Park, managed under an agreement with the

City of Burlington. In addition to these sites, the County maintains and manages a multitude of other County-owned properties and Open Space, including 60 miles of trails & greenways.

FY 2019 GOALS & OBJECTIVES

- Continue to grow the Parks system as a whole to enhance and support quality of life for County Residents.
- Continue to nurture holistic functionality of Regional unity within Park systems to grow economic impact.
- Continue to upgrade and increase the amenities and aesthetics at the parks to keep pace with growing needs.
- Complete deferred upkeep & maintenance at all parks to ensure all facilities and grounds are in excellent condition to translate a high level of customer retention.
- Expand marketing efforts to publicize County parks with the goal of maximizing the use of parks for special events, while offsetting operating costs through additional revenue collected.
- Expand Parks and Property when and where availability arises to meet growing needs and increased population.
- Actively seek Grants and alternative sources of revenue to bolster funding for areas of need.

FY 2019 ADOPTED BUDGET HIGHLIGHTS

- Overall, the Parks budget increased by almost \$163,000 or 3.8% due primarily the addition of the Passive Parks, Trails, and Grounds division as well as additional funds for major equipment replacement such as lawnmowers, and general merit increases. This increase was partially offset by a \$34,000 reduction in Triad Park expenses to reflect Forsyth County's adopted budget for the park. Most other expenses remained largely unchanged.
- Revenues remain largely unchanged as staff continue to put effort into local and regional marketing and outreach, as well as improving how facilities are scheduled for rental and use. This remains an area of focus for the division.
- Supplies & Materials increased by about \$28,000 or 14.4% due primarily to funds for building materials & supplies for Passive Parks, Trails & Grounds to allow staff to repair and maintain the various properties they are responsible for.
- Other Services & Charges increased by almost \$30,000 or 3.9% due primarily to scheduled increases in the pool lifeguard contracts as well as a slight increase in the county's portion of Triad Park operating expenses (net expenses is split by Guilford and Forsyth Counties).

- Capital increased by \$42,500 to reflect additional major equipment; this level of funding is anticipated to be sufficient for scheduled replacements of equipment going forward.

FY 2018 SIGNIFICANT ACCOMPLISHMENTS

- Southwest Park opened its doors to year-round service for patrons
- Bur-Mil Clubhouse & Event Center was completely renovated and has proven to be a major driver as a destination
- Nine Passive Parks were opened to serve a multitude of needs in education, preservation, and recreation.
- Guilford County Farm staff, in coordination with Parks staff, opened a trail system that became part of the State-designated Mountains-to-Sea (MST) Trail and available for State funding.
- Hagan-Stone refurbished shelters, upgraded campground electricity, renovated deteriorated park road, & created high-functionality park office, to maximize customer experience
- Bryan Park North, the County Farm, and Hines Chapel opened sustainable farmland to agricultural use through leases.
- Launched Park Finder Application for Regional Promotion and Park amenities

KEY PERFORMANCE MEASURES

	FY17 Actual	FY18 Estimated	FY19 Projected	FY20 Projected	Target
Parks Management					
Pool Attendance	81,044	100,800	101,000	101,200	demand
Park Attendance	n/a	1,000,000	1,005,000	1,010,000	demand
Number GC Parks Sponsored Events*	3	4	6	7	demand
Passive Park & Open Space Management					
Passive Park Users	n/a	28,500	30,500	32,500	demand
Trails Management					
Greenway Users	34,000	39,000	36,000	45,000	demand
Campground					
Campsite rental	n/a	5,000	5,200	5,400	demand

FUTURE OPPORTUNITIES & CHALLENGES

- Park Systems have traditionally relied on volunteer efforts to help shoulder the burden of certain tasks such as the development and stewardship of new trails, but the past few years have shown noteworthy levels of reduction in active volunteerism. Many variables

can be contributing to this, but one factor in particular that could account for a portion of this decline is the number of active volunteering “Baby-Boomers”, which makes up the majority of our volunteers, is lowering. How to attract a wide range of volunteers to counter-balance losses is a hurdle that staff is exploring.

- Another significant change that has occurred in recent years is the prevalence of technology integration in Park systems. The Parks Division has not conventionally been successful in embracing technological advancements that could showcase or enhance the County parks or other offerings, but with growing trends for accessible interactive platforms, the need to progress is there. A Park Finder & Maps application has been successfully launched in early 2017, and an inter-governmental park information application for the Piedmont Triad region is under development alongside other interactive platforms to provide information about and to promote parks. Continual monitoring and updates will be needed to stay on par with social media platforms and other interactive tools, resources, and outreach opportunities.
- As needs arise that are outside the parameter and budgets of the current parks properties and developments, a more focused grant effort has been adopted to help provide non-county funding to support the progression of items such as the future Piedmont Greenway and the County Farm.
- As development continues in Guilford County and especially directly adjacent to existing parks, it is imperative to explore all options for increasing park sizes or potential park projects to meet future population challenges.
- In addition, new amenities will be needed to meet public interest and desires. One such item is a dog park. Feedback via surveys, calls, application data, and similar means indicate the need for this amenity. Several good site options have emerged for potential implementation and Parks staff will be exploring feasibility and cost of these options.
- As Guilford County’s portions of the Bicentennial Greenway continues to age, additional funding will be needed to maintain the asphalt trail surface. Due to the construction timeline, some of this pavement has been in place for twenty years and will most likely create safety issues if the most critical areas are not assessed and addressed on annual basis.

PLANNING & DEVELOPMENT

J. Leslie Bell, AICP, Planning & Development Director

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(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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Planning and Development-Administration	321,249	362,248	342,729	298,860	298,862	(63,386)	(17.5%)
Planning and Development-Planning/Zoning	475,154	528,482	577,547	510,548	510,547	(17,935)	(3.4%)
Planning and Development	796,403	890,730	920,276	809,409	809,409	(81,321)	(9.1%)
EXPENSE							
Personnel Services	743,035	769,664	754,664	757,915	757,915	(11,749)	(1.5%)
Supplies & Materials	7,008	21,050	10,896	5,700	5,700	(15,350)	(72.9%)
Other Services & Charges	46,360	100,016	143,941	45,794	45,794	(54,222)	(54.2%)
Capital	0	0	10,775	0	0	0	0.0%
Total Expense	796,403	890,730	920,276	809,409	809,409	(81,321)	(9.1%)
REVENUE							
Intergovernmental	0	0	9,000	0	0	0	0.0%
Charges for Services	64,315	74,654	74,654	61,970	61,970	(12,684)	(17.0%)
Miscellaneous Revenues	76	95	6,095	0	0	(95)	(100.0%)
Total Revenue	64,391	74,749	89,749	61,970	61,970	(12,779)	(17.1%)
County Funds	732,013	815,981	830,527	747,439	747,439	(68,542)	(8.4%)
Positions	9.00	9.00	9.00	8.75	9.00	0.00	0.0%

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 2019 GOALS & OBJECTIVES

- Begin update of the Landmark Properties of Guilford County publication designating at least 100 landmark properties.
- Integrate QR Code historic landmark property designations through GIS to enable internet view of entire landmark file.
- No later than December 31, 2018 complete yearly survey of locally designated historic properties for compliance with Joint Historic Preservation Commission designations.

FY 2019 ADOPTED BUDGET HIGHLIGHTS

- The Planning & Development FY 2019 Adopted net budget decreased by \$68,542 or 8.4% primarily driven by an overall decrease in expenditures.
- Overall, FY 2019 Adopted expenses decreased by \$81,321 or 9.1%. Supplies & Materials were decreased to better reflect actual spending in prior years. Funds designated for the Guilford County Development Ordinance were encumbered in FY 2018, resulting in decreased Other Services & Charges expenditures in FY 2019.
- FY 2019 revenues decreased by \$12,779 or 17.1% primarily driven by decreases in Charges for Services.
- Planning & Development will also receive two new vehicles that are included on the FY 2019 county-wide Vehicle Replacement Plan; these are included in the Fleet budget.

FY 2018 SIGNIFICANT ACCOMPLISHMENTS

- Convened stakeholders to begin review, overall update and modernization of the Guilford County Development Ordinance. Recommended Ordinance text amendments to contracted jurisdictions based on comprehensive review of requirements to ensure compliance with NCGS and enhance customer service delivery.

- Worked with Planning, IS, Fire Marshal's Office, Plan Review/Stormwater, Environmental Health, and Inspections and Permitting Divisions to begin implementation of a new/updated Land Management System to more effectively integrate development services processes.
- Completed Area Plan future land use plan map updates that will continue to serve as a guide for future growth and land development decisions for Guilford County.
- Completed rewrite of the wireless communication section of the development ordinance to address technology changes within the wireless communication industry requiring more communication towers and to improve the County approval process.
- Collaborated with the State Historic Preservation Office and the Historic Jamestown Society, Inc. to complete Historic Preservation Fund Grants on behalf of Mendenhall Homeplace for structural restoration/rehabilitation and to support the installation of a wood shake roof and two-tier tidewater porch.
- Drafted Sign Ordinance update as part of Development Ordinance update.
- Updated residential and commercial development submittal checklists to enhance customer service and efficiency in internal development plan review.
- Continued the **Connections** Departmental Newsletter that focuses on Departmental and Staff achievements, and activities for distribution to interested stakeholders.
- 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).
- Completed historic landmark structure evaluation to verify compliance with designations of the Guilford County Historic Preservation Commission.
- Assignment of Environmental Review Board duties to the Planning Board to streamline development review processes.
- 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.
- Initiated the recording of quasi-judicial decisions (i.e., Special Use Permits and Variances) in Register of Deeds to publicly memorialize these decisions that run with the land.

- Worked with IS, Plan Review/Stormwater, Zoning, and Inspections Divisions to develop separate code enforcement modules that favor flexibility on compliance before enforcement.

KEY PERFORMANCE MEASURES

	FY17 Actual	FY 18 Estimated	FY19 Planned	FY20 Planned	Target
Planning and Zoning^[1]					
Number of Zoning Cases Processed - County	17	14	12	12	12
Rezoning Appeals	1	1	1	1	1
Number of Zoning Cases Processed - Towns	2	6	4	4	4
% Acreage Zoned from Agricultural (AG) - All Jurisdictions	84%	50%	50%	50%	50%
Quasi-Judicial Cases Processed-County	5	10	7	7	7
Board of Adjustment Cases - County	4	7 ^[2]	5	5	5
Special Use Permit Cases - County	1	3 ^[3]	2	2	2
Quasi-Judicial Cases Processed-Towns	3	3	2	2	2
Board of Adjustment Cases - Towns	3	2	2	2	2
Special Use Permit Cases - Towns	0	1	0	0	0
Number of Road Closings	2	3 ^[4]	2	2	2
Number of Easement Closings	1	1	1	1	1
Number of Zoning Investigations - County	51	60	60	60	60
Number of Zoning Investigations - Towns	9	12	12	12	12
# of Subdivision Cases Processed - County	120	99	92	92	92
Minor Subdivision - 4 or fewer lots	64	50	45	45	45
Subdivision Exemptions	43	35	35	35	35
# of Subdivision Cases Processed - Towns	27	20	13	13	13
Minor Subdivision - 4 or fewer lots	15	9	5	5	5
Major Subdivision - 5 or more lots	2	6	3	3	3
Subdivision Exemptions ^[5]	10	5	5	5	5
# Site Plan (Non-Residential) Cases Processed - County	27	20	20	20	20
Major Site Plans	2	1	1	1	1
Minor Site Plans	25	19	19	19	19
# Site Plan (Non-Residential) Cases Processed - Towns	10	5	5	5	5
Major Site Plans	0	1	1	1	1

	FY17 Actual	FY 18 Estimated	FY19 Planned	FY20 Planned	Target
Minor Site Plans	10	4	4	4	4
Written Zoning Verifications Processed	33	36	35	35	35
VAD & Enhanced VAD Farm Applications Processed	9	6	8	8	8
VAD & Enhanced VAD Acres Added	417.35	198	264	264	264
Community Services - Water and Sewer					
Non-assessed water and sewer projects ^[6]	0	0	0	0	0
Assessed water and sewer projects ^[6]	1	0	0	0	0
Housing Program					
HOME Consortium Program Projects ^[7]	0	3	1	1	7
Economic Development					
Economic Development & Cultural Agencies Funded	12	14	14	14	12
Economic Development Incentive Grants - Monitoring Perf. Grants	11	7	7	7	7
<i>[1] Guilford County provides contractual planning & zoning services to the Towns of Pleasant Garden, Sedalia, Stokesdale, and Whitsett.</i>					
<i>[2] Board of Adjustment – Two (2) cases paid in FY16/17.</i>					
<i>[3] Special Use Permit – One case paid in FY16/17.</i>					
<i>[4] Road closings - Two (2) cases paid May FY16/17.</i>					
<i>[5] Includes plats & maps meeting state exemptions to subdivision requirements yet still requires staff processing and review.</i>					
<i>[6] All pending assessed water and sewer projects under former agreement with City of Greensboro completed. No additional performance reports to report by end of FY 16/17.</i>					
<i>[7] 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.</i>					

FUTURE OPPORTUNITIES & CHALLENGES

- Convene a joint County-Municipal interest group for planning staff that meets at least quarterly to discuss planning-related areas/topics of mutual interest across Guilford County.
- 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 land management software and review business processes/practices to improve development review processes and customer service delivery.
- Work with GIS to establish planning data minimums for public information to assist citizens requesting information about neighborhoods and communities.
- Housing – Complete partnership with Piedmont Triad Regional Council to administer HOME Program funds and NC Housing Finance Agency Single Family Rehabilitation (SFR14) grant funding.
- 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.

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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Soil & Water Conservation	261,469	326,208	327,655	305,117	305,117	(21,091)	(6.5%)
GC S&W Conservation District	0	3,300	5,800	5,755	5,755	2,455	74.4%
Soil & Water	261,469	329,508	333,455	310,872	310,872	(18,636)	(5.7%)
EXPENSE							
Personnel Services	191,105	234,102	234,102	229,279	229,279	(4,823)	(2.1%)
Supplies & Materials	2,006	5,927	7,343	6,905	6,905	978	16.5%
Other Services & Charges	68,358	89,479	92,010	74,688	74,688	(14,791)	(16.5%)
Total Expense	261,469	329,508	333,455	310,872	310,872	(18,636)	(5.7%)
REVENUE							
Intergovernmental	36,250	30,330	30,330	30,150	30,150	(180)	(0.6%)
Charges for Services	0	600	600	1,250	1,250	650	108.3%
Appropriated Fund Balance	0	0	0	2,505	2,505	2,505	0.0%
Miscellaneous Revenues	0	2,700	5,200	2,000	2,000	(700)	(25.9%)
Total Revenue	36,250	33,630	36,130	35,905	35,905	2,275	6.8%
County Funds	225,219	295,878	297,325	274,967	274,967	(20,911)	(7.1%)
Positions	2.75	3.00	3.00	3.00	3.00	0.00	0.0%

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 2019 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. Two new schools will participate in the poster/essay contest, an additional school will participate in the speech contest and individual students will participate in the essay and speech contests.
- The District has agreed to host the State Future Farmers of America (FFA) Land Judging Contest in November 2018. This will bring several hundred high school students and teachers to Guilford County for this two-day event.
- Increase departmental education efforts in elementary through high school by 15%, or 10,800 students, develop and hold a summer Environmental Camp for middle school students, and present an annual Food, Land and People Workshop training to teachers in Guilford County. With the new full time Education 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. Utilize intern to accomplish this goal without compromising current staff workload. Begin digitizing BMPs on current (2018) contracts, no later than January 31, 2018.
- 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.
- Continue working with internal and external (Guilford County Storm Water/Watershed program and Piedmont Triad Regional Council of Governments, respectively) partners on the educational component of the 205(j) Grant approved by the Soil & Water Conservation District board in December 2015.

FY 2019 ADOPTED BUDGET HIGHLIGHTS

- The Soil & Water FY 2019 Adopted net budget decreased by \$20,911 or 7.1% from the FY 2018 Adopted budget, primarily resulting from a decrease in the County's annual

contract with the NC Forestry Service to reflect removal of one-time funds for the FY 2018 purchase of a new Forestry Service fire truck to improve emergency response.

- The FY 2019 Adopted budget includes a new accounting entity dedicated to tracking revenues and expenditures for the Guilford County Soil & Water Conservation District, which administers and supports local, state and federal programs that encourage natural resource management, agricultural economic viability and conservation best practices throughout Guilford County. As the District is considered an external organization that supports Guilford County Soil & Water initiatives, no county funding is included in this accounting unit.
- Soil & Water also requested a Community Environmental Services Education & Outreach specialist to conduct community programs and general outreach (\$61,800). This position was not included in the adopted budget.

FY 2018 SIGNIFICANT ACCOMPLISHMENTS

- During 2018 Guilford Creek Week, staff participated in the Area 3 Envirothon, an environmental competition for middle and high school students, lead a vermicomposting workshop at the Agricultural Center Barn Kitchen and manned a booth at the Aquatics Field Day in Northeast Park.
- The Soil and Water Conservation District worked collaboratively with the GIS Department to conduct a field survey of the Voluntary Agricultural Districts to determine signage needs and replacements, and to promote efficiency in erecting signage for approved District parcels.
- The Soil and Water Conservation District worked with the GIS Department staff to update Voluntary Agricultural District (VAD) layer, completed Soil and Water District staff VAD and Enhanced VAD file audit, and standardized historical application numbers with reference numbers for consistency.
- The Soil & Water District purchased a Weed Wiper (a farm implement used to control weeds in pastures) that will help fund the District's Foundation Account to be used for educational activities.
- The Soil and Water Conservation District continued its collaboration with Guilford County Planning & Development, Storm Water, Watershed Protection, Storm Water Management, and the Piedmont Triad Regional Council (PTRC), to execute the 205(j) Grant from the North Carolina Division of Water Resources – Water Planning Section. As the lead stakeholder, Guilford County worked closely with American Rivers to develop tools that will allow the County to comprehensively and effectively address the needs of local catchments, and improve and protect water quality in the Haw River and larger Jordan Lake watershed.
- Soil & Water Conservation staff with assistance from an Elon University student intern initiated a project with Guilford County GIS to create an Agricultural Best Management Practices (BMP) layer to track BMPs installed in prior, current and upcoming years. BMPs now may be added to the layer as they are installed.

- Throughout FY 2018, Soil & Water staff continued to obligate 100% of NC Agriculture (Ag) Cost Share Program (NC-ACSP) and NC Community Conservation Assistance Program (CCAP) funds for the installation of Best Management Practices. Soil & Water assisted with 24 Ag "Cost Share" applications, and funded 15 contracts in the amount of \$106,833 (including a \$36,381 grant for a swine lagoon closure through the NC Foundation for Soil & Water Conservation). Two of those contracts were AgWRAP well projects for increased water storage and availability. Staff provided technical assistance to 801 farms; monitored 26 farms for compliance; processed six (6) Voluntary Agricultural District applications (including Enhanced VAD) representing 198 acres; and, worked with nine (9) farmers in the No-Till Drill Assistance Program, representing 125 acres.
- Three contracts funded by the federal FY 2018 USDA-Natural Resource Conservation Service (NRCS) Environmental Quality Assistance program for a total of \$98,564 for Pasture Systems and a Poultry Litter Storage Structure.
- The staff secured a new five-year Statement of Work for Contributions Agreement with the USDA-Natural Resources Conservation Service to hold partnership meetings to increase awareness and to deliver education and technical support to land users who may be eligible to participate in state and federal conservation programs.

KEY PERFORMANCE MEASURES

	FY17 Actual	FY18 Estimated	FY19 Planned	FY20 Planned	Target
Agricultural Cost Share Program (ACSP)					
Applications - Farms	22	24	24	24	24
Applications - Practices	34	29	29	29	29
Ag. Cost Share Contracts	18	15	15	15	15
Ag. Cost Share Contracts Total Value	\$103,520	\$106,833	\$106,833	\$106,833	\$106,833
Average Cost Share per Contract	\$5,751.11	\$7,122.20	\$7,122.20	\$7,122.20	\$7,122.20
Contracts Under 10-Year Maintenance	137	142	142	142	142
Community Conservation Assistance Program (CCAP)					
CCAP Applications - Farms ^[1]	4	1	2	2	2
CCAP Applications - Practices	2	1	1	1	1
CCAP Cost Share Contracts	2	1	2	2	2
CCAP Cost Share Contracts Total Value	\$9,500	\$4,500	\$4,500	\$4,500	\$4,500
Avg. CCAP Cost Share per Application	\$4,750	\$4,500	\$2,250	\$2,250	\$2,250
Contracts Under 10-Year Maintenance	12	10	9	9	9
Environmental Quality Incentive Program (EQIP)					
EQIP Contracts ^[2]	11	3	5	5	5

	FY17 Actual	FY18 Estimated	FY19 Planned	FY20 Planned	Target
EQIP Contract Total Value	\$118,218	\$98,564	\$120,000	\$120,000	\$120,000
Average EQUIP Funding per Contract	\$10,747	\$32,855	\$24,000	\$24,000	\$24,000
Contracts Under 10-Year Maintenance	39	41	44	44	44
Technical Assistance Programs					
Total Farms in Program	795	801	801	801	801
Farm Compliance Reviews	25	26	26	26	26
Farms under Conservation Management	1,845	1,845	1,845	1,845	1,845
Farms Under Conservation Plans	1,845	1,845	1,845	1,845	1,845
Outreach, Education, and Other Programs					
Educational Services Participants ^[3]	1,042	1,717	2,000	2,000	2,000
Persons Assisted Via Technical Conservation Outreach Opportunities	1,237	1,726	1,775	1,775	1775
No-Till Drill Assistance Program Participants	8	9	10	10	10
No-Till Drill Assistance Program Acres	96	125	150	150	150
VAD & Enhanced VAD Farm Applications Processed	9	6	8	8	6
VAD & Enhanced VAD Acres Added	417	198	264	264	198

[1] Community Conservation Assistance Program.

[2] Environmental Quality Incentive Program.

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

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 the newsletters to be sent out during spring and summer.
- Continue to update the Agricultural BMP layer showing past and current BMPs installed through NC Agriculture Cost Share Program, Agriculture Water Resources Assistance Program, and the Community Conservation Assistance Program.

SOLID WASTE

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Infrastructure

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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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Solid Waste-Waste Disposal	1,456,790	1,482,587	1,673,936	1,603,047	1,603,047	120,460	8.1%
Solid Waste	1,456,790	1,482,587	1,673,936	1,603,047	1,603,047	120,460	8.1%
EXPENSE							
Personnel Services	323,123	369,766	406,766	427,332	427,332	57,566	15.6%
Supplies & Materials	9,058	13,593	13,391	18,308	18,308	4,715	34.7%
Other Services & Charges	1,039,854	1,099,228	1,203,559	1,157,407	1,157,407	58,179	5.3%
Capital	84,755	0	50,220	0	0	0	0.0%
Total Expense	1,456,790	1,482,587	1,673,936	1,603,047	1,603,047	120,460	8.1%
REVENUE							
Intergovernmental	1,019,219	948,000	998,220	990,000	990,000	42,000	4.4%
Charges for Services	10,038	10,000	10,000	11,000	11,000	1,000	10.0%
Appropriated Fund Balance	20,000	0	0	0	0	0	0.0%
Miscellaneous Revenues	17,291	16,000	16,000	20,100	20,100	4,100	25.6%
Total Revenue	1,066,548	974,000	1,024,220	1,021,100	1,021,100	47,100	4.8%
County Funds	390,243	508,587	649,716	581,947	581,947	73,360	14.4%
Positions	6.00	6.00	6.00	6.25	6.00	0.00	0.0%

DEPARTMENTAL PURPOSE

The NC Solid Waste Management Act requires local units of government assess solid waste collection and disposal capacity, provide environmental education and outreach, and implement programs to address solid waste management needs. Additionally, the 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 will be introduced in FY19.

FY 2019 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.
- Revamp the Kids, Cans, & Ca\$h outreach recycling program to extend from September 1st through May 30th of the school year and offer to include the City of Greensboro in the program.
- Update the online Guilford County Solid Waste Services Guide and revise Solid Waste Ordinance to simplify investigation and enforcement protocols.
- 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 have completed the OSHA 10-hour General Industry Health & Safety course as well as basic Excel software training.
- Determine the feasibility of establishing a satellite scrap tire, white goods, and e-waste collection site in eastern Guilford County.

FY 2019 ADOPTED BUDGET HIGHLIGHTS

- The Solid Waste FY 2019 Adopted net budget increased \$73,360 or 14.4% over the FY 2018 Adopted budget primarily driven by increased Personnel and Other Services & Charges expenses.
- Personnel expenditures increased by \$57,566 or 15.6% due to changes in staff salary allocations across the five (5) waste disposal programs. Administrative staff will allocate a larger percentage of their time to the White Goods Disposal program as they evaluate opportunities to establish satellite sites throughout the County for the collection of white goods, e-waste and scrap tires.
- Other Services & Charges increased by \$58,179 or 5.3% to accommodate increases in e-waste disposal costs and recycling education programming.
- FY 2019 Adopted revenues increased by \$42,000 or 4.4% primarily driven by anticipated increases in state distributed tax revenue for white goods and solid waste disposal.

FY 2018 SIGNIFICANT ACCOMPLISHMENTS

- At the annual Summerfield Summer-Cycle event held in September 2017, 280 vehicles dropped off approximately 17.39 tons of materials for recycling, including: large appliances (white goods), scrap metals, tires, electronics, televisions, and personal documents for shredding.
- Staff worked with the Town of Oak Ridge to provide the fourth annual E-Cycle event, held in November 2017. The event attracted 214 vehicles to the Oak Ridge Elementary School and resulted in the collection of more than 9.17 tons of electronics, documents for shredding, and white goods.
- The annual E-Cycle Pleasant Garden event held in March 2017 attracted a record number of 555 vehicles, and collected 20.55 tons of e-waste and 6.41 tons of documents for shredding.
- The Greensboro Spring Cleanup event held in April 2017 assisted 351 customer vehicles by collecting 21.77 tons of tires, 6.90 tons of e-waste, 2.58 tons of large appliances, 5.64 tons of documents for shredding, as well as 7.49 tons of household hazardous waste (HHW).
- The May 2017 High Point Clean-n-Green event attracted more than 700 vehicles dropping off 52.12 tons of materials, including large appliances, scrap metals, tires, electronics, televisions, and personal documents to be shredded for recycling.
- In July 2017 a new Guilford County Information Services customized scrap tire application was implemented at the Bishop Road Scrap Tire & White Goods Collection Site. The application tracks scrap tire drop-offs and collection rates for residential and commercial customers. It also improves customer service and cash handling procedures by producing computer-generated receipts.
- The Kids, Cans & Ca\$h Elementary School Recycling Challenge began in 2006 and continues today through a partnership between Guilford County and the City of High Point.

The recycling challenge, designed to teach students the value of recyclable materials, was met by 13 elementary schools and resulted in the collection of 1,495 lbs. of aluminum cans. Participating schools earned \$672.75 for their recycling efforts.

- Received \$1,000 donation from Republic Services as part of public/private partnership toward the Kids, Cans, & Ca\$h program.
- The Magic of Recycling was presented to more than 2,500 elementary school students during October 2017. This program features a real magician that incorporates recycling education into an entertaining and engaging magic show.
- In January 2018 staff partnered with the Town of Pleasant Garden and a group of Town volunteers to clean up an illegal scrap tire dumpsite of 345 tires (4.48 tons) on property owned by the Town of Pleasant Garden near the Pleasant Garden Community Center.

KEY PERFORMANCE MEASURES

	FY17 Actual	FY18 Estimated	FY19 Planned	FY20 Planned	Target
Outreach & Education					
Public Education/Outreach Events (includes presentations, Cleanup Days) ^[1]	14	9	60	70	75
Social Media Interactions on Environmental Services Facebook Page	N/A	8,000	16,000	24,000	24,000
Kids, Cans & Ca\$h Program					
Elementary Schools (public & private)	9	13	15	15	15
Students	3,212	5,513	6,000	6,000	6,000
Cans Collected for Recycling (pounds)	1,688	1,495	3,000	3,000	3,000
Pounds Per School	188	115	200	200	200
Total Earned by Schools for Recycling	\$760	\$673	\$1,350	\$1,350	\$1,350
Magic of Recycling Program					
Schools	8	6	6	6	6
Students	2,640	2,548	2,600	2,600	2,600
Additional Educational Program					
Schools	N/A	N/A	10	10	10
Students	N/A	N/A	4,500	4,500	4,500
Waste Collection & Processing					
# Tons Household Hazardous Waste Collected (incl. special events)	840	850	860	870	870
# Tons Scrap Tires Processed by County Contractor	9,418	9,618	10,100	10,600	10,500
# Tons White Goods Collected (incl. scrap metal)	205	215	220	225	225

	FY17 Actual	FY18 Estimated	FY19 Planned	FY20 Planned	Target
# Tons Electronics Collected (incl. drop-off sites and HHW site)	949	1,000	1,050	1,000	1,000
# Tons Christmas Trees Recycled to Mulch	1	1	1	1	1
# Tons Waste Collected per 1,000 Population ^[2]	22	22	23	24	24
Inspections & Investigations					
Minor LCID Facility Inspections	6	24	20	20	20
Major LCID Facility Inspections			28	28	28
Solid Waste Complaints & Requests for Assistance (Phone & email) ^[3]	4,300	4,500	4,300	4,300	Demand
Illegal Dumping & Illegal Burning Investigations	88	130	135	120	120
Efficiency Measures					
# of Complaints, Site Investigations & Requests for Assistance per 1,000 Population ^[2]	8	9	9	9	Demand
Illegal Dumping & Illegal Burning Investigation Successful Resolution Outcome	75%	85%	85%	85%	85%

^[1] FY19 and future projections based upon hiring Education & Outreach Specialist

^[2] Guilford County population estimate 523,962 (July 2017)

^[3] Beginning FY17 added Bishop Rd. Recycling Facility

FUTURE OPPORTUNITIES & CHALLENGES

- 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 decline in FY 2019, 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.
- The large decrease in commodities market prices related to electronic waste, coupled with a continuing increase in electronics collection by Guilford County, continue to present financial and operational challenges for FY 2019.

- 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.
- Potential consideration of implementing an out-of-county scrap tire collection fee due to cutbacks from state Scrap Tire Cleanup Funds.
- 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.

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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Libraries	1,827,807	1,827,807	1,827,807	1,827,807	1,827,807	0	0.0%
Libraries	1,827,807	1,827,807	1,827,807	1,827,807	1,827,807	0	0.0%
EXPENSE							
Other Services & Charges	1,827,807	1,827,807	1,827,807	1,827,807	1,827,807	0	0.0%
Total Expense	1,827,807	1,827,807	1,827,807	1,827,807	1,827,807	0	0.0%
REVENUE							
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. Beginning in this fiscal year a flat amount will be given to the four libraries that the county supports. The two state recognized libraries the Greensboro Public Library (the state-recognized county library system for Guilford County) and the High Point Municipal Library (a state-recognized municipal library) receive more support based on their official service populations. Funding for the Gibsonville and Jamestown libraries is a flat amount to support services in those parts of the County.

FY 2019 ADOPTED BUDGET HIGHLIGHTS

- The FY 2019 total library funding allocation remains unchanged from the prior fiscal year and each individual library's funding level remains the same.

Library Funding Breakdown

	FY 2018 Adopted	FY 2019 Rec	FY 2020 Plan
<u>State Recognized Libraries</u>			
Greensboro (County System)	\$ 1,356,847	\$ 1,356,847	\$ 1,356,847
High Point (Municipal)	\$ 359,960	\$ 359,960	\$ 359,960
<i>Sub-Total</i>	<i>\$ 1,716,807</i>	<i>\$ 1,716,807</i>	<i>\$ 1,716,807</i>
<u>Community Libraries</u>			
Gibsonville	\$ 55,500	\$ 55,500	\$ 55,500
Jamestown	\$ 55,500	\$ 55,500	\$ 55,500
<i>Sub-Total</i>	<i>\$ 111,000</i>	<i>\$ 111,000</i>	<i>\$ 111,000</i>
Grand Total	\$ 1,827,807	\$ 1,827,807	\$ 1,827,807

FY 2018 County Library Funding Comparison

County	FY18 Funding	FY17 Funding	Population	\$ per Capita	% Change (FY17-FY18)
Mecklenburg	\$ 34,153,433	\$ 33,020,076	1,077,301	\$ 30.65	3%
Wake	\$ 23,983,982	\$ 23,397,662	1,071,240	\$ 21.84	3%
Guilford	\$ 1,827,807	\$ 1,827,807	523,962	\$ 3.49	0%
Forsyth	\$ 7,589,777	\$ 7,591,046	372,651	\$ 20.37	0%
Durham	\$ 10,511,958	\$ 10,332,925	306,184	\$ 33.75	2%
Buncombe	\$ 5,619,002	\$ 5,501,217	261,532	\$ 21.03	2%
Davidson	\$ 3,407,531	\$ 3,240,339	167,105	\$ 19.39	5%
Alamance	\$ 2,884,734	\$ 2,750,012	161,076	\$ 17.07	5%
Randolph	\$ 2,021,389	\$ 2,191,413	144,672	\$ 15.15	-8%
Rockingham	\$ 2,082,435	\$ 2,033,743	91,790	\$ 22.16	2%
Chatham	\$ 2,035,881	\$ 1,994,435	74,835	\$ 26.65	2%
Average Change					2%

* Funding figures are from FY 2017 & FY 2018 adopted

** Population is July 2017 population projection from NC OSBM

ECONOMIC DEVELOPMENT

J. Leslie Bell, AICP, Planning & Development Director

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

Economic Development

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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Economic Develop & Assistance	1,473,038	1,380,780	3,844,437	1,363,500	1,553,500	172,720	12.5%
Economic Devel & Assistance	1,473,038	1,380,780	3,844,437	1,363,500	1,553,500	172,720	12.5%
EXPENSE							
Other Services & Charges	1,473,038	1,380,780	3,844,437	1,363,500	1,553,500	172,720	12.5%
Total Expense	1,473,038	1,380,780	3,844,437	1,363,500	1,553,500	172,720	12.5%
REVENUE							
Intergovernmental	180,532	0	41,220	0	0	0	0.0%
Total Revenue	180,532	0	41,220	0	0	0	0.0%
County Funds	1,292,506	1,380,780	3,803,217	1,363,500	1,553,500	172,720	12.5%
Positions	0	0	0	0	0	0	0.0%

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					
	FY 2018 Adopted		FY 2019 Recommended	FY 2019 Adopted	
Cultural Agencies					
African-American Atelier	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Friends of John Coltrane	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
High Point Arts Council	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
United Arts Council - GSO	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000
United Arts Council - GSO - NC Folk Festival ¹	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Cultural Agencies Total	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Economic Development Agencies					
Downtown Greensboro	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
East Market Street Development	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 35,000
Greensboro Chamber of Commerce ²	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Greensboro Community Development Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Guilford County Tourism Development Authority ³	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
High Point Econ Dev (HPEDA)	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
High Point Market Authority	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
Piedmont Triad Film Commission	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000
Renaissance Community Cooperative ⁴	\$ 25,000	\$ -	\$ -	\$ -	\$ -
Southwest Renewal Foundation of High Point	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Welfare Reform Liaison	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Guilford County Economic Development Alliance	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Economic Development Agencies Total	\$ 525,000	\$ 475,000	\$ 475,000	\$ 565,000	\$ 565,000
TOTAL	\$ 725,000	\$ 675,000	\$ 675,000	\$ 765,000	\$ 765,000
Spending per Capita⁵	\$ 1.38	\$ 1.29	\$ 1.29	\$ 1.46	\$ 1.46

(1) United Arts Council-GSO sponsored the National Folk Festival in FY 2018

(2) Formerly Greensboro Economic Development Partnership

(3) 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

(4) No financial audit submitted with FY 2018-19 application. Economic development allocation subject to public hearing and additional action by Board of Commissioners.

(5) County estimated population is 523,962 as of July 2017 per NC State Office of Management & Budget

ACTIVE ECONOMIC DEVELOPMENT INCENTIVES AS OF MAY 2, 2018

Project	Approved Incentive	All Years Actual [1]	FY2018 Adopted	FY2019 Recomm	Future Years
Amada North America , Inc. (Approved 19-Apr-18) Agreement Pending	\$ 990,000	\$ -	\$ -	\$ -	\$ 990,000
Baltek	\$ 89,500	\$ 80,500			\$ -
Buzzispace (Approved 03-Oct-13) Agreement Pending	\$ 113,000		\$ 16,950	\$ 50,850	\$ 45,200
Culp, Inc.	\$ 82,500	\$ 82,500	\$ -	\$ -	\$ -
Ecolab	\$ 168,750	\$ -	\$ 50,000	\$ 50,000	\$ 68,750
FedEx Ground	\$ 952,500	\$ 952,500	\$ -	\$ -	\$ -
North State Flexibles	\$ 30,750	\$ 27,091	\$ -	\$ -	\$ -
OFS Brands	\$ 188,000	\$ 31,000	\$ 31,000	\$ -	\$ -
Proctor & Gamble Manufacturing Co.	\$ 975,000	\$ 816,042	\$ -	\$ -	\$ -
Publix (Approved 05-Apr-18) Agreement Pending	\$ 17,532,000	\$ -	\$ -	\$ -	\$ 17,532,000
Qorvo	\$ 333,750	\$ -	\$ 66,750	\$ 66,750	\$ 200,250
Ralph Lauren Corporation	\$ 1,238,400	\$ 981,135	\$ 247,680	\$ -	\$ -
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 Pending	\$ 147,000	\$ -	\$ 29,400	\$ 29,400	\$ 88,200
HAEKO (Approved 04-Apr-13 as TIMCO) Agreement Pending	\$ 400,000		\$ 64,000	\$ 336,000	\$ -
Total	\$ 23,472,650	\$ 3,046,768	\$ 555,780	\$ 638,500	\$ 18,924,400

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

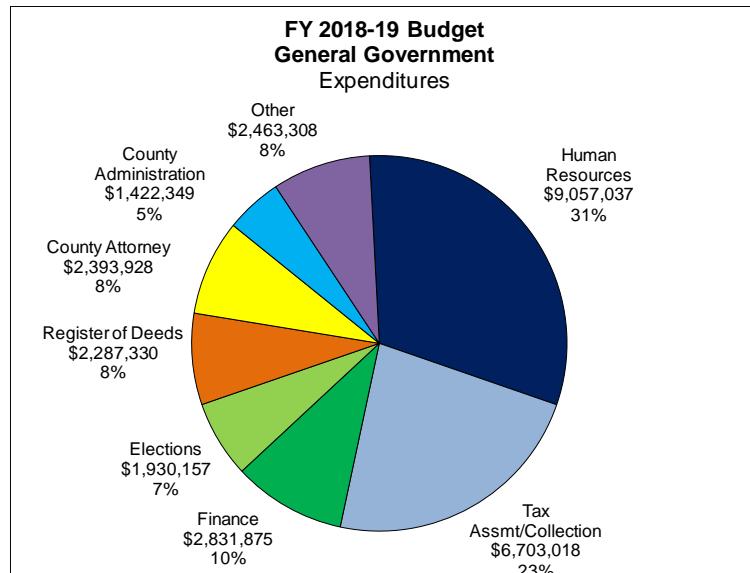
Expenditures

Guilford County will spend just over \$29 million for General Government in FY 2018-19, an increase of \$1,699,846 or 6.2% from FY 2017-18. General Government accounts for about 4.7% of total County expenditures.

The increase from FY 2018 to FY 2019 is largely related to personnel increases such as merit raises and the addition of one FTE (0.25 FTE or 10 hours to an existing 0.5 FTE position and a new 0.75 FTE position) for Register of Deeds' Passport Office. in the Clerk's Office

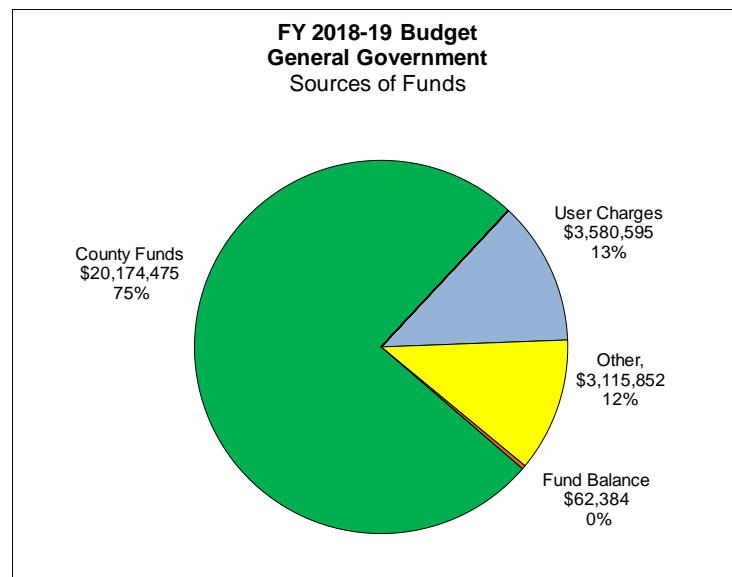
and a part-time Register of Deeds passport agent. The cost of this position is anticipated to be fully offset by additional passport revenues. Additional changes include the upgrade and transfer of a vacant Buyer position in Purchasing to MWBE Program Director in County Administration for an additional cost of \$20,000.

Other increases in General Government include \$70,000 total in the Finance and Tax Department budgets for direct payment of bank fees. Currently the county pays fees passively out of its returns; this switch to direct payment is expected to generate a net revenue of \$200,000 to the county. Tax will also implement a single flight with sketch check review, a total of \$484,620 over two years, to monitor new and modified building plans in the county. Lastly, the Clerk's Office will spend \$39,500 for a TV news marketing package to improve the county's visibility and external communication.



Revenues

County funds provide 75% 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 which account for 14% of revenues with the remaining 12% coming from other sources.



	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	vs. FY18 Adopted	
						\$ chg	% chg
Department							
Budget & Management	\$478,899	\$566,118	\$606,119	\$699,812	\$699,810	\$133,692	23.6%
Clerk to the Board	\$160,210	\$305,477	\$308,497	\$380,166	\$380,166	\$74,689	24.4%
County Administration	\$780,451	\$1,334,783	\$1,194,248	\$1,334,334	\$1,422,349	\$87,566	6.6%
County Attorney	\$2,063,167	\$2,366,911	\$2,365,610	\$2,393,928	\$2,393,928	\$27,017	1.1%
County Commissioners	\$448,965	\$489,593	\$596,664	\$493,887	\$493,887	\$4,294	0.9%
Elections	\$2,400,570	\$2,508,744	\$2,478,934	\$1,930,157	\$1,930,157	(\$578,587)	-23.1%
Finance	\$2,197,627	\$2,589,854	\$2,549,844	\$2,831,875	\$2,831,875	\$242,021	9.3%
Human Resources	\$7,107,271	\$7,898,553	\$7,889,388	\$9,057,037	\$9,057,037	\$1,158,484	14.7%
Internal Audit	\$457,321	\$529,683	\$494,774	\$564,783	\$564,783	\$35,100	6.6%
Purchasing	\$335,256	\$394,462	\$396,118	\$392,677	\$324,662	(\$69,800)	-17.7%
Register of Deeds	\$2,090,970	\$2,197,513	\$2,157,518	\$2,287,330	\$2,287,330	\$89,817	4.1%
Tax	\$5,825,696	\$6,207,465	\$6,582,646	\$6,647,018	\$6,703,018	\$495,553	8.0%
Total Expenditures	\$24,346,403	\$27,389,156	\$27,620,360	\$29,013,004	\$29,089,002	\$1,699,846	6.2%
Sources of Funds							
Federal & State Funds	\$27,586	\$30,000	\$30,000	\$28,000	\$28,000	(\$2,000)	-6.7%
User Charges	\$3,955,773	\$3,876,090	\$4,061,090	\$3,624,111	\$3,624,111	(\$251,979)	-6.5%
Other	\$3,707,019	\$3,290,852	\$3,295,852	\$3,342,177	\$3,342,177	\$51,325	1.6%
Fund Balance	\$62,386	\$24,279	\$24,280	\$97,979	\$97,979	\$73,700	303.6%
County Funds	\$16,593,639	\$20,167,935	\$20,209,138	\$21,920,737	\$21,996,735	\$1,828,800	9.1%
Sources of Funds	\$24,346,403	\$27,389,156	\$27,620,360	\$29,013,004	\$29,089,002	\$1,699,846	6.2%
Permanent Positions	196.900	198.400	198.400	207.275	200.400	2.000	1.0%

BUDGET MANAGEMENT & 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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Budget and Management	478,899	566,118	606,119	699,812	699,810	133,692	23.6%
Budget and Management	478,899	566,118	606,119	699,812	699,810	133,692	23.6%
EXPENSE							
Personnel Services	451,647	479,962	515,656	602,181	602,179	122,217	25.5%
Supplies & Materials	2,425	8,650	4,181	7,750	7,750	(900)	(10.4%)
Other Services & Charges	24,827	77,506	86,282	89,881	89,881	12,375	16.0%
Total Expense	478,899	566,118	606,119	699,812	699,810	133,692	23.6%
REVENUE							
Miscellaneous Revenues	0	5,000	5,000	0	0	(5,000)	(100.0%)
Total Revenue	0	5,000	5,000	0	0	(5,000)	(100.0%)
County Funds	478,899	561,118	601,119	699,812	699,810	138,692	24.7%
Positions	5.00	5.00	5.00	6.00	6.00	1.00	20.0%

DEPARTMENTAL PURPOSE

Budget, Management and Evaluation assists departments, county management, and the Board of Commissioners in the preparation and management of a balanced budget. The annual budget is prepared and maintained in an effective and efficient manner that is consistent with the goals and objectives of the Board of County Commissioners, in accordance with the Local Government Budget and Fiscal Control Act.

The department coordinates the development of the County's annual budget planning and development process, reviews and evaluates program performance and monitors expenditures to ensure adherence to county policies and procedures. In addition, employees assist departments with performance measures, respond to information requests from the Guilford County Board of Commissioners, county management, departments, government and community agencies, media, and the public.

The department will:

- 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 2019 GOALS & OBJECTIVES

- Improve the organization's resource allocation decisions by re-establishing the department's "evaluation" function to provide departmental and county management with impartial policy and program management analyses and studies.
- Provide the public, the County Commissioners, and County staff easily understandable and accessible information to evaluate the effectiveness and efficiency of county operations and services by establishing a county-wide performance management.
- Continue to collect and organize the county's data so to make it useful and meaningful to the public, as well as to use it to inspire innovation, and to make data-driven decisions.

FY 2019 ADOPTED BUDGET HIGHLIGHTS

- The Budget, Management & Evaluation FY 2019 Adopted net budget increased by \$138,692 or 24.7% over FY 2018 Adopted.
- Personnel costs rose \$122,217 or 25.5% due to staff changes, county-wide merit raises and other normal personnel adjustments.
- Other Services & Charges increased by \$12,375 or 23.6% due to the addition of an Alliance for Innovation organizational membership and increased funding for staff education and training.
- Revenues decreased by \$5,000 as the department's grant from Community Foundation of Greater Greensboro ended.

FY 2018 SIGNIFICANT ACCOMPLISHMENTS

- Received the Government Finance Officers Association's Distinguished Budget Presentation Award for the Fiscal Year 2017-2018 budget document.
- Assisted in the creation and implementation of the Tom & T. Cooper James Government Improvement Awards. The budget staff collected and verified information submitted on

applications, then made recommendations to the county manager and Mr. Cooper. Two awards were given, one for impact and the other for innovation. After the awards, budget staff created and provided three Tom & T. Cooper James workshops that were designed to provide tools to county staff seeking to implement their own innovative solutions.

- Hosted three ansWER Labs for roughly 70 employees from the County and City of GSO. We covered collaborative governance, innovation culture, and behavioral economics.
- Guilford County MetroLab was officially accepted into the network with UNCG as only the fifth county-university partnership in the country. Our major initial projects are focused primarily on substance abuse, homelessness, and eviction diversion.
- Continued to educate and train departmental staff on PowerPlan and continued to work with PowerPlan staff on troubleshooting techniques and using best practices with the software.

KEY PERFORMANCE MEASURES

	FY17 Actual	FY18 Estimated	FY19 Projected	FY20 Projected	Target
Received the Government Finance Officers' Association Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	Yes
Number of departments that exceed budget as noted in annual financial report	0	0	0	0	0
Actual revenue as percent of budget	100%	100%	100%	100%	100%
Actual expenditures as percent of budget	99%	99%	99%	99%	98%
Percent of Budget Amendments & Transfers processed within five days of receipt/approval	99%	100%	100%	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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
County Administration-Administration	759,761	804,783	816,571	806,334	894,349	89,566	11.1%
County Administration-Reserve for Contingency	0	500,000	347,677	500,000	500,000	0	0.0%
County Administration-Intergovernmental Services	20,690	30,000	30,000	28,000	28,000	(2,000)	(6.7%)
County Administration	780,451	1,334,783	1,194,248	1,334,334	1,422,349	87,566	6.6%
EXPENSE							
Personnel Services	555,108	579,534	579,534	586,944	674,959	95,425	16.5%
Supplies & Materials	6,296	22,749	33,525	12,340	12,340	(10,409)	(45.8%)
Other Services & Charges	219,047	732,500	581,189	735,050	735,050	2,550	0.3%
Total Expense	780,451	1,334,783	1,194,248	1,334,334	1,422,349	87,566	6.6%
REVENUE							
Intergovernmental	27,586	30,000	30,000	28,000	28,000	(2,000)	(6.7%)
Miscellaneous Revenues	0	3,000	8,000	3,000	3,000	0	0.0%
Total Revenue	27,586	33,000	38,000	31,000	31,000	(2,000)	(6.1%)
County Funds	752,865	1,301,783	1,156,248	1,303,334	1,391,349	89,566	6.9%
Positions	3.90	3.90	3.90	3.90	4.90	1.00	25.6%

DEPARTMENTAL PURPOSE

The County Manager provides executive leadership and support of Guilford County government through professional management and evaluation of departmental operations and county services, and implementation of policies, procedures and regulations established by the Board of Commissioners.

Included in the County Manager's budget is a Reserve for Contingency amount of \$500,000 used to address unexpected expenditures that may arise throughout the year. The transfer of funds from this account to other departments to address these expenses is reported to the Board of Commissioners at subsequent board meetings.

FY 2019 GOALS & OBJECTIVES

- Ongoing collaboration with the towns of Oak Ridge, Summerfield and Stokesdale regarding the development of a regional public water system.
- Continued coordination with Guilford County Schools (GCS) Board of Education, Administration and joint County/School Capital Facilities Planning Committee regarding the finalized GCS Facility Condition Assessment and Boundary Alignment Plan.

FY 2019 ADOPTED BUDGET HIGHLIGHTS

- The County Administration FY 2019 Adopted net budget increased by \$89,566 or 6.9% primarily due an increase of \$95,425 or 16.5% in Personnel Services.
- The FY19 Adopted budget reflects the addition of a Minority and Women-Owned Business Enterprise (MWBE) Program Director position to County Administration, formerly a Buyer position that was reclassified and transferred from the Purchasing department. The program director will be tasked with administering and implementing the County's MWBE program.
- Supplies & Materials decreased by \$10,409 or 45.8% to reflect actual prior year spending and changes in periodical subscription payments for county management and elected officials. Additionally, a planned technology upgrade was accomplished in FY 2018, eliminating the need for additional expenditures in the FY 2019 budget.

FY 2018 SIGNIFICANT ACCOMPLISHMENTS

- Facilitated Board adoption of Guilford County Major Focus Areas and Initiatives for FY 2019 and refined language to emphasize critical strategies such as: expanding broadband access throughout the County, eliminating food insecurity, reducing violent crime rates and supporting the GCS Ignite Learning FY 2018-2022 Strategic Plan.
- Initiated development of the Guilford County Tom & T. Cooper James Government Improvement Awards Program to encourage and reward innovative and/or impactful employee solutions that improved productivity and sustainability of County services. In the program's inaugural year, the Tax Department, in conjunction with Information Services team members, received the Innovation Award for its Reappraisal Online Project. DHHS-Division of Social Services Children's Services Quality Assurance team received the Impact Award for its Children's Services Recruitment & Retention Program.

FUTURE OPPORTUNITIES & CHALLENGES

- Promote collaboration and increase efficiency between County departments.
- Offer leadership development and continuous learning opportunities for County employees.

- Develop long-range goals and strategies that will guide future infrastructure needs for County residents.

COUNTY ATTORNEY

Mark Payne, County Attorney

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

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BUDGET SUMMARY

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
County Attorney	2,063,167	2,366,911	2,365,610	2,393,928	2,393,928	27,017	1.1%
County Attorney	2,063,167	2,366,911	2,365,610	2,393,928	2,393,928	27,017	1.1%
EXPENSE							
Personnel Services	1,771,857	1,958,430	1,948,430	1,988,447	1,988,447	30,017	1.5%
Supplies & Materials	12,925	15,300	15,303	15,300	15,300	0	0.0%
Other Services & Charges	278,385	393,181	401,877	390,181	390,181	(3,000)	(0.8%)
Total Expense	2,063,167	2,366,911	2,365,610	2,393,928	2,393,928	27,017	1.1%
REVENUE							
Charges for Services	6,417	10,000	10,000	10,000	10,000	0	0.0%
Total Revenue	6,417	10,000	10,000	10,000	10,000	0	0.0%
County Funds	2,056,750	2,356,911	2,355,610	2,383,928	2,383,928	27,017	1.1%
Positions	18.00	18.00	18.00	18.00	18.00	0.00	0.0%

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. Because the County is self-funded for liability purposes, this office handles virtually all cases. This office serves two courthouses and a variety of clients in two major cities. The County Attorney's Office also represents and defends individual commissioners, officials and all County-related employees in the absence of a conflict.

FY 2019 GOALS & OBJECTIVES

- Continue to refine the process of litigating *In Rem* tax foreclosure proceedings in-house through the FY 2019 to create a focus on responsive, timely finalization of tax foreclosures, with the goal of collecting delinquent tax revenue.

- 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.
- Increase staff training opportunities to continue meeting the departmental goal of cross-training to maintain a versatile staff to serve the organization.
- Continue ongoing prioritization of the Contract Management System to increase response time and finalization of County contracts.
- Provide on-going training to departments in how to navigate and utilize the Contract Management System.
- Collaborate with Purchasing to review contract templates and standard bid terms and conditions for uniformity.
- Collaborate 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 2019 ADOPTED BUDGET HIGHLIGHTS

- The County Attorney FY 2019 Adopted budget increased by a net of \$27,017 or 1.1%. This increase is attributed primarily to personnel services.
- Personnel increased by \$30,017 or 1.5% reflecting normal personnel adjustments including county-wide merit.
- Supplies & Materials remains unchanged, while Other Services & Charges decreased by \$3,000 or 0.8% including a \$1,000 reduction in Postage and Delivery and a \$2,000 reduction in Advertising.

FY 2018 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; 1 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 **1550** (a 12-month value through FY 2016-2017) 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 78 cases during FY 2016-2017. During FY 2016-2017, 87 cases were order to Termination of Parental Rights actions by the Court. As of March 1, 2018, this office has 86 pending cases for FY 2017-2018. **[Note: Every court hearing results in an order being drafted by staff.]**
- The County Attorney's Office is currently working on 181 active cases [includes bankruptcy/collection matters and property foreclosures] and represented the Child Support Enforcement Agency on an estimated ongoing caseload of 20,749 as of January 31, 2018 for both cities of Greensboro and High Point. As of 1/31/2018.
- Drafted, reviewed, revised, advised, and/or processed all County contracts (does not include DHHS)
- Successfully collected \$239,533.44 during FY 2016-2017 (140 cases) for *In Rem* Foreclosures. As of February 21, 2018, the department has collected \$268,914.24 in FY 2017-2018. This is an increase of \$114,423.24 from last year at this same time period.
- Successfully collected the following for FY 2016-2017:
 1. Bankruptcy: \$13,788
 2. Receiverships: \$8,866
 3. Special Proceedings: \$8,313
 4. Business Personal Property: \$1,066,721 (collection action began in FY 14/15)
 5. Foreclosure Litigation: \$7,687
 6. Surplus Properties: \$96,574.67
- Successfully collected the following for FY 2018 as of 3/7/2018
 1. Bankruptcy: \$3,358
 2. Business Personal Property: approximately 1M.
 3. Foreclosure Litigation: \$16,841.50
- Provided departments with training on matters such contract management utilization, public record laws and quasi-judicial proceedings, served on panels, attended departmental meetings, participated in finalizing real estate sales and acquisitions; responded daily to various inquiries from County departments and employees, including advising on employee relations matters and reviewed and/or drafted correspondence.
- Responded to public information requests in a citizen focused manner that balanced transparency with the County's legal responsibilities, and met with the media. Advised the County Manager, Commissioners, and departments on various County management and Board matters.
- Successful implementation of summer internships and are scheduled to have a new intern for Fall 2018. We are actively considering interns upon their application.
- Successful implementation of the Contracts Management System and training to County Departments.

KEY PERFORMANCE MEASURES

	FY17 Actual	FY18 Estimated	FY19 Projected	FY20 Projected	Target
Percent of staff credential maintained through attainment of required CLE credits and CPE credits	100%	100%	100%	100%	100%
Percent of contracts initiated within 15 business days	95%	95%	95%	95%	100%
Percent of juvenile court orders filed within 30 calendar days	80%	95%	95%	95%	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%

* This reporting is a 7-month capture. A full reporting of performance data for foreclosures will not be fully annualized until the close of FY 2018.

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.

- Space continues to be an ongoing concern for both record storage and adequate working space for employees. The County Attorney's Office is actively looking for cost effective electronic record keeping to eliminate paper storage as allowable per State and Local laws for record retention.

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

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BUDGET SUMMARY

County Commissioners

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
County Commissioners	448,965	489,593	596,664	493,887	493,887	4,294	0.9%
County Commissioners	448,965	489,593	596,664	493,887	493,887	4,294	0.9%
EXPENSE							
Personnel Services	293,282	311,592	311,592	308,887	308,887	(2,705)	(0.9%)
Supplies & Materials	9,678	10,001	110,391	21,000	21,000	10,999	110.0%
Other Services & Charges	146,006	168,000	174,681	164,000	164,000	(4,000)	(2.4%)
Total Expense	448,965	489,593	596,664	493,887	493,887	4,294	0.9%
REVENUE							
County Funds	448,965	489,593	596,664	493,887	493,887	4,294	0.9%
Positions	9.00	9.00	9.00	9.00	9.00	0.00	0.0%

Clerk to the Board

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Clerk to the Board	160,210	305,477	308,497	380,166	380,166	74,689	24.4%
Clerk to the Board	160,210	305,477	308,497	380,166	380,166	74,689	24.4%
EXPENSE							
Personnel Services	137,366	253,163	243,163	263,876	263,876	10,713	4.2%
Supplies & Materials	4,564	10,500	15,500	31,700	31,700	21,200	201.9%
Other Services & Charges	18,280	41,814	49,834	84,590	84,590	42,776	102.3%
Total Expense	160,210	305,477	308,497	380,166	380,166	74,689	24.4%
REVENUE							
Charges for Services	0	0	0	3,000	3,000	3,000	0.0%
Miscellaneous Revenues	200	0	0	0	0	0	0.0%
Total Revenue	200	0	0	3,000	3,000	3,000	0.0%
County Funds	160,010	305,477	308,497	377,166	377,166	71,689	23.5%
Positions	2.00	3.00	3.00	3.00	3.00	0.00	0.0%

DEPARTMENTAL PURPOSE

Board of County Commissioners

The Guilford County Board of Commissioners (BOC), 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, Finance 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, 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.

County Communications

During the past fiscal year, the Clerk to the Board assumed the responsibilities of the County's communications efforts. At present, there is one (1) full-time staff member whose main objective is to develop and disseminate information on county policies and evolving departmental initiatives to both the general public, and Guilford County Employees. In addition, this role leads the county's Communication Advisory Team (CAT).

These duties include managing and coordinating Guilford County's various social media and county websites; partnering with County departments and local entities to provide timely information to citizens regarding natural disasters, changes in policies and new county programs; public relations management; and all marketing communications.

Together, the above-mentioned duties promote consistency, transparency, and effective government.

FY 2019 GOALS & OBJECTIVES

- Complete minutes within forty-five (45) days of each meeting.
- Provide board information to new appointees within thirty (30) days.
- Post adopted county code and ordinance changes online within two (2) weeks of the change.
- Respond timely to community and citizen requests.
- Consolidate county ordinances with planning codes.
- Increase the functionality of citizen boards and commissions by providing ongoing training to ensure accuracy and consistency of all meetings and agendas. Build extended boards and commissions pages to be loaded on the county website for transparency and efficiency.
- Implement comprehensive Public Information Request tracking database.
- Improve public access to information by providing consistent and timely county-wide communications updates.
- Improve Legislative Research methods to offer instruction on how the public can conduct legislative research and provide direct links to Municode.

FY 2019 ADOPTED BUDGET HIGHLIGHTS

- The Board of Commissioners FY 2019 Adopted budget increased \$4,294 or 0.9% over the FY 2018 Adopted budget to accomplish a planned technology upgrade to the Blue Room in the Old County Courthouse where the Board holds work sessions.
- The Clerk to the Board's FY 2019 Adopted net budget increased \$71,689 or 23.5%, over the FY 2018 Adopted budget, primarily driven by increases in Supplies & Materials and Other Charges & Services.
- Guilford County will host the North Carolina Association of County Commissioners Annual Conference in August 2019. Supplies & Materials increased by \$21,200 or 201.9% to purchase materials in preparation for the event.
- Other Charges & Services increased by \$42,776 or 102.3% to include a marketing package that will expand the County's television and digital media presence.
- A request for a Communications Interns to assist the Communications Specialist with ongoing branding and marketing efforts was not included in the adopted budget. Additionally, a request for an Assistant Clerk primarily tasked with writing, editing and publishing legal notices, and managing public records requests, was also not included in the adopted budget.

FY 2018 SIGNIFICANT ACCOMPLISHMENTS

- Conducted records retention training for key departmental associates, department directors and board liaisons.
- Provided extensive Legistar trainings for department personnel to ensure timely submission of agenda items for BOC consideration. Ongoing training opportunities will be offered to maintain consistency and alleviate the need for last minute addendums to established agendas.
- Developed and conducted open meetings and public records training for Guilford County Boards & Commissions liaisons.
- Assisted Property Management department in announcement and collection of upset bid offers to purchase Guilford County real property listed for sale.
- Successfully implemented new boards & commissions resolution to establish policies and procedures for all appointments and reappointments. This significantly streamlined the overall efficacy of the process and reduced the time allocated to this task.
- Organized and administered various orientation trainings for new and re-deployed boards & commissions.
- Completed upgrades to A/V system design and technology in the Board of Commissioners (BOC) chamber, to improve the cablecast, broadcast and simulcast quality of BOC regular meetings and presentations.
- Collaborated with the County's Budget Department to implement the Alliance for Innovation's "Innovation Academy", designed to encourage collaboration and creative opportunities to improve services.

FUTURE OPPORTUNITIES & CHALLENGES

- With the anticipated successful, internal development of public information request software that will provide timely responses to public records requests to ensure transparency, the Clerk's office will also assume responsibility for County communication efforts. Since the passage of HB205 in 2017, the Clerk's office has worked to develop and implement technology that will publish and advertise legal notices on the county website. As the project is implemented in phases during FY 2019, the Clerk's office will remain committed to the efficient and transparent dissemination of county information.
- The Clerk's office seeks to expand legislative research efforts through digitization and indexing of all legislative historical documents. Additionally, the Clerk's office will collaborate with Information Services to develop online firework's permit request technology to streamline and digitize the process. To provide more efficiency to manage and maintain a master calendar of events (boards and commissions meetings, county events, activities and so on.

- In an effort to remain efficient, the Clerk's office will create an online database of oaths of office, which are currently filed in hard copy, and develop and manage a master calendar of events to coordinate citizen Boards and Commissions meetings, County events, activities, etc.
- The Clerk's office will continue to seek opportunities to utilize technology to improve transparency and streamline effective business processes. The Clerk's office seeks to ensure public participation and government responsiveness through several upcoming projects focused upon marketing strategies and a branding campaign.
- At present, the Clerk's office consists of three (3) staff, and is 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; offers training for 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 need to consider increasing staff size or collaborating with internal county departments to develop innovative options for ongoing service delivery.

BOARD OF ELECTIONS

Charlie Collicutt, Director

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BUDGET SUMMARY

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Elections-Administration	2,400,570	2,508,744	2,478,934	1,930,157	1,930,157	(578,587)	(23.1%)
Elections	2,400,570	2,508,744	2,478,934	1,930,157	1,930,157	(578,587)	(23.1%)
EXPENSE							
Personnel Services	1,789,652	2,036,088	2,006,154	1,547,174	1,547,174	(488,914)	(24.0%)
Supplies & Materials	224,243	146,668	146,792	108,777	108,777	(37,891)	(25.8%)
Other Services & Charges	386,675	325,988	325,988	274,206	274,206	(51,782)	(15.9%)
Total Expense	2,400,570	2,508,744	2,478,934	1,930,157	1,930,157	(578,587)	(23.1%)
REVENUE							
Charges for Services	295,017	351,010	351,010	0	0	(351,010)	(100.0%)
Miscellaneous Revenues	371	2,100	2,100	600	600	(1,500)	(71.4%)
Total Revenue	295,388	353,110	353,110	600	600	(352,510)	(99.8%)
County Funds	2,105,182	2,155,634	2,125,824	1,929,557	1,929,557	(226,077)	(10.5%)
Positions	16.00	16.00	16.00	16.00	16.00	0.00	0.0%

DEPARTMENTAL PURPOSE

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

FY2019 GOALS & OBJECTIVES

- Effectively and efficiently conduct a Midterm General Election, which will include candidates for US House, the North Carolina General Assembly, and other county offices.
- Begin the process of acquiring a new voting system. The current voting machines will be decertified in September of 2019, and the Board of Elections must be prepared to purchase, update procedures, train poll workers, and the public on this new system.

- Conduct list-maintenance on the voter registration database in accordance with federal and state law.

FY 2018 ADOPTED BUDGET HIGHLIGHTS

- The Elections FY 2019 Adopted net budget decreased by \$226,077 or 10.5% from the FY 2018 Adopted budget. The expense budget was reduced by \$578,587 or 23.1%, while revenues decreased by \$352,510 or 99.8% due to the normal elections cycle. FY 2019 will have one mid-term general election, fully funded by the county, whereas FY 2018 had both municipal primaries and elections for which the county is reimbursed by the participating municipalities.
- Personnel Services decreased by \$488,914 or 24%. This decrease largely comes from a \$216,789 decrease in Part Time Salaries and a decrease of \$198,684 in Part Time Compensation Outside, which covers precinct personnel and other temporary part-time staff including those that work elections. Other variations in Personnel Services are due to normal personnel increases such as county-wide merit raises.
- Supplies & Materials decreased by \$37,891 or 25.8%. The decrease is largely attributable to decreases in printing and office supplies and small office furniture. Printing and office supplies have decreased due to a reduced need with only one election in FY 2019.
- Other Services & Charges decreased by \$51,782 or 15.9% from FY 2018. This decrease is attributable to large reductions in equipment rental, postage and delivery, advertising, miscellaneous services and building rental.

FY 2018 SIGNIFICANT ACCOMPLISHMENTS

- Successfully executed the 2017 Municipal Elections, which saw a very high number of candidates, and the 2018 Midterm Primary Election.
- Operated successfully despite drawn out redistricting processes, uncertainty of the membership of the Guilford County and State Board of Elections, and other legal issues.
- Processed over 40,000 voter new registrations and information updates during the year.

KEY PERFORMANCE MEASURES

	FY17 Actual	FY18 Estimated	FY19 Projected	FY20 Projected	Target
% of Voting Age Population registered	95.65%	96.10%	96.5	97	97%
% of Provisional Ballots Counted	37%	40%	40%	38%	38%
Number of Elections	1	3	1	4	N/A*
County funds per registered voter	\$6.56	\$6.95	\$6.90	\$6.95	\$6.85
Precinct Officials used	2,413	2,600	2,100	2,400	2,350

	FY17 Actual	FY18 Estimated	FY19 Projected	FY20 Projected	Target
Number of duplicate registrations processed	29,987	9,425	16,300	19,000	15,000
Total transactions	108,335	61,324	75,000	79,000	75,000

*The number of elections depends on the current election cycle

FUTURE OPPORTUNITIES & CHALLENGES

- Legislation has been passed that in 2019 will eliminate the county's use of the current electronic touch-screen voting system that was purchased in 2006. The purchase may not take place until FY 2020, but will be of substantial cost to the county.
- 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.
- Early voting has increased as a percentage of the total vote in each presidential 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 redistricting of the Greensboro City Council.

FINANCE

Harley Will, Interim Director

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BUDGET SUMMARY

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Finance	2,197,627	2,589,854	2,549,844	2,831,875	2,831,875	242,021	9.3%
Finance	2,197,627	2,589,854	2,549,844	2,831,875	2,831,875	242,021	9.3%
EXPENSE							
Personnel Services	1,996,927	2,366,538	2,245,338	2,291,825	2,291,825	(74,713)	(3.2%)
Supplies & Materials	25,962	24,550	21,554	35,750	35,750	11,200	45.6%
Other Services & Charges	174,737	198,766	282,952	504,300	504,300	305,534	153.7%
Total Expense	2,197,627	2,589,854	2,549,844	2,831,875	2,831,875	242,021	9.3%
REVENUE							
Charges for Services	90,259	80,000	80,000	90,000	90,000	10,000	12.5%
Total Revenue	90,259	80,000	80,000	90,000	90,000	10,000	12.5%
County Funds	2,107,368	2,509,854	2,469,844	2,741,875	2,741,875	232,021	9.2%
Positions	27.00	27.00	27.00	27.00	27.00	0.00	0.0%

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 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 2019 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.
- Mitigate risks to the continuity of operations with management-level staff through cross training; responsibilities include Finance Director, Deputy Finance Director, Accounting Manager, Cash & Debt Manager, Financial Reporting Manager and Sr. Finance Business Analysts.
- Fill open positions including the Finance Director and several key staff positions by the end of the FY2019. This will represent the first time in ten years that all the department's management positions have been filled.
- Implement new accounting and reporting requirements of the Governmental Accounting Standards Board and/or Local Government Commission.
- Evaluate planning model alternatives to advise county leadership on fund balance, tax rate, and debt management strategies. These will be assessed in consultation with county's financial advisors, Budget & Evaluation Department, and the County Manger's Office.
- Promote the expansion of current technology resources within the Lawson software to take advantage of Employee Manager Self-Service functionality. This would enable employees to submit essential payroll changes electronically, thereby reducing delays and human error associated with preparing, delivering, and approving paper forms. It would also provide employees instantaneous access to their payroll, tax, and benefit information.
- Implement the Lawson P-Card Management module to facilitate the administration and accounting processes used by county personnel. This is anticipated to provide for imaging integration and expanded detail on p-card transactions. This will also provide for greater flexibility to take advantage of better financial terms offered by various p-card programs.
- Perform a complete review and analysis of financial policies and guidelines used in county-wide financial operations. Propose changes based on existing procedures and industry best practices.

FY 2019 ADOPTED BUDGET HIGHLIGHTS

- Overall, the Finance budget increased by about \$242,000 or 9.3% due primarily to funding for two major upgrades to the Lawson financial system that will automate accounts payable invoicing and the purchase card process, including bringing purchase card transaction information into the financial system to improve record keeping. This increase is partially offset by a \$10,000 increase in budgeted revenues to reflect actuals.
- Personnel Services decreased by about \$75,000 or 3.2% as long-tenured senior staff retired in FY 2018 and vacancies open.

- Supplies & Materials remained largely unchanged with some slight adjustments to reflect actual spending patterns and scheduled computer replacements.
- Other Services & Charges increased by about \$305,500 largely due to funding for the Lawson system upgrades as well as some conference room technology upgrades. In addition, the budget includes \$50,000 for direct payment of bank fees; direct payment of these fees will generate an additional \$200,000 net for the County at the general fund level.
- Finance requested a Senior Finance Business Analyst position to provide additional analyst capacity for reporting, projections, and financial statement preparation as well as cross training and succession planning. (\$84,000); and additional part-time funding for retiree call-backs to provide business continuity and transfer institutional knowledge to current staff (\$79,000). Neither of these requests were adopted.

FY 2018 SIGNIFICANT ACCOMPLISHMENTS

- Successfully refunded all the county's outstanding variable rate debt and a portion of our 2012A fixed-rate general obligation bonds. Based on conservative projections regarding the direction of variable rates, the refunding bonds will result in an estimated net present value savings of \$3.75 million on the variable rate bonds and \$2.5 million on the fixed rate issue. Our timing was excellent as short-term rates began a sustained upward climb just after our November 2017 issuance and the new Federal tax law enacted in December eliminated advance refunding of bonds, which would have otherwise precluded a refunding of the 2012A bonds until 2022. In addition, the county eliminated its sole remaining swap with this refunding issue. Our net interest cost of 1.99% on the refunding issue, after factoring in premiums received, was among the lowest we have achieved and enabled us to fix at favorable rates the amounts due on our bond portfolio for the foreseeable future.
- Successfully transitioned key Sr. Business Analyst and Sr. Financial Analyst vacancies resulting from the retirement of long-term staff. Worked with the Human Resources Department to develop strategies to create opportunities for cross-training and business continuity planning.
- Collaborated on county-wide system projects to upgrade the Kronos Workforce Central software and to migrate the Infor Lawson software to the Cloud Suite support environment. Continued coordination with the other county departments to refine business processes and system functionality for the Contract Management module. These projects involved a significant contribution of department staff resources in testing system functionality and running parallel payroll cycles to provide quality assurance for county business processes.
- Completed a six-week study of payments to county vendors to assess the occurrence of late payments. Anecdotal information suggested frequent late payments, however we found that only 4.4% of payments were at risk for being late payments. Upon presenting information to departments, they identified that most of these delayed payments were justified due to circumstances associated with the transactions.

- Prepared a survey of payment mechanisms used in the county's payments to vendors and reimbursement to employees. Identified several issues and engaged the Purchasing Department in discussions to consolidate or eliminate unnecessary or redundant payment processes.
- Collaborated with the Purchasing Department to review the purchasing card program policies and procedures. During the first year of program operations we worked together to review results and practices associated with the new program. We have prepared drafts of revised policies and procedures to clarify issues encountered by program users and administrators.

KEY PERFORMANCE MEASURES

	FY17 Actual	FY18 Estimated	FY19 Projected	FY20 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
# of basis points (excluding bond funds) over/under average annual trust yield	42	20	20	40	40
# of vouchers and checks processed per accounts payable employee	22,696	19,600	19,600	23,500	21,000
# of checks and deposit advices per payroll employee (based on current bi-weekly payroll)	35,400	34,900	34,900	34,800	34,000
# of account receivable statements and payments per accounts receivable employee	28,330	26,520	26,520	26,520	24,500

FUTURE OPPORTUNITIES & CHALLENGES

- Improvement in the economy has both the Federal Open Market Committee and the financial markets planning for an increase in interest rates. While a rise in rates will help future investment returns, the current environment provides challenges both for investment of idle cash relative to extending maturities, and issuance of debt to take advantage of short-term opportunities without waiting too late to lock in current favorable long-term rates.
- 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. Finance already supports six major application systems, more than any other county department, with the Lawson application now encompassing most of the county's major financial subsystems.

- In the past two years three managers and two key staff have retired. We are expecting another four to five staff retirements in FY 2019. With these vacancies and retirements, the department roster will have realized approximately a 50% turnover in staff positions during this two-year period. We are pursuing strategies to cross-train staff and exploring the option to add an additional position to back up business-critical operations.
- The future funding needed for County capital projects will be a challenge for budgetary and financing considerations over the next several years. The 2017 bond issues provided for planned projects up until FY 2019. Estimates going forward in FY 2019 and FY 2020 now show approximately \$18.6 million in additional funding needed for original high priority County projects. The department will be developing strategies to take advantage of financing options to provide the resources to meet these projected county needs.

HUMAN RESOURCES

Karen Fishel, Director

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BUDGET SUMMARY

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Human Resources-Administration	1,642,100	1,711,813	1,769,148	1,683,037	1,683,037	(28,776)	(1.7%)
Human Resources-Other	5,465,171	6,186,740	6,120,240	7,374,000	7,374,000	1,187,260	19.2%
Human Resources	7,107,271	7,898,553	7,889,388	9,057,037	9,057,037	1,158,484	14.7%
EXPENSE							
Personnel Services	6,966,500	7,682,956	7,654,956	8,876,440	8,876,440	1,193,484	15.5%
Supplies & Materials	8,109	49,997	30,048	14,997	14,997	(35,000)	(70.0%)
Other Services & Charges	132,662	165,600	184,434	165,600	165,600	0	0.0%
Capital	0	0	19,950	0	0	0	0.0%
Total Expense	7,107,271	7,898,553	7,889,388	9,057,037	9,057,037	1,158,484	14.7%
REVENUE							
Miscellaneous Revenues	149,959	58,591	58,591	58,591	58,591	0	0.0%
Total Revenue	149,959	58,591	58,591	58,591	58,591	0	0.0%
County Funds	6,957,312	7,839,962	7,830,797	8,998,446	8,998,446	1,158,484	14.8%
Positions	18.00	18.00	18.00	18.00	18.00	0.00	0.0%

DEPARTMENTAL PURPOSE

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

FY 2019 ADOPTED BUDGET HIGHLIGHTS

- The Human Resources FY 2019 Adopted Budget increased in total expense of \$1.2 million or 14.8%. This increase is due to the adjustments made to reflect in retiree health care costs.
- Supplies & Materials decreased by \$35,000 or 70.0% as funds for a training room technology upgrade completed in FY 2018 were removed.
- Human Resources requested one HR Analyst position for HRMS to increase capacity and accomplish work currently done by a part-time retiree callback and over-time by current staff; and one HR Analyst position for Compensation, to support an increasing number of job and progression studies, as well as the compensation study planned to be conducted in FY 2019. Neither of these requests were adopted.

INTERNAL AUDIT

Chad Muhlestein, Director

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BUDGET SUMMARY

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Internal Audit	457,321	529,683	494,774	564,783	564,783	35,100	6.6%
Internal Audit	457,321	529,683	494,774	564,783	564,783	35,100	6.6%
EXPENSE							
Personnel Services	432,689	504,215	469,215	540,960	540,960	36,745	7.3%
Supplies & Materials	10,076	7,824	9,925	700	700	(7,124)	(91.1%)
Other Services & Charges	14,557	17,644	15,634	23,123	23,123	5,479	31.1%
Total Expense	457,321	529,683	494,774	564,783	564,783	35,100	6.6%
REVENUE							
County Funds	457,321	529,683	494,774	564,783	564,783	35,100	6.6%
Positions	5.00	5.00	5.00	5.00	5.00	0.00	0.0%

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 possible across departments.

Internal Audit also continues to manage Guilford County's Fraud Hotline as required by the 2007 Deficit Reduction Act. The required employee fraud hotline has also been made available to the public through the county website.

FY 2019 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 both Generally Accepted Governmental Auditing Standards and professional auditing standards as outlined by the Institute of Internal Auditors.
- Work closely with DHHS staff to improve internal controls and to meet compliance requirements with the goal of streamlining the Single Audit process in fiscal year 2018.
- 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 enhance revenue.
- Perform more reviews of the County's automated systems to determine whether general application and access controls are properly established to protect the data.
- Assist departments 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.

FY 2019 ADOPTED BUDGET HIGHLIGHTS

- The Internal Audit FY 2019 Adopted budget increased \$35,100 or 6.6%, due largely due to an increase in Personnel Services as well as a slight increase in Other Services & Charges.
- Personnel Services increased by \$36,745 or 7.3% primarily due to filling vacant positions, including the director's position, and merit raises. Funding was also included for an Internal Audit intern program that will be extended to local university business students in order to give them real world skills through assisting with the annual single audit. The projected cost of an intern in FY 2019 is be \$3,888.
- Supplies & Materials decreased by \$7,124 or 91.1%. The decrease is attributed to a savings of \$1,254 in office supplies, as well as a planned reduction of \$5,800 in office furniture and equipment.
- Other Services & Charges increased by \$5,479 or 31.1%. This increase is due in part to software changes in the Internal Audit department including changing audit management systems from Audit Command Language to TeamMate, and utilizing Minitab, Adobe Acrobat, and Microsoft PowerBI software. The department is also working to align its educational opportunities with its current focus resulting in a reduction of about \$2,500 in education and training.

FY 2018 SIGNIFICANT ACCOMPLISHMENTS

- Internal Audit completed Single Audit assignments in a timely manner and met the projected deadline set by the external auditors.
- Provided value-added recommendations to departments to enhance the internal control structure to prevent, detect and deter misappropriation of County assets.
- Increased knowledge and proficiency of Internal Audit staff by providing training on DHHS programs as well as enhancing skills to meet governmental auditing standards.
- System reviews by the Information Services Auditor have contributed to improvement of data integrity and data security. Value-added recommendations were made to utilize features in the systems to automate manual processes to improve efficiency and effectiveness.
- Consulted with Information Services during system implementations to ensure that proper internal controls were in place and operating as intended prior to the systems being placed into production.

KEY PERFORMANCE MEASURES

	FY17 Actual	FY18 Estimated	FY19 Projected	FY20 Projected	Target
Maintain Credentials and CPE	N/A	100%	100%	100%	100%
Streamlining assistance to external audit	N/A	450 Days	405 Days	365 Days	330 Days
Increase risk coverage each year	N/A	11.4%	12.0%	12.6%	13.3%

- Note: Internal Audit performance measures are currently being reviewed for accuracy and relevance in an effort to improve the usefulness of these measures. -

FUTURE OPPORTUNITIES & CHALLENGES

Data integrity and data security have increased in importance for the County. Recently installed systems, plans for enhanced technological capabilities, and outsourcing of applications require documentation and verification of new automated processes and controls. This will continue to be a challenge for the Internal Audit Department as new systems and modules to existing systems are implemented.

Internal Audit also faces the challenge of ensuring that staff have the proper training needed to meet the standards required by Generally Accepted Governmental Auditing Standards as well as standards set forth by the Institute of Internal Auditors.

PURCHASING

Susan E. Crotts, CLGPO, Director

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BUDGET SUMMARY

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Purchasing-Administration	335,227	393,928	395,704	392,427	324,412	(69,516)	(17.6%)
Purchasing-Property and Other	28	534	414	250	250	(284)	(53.2%)
Purchasing	335,256	394,462	396,118	392,677	324,662	(69,800)	(17.7%)
EXPENSE							
Personnel Services	318,199	366,055	374,055	370,563	302,548	(63,507)	(17.3%)
Supplies & Materials	7,865	4,050	3,223	4,550	4,550	500	12.3%
Other Services & Charges	9,191	24,357	18,840	17,564	17,564	(6,793)	(27.9%)
Total Expense	335,256	394,462	396,118	392,677	324,662	(69,800)	(17.7%)
REVENUE							
County Funds	335,256	394,462	396,118	392,677	324,662	(69,800)	(17.7%)
Positions	5.00	5.00	5.00	5.00	4.00	(1.00)	(20.0%)

DEPARTMENTAL PURPOSE

The Purchasing Department administers a variety of purchasing programs. The 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. Purchasing staff process over 6,000 purchase orders annually.

The department utilizes an electronic bidding solution, Strategic Sourcing, along with statutorily compliant bid processes including requests for proposals, quotes, bids and qualifications. Purchasing staff serve as consultants for purchasing related questions to staff across the organization. They provide guidance for bidding requirements, processes and statutory bidding requirement exceptions and technical assistance to bidders, who submit electronic bids.

The department also manages a Lawson Strategic Sourcing database of registered suppliers that provides automatic notification to suppliers of events that are bid on line through Strategic Sourcing. This list was made available in May 2018 for staff across the organization as a resource for obtaining quotes from registered suppliers for bids below statutory and policy thresholds. Registered suppliers indicate that they are ready willing and able to do business with Guilford County.

Purchasing staff process approximately 6,000 requisitions annually in the Lawson Enterprise Resource Planning system. Support is provided in procurements for Informal bids, formal bids and Requests for Proposals (RFP), quotes, qualifications and bids with a focus on procurements that have statutory or board approval requirements.

Purchasing's Minority and Women-owned Business Enterprise (MWBE) 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. The program supports training for minority and women-owned businesses to become certified through the State's Historically Underutilized Business (HUB) program. The MWBE Coordinator/Buyer 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. All Purchasing staff participate in MWBE fairs and events to meet, network with and recruit potential MWBE suppliers.

Purchasing also administers the organization-wide Procurement Card, Surplus Property, and Go Gas Card programs, and partners with Information Services to develop and implement new purchasing technologies in the Lawson ERP system and other platforms. The Purchasing Department performs periodic Lawson testing for system upgrades and develops and provides training for purchasing functions in Lawson.

Purchasing staff work with county staff and suppliers to maintain a transparent and responsive business relationship that emphasizes collaboration, knowledge, communication and creativity to achieve departmental and organizational goals.

FY 2019 GOALS & OBJECTIVES

- Enhance customer service-oriented performance by shortening length of time taken to process chase orders.
- Educate internal customers on legal requirements and best practices related to scheduling and conducting solicitation events.
- Conduct and market GovDeals sales to reduce surplus inventory that is stored and maximize revenue by working with departments to increase knowledge of available services and sale procedures.
- Continue to partner with Information Services (IS) department to complete the development and implementation of an automated work order system that will plan, schedule and manage pre- and post-bidding processes for procurements.
- Network with county departments and vendors to develop and enhance strategies for expanding MWBE participation opportunities. Purchasing will provide ongoing training for departments on how to search the Registered Supplier List and HUB MWBE list.
- Leverage community resources and partnerships to expand MWBE certification and participation. (NC A&T internship Program and Greensboro Community Development Foundation)
- Collaborate with the Information Services and Budget departments to provide MWBE data for the County's OpenGov initiative.

- Continue to develop and implement opportunities for modernization of purchasing procedures and processes.
- Develop and implement an MWBE Strategic Plan.
- Process at least 71% of all requisitions within two (2) days and at least 95% of all requisitions within five (5) days.
- Continue to offer opportunities for new and existing Purchasing staff to attend the Certified Local Government Purchasing Officer (CLGPO) training program, annual state and regional conferences to ensure buyers receive comprehensive instruction on procurement best practices outlined in the NC General Statutes, attain and maintain accreditation.
- Provide opportunity for Diversity Coordinator to maintain membership and participate in the NC MWBE Coordinators' Network.
- Partner with Animal Services to automate inventory management within the Lawson Inventory Management module, develop automated ordering processes and implement procedures that support ordering, receiving, storing, and tracking inventory needs. Phase one of the project is planned for completion in early FY 2019. The team plans to pursue phase two, computerized inventory tracking, for implementation when the new shelter facility is operational.

FY 2019 ADOPTED BUDGET HIGHLIGHTS

- The Purchasing FY 2019 Adopted budget decreased by \$69,800 or 17.7%. This was primarily driven by a decrease of \$63,507 or 17.3% in Personnel Services resulting from the transfer of a Buyer position into County Administration, where it was reclassified into a MWBE Program Director tasked with administering and implementing the County's MWBE program.
- Purchasing requested funding for a part-time Office Specialist to support the county's sale of surplus items including identification of eligible items, preparation of sale listings, communication with interested parties, and completing sales (\$14,000 gross cost, department estimates additional revenue generated to be \$10,000); and funding for a Purchasing intern to coordinate purchasing activities with the Guilford County Communication Action Team and Open Data Initiative, as well as, development of departmental training & marketing (\$8,320). Neither of these requests were adopted.

FY 2018 SIGNIFICANT ACCOMPLISHMENTS

- Eliminated costs to transport surplus items from departments to storage facilities by implementing a new practice. Surplus items remain in the department while Purchasing conducts public auctions on the GovDeals surplus auction web site. Public buyers of surplus items view and pick up purchased goods from the operating departments. This new practice has eliminated the need for Facilities staff to transport items to storage areas and decreased the need for Purchasing staff to show surplus items for sale at these locations to potential buyers, resulting in cost-savings.

- Surplus sales made with GovDeals public auctions total \$281,014 as of May 2018. The FY 2018 total revenue is projected to reach \$300,000, approximately double the revenue of any previous year.
- Assumed responsibility for daily oversight of new supplier registrations to assure they are accurate, complete and include diversity information. This provides payment and supplier data needed from the Lawson System for comprehensive MWBE reporting.
- In conjunction with IS, supported the purchasing capacity of agents across Guilford County departments through development and implementation of an organization-wide search tool for suppliers registered in the Guilford County eProcurement System and a link to the NC Department of Administration Historically Underutilized Business Search web site. The search tool allows staff to search for and requests quotes from Guilford County suppliers by commodity code diversity, Diversity Code, location, etc.
- Conducted informal bids, formal bids, requests for proposals, requests for qualifications, contract awards and renewals to meet the needs of the organization.
- Developed community partnership with NC A&T State University Internship Program to utilize a Purchasing Intern for two semesters in the areas of research, marketing, curriculum development and MWBE program support.
- The Diversity Coordinator/Buyer developed and implemented a quarterly training program to provide workshops for MWBE firms, in addition to offering one-on-one assistance opportunities to businesses interested in becoming HUB Certified.
- Thirty-one suppliers participated in the FY 2018 HUB certification workshops. A partnership with the County communications team was instrumental in achieving this level of participation.
- Participated in outreach efforts within the community including: Med Week, Chamber of Commerce Programs, and Greensboro Community Development Fund's Minority and Women in Business Engagement and Inclusion Summit". MWBE outreach and engagement efforts were expanded to encourage MWBE supplier participation in the bidding process.
- Developed and implemented quarterly MWBE HUB Certification workshops. Partnered with communications staff to increase participation and enthusiasm by televising workshop information and interviewing a HUB certified vendor.
- Partnered with IS to create quarterly and annual MWBE Reports with automated statistical data analysis.
- Developed an analysis of diversity composition on Architecture and Engineering (A&E) submittals to provide information to the Board of Commissioners when they are considering A&E project team qualifications submittals for contract award.
- Staff completed CLPGO training offered through the UNC School of Government. One buyer attained their certification and a second buyer will be eligible for certification in 2019. Certification is a multi-year process that incorporates training on the legal aspects and best practices associated with local governmental purchasing.

KEY PERFORMANCE MEASURES

	FY17 Actual	FY18 Estimated	FY19 Projected	FY20 Projected	Target
% of Completed Technology, Policy and Training Development and Implementation Initiatives	20%	40%	60%	80%	100%
*Increase in all Suppliers registered in the Guilford County Electronic Procurement System Supplier Portal	24.19%	8.00%	13.00%	13.00%	13.00%
*Increase in Diverse Suppliers registered in the Guilford County Electronic Procurement System Supplier Portal	22%	9%	14%	14%	14%
Respond to Customer Service Requests for Requisitions in Less than Two Days	65%	68%	71%	74%	80%
Number of quarterly Supplier HUB Certification Workshops	0	5	8	8	8
Develop and Maintain Community Partnerships	0	2	2	2	2
Percent of eligible Purchasing Department staff certified as Local Government Purchasing Officers	25%	50%	75%	100%	100%

**Includes vendors converted to suppliers for Contract Management system implementation*

FUTURE OPPORTUNITIES & CHALLENGES

- Update Purchasing manual, competitive bid documents and related policies. Additionally, staff will collaborate with the Legal department to review existing terms and conditions across purchasing programs and make updates for consistency, clarification, etc. The project will span purchase orders, contracts and solicitation documents to support upcoming policy updates.
- Continue collaborating with the Greensboro Community Development Fund and expand MWBE training opportunities to include workshops on accessing funding to capitalize MWBE businesses.
- Partner with the County Communications Specialist to promote and expand the County surplus program and increase awareness and competition for surplus sale items.
- Collaborate with Finance and IS to explore additional automation options and policy updates to ensure appropriate guidance, processing and monitoring are provided and procurement card program goals are achieved.
- Continue to provide training to department directors and designated employees on RFP's, formal, and informal Bid processes. Continue coordinating with Legal department to

support and streamline commodity and service contracting procedures, to increase department participation and improve the overall procurement process.

- As the organization advances with updating purchasing policies and procedures, development and provision of updated training will be a substantial activity, which we anticipate will increase efficiencies and save costs across the organization.

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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Register of Deeds-Greensboro	1,873,275	1,929,833	1,889,837	1,944,650	1,944,650	14,817	0.8%
Register of Deeds-High Point	8,254	0	0	0	0	0	0.0%
Register of Deeds-Automation Enhance & Preservtn	209,440	267,680	267,681	342,680	342,680	75,000	28.0%
Register of Deeds	2,090,970	2,197,513	2,157,518	2,287,330	2,287,330	89,817	4.1%
EXPENSE							
Personnel Services	1,747,798	1,762,858	1,722,858	1,774,775	1,774,775	11,917	0.7%
Supplies & Materials	88,212	95,000	187,111	95,000	95,000	0	0.0%
Other Services & Charges	227,168	339,655	247,549	417,555	417,555	77,900	22.9%
Capital	27,791	0	0	0	0	0	0.0%
Total Expense	2,090,970	2,197,513	2,157,518	2,287,330	2,287,330	89,817	4.1%
REVENUE							
Taxes	2,868,222	2,600,000	2,600,000	2,650,000	2,650,000	50,000	1.9%
Licenses and Permits	90,625	86,500	86,500	86,500	86,500	0	0.0%
Charges for Services	1,871,563	1,763,489	1,763,489	1,848,342	1,848,342	84,853	4.8%
Appropriated Fund Balance	62,386	24,279	24,280	97,979	97,979	73,700	303.6%
Miscellaneous Revenues	675,874	608,961	608,961	619,961	619,961	11,000	1.8%
Total Revenue	5,568,670	5,083,229	5,083,230	5,302,782	5,302,782	219,553	4.3%
County Funds	(3,477,701)	(2,885,716)	(2,925,712)	(3,015,452)	(3,015,452)	(129,736)	4.5%
Positions	25.00	25.50	25.50	26.50	26.50	1.00	3.9%

DEPARTMENTAL PURPOSE

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

Amendments, and Military Discharges. 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.

FY 2019 GOALS & OBJECTIVES

- Manage increasing workload from Passport Services and ROD Land/Vital Records through part time benefitted positions and filling full time vacancies
- One-Time Compensation for Staff Certification of Passport Agents
- Complete 2 or 3 Passport Fairs
- Increase eRecording of Land Records 2-3%
- Create a One-Stop Referral Source of Community Resources through End of Life Project
- Partner with Planning Department to begin ePlat Recording
- Partner with Tax Department on Pictometry portion of Oblique Photography and Sketch Check to support county departments and land records partners

FY 2019 ADOPTED BUDGET HIGHLIGHTS

- The Register of Deeds FY 2019 expense budget increased by \$89,817 or 4.1%. The majority of the increase is associated with the Automation and Enhancement fund and budgeted under Other Services & Charges.
- Personnel costs increased 411,917 or 0.7% for normal personnel changes including county-wide merit raises and other adjustments. The FY 2019 budget also recommends adding an additional 0.25 FTE (10 hours per week) to its existing 0.50 FTE (20 hours per week) Passport Officer position, bringing the position up to a 0.75 FTE or 30 hours per week, and the addition of another .75 FTE (30 hours per week) Passport Officer to increase the capacity of the Passport Office. The total cost of these positions for FY 2019 is \$46,342, however the expenses are offset by the same amount of revenues which leaves the addition of these positions at a net increase of \$0.
- Other Services & Charges increased by \$75,000 or 28%. This increase is in the Automation and Enhancement fund, and is a product of Register of Deeds' partnership with the Tax Department to fund the Pictometry portion of the Oblique Photography and Sketch Check services planned for purchase in FY 2019.
- Revenues are estimated to increase by \$219,553 or 4.3%. The largest increase, \$84,853, is associated with more passport office revenues, while taxes are also anticipated to increase by \$50,000.

FY 2018 SIGNIFICANT ACCOMPLISHMENTS

- Moved Guilford County Passport Services from Appointment Only to “Walk-In” facility in September 2017
 - Open from 8:30 to 3 pm.
 - Hired two-part time employees
 - Annual Licensure Training Completed for Passport staff
 - Held first Passport Fair completing 89 applications
 - Revenue projections exceeding expectations
 - Community outreach initiative to College, Travel Agents, and Faith Communities
- Implemented new ROD cash handling procedures in consultation with Internal Audit and enhanced security standards in Greensboro and High Point offices
- eRecording has increased to over 60% of land records each month.
- Hosted Regional Training for NC Secretary of State on new Assumed Name Standards
- Security Assessment completed with Risk Management for BB and T building
- Provided ROD data for Guilford Open Government Project
- Replaced office computers and partial scanner replacements

KEY PERFORMANCE MEASURES

	FY17 Actual	FY18 Estimated	FY19 Projected	FY20 Projected	Target
Real Estate Documents Processed	71,232	74,051	76,700	76,700	85,000
Vital Records Processed	76,071	75,019	75,500	75,500	75,500
Automation					
Cost per document recorded	\$14	\$14	\$16	\$16	\$16
Amount of revenue taken per employee	270,000	270,000	270,000	290,000	290,000
Percent of documents indexed without errors	98%	98%	98%	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

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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Tax-Greensboro	5,825,696	6,207,465	6,582,646	6,647,018	6,703,018	495,553	8.0%
Tax	5,825,696	6,207,465	6,582,646	6,647,018	6,703,018	495,553	8.0%
EXPENSE							
Personnel Services	4,322,012	4,403,887	4,488,887	4,518,378	4,574,378	170,491	3.9%
Supplies & Materials	48,802	47,200	51,200	48,360	48,360	1,160	2.5%
Other Services & Charges	1,454,883	1,756,378	2,042,559	2,080,280	2,080,280	323,902	18.4%
Total Expense	5,825,696	6,207,465	6,582,646	6,647,018	6,703,018	495,553	8.0%
REVENUE							
Charges for Services	1,601,891	1,585,091	1,770,091	1,586,269	1,586,269	1,178	0.1%
Miscellaneous Revenues	12,393	13,200	13,200	10,025	10,025	(3,175)	(24.1%)
Total Revenue	1,614,284	1,598,291	1,783,291	1,596,294	1,596,294	(1,997)	(0.1%)
County Funds	4,211,412	4,609,174	4,799,355	5,050,724	5,106,724	497,550	10.8%
Positions	63.00	63.00	63.00	63.00	64.00	1.00	1.6%

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 2019 GOALS & OBJECTIVES

- Achieve a property tax collection rate of over 99% of the County-Wide tax levy.
- Explore opportunities to improve collection of Special Assessments.

- Complete 2017 Real Property Revaluation Appeal process.
- Test, debug, and implement new Denali CAMA real property listing and appraisal system.
- Acquire new aerial photography and implement “Change Finder” real property auditing system.

FY 2019 ADOPTED BUDGET HIGHLIGHTS

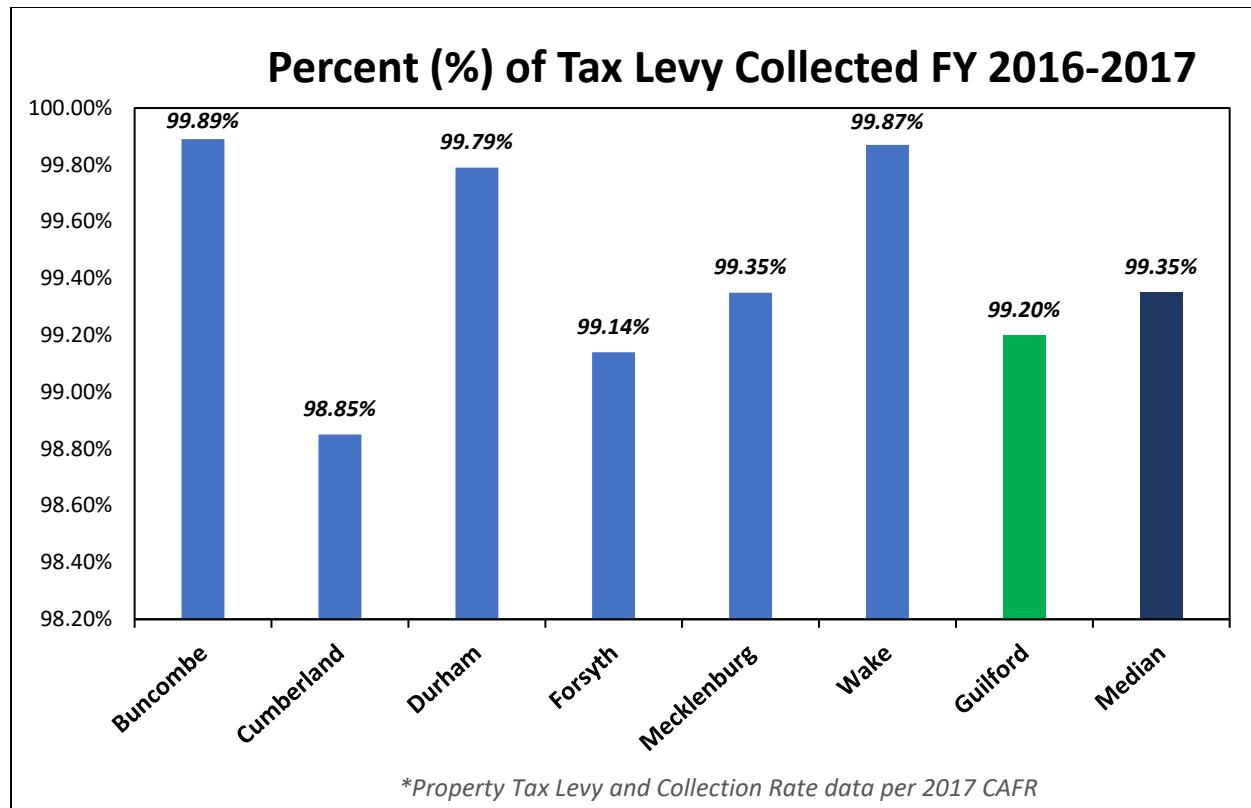
- The Tax FY 2019 Adopted net budget increased \$497,550 or 10.8% over the FY 2018 Adopted budget, primarily driven by increases in Other Services & Charges.
- FY 2019 revenues decreased by \$1,997 or 0.1% because departmental costs associated with advertising delinquent taxes on real property decreased and the corresponding revenues collected for this expense also decreased.
- Other Services & Charges increased by \$323,902 or 18.4%, primarily driven by funding for aerial photography software to aid the department with accurate documentation of real property within the County. Additionally, a request to convert current banking fees to a direct pay fee arrangement increases departmental expenses by \$20,000, but is offset by an increase in County revenue resulting in a net increase in county-wide revenues of \$200,000, after an additional \$50,000 in the Finance budget for the same expense.
- The FY 2019 Adopted budget also added a Paralegal position to help manage Guilford County foreclosed property activities in conjunction with the Legal Department (\$48,700 net). A request for funds to install security cameras in the High Point Tax office (\$7,000) was not adopted because the department had sufficient funds remaining to complete the project in FY 2018.

FY 2018 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.
- Completed the 2017 Real Property Revaluation with improved customer service and online information tools.
- Initiated an online real property listing system.
- Acquired and began data validation and migration in new Denali CAMA real property listing and appraisal system.

KEY PERFORMANCE MEASURES

	FY17 Actual	FY18 Estimated	FY19 Projected	FY20 Projected	Target
County funding per \$1,000 tax dollars collected	\$6.97	\$7.80	\$8.10	\$8.15	\$8.00
% of current year tax levy collected (non-NCVTS)	99.14%	99.10%	99.10%	99.10%	99.10%
Number of customer calls taken per customer representative per day	132	140	140	140	140



FUTURE OPPORTUNITIES & CHALLENGES

- Continue to create efficiencies and opportunities for expanded customer service improvements in the Collection Division.

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.

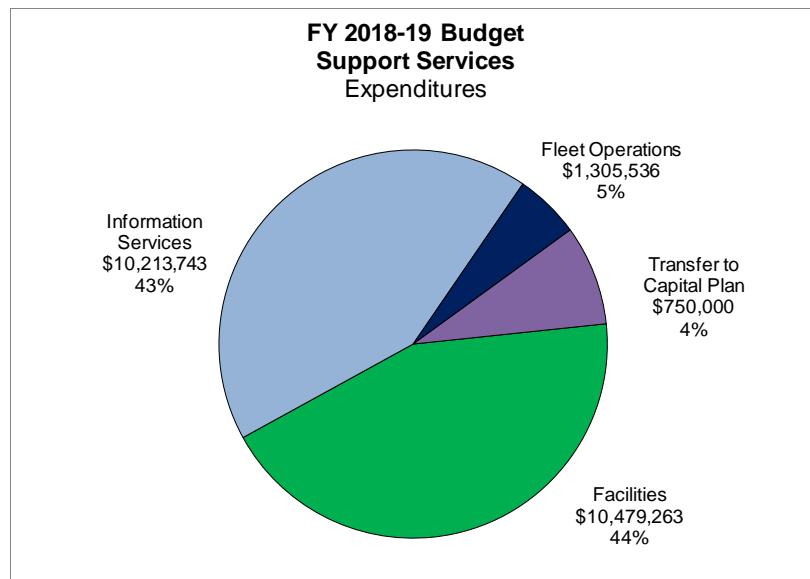
Support Services departments include:

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

Expenditures

Guilford County will spend \$24.0 million for Support Services in FY 2018-19. This represents a decrease of \$375,000 or 1.5%, from the FY 2017-18 Adopted Budget. The majority of this decrease is due to removing one-time project funds from Facilities as well as other general adjustments.

Support Services departments account for 3.9% of the total county expenditures for FY 2018-19.



The Facilities department's budget will decrease by \$393,000 reflecting the removal of \$300,000 in one-time funds for the joint County-Schools Facility Study initiated in FY 2018 and a reduction in major equipment expenses due to no replacements being scheduled for 2018-19. These expenses are partially offset by a \$146,000 reduction in facility rental income.

The Information Services (IS) department's budget will decrease by \$140,000 primarily because more expensive technology projects have been completed. The budget does include one new Technical Support position to improve both the quality and responsiveness of the help desk for a net increase in expense of about \$14,800, as well as additional funding for a replacement for the county's permitting and inspections software as well as general technology replacements.

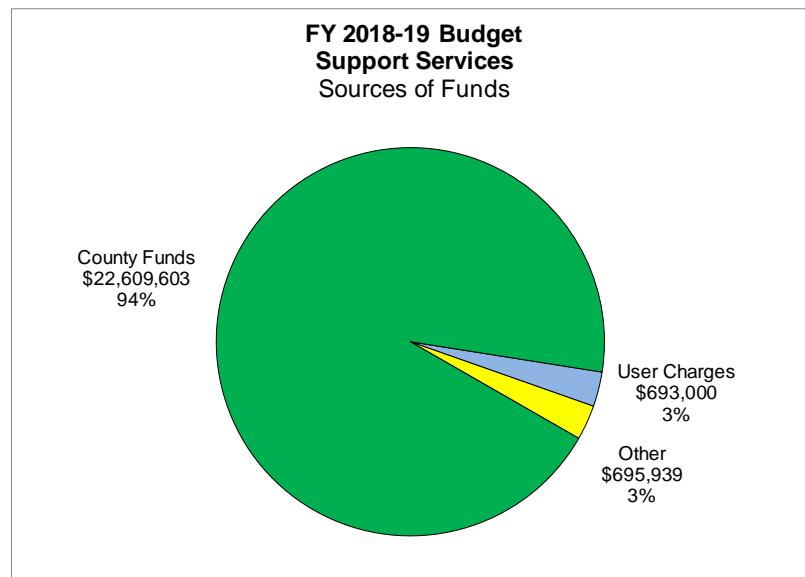
The Fleet Operations budget includes funds to replace 18 general fleet vehicles (for departments other than Law Enforcement and Emergency Services) that have condition issues or high mileage. The budget also includes funds for 8 new vehicles which are planned for the County's two motor pools for general county use. This will assist the County in progressing towards higher availability of County vehicles for positions requiring frequent local or regional travel. The Fleet budget also includes just under \$100,000 to implement vehicle telematics across all general fleet vehicles which are anticipated to improve driver safety while also

reducing fuel use and vehicle wear based on a successful telematics pilot program conducted in FY 2018.

The budget also includes a \$2 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). These funds will allow the County to address infrastructure and building needs without using additional debt and reflect the County's commitment to improving its infrastructure and developing the ability to pay for planned and future capital projects without additional debt financing.

Revenues

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



	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	vs. FY18 Adopted	
						\$ chg	% chg
Department							
Facilities	\$8,160,730	\$10,872,202	\$10,070,594	\$10,479,263	\$10,479,263	(\$392,939)	-3.6%
Information Services	\$8,882,430	\$10,353,759	\$10,400,568	\$10,213,743	\$10,213,743	(\$140,016)	-1.4%
Fleet Operations	\$1,278,635	\$1,147,462	\$1,203,168	\$1,305,536	\$1,305,536	\$158,074	13.8%
Transfer to Capital Plan	\$750,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$0	0.0%
Total Expenditures	\$19,071,795	\$24,373,423	\$23,674,330	\$23,998,542	\$23,998,542	(\$374,881)	-1.5%
Sources of Funds							
User Charges	\$758,113	\$677,000	\$677,000	\$693,000	\$693,000	\$16,000	2.4%
Other	\$605,364	\$842,176	\$875,753	\$695,939	\$695,939	(\$146,237)	-17.4%
County Funds	\$17,708,318	\$22,854,247	\$22,121,577	\$22,609,603	\$22,609,603	(\$244,644)	-1.1%
Sources of Funds	\$19,071,795	\$24,373,423	\$23,674,330	\$23,998,542	\$23,998,542	(\$374,881)	-1.5%
Permanent Positions	110.000	110.000	110.000	111.000	111.000	1.000	0.9%

FACILITIES

Vacant, Facilities & Parks 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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Facilities-Administration	645,167	1,076,705	1,209,491	826,714	826,717	(249,988)	(23.2%)
Facilities-Buildings	3,107,575	4,901,111	4,166,274	4,903,421	4,903,421	2,310	0.0%
Facilities-Operations	2,722,410	2,974,592	2,862,035	2,761,484	2,761,483	(213,109)	(7.2%)
Facilities-Distribution Services	171,670	233,290	230,106	218,441	218,440	(14,850)	(6.4%)
Facilities-Parking	97,346	121,522	151,468	138,022	138,022	16,500	13.6%
Facilities-Court	1,078,892	1,033,785	1,052,885	1,034,685	1,034,685	900	0.1%
Property Management	337,669	531,197	398,335	596,496	596,495	65,298	12.3%
Facilities	8,160,730	10,872,202	10,070,594	10,479,263	10,479,263	(392,939)	(3.6%)
EXPENSE							
Personnel Services	3,392,755	3,811,007	3,574,404	3,727,103	3,727,103	(83,904)	(2.2%)
Supplies & Materials	550,342	725,396	799,387	705,877	705,877	(19,519)	(2.7%)
Other Services & Charges	4,538,875	6,710,799	5,454,695	6,434,283	6,434,283	(276,516)	(4.1%)
Capital	30,660	50,000	667,108	12,000	12,000	(38,000)	(76.0%)
Other	(351,902)	(425,000)	(425,000)	(400,000)	(400,000)	25,000	(5.9%)
Total Expense	8,160,730	10,872,202	10,070,594	10,479,263	10,479,263	(392,939)	(3.6%)
REVENUE							
Charges for Services	758,113	677,000	677,000	693,000	693,000	16,000	2.4%
Miscellaneous Revenues	603,926	816,401	816,401	670,164	670,164	(146,237)	(17.9%)
Total Revenue	1,362,039	1,493,401	1,493,401	1,363,164	1,363,164	(130,237)	(8.7%)
County Funds	6,798,690	9,378,801	8,577,193	9,116,099	9,116,099	(262,702)	(2.8%)
Positions	60.00	60.00	60.00	60.00	60.00	0.00	0.0%

DEPARTMENTAL PURPOSE

The Facilities Department maintains County buildings, parks, and parking areas as well as the two County courthouses, provides internal and external mail distribution, manages County parking areas, and the inventory and sale of surplus County properties. 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 approximately 2.5 million square feet of building space.

Capital Projects: Manage capital projects for all county departments of Guilford County including new construction, major renovations and upgrades.

Building Management: Responsible for general and mechanical maintenance, janitorial and lawn maintenance services, plumbing, carpentry, locksmith, electrical, heating and air conditioning services, and provides miscellaneous repairs throughout the County. Furthermore, the Department also maintains and/or repairs and installs road signs throughout the County. Also Schedule fire sprinkler, fire alarm, and fire pump tests for buildings.

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

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

Property Management: Provides real estate services (site selection, surveying, assessment, appraisal and leasing), as well as planning and project management for the County's major building and renovations projects.

The County's **Parks and Recreation Division** is also part of the Facilities department; more information on this division can be found in the Parks Division budget section.

FY 2019 GOALS & OBJECTIVES

- Provide high quality, responsive services to the public and other County departments in the most efficient and effective manner possible.
- Greatly increase diversity of staff by creating opportunities and looking at potential in prospective employees and not just focusing on prior experience. Our objective is to also increase diversity of our contractors and vendors for services and meet or exceed the recommended MWBE participation goal.
- Complete design and award construction for the renovation of the old Greensboro jail to serve as the new Law Enforcement Administrative facility as well as house Probation & Parole Office and afford secure storage for multiple offices.
- Complete design and award construction for Phase I of the EMS Logistics and Maintenance Facility.
- Design and award construction of new County Animal Shelter.
- Completion of major HVAC repair and upgrade projects at the High Point Health Department and Greensboro Courthouse.
- Complete renovation of the exterior of the historic Greensboro Courthouse.
- Replace outdated HVAC units in the High Point Courthouse and the High Point Health Department building.

FY 2019 ADOPTED BUDGET HIGHLIGHTS

- The net Facilities budget decreased by \$262,700 or 2.8% primarily due to removal of \$300,000 in one-time funds for the joint County-Schools Facility Study. Other major changes include shifting positions within the Facilities department and a reduction on major equipment due no scheduled replacements. These reductions are partially offset by a \$146,000 reduction in rental revenues.
- Special Facilities maintenance, part of Other Services & Charges, remains at \$3 million for the third consecutive fiscal year. These funds are used to for major facility work including roofing and HVAC system replacement, paving of parking lots and access roads, and other similar building systems throughout the County. Facilities continues to request additional funds due to the list of maintenance items in County facilities, but no additional funds were adopted.

FY 2018 SIGNIFICANT ACCOMPLISHMENTS

- The value of Facilities and Parks being jointly managed continues to be realized. This past winter both divisions worked together and teamed up with EMS to effectively manage all snow removal during two significant snow events with County resources thus saving considerable money. In addition, the Facilities and Parks divisions share personnel, equipment resources and expertise which has allowed a significant reduction in cost and an increase in quality.
- Replaced new HVAC controls at the High Point Courthouse and Detention Center.
- Initiated needed repairs to the exterior of the Old Courthouse; work is expected to take almost two years to complete.
- Completed permanent repairs to the High Point Parking deck to correct the structural issues with the deck.
- Replaced entire HVAC system at Bur-Mil Event Center including 20 VAV boxes, 3 Air Handlers, Direct Digital Control System, Heat Pump, Exhaust Fans and all duct work, making the system more maintenance-friendly and cost-efficient.
- Completed construction contract for the permanent repairs to the Independence parking deck that corrected the structural issues with the deck.
- Installed six new HVAC units at the Juvenile Detention Center.
- Completed repairs on structural issues with the Greensboro Parking Deck.
- Replaced two existing roof top chillers with two new roof top chillers at the BB&T Building.
- Completed new piping and HVAC units and replaced chiller at the Agricultural Extension Building.
- Completed Phase I construction for the replacement and upgrade of 5 of 11 HVAC systems at the Greensboro Courthouse.

- Completed Old Courthouse HVAC project, 24 new heat pumps and air handler units.
- Re-caulked entire Juvenile Detention facility and the EMS Rock Creek driveway/parking.
- Performed lighting upgrades as part of standard preventative maintenance. In general, we use one-half the energy for the new lighting vs the old.
- Replaced 3 HVAC units at Northeast Park Event Center.
- Repaired and resurfaced the pool at Northeast Park.
- Design and awarded construction of Family Justice Center in High Point.
- Completed Phase I of paving road at Hagan Stone Park from the entrance to the campground and paving at the High Point Russell Building Parking Lot.

KEY PERFORMANCE MEASURES

	FY17 Actual	FY18 Estimated	FY19 Projected	FY20 Projected	Target
Building Management					
Total Square Feet Maintained	2,470,234	2,494,000	2,494,000	2,494,000	n/a
Repairs & Maintenance Budget per Sq. Ft.*	\$1.86	\$1.80	\$1.96	\$1.99	\$2.25
Special Facility Projects Funding per Sq. Ft	\$0.67	\$1.20	\$1.60	\$2.00	\$2.00
Property Management					
Number of Leaseholders	30	32	32	32	32
Total Generated from Leases Annually	\$456,125	\$497,484	\$463,349	\$456,201	\$490,000
Surplus, Foreclosed, and other Properties Sold Annually	10	10	10	10	0
Operations					
Issues Received by Call Line	4,724	6,317	7,910	9,503	demand
Work Orders Completed	11,050	11,600	12,000	12,400	demand
Proactive & PM Work Orders	6,573	7,000	8,200	9,350	demand
Reactive Work Orders	3,395	3,200	2,400	1,650	demand
Other Work Orders	1,082	1,400	1,400	1,400	demand
Total Work Orders per FTE	356	374	387	400	400
Distribution					
Total Outgoing USPS Pieces	621,036	561,639	560,000	560,000	demand
Total Discounted Pieces	187,110	140,636	160,000	180,000	200,000
Annual Mail Room Postage Use	\$351,902	\$350,000	\$334,000	\$318,000	\$300,000
Total Pieces per FTE	155,259	140,410	140,000	140,000	demand
Parking Management					
Total Spaces Managed	1,888	1,788	1,830	1,804	demand

	FY17 Actual	FY18 Estimated	FY19 Projected	FY20 Projected	Target
Non-Employee Parking Space Assignments	289	254	254	254	demand
Total Parking Revenue Collected	\$50,889	\$90,000	\$136,200	\$136,200	market

- "demand" indicates target is demand for service -

*Adjusted for FY18 to include staff, materials, and contracted services for preventative and routine maintenance including work orders and janitorial services.

FUTURE OPPORTUNITIES & CHALLENGES

- Guilford County has a building portfolio of over 110 buildings with over 2.5 million square feet of conditioned space. In addition, there is over 6,000 acres of parks, trails and open space. For the past several years due to financial constraints, many needed projects have been deferred. Although every effort was made to maintain the infrastructure, in some cases the delay in needed major projects such as roofs, HVAC equipment, and parking decks has resulted in additional deterioration and mechanical failures that must be addressed.
- For the coming fiscal years, significant effort will continue to be expended to accurately prioritize maintenance repairs in a fiscally responsible manner while also balancing the need to maximize operational life of equipment. The requested budget increases the available funding from the prior year and will allow us to begin to address the most pressing needs, but many items will remain unfunded and needs will continue to accumulate if sufficient funding is not allocated to facility maintenance.
- The Facilities Department's ability to implement proactive building improvements such as the installation of energy efficient features and systems that will help reduce long-term County costs in both maintenance and energy usage is limited due to current funding levels and the number of deferred maintenance items.
- Renovation of the Old Jail as the Law Enforcement Center to support the administrative functions of the Sheriff's department will allow razing of the Otto Zenke building freeing up space for much needed parking and eliminating significant maintenance costs. This work will also accommodate relocation of Probation & Parole from the Edgeworth Building to the LEC, reducing the County's use of the maintenance-intensive Edgeworth Building

INFORMATION SERVICES

Hemant Desai, CIO/Director

201 W. Market St Greensboro, NC 27401 (336) 641-3371

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BUDGET SUMMARY

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Information Services-Administration	1,784,240	2,271,794	2,090,957	1,593,604	1,593,606	(678,188)	(29.9%)
Information Services-Program Management	115,502	116,362	116,362	191,785	191,785	75,423	64.8%
Information Services-Printing Services	4,780,431	5,720,149	6,200,688	5,944,085	5,944,084	223,935	3.9%
Information Services-Application Software Services	2,200,554	2,242,453	1,989,330	2,481,268	2,481,267	238,814	10.6%
Information Services-Telecommunications	1,703	3,001	3,231	3,001	3,001	0	0.0%
Information Services	8,882,430	10,353,759	10,400,568	10,213,743	10,213,743	(140,016)	(1.4%)
EXPENSE							
Personnel Services	4,564,684	4,773,907	4,313,907	4,785,326	4,785,326	11,419	0.2%
Supplies & Materials	562,875	714,299	454,033	793,600	793,600	79,301	11.1%
Other Services & Charges	3,754,871	4,865,553	4,785,777	4,634,817	4,634,817	(230,736)	(4.7%)
Capital	0	0	846,851	0	0	0	0.0%
Total Expense	8,882,430	10,353,759	10,400,568	10,213,743	10,213,743	(140,016)	(1.4%)
REVENUE							
Miscellaneous Revenues	555	3,216	3,216	3,216	3,216	0	0.0%
Total Revenue	555	3,216	3,216	3,216	3,216	0	0.0%
County Funds	8,881,875	10,350,543	10,397,352	10,210,527	10,210,527	(140,016)	(1.4%)
Positions	48.00	48.00	48.00	49.00	49.00	1.00	2.1%

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 Tax, Lawson and KRONOS systems and 7) manages the contracts and performance of a growing number of outsourced services

WAN and Telecommunications systems

Data and Telecommunication team is part of the Client Services and supports countywide telecommunication and data connectivity infrastructure including: Wireless connectivity in county buildings, site to site connectivity across all county buildings, voice communication including telephone setup, billing, negotiating contracts with vendors relating to communication needs.

Website and web applications development

Primary responsibilities include: Designing, implementing and updating citizen facing County Web site, developing interfaces with custom applications used by departments to service County needs

Enterprise Applications and ERP

This team is primarily responsible for: Assessing needs, evaluation and selection of application packages, assistance with system implementation and software upgrades, design and development of web applications and development of end-user documentation.

Desktop Support

The desktop team handles all day-to-day activities involving supporting countywide end-user support. This includes resolving issues, completing work orders, installing, configuring and troubleshooting desktops, and laptops and working on help-desk tickets.

Departmental administrative support

Staff of 3 includes CIO, deputy CIO and Administrative Assistant: Primary responsibilities include: Setting strategic goals and objectives, overseeing portfolio of projects and day to day operations, budgeting, procurement, staff development, managing vendor relationships and prioritizing among competing requirements for financial and human resources.

FY 2019 GOALS & OBJECTIVES

- **Disaster Recovery / Business Continuity – Phase 2** – Continue building upon existing effort in our data Backup and Recovery and provide for a more comprehensive Disaster recovery for critical systems and services.
- **Electronic Plan submission** – Begin the implementation of new Permitting and Code enforcement software and include Electronic Plan submission option. This initiative will take approximately 18-24 months to fully be implemented.

FY 2019 ADOPTED BUDGET HIGHLIGHTS

- The Information Services FY 2019 Adopted budget decreased by \$140,016 or 1.4% with the largest decrease totaling \$230,736 in Other Services & Charges.
- Personnel Services increased \$11,419 or 0.2% due to normal adjustments including county-wide merit and staff turn-over.
- One Technical Support Technician position for the county's Help Desk was added in the FY 2019 budget. Previously a contracted company was responsible for receiving and keying in help desk tickets, but the tickets were often incorrect which created longer wait times before problem resolution; this position is anticipated to correct the issue and improve the quality of help desk services. The position will cost \$54,345 in FY 2019 which will be partially off-set by a reduction in the terminated contract for a net cost of \$14,825.
- Supplies & Materials increased by \$79,301 with majority of the increase associated with the Small Computer Equipment portion of the Technology Plan.
- Other Services & Charges decreased \$230,736 or 4.7%. Most of this decrease stems from a reduction of \$480,000 in the Technology Plan due to certain technology needs being fulfilled in prior fiscal years, with the rest including savings of \$27,525 by eliminating Barracuda services, \$48,000 by eliminating Citrix maintenance, and \$37,940 in the Disaster Recovery as Service contract. There is also a \$42,000 reduction in the Dynamic Quest contract, but this is partially offset by the increase in Personnel Services for the Technical Support Technician position added to provide similar services internally.

FY 2018 SIGNIFICANT ACCOMPLISHMENTS

- **Office 365 Mobile Device Management** – Information Services successfully deployed over 2800 licenses for Mobile Device Management across various mobile devices including Smartphones, tablets and laptops used within the County network.
- **Backup and Disaster Recovery – Phase 1** – Initial objective of providing for Cloud based backups (off site data repository) and Disaster Recovery has been achieved. This project is still in progress and the ultimate goal is to be able to not just provide for a safe backup and recovery option for Countywide data, but also be able to recover quickly from disasters and have critical systems working within acceptable timeframe.
- **Help Desk Process Improvements** – Brought the help desk function back internally.

Level 1 help desk function was outsourced and transitioned to Internal staff answering calls during normal business hours. This has shown significant improvement in customer satisfaction by addressing and resolving over 40% of help desk related issues over the phone instead of customers having to create tickets.

KEY PERFORMANCE MEASURES

	FY17 Actual	FY18 Estimated	FY19 Projected	FY20 Projected	Target
Program and Project Management					
IT projects managed that are completed on schedule and within budget	89%	95%	96%	97%	99%
Vendors that meet contractual obligations	100%	100%	95%	100%	100%
Application Software Services					
Service Requests resolved within ten business days	90%	95%	95%	95%	95%
Client Services					
PCs Managed Total	2,565	2,590	2,600	2,600	N/A
Servers Managed Total	250	250	220	200	N/A
Number of PC's and servers managed per FTE	265	270	270	270	N/A
Work Orders / Incident Tickets Received*	12,985	13,000	12,500	12,500	N/A
Work Orders / Incident Tickets Completed per FTE*	1,190	1,200	1,150	1,150	N/A
Work Orders / Incident Tickets completed within seven business days	85%	90%	92%	95%	97%
Network Up-time	99.9%	99.9%	99.9%	99.9%	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

Retaining and hiring new staff continues to be an ongoing challenge. IT job market is tight, making it extremely difficult to attract and keep experienced staff with our salary range. However, we have accomplished several key initiatives this year due to excellent work by our existing staff and strategic partnerships with our vendors.

We will strive to continually improve and evolve our core competencies, and when necessary, partner with vendors to accomplish future goals.

FLEET OPERATIONS

Raymond Lowe, Fleet Manager

1203 Maple St. Greensboro, NC 27405 (336) 641-7433

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BUDGET SUMMARY

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Fleet Operation	1,278,635	1,147,462	1,203,168	1,305,536	1,305,536	158,074	13.8%
Fleet Operation	1,278,635	1,147,462	1,203,168	1,305,536	1,305,536	158,074	13.8%
EXPENSE							
Personnel Services	72,375	107,178	113,178	111,675	111,675	4,497	4.2%
Supplies & Materials	262	1,500	1,501	39,935	39,935	38,435	2,562.3%
Other Services & Charges	283,061	326,184	336,612	499,336	499,336	173,152	53.1%
Capital	922,938	712,600	751,877	654,590	654,590	(58,010)	(8.1%)
Total Expense	1,278,635	1,147,462	1,203,168	1,305,536	1,305,536	158,074	13.8%
REVENUE							
Other Financing Sources	883	22,559	22,559	22,559	22,559	0	0.0%
Miscellaneous Revenues	0	0	33,577	0	0	0	0.0%
Total Revenue	883	22,559	56,136	22,559	22,559	0	0.0%
County Funds	1,277,752	1,124,903	1,147,032	1,282,977	1,282,977	158,074	14.1%
Positions	2.00	2.00	2.00	2.00	2.00	0.00	0.0%

DEPARTMENTAL PURPOSE

Fleet Operations manages the daily operations of the County's vehicle motor pools along with vehicles utilized by county departments, excluding Law Enforcement, Emergency Services, and the Transportation/Mobility Service. Fleet Operations assists with managing the County's current contracts with outside vendors for all vehicle-related services. Additionally, Fleet Operations administers the preventative maintenance program and oversees all necessary unscheduled repairs for our vehicles to ensure they are repaired correctly, in a timely manner, and the repairs are cost effective for the county. The department also prepares new vehicle registration for Fleet Operation vehicles and equipment, and manages the titles held by the county for all county-owned vehicles.

FY 2019 GOALS & OBJECTIVES

- Continue to provide services to all departments including vehicle replacement/surplus recommendations, acquisition/disposal of vehicles and monitoring of maintenance and repairs.

- Monitor Motor pool kiosk use for temporarily assigned vehicle distribution and return.
- Work with departments to ensure the type of vehicle and added options being purchased are appropriate for the intended use.
- Continue to utilize and monitor contract vendors for services, including vehicle repairs and maintenance needs.
- Implement Telematics/GPS monitoring to develop a database of departmental vehicular needs that will encourage more efficient and effective vehicle utilization.
- Work to identify high demand areas in the county that would benefit from additional temporary-use vehicles.
- Collaborate with departments in identifying currently underutilized vehicles that can be used to build or increase the size of existing motor pools for shared vehicle use.
- Continue to integrate full use of Fleet Commander Kiosk, including using automated reservations and key distribution, to become more efficient as we begin to build additional motor pools and continue the use of existing centralized motor pools with shared vehicles.
- Continue to host and teach quarterly Defensive Driving classes for new and existing employees that emphasize safe defensive driving techniques to reinforce safe operation of county vehicles.

FY 2019 ADOPTED BUDGET HIGHLIGHTS

- The Fleet Operations FY 2019 Adopted net budget increased by \$158,074 or 14.1% over the FY 2018 adopted budget primarily driven by increases in Supplies & Materials and Other Services & Charges.
- Supplies & Materials increased by \$38,435 or 2,562.3% to accommodate hardware costs associated with a request to implement Vehicle Telematics technology in approximately 200 County vehicles. The pilot program implemented during FY 2018 demonstrated significant cost savings and improvements in customer service, staff safety, vehicle health and fuel efficiency from this technology that will be of ongoing benefit to the county.
- Other Services & Charges increased by \$173,152 or 53.1% as a result of software costs associated with the Vehicle Telematics request, and to absorb rising vehicle fuel and repair costs associated with an expanded County fleet.
- Capital decreased by \$58,010 or 8.1% due to fewer general fleet vehicles on the 2018-19 vehicle replacement plan.

Vehicle Purchases: FY 2018-19 Adopted Budget

Type	Assigned	Vehicle Type	Count	Cost
Fleet Operations				
Replace	Facilities	Van	1	\$ 30,000
Replace	Facilities	Van	1	\$ 26,590
Replace	Facilities	SUV	1	\$ 30,000
Replace	Facilities	Truck	1	\$ 30,000
Replace	Facilities	Van	1	\$ 30,000
Replace	Facilities	Van	1	\$ 30,000
New	HP Motor Pool	Sedan	5	\$ 95,000
New	Maple St. Motor Pool	Sedan	3	\$ 57,000
Replace	Parks & Recreation	Truck	1	\$ 28,000
Replace	Parks & Recreation	Truck	1	\$ 50,000
Replace	Parks & Recreation	Truck	1	\$ 28,000
Replace	Parks & Recreation	Truck	1	\$ 23,000
Replace	Planning	SUV	1	\$ 29,000
Replace	Planning	Truck	1	\$ 29,000
Replace	Public Health	Sedan	1	\$ 19,000
Replace	Public Health	SUV	1	\$ 19,000
Replace	Public Health	Truck	1	\$ 28,000
Replace	Public Health	Van	1	\$ 30,000
Replace	Public Health	SUV	1	\$ 19,000
Replace	Social Services	Van	1	\$ 24,000
Total	Fleet Operations		26	\$ 654,590

FY 2018 SIGNIFICANT ACCOMPLISHMENTS

- Fleet operations participated in two (2) pilot programs to identify the benefits of GPS/Telematics within Guilford County vehicles. We collected data on vehicle utilization and determined Telematics implementation would reduce fuel consumption and encourage safer driving practices in Fleet vehicles.
- Collaborated with Risk Management, and other departments, to develop a database that tracked GPS-indicated speeding violations by employees driving county vehicles during the Telematics pilot programs. This new database successfully identified driving habits of employees and encouraged safer driving practices.
- Avoided repair-related costs, including “down time” due to major mechanical failures and major accident damages, by temporarily reassigning vehicles that were previously scheduled to be removed from service and utilizing them in Fleet rotation until a replacement vehicle was obtained.
- Launched the Motor Pool kiosk and online reservation system which increased the monthly utilization rate of motor vehicles. In its initial year of implementation, staff

observed peak utilization rates of 90% for the Maple St. motor pool through the online system.

- Increased the number of available vehicles in the Maple St. motor pool to reduce use of employee-owned vehicles when conducting county business, thereby reducing county-wide mileage reimbursement and associated liability risks.
- Implemented Fleet Commander software to track monthly vehicle mileage, which includes email reminders for upcoming scheduled preventative maintenance services.
- Assisted in the design and purchase of a specialized equipment trailer to transport White Goods equipment used at the Guilford County Bishop Road recycling facility.

FUTURE OPPORTUNITIES & CHALLENGES

- Train departments on accurate and robust use of mileage entries and vehicle maintenance email reminders offered through Agile Fleet software system. This will assist Fleet staff in tracking vehicle use and development of a sustainable plan for scheduling preventative maintenance.
- Continue collaborating with departments in monitoring the utilization of Fleet vehicles.
- Increase utilization of current assets by reassigning current vehicles to departments/areas with greater demand.
- Develop a “spare” vehicle maintenance plan in the event of mechanical failure or extended downtime of active Fleet vehicles for major repairs or collision damage.



DEBT REPAYMENT

Harley Will, Interim Finance Director

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

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BUDGET SUMMARY

	FY 2017 Actual	FY 2018 Adopted	FY 2018 Amended	FY 2019 Recomm	FY 2019 Adopted	\$ chg	% chg
Total Debt Service							
Principal	58,135,585	62,475,585	62,475,585	62,495,000	62,495,000	19,415	0.0%
Interest	23,974,106	36,062,546	35,675,146	32,657,511	32,657,512	(3,405,034)	(9.4%)
Fees & Other Costs	2,141,220	1,187,150	2,588,542	1,705,500	305,500	(881,650)	(74.3%)
Total	84,250,911	99,725,281	100,739,273	96,858,011	95,458,012	(4,267,269)	(4.3%)
Debt Service by Type							
G.O. Bonds							
Principal	56,860,000	61,100,000	61,100,000	62,395,000	62,395,000	1,295,000	2.1%
Interest	23,129,269	35,261,150	34,873,750	31,888,705	31,888,706	(3,372,444)	(9.6%)
<i>Total</i>	79,989,269	96,361,150	95,973,750	94,283,705	94,283,706	(2,077,444)	(2.2%)
Other Capital Related Debt							
Principal	1,275,585	1,375,585	1,375,585	100,000	100,000	(1,275,585)	(92.7%)
Interest	844,837	801,396	801,396	768,806	768,806	(32,590)	(4.1%)
<i>Total</i>	2,120,422	2,176,981	2,176,981	868,806	868,806	(1,308,175)	(60.1%)
Fees & Other Costs	2,141,220	1,187,150	2,588,542	1,705,500	305,500	(881,650)	(74.3%)
Total	84,250,911	99,725,281	100,739,273	96,858,011	95,458,012	(4,267,269)	(4.3%)
Debt Service by Purpose							
Guilford County Schools	60,491,720	74,792,901	67,545,197	73,300,865	73,300,865	(1,492,036)	(2.0%)
GTCC	9,620,910	11,010,770	10,726,187	9,985,019	9,985,019	(1,025,751)	(9.3%)
Greensboro Detention	7,076,154	6,904,320	7,087,859	6,833,376	6,833,376	(70,944)	(1.0%)
BB&T Building	1,351,616	1,308,175	1,308,175	0	0	(1,308,175)	(100.0%)
Priority Projects	243,068	1,682,636	1,682,636	3,982,370	3,982,370	2,299,734	136.7%
Other	5,467,443	4,026,479	12,389,219	2,756,381	1,356,382	(2,670,097)	(66.3%)
Total	84,250,911	99,725,281	100,739,273	96,858,011	95,458,012	(4,267,269)	(4.3%)
<i>Note: Actual amounts exclude the effects of bond refunding on expenses and revenues.</i>							
Sources of Funds							
<i>ARRA by Purpose</i>							
Schools	1,838,451	2,409,630	2,409,630	1,839,859	1,839,859	(569,771)	(23.6%)
GTCC	329,350	206,503	206,503	329,768	329,768	123,265	59.7%
Greensboro Detention	473,441	57,590	57,590	474,042	474,042	416,452	723.1%
Other	61,753	20,567	20,567	61,831	61,831	41,264	200.6%
Total	2,702,995	2,694,290	2,694,290	2,705,500	2,705,500	11,210	0.4%

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 2019 ADOPTED BUDGET HIGHLIGHTS

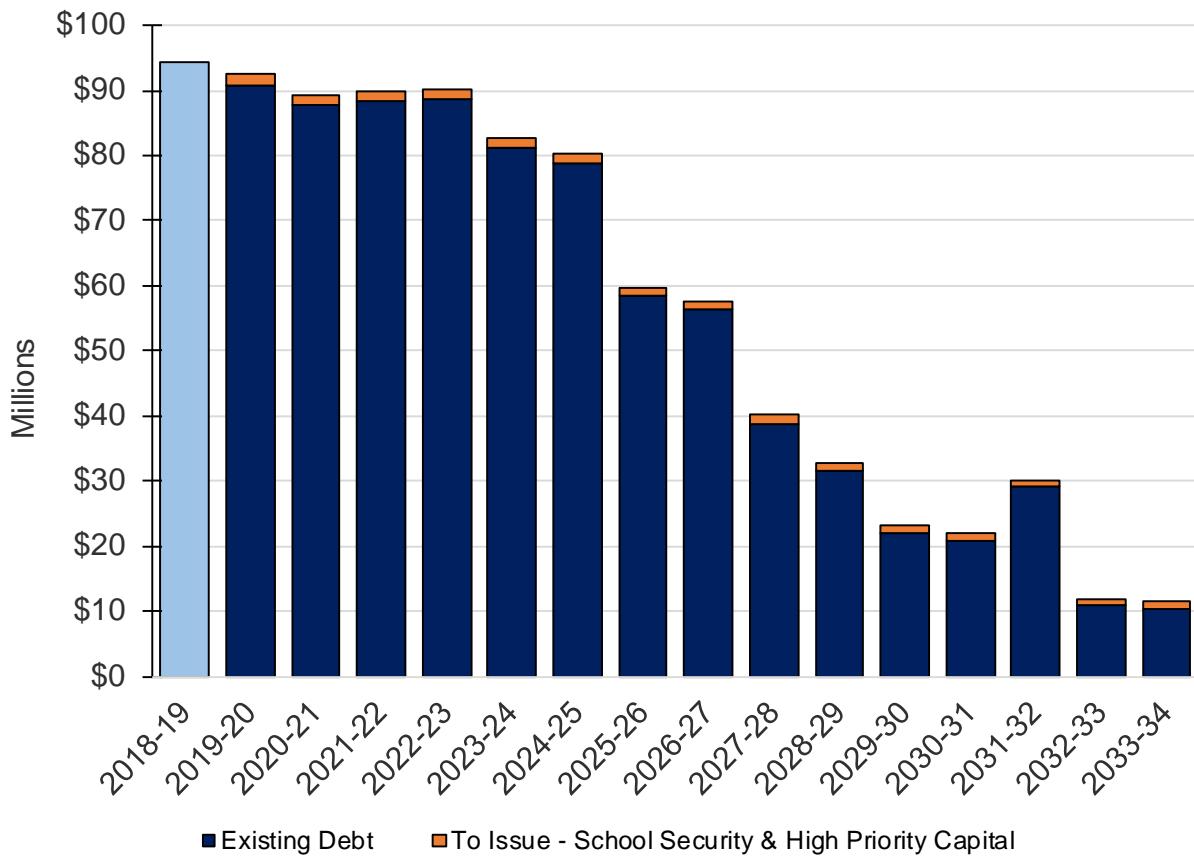
- Debt service expenditures are projected to decrease \$4.3 million or 4.3% from the FY 2018 Adopted budget due to fixing out the County's variable rate bonds at lower levels than which they were budgeted in the past as well as removal of funds for any issuance costs for additional debt such as additional "two-thirds" bonds for capital projects. The budget also makes no provision for principal and interest on any potential future debt issuance; instead debt service costs on these issuances will either offset or include issuance and interest costs through structuring of debt payments and/or use of bond premiums at the time of issuance.
- In November 2017 the County refunded a portion of its 2012 fixed rate bond issue and all of its variable rate debt, and terminated its sole remaining swap on those variable rate bonds. The bond portfolio is 100% fixed rate which simplifies and clarifies budgeting for future years' debt service. Since the new Federal tax law enacted in late 2017 precludes advance refunding of tax-exempt debt, the County's debt portfolio is stable until new debt is incurred.
- 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 funded with \$27.195 million in 2/3rds bonds that were issued immediately prior to the final 2008 school and community college bonds. The current planned breakdown of bond use by project is as follows:

Project	Total Budget	2/3rds Bonds Issued	2/3rds Bonds Planned	2/3rds Bond Premiums	Other Funding & Transfers	Total Planned Funding	Funding Needed
Animal Shelter Replacement	12,300,000	9,595,000		1,450,108	1,253,327	12,298,435	1,565
Emergency Services							
Phase I - Maintenance & Logistics	11,000,000	5,600,000	2,347,000	-	3,053,000	11,000,000	-
Phases II & III - Administration & EOC	9,000,000	-	-	-	-	-	9,000,000
Old Courthouse Renovation	3,500,000	3,500,000	-	-	-	3,500,000	-
Law Enforcement Administration Center	14,000,000	8,500,000	5,500,000	-	-	14,000,000	-
Total Funding	49,800,000	27,195,000	7,847,000	1,450,108	4,306,327	40,798,435	9,001,565

A total of \$7.8 million in planned 2/3rds bonds will be needed in to complete these projects. An additional \$10 million in 2/3rds bonds will be included for school security improvements with specific needs to be determined as part of the school facility study anticipated to be completed in early FY 2019. Both issuances are planned for FY 2020.

Estimated Debt Repayment Budgets

General Obligation Bond Debt



Estimated Annual Debt Service Payments

Existing and Planned Issues - All Debt			
Fiscal Year	Principal	Interest	Total
2017-18	62,545,585	32,373,167	94,918,752
2018-19	62,495,000	32,657,511	95,152,511
2019-20	62,860,000	30,421,760	93,281,760
2020-21	62,475,000	27,700,860	90,175,860
2021-22	65,835,000	24,888,719	90,723,719
2022-23	69,365,000	21,687,061	91,052,061
2023-24	64,940,000	18,671,066	83,611,066
2024-25	65,500,000	15,713,634	81,213,634
2025-26	48,055,000	12,561,501	60,616,501
2026-27	48,275,000	10,232,544	58,507,544
2027-28	33,035,000	7,960,749	40,995,749
2028-29	30,435,377	6,440,641	36,876,018
2029-30	22,650,000	5,144,034	27,794,034
2030-31	22,350,000	4,202,001	26,552,001
2031-32	31,215,000	3,574,610	34,789,610
2032-33	10,250,000	1,742,795	11,992,795
2033-34	10,250,000	1,353,145	11,603,145
2034-35	10,250,000	1,043,395	11,293,395
2035-36	10,250,000	720,833	10,970,833
2036-37	10,250,000	397,250	10,647,250
2037-38	900,000	63,000	963,000
2038-39	900,000	31,500	931,500
Total	805,080,962	259,581,776	1,064,662,738

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 Total
	Principal	Interest	Total	Principal	Interest	Total	
2017-18	61,170,000	31,571,772	92,741,772				92,741,772
2018-19	62,395,000	31,888,704	94,283,704				94,283,704
2019-20	61,885,000	28,912,329	90,797,329	875,000	740,625	1,615,625	92,412,954
2020-21	61,500,000	26,235,179	87,735,179	875,000	696,875	1,571,875	89,307,054
2021-22	64,860,000	23,466,788	88,326,788	875,000	653,125	1,528,125	89,854,913
2022-23	68,390,000	20,308,881	88,698,881	875,000	609,375	1,484,375	90,183,256
2023-24	63,965,000	17,336,636	81,301,636	875,000	565,625	1,440,625	82,742,261
2024-25	64,525,000	14,422,953	78,947,953	875,000	521,875	1,396,875	80,344,828
2025-26	47,055,000	11,314,571	58,369,571	900,000	478,125	1,378,125	59,747,696
2026-27	47,275,000	9,030,613	56,305,613	900,000	433,125	1,333,125	57,638,738
2027-28	32,035,000	6,803,818	38,838,818	900,000	388,125	1,288,125	40,126,943
2028-29	26,130,000	5,328,711	31,458,711	900,000	343,125	1,243,125	32,701,836
2029-30	17,875,000	4,077,103	21,952,103	900,000	298,125	1,198,125	23,150,228
2030-31	17,600,000	3,164,321	20,764,321	900,000	268,875	1,168,875	21,933,196
2031-32	26,495,000	2,565,054	29,060,054	900,000	240,750	1,140,750	30,200,804
2032-33	9,350,000	1,530,170	10,880,170	900,000	212,625	1,112,625	11,992,795
2033-34	9,350,000	1,169,770	10,519,770	900,000	183,375	1,083,375	11,603,145
2034-35	9,350,000	889,270	10,239,270	900,000	154,125	1,054,125	11,293,395
2035-36	9,350,000	597,083	9,947,083	900,000	123,750	1,023,750	10,970,833
2036-37	9,350,000	303,875	9,653,875	900,000	93,375	993,375	10,647,250
2037-38				900,000	63,000	963,000	963,000
2038-39				900,000	31,500	931,500	931,500
Total	769,905,000	240,917,600	1,010,822,600	17,850,000	7,099,500	24,949,500	1,035,772,100

160A-20 Qualified School Construction Bonds (QSCBs)	2/3rds G.O. Bonds for Priority Projects
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Fiscal Yr	Principal	Interest	Total	Principal	Interest	Total
2017-18	100,000	768,806	868,806	500,000	1,181,136	1,681,136
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	1,839,804	1,052,220	2,892,024
2020-21	100,000	768,806	868,806	1,839,804	979,470	2,819,274
2021-22	100,000	768,806	868,806	1,839,804	906,720	2,746,524
2022-23	100,000	768,806	868,806	1,839,804	833,970	2,673,774
2023-24	100,000	768,806	868,806	1,839,804	761,220	2,601,024
2024-25	100,000	768,806	868,806	1,839,804	688,470	2,528,274
2025-26	100,000	768,806	868,806	1,850,798	615,720	2,466,518
2026-27	100,000	768,806	868,806	1,850,798	542,970	2,393,768
2027-28	100,000	768,806	868,806	1,755,798	470,220	2,226,018
2028-29	3,405,377	768,806	4,174,183	1,755,798	415,820	2,171,618
2029-30	3,875,000	768,806	4,643,806	1,755,798	361,420	2,117,218
2030-31	3,850,000	768,806	4,618,806	1,755,798	307,020	2,062,818

2031-32*	3,820,000	768,806	4,588,806	1,755,798	252,620	2,008,418
2032-33				1,755,798	211,820	1,967,618
2033-34				1,755,798	171,020	1,926,818
2034-35				1,755,798	130,220	1,886,018
2035-36				1,755,798	87,720	1,843,518
2036-37				1,755,798	44,200	1,799,998
2037-38				395,798	44,200	439,998
2038-39				395,798	44,200	439,998
Total	16,050,377	11,532,087	27,582,464	35,045,000	11,227,346	46,272,346

* Single principal payment of \$16,845,000 due 4/1/2032

BB&T Building Financing

Fiscal Yr	Principal	Interest	Total
2017-18	1,275,585	32,589	1,308,174
2018-19			
2019-20			
2020-21			
2021-22			
2022-23			
2023-24			
2024-25			
2025-26			
2026-27			
2027-28			
2028-29			
2029-30			
2030-31			
2031-32*			
2032-33			
2033-34			
2034-35			
2035-36			
2036-37			
2037-38			
2038-39			
Total	1,275,585	32,589	1,308,174

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 1.43% of the assessed value of taxable property, well below the 8% statutory limit, and its unused debt capacity (the 'Legal Debt Margin') is approximately \$3.3 billion.

In FY 2017-18, the County made its final payment on the capital financing for the purchase of the BB&T Building in downtown Greensboro and has no authorized but unissued bonds.

COMPUTATION OF LEGAL DEBT MARGIN

Fiscal Year Ending June 30, 2018

Estimated appraised property valuation*	<u>\$ 50,541,506,355</u>
Debt limit (8% of total assessed valuation)	\$ 4,043,320,508
Debt applicable to debt limit:	
<i>Bonded debt</i>	\$ 708,735,000
<i>Bonds authorized, but unissued:</i>	\$ -
<i>Limited obligation bonds</i>	\$ 16,845,000
<i>Obligations under capital lease and purchase money installment contracts</i>	<u>\$ -</u>
Gross debt	\$ 725,580,000
Less statutory deductions:	
<i>Refunding bonds authorized, but unissued</i>	\$ -
<i>Amounts held in sinking funds</i>	\$ (509,091)
<i>Bonds issued and outstanding for water purposes</i>	<u>\$ (524,867)</u>
	<u>\$ (1,033,958)</u>
Net debt applicable to limit	\$ 724,546,042
As a percentage of total assessed valuation	1.43%
Legal debt margin (Debt Limit less Net Debt)	\$ 3,318,774,466

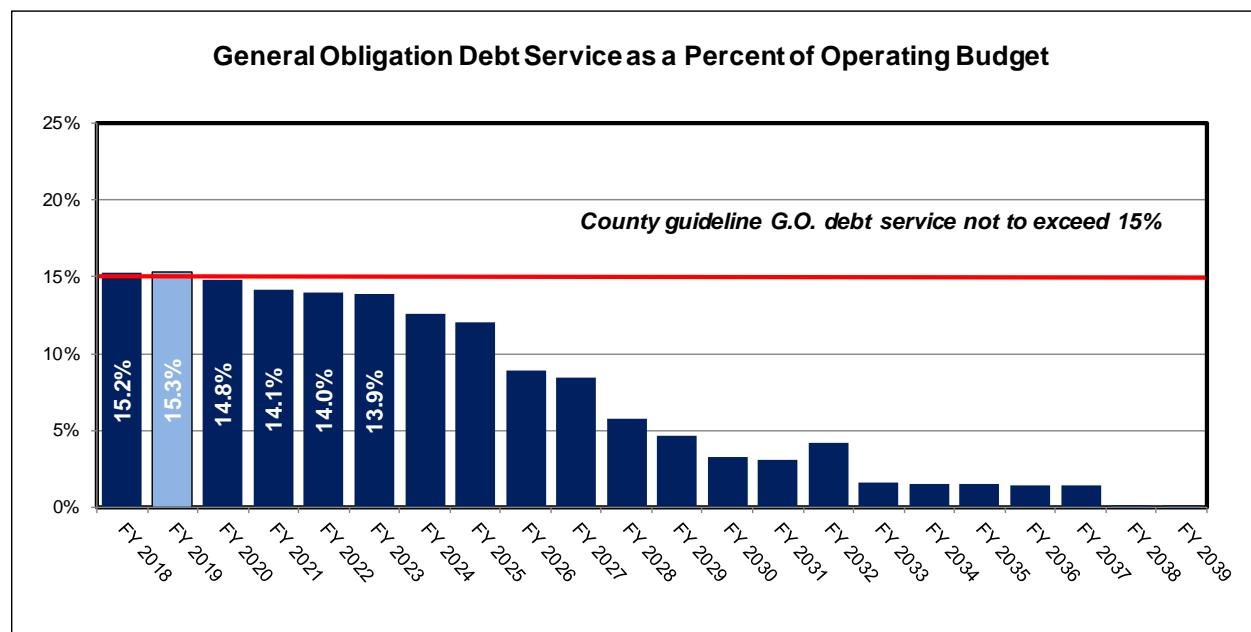
* Indicates estimated assessed property valuation per Budget Ordinance for the fiscal year ending June 30, 2018.

Local Debt Guidelines

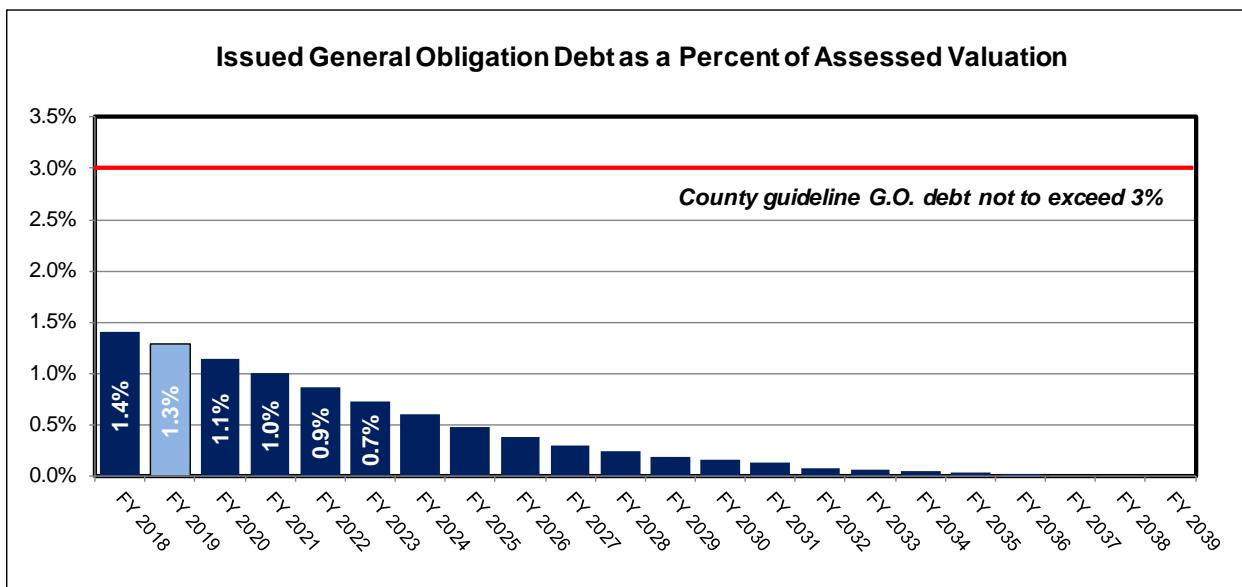
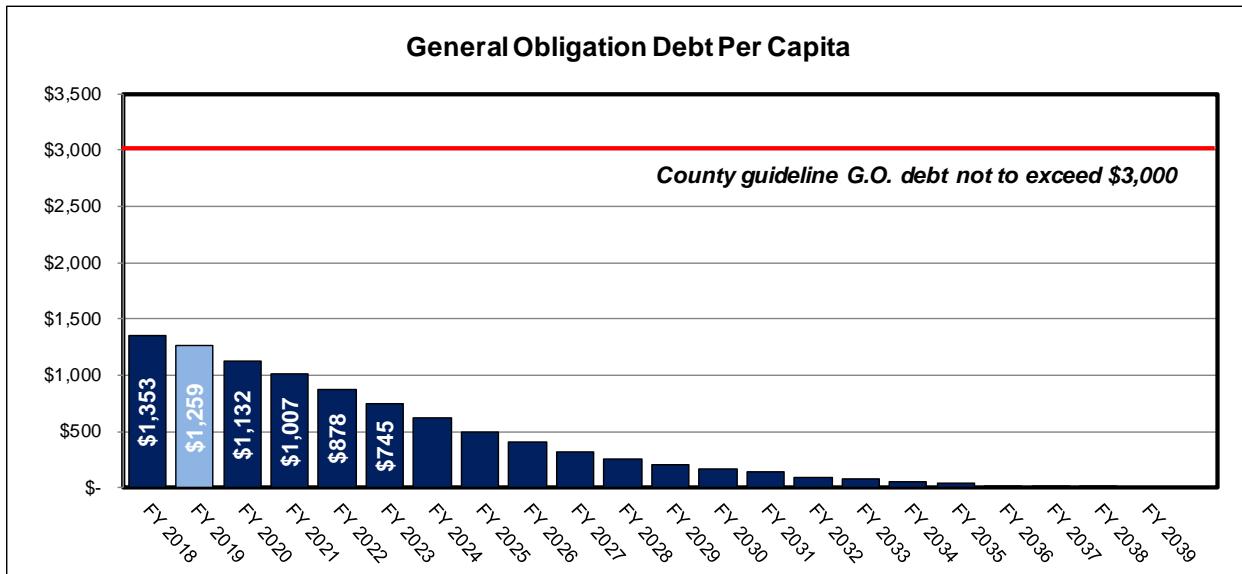
In addition to the statutory limit discussed above, the County has several guidelines it uses when evaluating debt levels. As a practical matter, these local policies limit outstanding general obligation debt to a level far below that of the legal debt limit. The County considers the following internal 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 continuing to issue the bonds authorized by voters in 2008. 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 2017 issuance of debt, as well as preceding debt issuances will continue to have a significant impact on the County's operating budget. With all of the remaining \$160 million of school bonds and \$27.2 million of 2/3rds bonds sold in April 2017, the county's debt repayment budget increased by approximately \$7.5 million. This is the equivalent of a property tax rate increase of approximately 1.5 cents. 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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ chg	% chg
EXPENSE							
Rural Fire Protection	17,487,946	18,817,436	18,817,436	20,510,962	20,510,962	1,693,526	9.0%
Rural Fire Protection	17,487,946	18,817,436	18,817,436	20,510,962	20,510,962	1,693,526	9.0%
EXPENSE							
Operating Expenses	17,487,946	18,817,436	18,817,436	20,510,962	20,510,962	1,693,526	9.0%
Total Expense	17,487,946	18,817,436	18,817,436	20,510,962	20,510,962	1,693,526	9.0%
REVENUE							
Property Taxes	14,263,344	15,061,465	15,061,465	15,765,638	15,765,638	704,173	4.7%
Sales Tax	3,258,047	3,146,465	3,146,465	3,461,091	3,461,091	314,626	10.0%
Appropriated Fund Balance	(33,445)	609,506	609,506	1,284,233	1,284,233	674,727	110.7%
Total Revenue	17,487,946	18,817,436	18,817,436	20,510,962	20,510,962	1,693,526	9.0%

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

- Four fire districts, Alamance, Guil-Rand, Julian and Southeast requested and received fire tax increases. All increases are for a combination of personnel, major equipment, and capital including SCBA and turnout gear and trucks.

FY 2018 SIGNIFICANT ACCOMPLISHMENTS

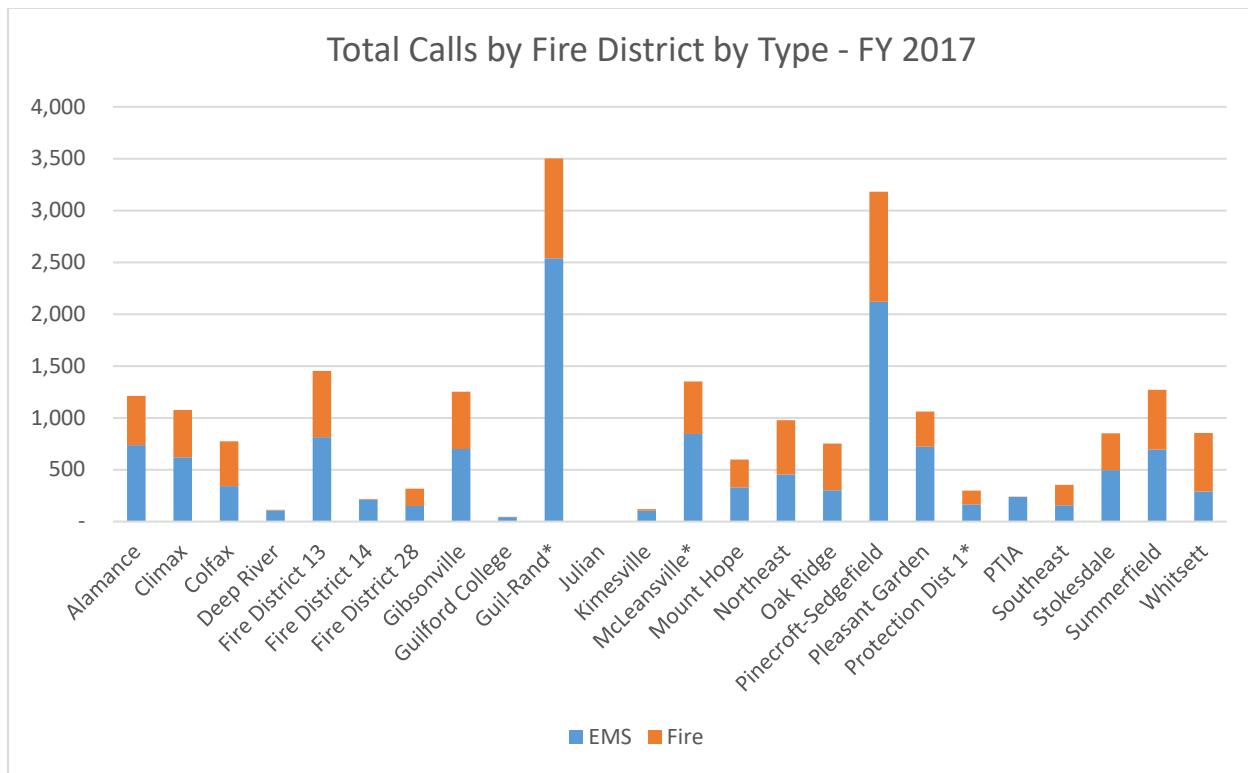
- Continued to work with Guilford County Emergency Services (GCES) to support the study of fire service in Guilford County including participation in RFP processes as well as data gathering and “check-ins” at major project milestones.
- Participated in the County’s Emergency Response Plan update process 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.

CALL VOLUME BY DISTRICT



Tax Rates					
Fire Protection/Service District	Current Tax Rate	Adopted Tax Rate	Fire Protection/Service District	Current Tax Rate	Adopted Tax Rate
Alamance Comm. Fire Protection Dist.	\$0.0998	\$0.1000	Kimesville Fire Protection Dist.	\$0.1097	\$0.1097
Alamance Comm. Fire Svc. Dist. Overlay	\$0.0000	\$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	\$0.0299
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	\$0.1300	Southeast Fire Protection Dist.	\$0.1250	\$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	\$0.0200	\$0.0466	Whitsett Fire Protection Dist.	\$0.1000	\$0.1000
Julian Fire Protection Dist.	\$0.1354	\$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	\$993,822	\$223,563	\$110,636	\$1,328,021
Alamance Community Fire Service District Overlay	\$177,895	\$0	\$0	\$177,895
Climax Fire Protection District	\$92,375	\$20,610	\$7,224	\$120,209
Climax Fire Protection Service District Overlay	\$46,188	\$10,305	\$0	\$56,493
Colfax Fire Protection District	\$526,265	\$116,745	\$54,316	\$697,326
Colfax Fire Protection Service District Overlay	\$188,931	\$41,911	\$28,786	\$259,628
No. 13 (Rankin) Fire Protection District	\$887,762	\$198,184	\$87,006	\$1,172,952
No. 13 (Rankin) Fire Service District Overlay	\$266,422	\$59,476	\$29,233	\$355,131
No. 14 (Franklin Blvd.) Fire Protection District	\$155,700	\$35,344	\$10,552	\$201,596
No. 14 (Franklin Blvd.) Fire Service District Overlay	\$42,818	\$9,719	\$5,871	\$58,408
No. 18 (Deep River) Fire Protection District	\$189,269	\$43,130	\$13,338	\$245,737
No. 18 (Deep River) Fire Service District Overlay	\$0	\$0	\$0	\$0
No. 28 (Frieden's) Fire Protection District	\$147,589	\$33,124	\$19,217	\$199,930
No. 28 (Frieden's) Fire Service District Overlay	\$57,560	\$12,918	\$5,351	\$75,829
Fire Protection District No. 1 (Horneytown)	\$32,625	\$7,149	\$1,737	\$41,511
Gibsonville Fire Protection District	\$11,571	\$2,626	\$284	\$14,481
Guilford College Community Fire Protection District	\$507,988	\$111,534	\$81,829	\$701,351
Guilford College Community Fire Service District Overlay	\$31,826	\$7,245	\$2,245	\$41,316
Guil-Rand Fire Protection District	\$124,099	\$28,043	\$6,046	\$158,188
Guil-Rand Fire Protection Service District Overlay	\$57,831	\$5,608	\$3,468	\$66,907
Julian Vol Fire Protection District	\$84,956	\$17,550	\$4,743	\$107,249
Julian Fire Service District Overlay	\$0	\$0	\$0	\$0
Kimesville Fire Protection District	\$97,702	\$22,201	\$6,093	\$125,996
McLeansville Fire Protection District	\$750,608	\$170,305	\$25,662	\$946,575
McLeansville Fire Service District Overlay	\$279,227	\$63,353	\$19,186	\$361,766
Mount Hope Community Fire Protection District	\$582,709	\$129,435	\$28,033	\$740,177
Mount Hope Community Fire Service District Overlay	\$0	\$0	\$0	\$0
Northeast Guil Fire Protection District	\$843,409	\$188,316	\$77,468	\$1,109,193
Northeast Fire Svc. Dist. Overlay	\$252,181	\$56,306	\$28,221	\$336,708
Oak Ridge Fire Protection District	\$1,395,002	\$299,251	\$126,312	\$1,820,565
Oak Ridge Fire Service District Overlay	\$0	\$0	\$0	\$0
Pinecroft-Sedgefield Fire Protection District	\$1,642,143	\$373,191	\$114,033	\$2,129,367
Pinecroft-Sedgefield Fire Service District Overlay	\$330,536	\$74,639	\$0	\$405,175
Pleasant Garden Fire Protection District	\$592,295	\$134,425	\$55,327	\$782,047
Pleasant Garden Fire Service District Overlay	\$63,377	\$14,383	\$3,978	\$81,738
PTIA Fire Service District	\$220,130	\$48,070	\$19,139	\$287,339

District	Appropriations by Source of Funds				Adopted Budget
	Property Tax	Sales Tax	Fund Balance		
Southeast Fire Protection District	\$200,685	\$41,264	\$34,168	\$276,117	
Southeast Fire Service District Overlay	\$0	\$0	\$0	\$0	\$0
Stokesdale Fire Protection District	\$687,676	\$149,763	\$97,550	\$934,989	
Summerfield Fire Protection District	\$1,941,779	\$431,850	\$122,158	\$2,495,787	
Summerfield Fire Service District Overlay	\$601,952	\$133,873	\$39,487	\$775,312	
Whitsett Fire Protection District	\$509,826	\$112,409	\$15,536	\$637,771	
Whitsett Fire Service District Overlay	\$150,909	\$33,273	\$0	\$184,182	
Total	\$15,765,638	\$3,461,091	\$1,284,233		\$20,510,962

ROOM OCCUPANCY AND TOURISM DEVELOPMENT FUND

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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY 2019 Recomm	FY 2019 Adopted	\$ Chg	% Chg
EXPENSE							
Economic Devel & Assistance	5,724,845	6,000,000	6,000,000	6,000,000	6,500,000	500,000	8.3%
Room Occupancy/Tourism Dev Tax	5,724,845	6,000,000	6,000,000	6,000,000	6,500,000	500,000	8.3%
EXPENSE							
Other Services & Charges	5,724,845	6,000,000	6,000,000	6,000,000	6,500,000	500,000	8.3%
Total Expense	5,724,845	6,000,000	6,000,000	6,000,000	6,500,000	500,000	8.3%
REVENUE							
Taxes	5,724,845	6,000,000	6,000,000	6,000,000	6,500,000	500,000	8.3%
Total Revenue	5,724,845	6,000,000	6,000,000	6,000,000	6,500,000	500,000	8.3%

DEPARTMENTAL PURPOSE

The Greensboro/Guilford County Tourism Development Authority (the Authority) is a public authority under the North Carolina General Statutes, created to promote activities and programs which encourage travel and tourism to the area. The County is financially accountable for the Authority because it levies the occupancy tax which is the major source of the Authority's revenues and has final approval over the annual budget. The budget presented above allows the county to remit the proceeds of the occupancy tax revenue to the Authority.



INTERNAL SERVICES FUND

Organizational Excellence

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



BUDGET SUMMARY

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Risk Retention-Liab/Prop/WC	2,381,729	3,268,997	3,269,225	3,291,641	3,291,641	22,644	0.7%
Health Care & Wellness	39,833,727	42,493,002	42,558,164	42,560,138	42,560,138	67,136	0.2%
Internal Services	42,215,456	45,761,999	45,827,389	45,851,779	45,851,779	89,780	0.2%
EXPENSE							
Personnel Services	167,496	197,368	197,368	200,532	200,532	3,164	1.6%
Supplies & Materials	2,376	2,737	3,054	2,737	2,737	0	0.0%
Other Services & Charges	42,045,584	45,561,894	45,626,967	45,648,510	45,648,510	86,616	0.2%
Total Expense	42,215,456	45,761,999	45,827,389	45,851,779	45,851,779	89,780	0.2%
REVENUE							
Charges for Services	41,114,478	43,278,438	43,304,842	43,345,574	43,345,574	67,136	0.2%
Other Revenues	0	40,000	40,000	40,000	40,000	0	0.0%
Total Revenue	41,114,478	43,318,438	43,344,842	43,385,574	43,385,574	67,136	0.2%
Operating Gain/(Loss)							
	(1,100,978)	(2,443,561)	(2,482,547)	(2,466,205)	(2,466,205)	(22,644)	0.9%
Interest Income	152,867	140,000	140,000	140,000	140,000	0	0.0%
Change	(948,111)	(2,303,561)	(2,342,547)	(2,326,205)	(2,326,205)	(22,644)	1.0%
Beginning Net Position	29,326,668	28,378,556	28,378,556	26,036,009	26,036,009	(2,342,547)	(8.3%)
Ending Net Position	28,378,556	26,074,995	26,036,009	23,709,804	23,709,804	(2,365,191)	(9.1%)
Positions	2.50	2.50	2.50	2.50	2.50	0.00	0.0%

DEPARTMENTAL PURPOSE

The Internal Services Fund accounts for Risk Management services provided to other departments of the County on a cost reimbursement basis. The County is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; and natural disasters. The County protects itself from potential loss using a combination of risk financing methods, which are accounted for in the Internal Service Fund. The County's insurance programs consist of liability, property, workers' compensation, and employee healthcare insurance. All operating funds of the County participate in the risk management program and make payments to the program based on the insured departments' exposure factors. Payments are for prior and current year claims and to establish adequate reserves for catastrophic losses.

The Internal Services Fund also accounts for the employee healthcare program. The County administers the plan through a self-funded program, supplemented by employee contributions, to pay claims administration and medical claims of the employees and their covered dependents. Specific stop-loss insurance with a deductible level of \$375,000 per member for all occurrences is purchased to limit the County's losses for the overall program. The County provides a basic and an enhanced dental plan for employees, retirees, and covered dependents, supplemented by employee contributions, which are also accounted for in the self-funded program.

Effective January 1, 2014 Guilford County made significant changes to the healthcare program. Medicare-eligible retirees were transitioned from the self-funded health insurance plan to a fully insured Medicare Advantage plan, resulting in a significant reduction in per-retiree costs. Also one of two previously available healthcare plan options was eliminated. The remaining plan is available to employees, non-Medicare eligible retirees generally hired before July 1, 2009, covered dependents and eligible former employees.

HEALTHCARE

Carol Campbell, Benefits Manager

201 South Greene St., Greensboro, NC 27402 (336) 641-3324

Organizational Excellence

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



Healthy People

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



BUDGET SUMMARY

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Medical - Choice Plus	(2,806)	0	0	0	0	0	0.0%
Medical - Choice HMO	28,881,209	29,666,576	29,705,334	29,322,397	29,322,397	(344,179)	(1.2%)
Medical - Retirees	6,137,974	7,712,242	7,484,242	7,597,516	7,597,516	(114,726)	(1.5%)
Dental - Retirees	709,246	685,027	813,027	754,631	754,631	69,604	10.2%
Medicare Supplement	1,584	2,000	2,000	2,000	2,000	0	0.0%
Medicare Advantage Plan	2,249,095	2,531,930	2,558,334	2,954,420	2,954,420	422,490	16.7%
Dental Basic	569,151	568,992	568,992	550,542	550,542	(18,450)	(3.2%)
Dental Enhanced	1,288,275	1,326,235	1,426,235	1,378,632	1,378,632	52,397	4.0%
Health Care & Wellness	39,833,727	42,493,002	42,558,164	42,560,138	42,560,138	67,136	0.2%
EXPENSE							
Other Services & Charges	39,833,727	42,493,002	42,558,164	42,560,138	42,560,138	67,136	0.2%
Total Expense	39,833,727	42,493,002	42,558,164	42,560,138	42,560,138	67,136	0.2%
REVENUE							
Charges for Services	38,825,922	40,918,002	40,944,406	40,985,138	40,985,138	67,136	0.2%
Miscellaneous Revenues	0	0	0	0	0	0	0.0%
Total Revenue	38,825,922	40,918,002	40,944,406	40,985,138	40,985,138	67,136	0.2%
Operating Gain/(Loss)	(1,007,805)	(1,575,000)	(1,613,758)	(1,575,000)	(1,575,000)	0	0.0%
Interest Income	113,212	75,000	75,000	75,000	75,000	0	0.0%
Change	(894,593)	(1,500,000)	(1,538,758)	(1,500,000)	(1,500,000)	0	0.0%
Beginning Net Position	12,264,644	11,370,051	11,370,051	9,831,293	9,831,293	(1,538,758)	(13.5%)
Ending Net Position	11,370,051	9,870,051	9,831,293	8,331,293	8,331,293	(1,538,758)	(15.6%)

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 2019 GOALS & OBJECTIVES

- Provide employee total compensation statements to raise awareness of benefits value in relation to total compensation, and work to implement other communication improvements.
- 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.

FY 2019 ADOPTED BUDGET HIGHLIGHTS

- The FY 2019 Adopted budget increased by \$67,000 or 0.2% from the FY 2018 Adopted budget primarily to reflect increases in retiree insurance which are offset by associated revenues.
- The net Healthcare Fund position is continuing to be monitored determine what additional changes may be necessary to maintain its long-term sustainability and the county is reviewing options for minor adjustments to employee plans including a slight increase in monthly rates in future fiscal years to ensure this sustainability.

FY 2018 SIGNIFICANT ACCOMPLISHMENTS

- Completed third year of bio-metric screenings with greater than 95% participation from employees.
- Organized wellness activities including the “May the Fit” wellness walk at Bur-Mil Park that had about 100 participants and donated about 100 pounds of food to Urban Ministries.

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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2019 Recomm	FY2019 Adopted	\$ Chg	% Chg
EXPENSE							
Risk Retention Administration	180,749	211,990	215,470	217,634	217,634	5,644	2.7%
Liability Insurance	41,428	539,007	536,374	539,007	539,007	0	0.0%
Property and Other Ins	476,173	525,000	525,348	542,000	542,000	17,000	3.2%
Workers Compensation Ins	1,683,379	1,993,000	1,992,033	1,993,000	1,993,000	0	0.0%
Risk Retention-Liab/Prop/WC	2,381,729	3,268,997	3,269,225	3,291,641	3,291,641	22,644	0.7%
EXPENSE							
Personnel Services	167,496	197,368	197,368	200,532	200,532	3,164	1.6%
Supplies & Materials	2,376	2,737	3,054	2,737	2,737	0	0.0%
Other Services & Charges	2,211,857	3,068,892	3,068,803	3,088,372	3,088,372	19,480	0.6%
Total Expense	2,381,729	3,268,997	3,269,225	3,291,641	3,291,641	22,644	0.7%
REVENUE							
Charges for Services	2,288,555	2,360,436	2,360,436	2,360,436	2,360,436	0	0.0%
Miscellaneous Revenues	0	40,000	40,000	40,000	40,000	0	0.0%
Total Revenue	2,288,555	2,400,436	2,400,436	2,400,436	2,400,436	0	0.0%
Operating Gain/(Loss)	(93,174)	(868,561)	(868,789)	(891,205)	(891,205)	(22,644)	2.6%
Interest Income	39,655	65,000	65,000	65,000	65,000	0	0.0%
Change	(53,519)	(803,561)	(803,789)	(826,205)	(826,205)	(22,644)	2.8%
Beginning Net Position	17,062,025	17,008,506	17,008,506	16,204,717	16,204,717	(803,789)	(4.7%)
Ending Net Position	17,008,506	16,204,945	16,204,717	15,378,512	15,378,512	(826,433)	(5.1%)
Positions	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 2019 GOALS & OBJECTIVES

- Safety Manual: Develop 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. Manual is 75% completed, estimated approval and roll out in early 2019.
- 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.
- Emergency Action Plans / Evacuation Charts: Update county wide evacuation charts. OSHA requires an emergency evacuation chart be posted in areas of exit and are clearly visible to employees and visiting citizens to county owned buildings. The evacuation charts are a form of communication to assist employees and citizens with a primary and secondary route depending on the location of a specific emergency.

FY 2019 ADOPTED BUDGET HIGHLIGHTS

- The Risk Management budget increased by \$22,644 or 0.7% due primarily to increases in personnel related to county-wide merit raises and similar routine adjustments as well as of \$2,480 additional in for telephone costs to cover NC Transit MVR monitoring expenses estimated at \$3,430. Although there was a slight increase to cover this in the FY 2018 Adopted budget, the budget has significantly increased with this being fully transitioned to Risk Management in FY 2019.
- Workers' Compensation Claims amount of \$1,700,000 remained constant despite estimated reduction in exposure. This will allow for the coverage of any unexpected claims and the possibility to recover some fund balance that was appropriated in prior years.

FY 2018 SIGNIFICANT ACCOMPLISHMENTS

- Continued reduction in outstanding Workers Compensation exposure from \$1,730,010 at fiscal year-end 2017 to \$839,216.65 at year to date 2018. 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 \$158,000 in subrogation money from no-fault auto accidents.
- Safety Training Matrix (Departmental Specialized Safety Training & Emergency Preparedness Drills): Employee training is a key component of any safety program. The matrix provides guidance for Risk Management to identify employee training requirements.
- County Wide Workplace Safety Audit Program: Regular and documented inspections are an important component of a department's overall occupational safety and health program; they are used to help identify and abate existing or potential hazards and compliance concerns.

KEY PERFORMANCE MEASURES

	FY17 Actual	FY18 Estimated	FY19 Projected	FY20 Projected	Target
Risk Management					
Cost of Risk as a percentage of General Fund expenditures	0.39%	0.45%	0.54%	0.64%	<2%
Total Workers' Compensation Lost Time Claims	24	13	13	11	N/A
Total Workers' Compensation Medical Only Claims	164	100	100	90	N/A
Workers' Compensation Total Paid	\$ 1,723,937	100,000,00	N/A	N/A	N/A

FUTURE OPPORTUNITIES & CHALLENGES

- Continue with strategic claims management procedures to reduce current and future claims.
- 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.



MULTI-YEAR PLANS

Guilford County has a number of multi-year planning processes to help forecast future expenses and revenues. While the annual budget focuses on needs for the next fiscal year, long-term plans focus beyond the immediate budget year. Being aware of future needs provides a broad fiscal perspective that helps decision makers make better short-term choices and understand how those choices may impact future budgets.

The multi-year plans prepared by the County include:

- The **Large Equipment Plan** focuses on significant equipment needs. These purchases typically cost over \$5,000 and may be annual 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	Division	Description	FY 2019 Recomm	FY 2019 Adopted	FY 2020	FY 2021	FY 2022	FY 2023
Cooperative Extension Ser	Coop Ext - Administration	Ag Ctr - Catering Kitchen Equipment Replacement	16,000	16,000	0	0	0	0
		Ag Ctr - Demo Kitchen Camera and Screens	0	0	6,500	0	0	0
Cooperative Extension Service Total			16,000	16,000	6,500	0	0	0
Emergency Services	Emergency Services Garage	Diesel Partic Filter Clean Machine	0	0	0	0	0	0
		EMS Maintenance Facility Equipment	0	0	153,800	0	0	0
	Fire&Haz Mat Operations	Hurst Extrication Package - Fire	75,000	75,000	0	0	0	0
		Replacement Thermal Imager	12,000	12,000	12,000	0	12,000	0
		Rescue Jack Set	15,000	15,000	0	0	0	0
	Medical-Emergency Med Services	Self-Contained Breathing Apparatus - Fire	50,000	50,000	100,000	50,000	50,000	0
		Cardiac Monitors, Defibrillators, Pacemakers	0	0	1,500,000	1,500,000	0	0
		Exhaust Extraction & Filtration Systems	0	0	175,000	0	0	0
		High Pressure Air Bag System	0	0	0	0	0	0
		Hurst Extrication Package - EMS	0	0	75,000	0	0	0
		LUCAS Cardiac Compression Devices	100,000	100,000	100,000	50,000	50,000	50,000
		Self-Contained Breathing Apparatus - EMS	0	0	40,000	40,000	0	0
		Stryker PowerPro Stretchers	150,000	150,000	150,000	65,000	65,000	65,000
		Stryker Stretcher Mount	39,000	39,000	0	0	0	0
		Stryker XPS Upgrade	32,300	32,300	1,150	1,150	1,150	1,150
		Training Manikins	50,000	50,000	80,000	0	0	70,000
		Transport Ventilators	0	0	0	500,000	500,000	0
		Video Laryngoscopes	0	0	250,000	0	0	0
		Pre-hospital Ultrasound	0	0	0	0	0	0
		Forklift Truck	0	0	30,000	0	0	0
		Off-Road Rescue Vehicle	0	0	50,000	0	0	0
Emergency Services Total			523,300	523,300	2,716,950	2,206,150	678,150	186,150
Facilities	Fac Bldgs - Administrative	Paint Shaker	0	0	0	0	0	0
		Utility Locator	0	0	0	0	9,000	0
		Camera Snake	0	0	0	0	0	0
		Tractors	0	0	0	0	0	0
		Insulated Bucket Truck	0	0	75,000	0	0	0
		Genie Lift	12,000	12,000	0	0	0	0
		Jet Set Water Jetter	0	0	0	0	0	0
		Skid Steer	0	0	0	0	0	0
		Hot Water Pressure Washer	0	0	0	0	0	0
		Skid Loader	0	0	0	0	0	0
	Fac Op-Gen/Mechanicl Maint Shp	Large Portable Generator (150KW) - Planned	0	0	100,000	0	0	0
	Fac Op - County Farm	Mowers	0	0	0	0	0	0
Facilities Total			12,000	12,000	175,000	0	9,000	0

Department	Division	Description	FY 2019 Recomm	FY 2019 Adopted	FY 2020	FY 2021	FY 2022	FY 2023
Law Enforcement	Detention Services-High Point	HP Jail - Food Service Equipment Replacement	0	0	6,600	33,400	3,500	45,800
		Dental X-Ray System Replacement - HP Detention Ctr	0	0	0	0	0	0
		Replace Washers/Extractors - HP Detention Ctr	0	0	0	0	0	27,000
		Replace Dryers - HP Detention Ctr	0	0	5,000	0	0	0
		HP Detention Ctr. Forklift - Planned	0	0	30,000	0	0	0
	Detention Services - Greensboro Jail Central	Replace Kitchen Equipment - Jail Central	0	0	61,000	0	90,500	98,500
		Replace Fingerprint/ID Machine - Jail Central	0	0	0	45,000	42,000	0
		Replace Washer/Extractors - Jail Central	0	0	0	0	30,000	30,000
		Washer/Extractors - Planned - Jail Central	28,000	28,000	0	0	0	0
		Replace Gas Dryers - Jail Central	0	0	0	0	0	0
		Replace Clinic X-Ray Machines - Jail Central	0	0	0	28,000	0	0
		Radio System Repeater Replacement	0	0	0	0	0	0
Law Enforcement Total			28,000	28,000	102,600	106,400	166,000	201,300
Public Health	Adult Administration	Refrigerator Replacement (Greensboro)	8,000	8,000	0	0	16,000	0
		Refrigerator Replacement (High Point)	0	0	0	0	8,000	0
		Autoclave (Greensboro)	0	0	10,000	0	0	0
		Autoclave (High Point)	0	0	10,000	0	0	0
		Freezer Replacement (Greensboro)	0	0	10,000	0	0	0
		Freezer Replacement (High Point)	0	0	10,000	0	0	0
		Air Compressor (Greensboro)	7,000	7,000	0	0	0	0
		Air Compressor (High Point)	0	0	0	0	7,000	0
		Autoclave (Greensboro)	0	0	0	12,000	0	0
		Autoclave (High Point)	0	0	0	0	6,000	0
	Dental-Children	Film Processor (Greensboro)	0	0	0	0	6,000	0
		Vacuum System (Greensboro)	0	0	6,000	0	0	0
		Vacuum System (High Point)	0	0	0	0	0	0
		X-Ray Machine - Operatory (Greensboro)	0	0	0	0	24,000	0
		X-Ray Machine - Operatory (High Point)	0	0	0	0	6,000	0
		X-Ray Machine - Panoramic (Greensboro)	30,000	30,000	30,000	0	0	0
		X-Ray Machine - Panoramic (High Point)	0	0	30,000	0	0	0
		Air Quality Equipment	0	0	6,000	0	0	0
Human Resrcs-Fiscal-Technology	Laboratory	Lead Paint Portable Data Recorder (PDA)	0	0	0	0	30,000	0
		Trimble w/ Terrasync Software (Env'tal Health)	57,900	57,900	45,475	45,475	53,900	45,475
		Sample Analyzer (Greensboro)	0	0	0	0	0	20,000
		Sample Analyzer (High Point)	0	0	0	0	0	20,000
		Sub-Zero Freezer (Greensboro)	0	0	0	0	0	0
		Sub-Zero Freezer (High Point)	0	0	0	0	0	8,000
					102,900	102,900	157,475	57,475
							156,900	93,475
Public Health Total								

Department	Division	Description	FY 2019 Recomm	FY 2019 Adopted	FY 2020	FY 2021	FY 2022	FY 2023
Recreation - Parks	Bur-Mil Clubhouse	Event Center Tables & Chairs	0	0	0	0	0	0
	Bur-Mil Operations	Excavator	0	0	0	0	0	0
		Greens Aerator	10,500	10,500	0	0	0	0
		Greens Master	0	0	27,000	0	0	0
		Sand Rake	0	0	0	0	0	0
		Top Dresser	15,000	15,000	0	0	0	0
		Tractor	0	0	30,000	0	0	0
		UTV 4x4	0	0	0	0	11,500	0
		Lawn Mowers	9,000	9,000	9,000	9,000	0	0
		Golf Carts	5,000	5,000	15,000	10,000	10,000	10,000
	Bur-Mil Pool	Kitchen Equipment	0	0	0	6,000	0	0
	Gibson Operations	Tractor	0	0	30,000	0	0	0
		UTV 4x4	0	0	0	0	0	11,500
		Lawn Mowers	8,000	8,000	8,000	0	0	0
		Golf Carts	0	0	5,000	5,000	0	5,000
		Reel Mowers	18,000	18,000	0	0	0	0
	Hagan-Stone Operations	UTV 4x4	0	0	11,500	0	0	0
		Lawn Mowers	9,000	9,000	9,000	9,000	0	0
		Golf Carts	5,000	5,000	0	5,000	0	5,000
		Tractor Backhoe Attachment	9,000	9,000	0	0	0	0
	Northeast Clubhouse	Event Center Tables & Chairs	0	0	30,000	0	0	0
	Northeast Operations	ATV (4 Wheeler)	0	0	10,000	0	0	0
		Excavator	0	0	0	0	70,000	0
		Reel Master	27,000	27,000	0	0	0	0
		Sand Rake	0	0	11,500	0	0	0
		UTV 4x4	0	0	0	11,500	11,500	0
		Lawn Mowers	8,000	8,000	0	8,000	8,000	0
		Golf Carts	5,000	5,000	5,000	6,000	5,000	5,000
		Tractors	0	0	0	0	35,000	30,000
	Northeast Pool	Bat Wing Mowers	0	0	30,000	0	0	0
	Passive Prks Trls Grds	Kitchen Equipment	0	0	25,000	0	0	0
		Landscape Trailer	0	0	0	0	10,000	0
		Tractor	0	0	0	0	0	0
		UTV 4x4	0	0	0	11,500	0	11,500
		Lawn Mowers	9,000	9,000	9,000	9,000	9,000	9,000
	Southwest Marina	Patrol Boat	0	0	0	0	0	0
	Southwest Operations	Sand Rake	0	0	11,500	0	0	0
		Tractor	0	0	0	0	0	0
		UTV 4x4	0	0	0	11,500	0	0
		Lawn Mowers	0	0	8,000	0	8,000	0
		Golf Carts	5,000	5,000	5,000	5,000	5,000	5,000
Recreation - Parks Total			142,500	142,500	289,500	106,500	183,000	92,000

Department	Division	Description	FY 2019 Recomm	FY 2019 Adopted	FY 2020	FY 2021	FY 2022	FY 2023
Security	Security	Digital Voice Recorder Replacement	0	0	0	6,000	0	0
		Replace X-Ray Machines and Magnetometers	56,000	56,000	57,000	59,000	61,000	63,000
		Panic Alarm Systems	0	0	60,000	0	0	0
		ID Badge Printer	5,000	5,000	0	0	0	0
		Segway Personal Transporter	0	0	16,000	0	0	0
Security Total			61,000	61,000	133,000	65,000	61,000	63,000
Grand Total			885,700	885,700	3,581,025	2,541,525	1,254,050	635,925
Appropriated Fund Balance (Inmate Welfare)			(28,000)	(28,000)	0	0	0	0
Appropriated Fund Balance (MedMax)			(37,000)	(37,000)	0	0	0	0
Net County Funds			820,700	820,700	3,581,025	2,541,525	1,254,050	635,925

Five Year Special Facilities Maintenance Plan

Building	Summary	Category	FY 2019 Recomm	FY 2019 Adopted	FY 2020	FY 2021-23
710 Huffine Mill Rd	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ -	\$ 150,000
		Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 150,000
	Building Interior	Interior Flooring	\$ -	\$ -	\$ -	\$ 55,000
	Building Structure	Exterior Masonry	\$ -	\$ -	\$ -	\$ 180,000
	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 90,000
		Water Heater	\$ -	\$ -	\$ 12,000	\$ -
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 85,000
			\$ -	\$ -	\$ 12,000	\$ 710,000
ADS Substance Abuse Facility	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ -	\$ 12,000
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 1,920
	Building Interior	Interior Doors	\$ -	\$ -	\$ -	\$ -
		Interior Flooring	\$ -	\$ -	\$ -	\$ 59,040
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 84,360
	Building Structure	Exterior Masonry	\$ -	\$ -	\$ 22,000	\$ 44,000
	Major Systems	Electrical Power	\$ -	\$ -	\$ -	\$ 50,000
		HVAC System	\$ -	\$ -	\$ 700,000	\$ -
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ 94,080	\$ -
			\$ -	\$ -	\$ 816,080	\$ 251,320
Agricultural Center Arena	Building Interior	Interior Flooring	\$ -	\$ -	\$ -	\$ 36,000
	Major Systems	HVAC System	\$ -	\$ -	\$ 35,000	\$ -
Agricultural Center Arena Total			\$ -	\$ -	\$ 35,000	\$ 36,000
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	\$ -	\$ -	\$ -	\$ 62,000
		Fire Sprinkler System	\$ -	\$ -	\$ -	\$ 160,000
		Plumbing	\$ -	\$ -	\$ 20,000	\$ 18,000
	Other Systems	Exterior Lighting	\$ -	\$ -	\$ -	\$ 6,000
		Interior Lighting	\$ -	\$ -	\$ -	\$ 33,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 60,000
		Sidewalks	\$ -	\$ -	\$ -	\$ 9,000
	Site Exterior	Curb & Gutter	\$ -	\$ -	\$ -	\$ 9,000
Agricultural Center Barn Total			\$ -	\$ -	\$ 20,000	\$ 581,000
Agricultural Center Main Bldg	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ 36,000	\$ -
	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ -	\$ 60,000

Building	Summary	Category	FY 2019 Recomm	FY 2019 Adopted	FY 2020	FY 2021-23
Agricultural Center Main Bldg	Building Envelope	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 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
Agricultural Center Main Bldg Total			\$ -	\$ -	\$ 56,000	\$ 943,000
Agricultural Center Out Bldgs	Building Envelope	Roofing	\$ -	\$ -	\$ -	\$ 32,000
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 11,500
	Site Access & Accessibility	Sidewalks	\$ -	\$ -	\$ -	\$ 5,000
Agricultural Center Out Bldgs Total			\$ -	\$ -	\$ -	\$ 48,500
Animal Shelter	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 200
	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 50,000
	Other Items	Other	\$ -	\$ -	\$ 50,000	\$ -
Animal Shelter Total			\$ -	\$ -	\$ 50,000	\$ 50,200
BB&T Bldg	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
	Major Systems	Elevators	\$ -	\$ -	\$ 216,000	\$ -
		Fire Sprinkler System	\$ -	\$ -	\$ 10,000	\$ -
		HVAC System	\$ -	\$ -	\$ -	\$ -
		Plumbing	\$ -	\$ -	\$ -	\$ 108,000
		Water Heater	\$ -	\$ -	\$ -	\$ 6,000
BB&T Bldg Total			\$ -	\$ -	\$ 626,000	\$ 774,000
Bellemeade Center	Building Envelope	Roofing	\$ -	\$ -	\$ -	\$ 505,000
	Building Interior	Interior Doors	\$ -	\$ -	\$ -	\$ 3,840
		Interior Flooring	\$ -	\$ -	\$ -	\$ 300

Building	Summary	Category	FY 2019 Recomm	FY 2019 Adopted	FY 2020	FY 2021-23
Bellemeade Center	Building Interior	Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 60,700
	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 102,860
		Plumbing	\$ -	\$ -	\$ -	\$ 25,000
	Other Systems	Interior Lighting	\$ -	\$ -	\$ -	\$ 9,000
Bellemeade Center Total			\$ -	\$ -	\$ -	\$ 706,700
Bishop Road	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 10,000
	Building Interior	Interior Walls & Ceilings	\$ -	\$ -	\$ 5,000	\$ -
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ 40,000	\$ -
Bishop Road Total			\$ -	\$ -	\$ 45,000	\$ 10,000
Bur-Mil Clubhouse	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 65,000
	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ 500,000	\$ 35,000
		Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 5,000
	Building Interior	Interior Doors	\$ -	\$ -	\$ -	\$ 5,000
		Interior Flooring	\$ -	\$ -	\$ -	\$ 95,000
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 605,000
		Life & Safety	\$ -	\$ -	\$ -	\$ 35,000
	Major Systems	Fire Alarm System	\$ -	\$ -	\$ -	\$ 60,000
		Fire Sprinkler System	\$ -	\$ -	\$ -	\$ 40,000
		Plumbing	\$ -	\$ -	\$ -	\$ 5,000
		Water Heater	\$ -	\$ -	\$ -	\$ 100,000
	Other Systems	Backup Generator	\$ -	\$ -	\$ 22,500	\$ -
		Exterior Lighting	\$ -	\$ -	\$ -	\$ 25,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 15,000
		Sidewalks	\$ -	\$ -	\$ -	\$ 5,000
		Curb & Gutter	\$ -	\$ -	\$ -	\$ 10,000
		Exterior Fencing	\$ -	\$ -	\$ -	\$ -
Bur-Mil Clubhouse Total			\$ -	\$ -	\$ 522,500	\$ 1,105,000
Bur-Mil Golf Shop	Building Envelope	Roofing	\$ -	\$ -	\$ 8,000	\$ -
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 18,000
	Building Interior	Interior Walls & Ceilings	\$ -	\$ -	\$ 15,000	\$ -
	Site Exterior	Site Landscaping	\$ -	\$ -	\$ -	\$ 66,000
Bur-Mil Golf Shop Total			\$ -	\$ -	\$ 23,000	\$ 84,000
Bur-Mil House	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 12,000
Bur-Mil House Total			\$ -	\$ -	\$ -	\$ 12,000
Bur-Mil Park	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 85,000
	Major Systems	Water	\$ -	\$ -	\$ -	\$ 100,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 350,000
		Sidewalks	\$ -	\$ -	\$ -	\$ 25,000
	Site Exterior	Exterior Fencing	\$ -	\$ -	\$ -	\$ 25,000
Bur-Mil Park Total			\$ -	\$ -	\$ -	\$ 585,000

Building	Summary	Category	FY 2019 Recomm	FY 2019 Adopted	FY 2020	FY 2021-23
Bur-Mil Pool	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 25,000
		Other Exterior Concrete	\$ -	\$ -	\$ -	\$ 225,000
		Building Interior	\$ -	\$ -	\$ -	\$ 25,000
		Major Systems	\$ -	\$ -	\$ -	\$ 90,000
		Plumbing	\$ -	\$ -	\$ -	\$ -
	Other Systems	Exterior Lighting	\$ -	\$ -	\$ 10,000	\$ -
		Interior Lighting	\$ -	\$ -	\$ -	\$ 10,000
		Site Access & Accessibility	\$ -	\$ -	\$ -	\$ 50,000
		Paving & Parking Lots	\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ 10,000	\$ 425,000
Bur-Mil Pool Total						
Bur-Mil Wildlife Center & Barn	Building Envelope	Roofing	\$ -	\$ -	\$ 7,000	\$ -
		Exterior Walls	\$ -	\$ -	\$ -	\$ 20,000
		Building Interior	\$ -	\$ -	\$ -	\$ 20,000
		Interior Flooring	\$ -	\$ -	\$ -	\$ 20,000
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 5,000
	Major Systems	Plumbing	\$ -	\$ -	\$ -	\$ 25,000
		Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 10,000
		Site Exterior	\$ -	\$ -	\$ -	\$ -
		Site Landscaping	\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ 7,000	\$ 100,000
Bur-Mil Wildlife Center & Barn Total						
County Farm	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 64,000
		Roofing	\$ -	\$ -	\$ -	\$ 113,250
		Exterior Walls	\$ -	\$ -	\$ -	\$ 3,000
		Building Interior	\$ -	\$ -	\$ -	\$ 8,000
		Interior Flooring	\$ -	\$ -	\$ -	\$ 2,000
	Building Structure	Exterior Masonry	\$ -	\$ -	\$ -	\$ 82,525
		HVAC System	\$ -	\$ -	\$ -	\$ 6,400
		Water	\$ -	\$ -	\$ -	\$ 5,400
		Water Heater	\$ -	\$ -	\$ -	\$ -
		Backup Generator	\$ -	\$ -	\$ 30,000	\$ -
County Farm Total	Major Systems	Exterior Lighting	\$ -	\$ -	\$ -	\$ 300
		Exterior Fencing	\$ -	\$ -	\$ -	\$ 600
			\$ -	\$ -	\$ 30,000	\$ 285,475
County-wide General Repairs	Building Interior	Interior Walls & Ceilings	\$ -	\$ -	\$ 600,000	\$ -
County-wide General Repairs Total						
Dundas Circle	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 2,500
		Roofing	\$ -	\$ -	\$ -	\$ 200,000
		Building Interior	\$ -	\$ -	\$ -	\$ 6,000
		Life & Safety	\$ -	\$ -	\$ -	\$ 2,000
		Exits	\$ -	\$ -	\$ -	\$ -
	Major Systems	HVAC System	\$ 300,000	\$ -	\$ 300,000	\$ -
		Security Systems	\$ -	\$ -	\$ -	\$ 50,000
		Security	\$ -	\$ -	\$ -	\$ -
		Site Access & Accessibility	\$ -	\$ -	\$ -	\$ 15,000
		Paving & Parking Lots	\$ -	\$ -	\$ -	\$ -
Dundas Circle Total			\$ 300,000	\$ -	\$ 300,000	\$ 275,500
EMS Base Concord St	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 300
		Building Exterior	\$ -	\$ -	\$ -	\$ 1,000

Building	Summary	Category	FY 2019 Recomm	FY 2019 Adopted	FY 2020	FY 2021-23
EMS Base Concord St	Building Interior	Interior Doors	\$ -	\$ -	\$ -	\$ 3,400
		Interior Flooring	\$ -	\$ -	\$ -	\$ 2,000
	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 35,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 41,000
EMS Base Concord St Total			\$ -	\$ -	\$ -	\$ 82,700
EMS Base Fernwood Dr	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
EMS Base Fernwood Dr Total			\$ -	\$ -	\$ -	\$ 70,500
EMS Base Headquarters Dr	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	\$ -
			\$ -	\$ -	\$ 255,000	\$ 24,000
EMS Base Headquarters Dr Total			\$ -	\$ -	\$ -	\$ -
EMS Base Montileu	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
EMS Base Montileu Total			\$ -	\$ -	\$ -	\$ 59,400
EMS Garage	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
EMS Garage Total			\$ -	\$ -	\$ -	\$ 42,000
EMS Meadowood	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 35,400
	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ -	\$ 48,000
		Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 24,000
		Roofing	\$ 300,000	\$ 300,000	\$ -	\$ -
	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	\$ -

Building	Summary	Category	FY 2019 Recomm	FY 2019 Adopted	FY 2020	FY 2021-23
EMS Meadowood	Major Systems	Plumbing	\$ -	\$ -	\$ -	\$ 48,000
		Water Heater	\$ -	\$ -	\$ -	\$ 10,000
	Other Systems	Interior Lighting	\$ -	\$ -	\$ -	\$ 50,000
		Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 144,000
	Site Access & Accessibility	Exterior Fencing	\$ -	\$ -	\$ -	\$ 12,000
		Site Exterior	\$ -	\$ -	\$ -	\$ -
EMS Meadowood Total			\$ 300,000	\$ 300,000	\$ 325,000	\$ 680,400
EMS Meadowood Storage	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 2,400
	Building Exterior	Other Exterior Concrete	\$ -	\$ -	\$ -	\$ 14,000
	Major Systems	HVAC System	\$ -	\$ -	\$ 20,000	\$ -
EMS Meadowood Storage Total			\$ -	\$ -	\$ 20,000	\$ 16,400
Gibson House	Building Envelope	Roofing	\$ -	\$ -	\$ 5,000	\$ -
		Interior Flooring	\$ -	\$ -	\$ 10,000	\$ -
	Building Interior	Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 10,000
		HVAC System	\$ -	\$ -	\$ 10,000	\$ -
	Major Systems	Plumbing	\$ -	\$ -	\$ 5,000	\$ -
			\$ -	\$ -	\$ 30,000	\$ 10,000
Gibson House Total			\$ -	\$ -	\$ 30,000	\$ 10,000
Gibson Park	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 10,000
		Plumbing	\$ -	\$ -	\$ -	\$ 1,200
	Other Systems	Interior Lighting	\$ -	\$ -	\$ -	\$ 4,200
		Paving & Parking Lots	\$ -	\$ -	\$ 164,000	\$ -
	Site Access & Accessibility	Site Landscaping	\$ -	\$ -	\$ -	\$ 63,500
Gibson Park Total			\$ -	\$ -	\$ 164,000	\$ 78,900
Greene St Bldg	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 60,000
		Exterior Doors & Windows	\$ -	\$ -	\$ -	\$ 24,000
		Roofing	\$ -	\$ -	\$ -	\$ 300,000
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 96,000
		Loading Dock	\$ -	\$ -	\$ -	\$ 6,000
		Interior Doors	\$ -	\$ -	\$ -	\$ 39,000
	Building Interior	Interior Flooring	\$ -	\$ -	\$ -	\$ 120,000
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 360,000
		Exterior Masonry	\$ -	\$ -	\$ 36,000	\$ -
	Life & Safety	Exits	\$ -	\$ -	\$ -	\$ 6,000
		Fire Alarm System	\$ -	\$ -	\$ -	\$ 54,000
	Major Systems	Electrical Power	\$ -	\$ -	\$ -	\$ 492,000
		Elevators	\$ -	\$ -	\$ -	\$ 200,000
		HVAC System	\$ -	\$ -	\$ -	\$ 1,150,000
		Plumbing	\$ -	\$ -	\$ -	\$ 48,000
		Water Heater	\$ -	\$ -	\$ -	\$ 6,000
	Other Systems	Interior Lighting	\$ -	\$ -	\$ 50,000	\$ -
		Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 24,000
		Exterior Fencing	\$ -	\$ -	\$ -	\$ 12,000

Building	Summary	Category	FY 2019 Recomm	FY 2019 Adopted	FY 2020	FY 2021-23
Greene St Bldg Total			\$ -	\$ -	\$ 86,000	\$ 2,997,000
Greensboro Courthouse	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 540,000
	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ -	\$ 450,000
		Exterior Sealing & Caulking	\$ -	\$ -	\$ 200,000	\$ -
		Roofing	\$ -	\$ -	\$ 27,200	\$ -
	Major Systems	Elevators	\$ -	\$ -	\$ 660,000	\$ -
		HVAC System	\$ -	\$ -	\$ -	\$ 1,500,000
	Other Systems	Lighting	\$ -	\$ -	\$ 200,000	\$ -
	Site Access & Accessibility	Sidewalks	\$ -	\$ -	\$ -	\$ 16,440
		Stairs	\$ -	\$ -	\$ -	\$ 200,000
Greensboro Courthouse Total			\$ -	\$ -	\$ 1,087,200	\$ 2,706,440
Greensboro Detention Center	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ 2,250,000	\$ -
	Building Interior	Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 800,000
	Other Systems	Lighting	\$ -	\$ -	\$ -	\$ 50,000
Greensboro Detention Center Total			\$ -	\$ -	\$ 2,250,000	\$ 850,000
Greensboro Plaza & Parking Deck	Building Structure	Building Structure	\$ 150,000	\$ 150,000	\$ -	\$ -
Greensboro Plaza & Parking Deck Total			\$ 150,000	\$ 150,000	\$ -	\$ -
Greenway & Trails	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ 200,000	\$ 500,000
Greenway & Trails Total			\$ -	\$ -	\$ 200,000	\$ 500,000
Hagan-Stone ARC Bldg	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 34,000
Hagan-Stone ARC Bldg Total			\$ -	\$ -	\$ -	\$ 34,000
Hagan-Stone Chapel	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ -	\$ 20,000
	Site Exterior	Site Landscaping	\$ -	\$ -	\$ -	\$ 5,000
Hagan-Stone Chapel Total			\$ -	\$ -	\$ -	\$ 25,000
Hagan-Stone Park & Campground	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 25,000
		Roofing	\$ -	\$ -	\$ -	\$ 5,000
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 52,000
	Building Interior	Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 10,000
	Major Systems	Electrical Power	\$ -	\$ -	\$ -	\$ 25,000
		Plumbing	\$ -	\$ -	\$ -	\$ -
		Water	\$ 127,500	\$ 127,500	\$ 382,500	\$ -
	Other Systems	Exterior Lighting	\$ -	\$ -	\$ 115,000	\$ -
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ 850,000	\$ 300,000
	Site Exterior	Curb & Gutter	\$ -	\$ -	\$ -	\$ 32,000
		Exterior Fencing	\$ -	\$ -	\$ -	\$ 25,000
Hagan-Stone Park & Campground Total			\$ 127,500	\$ 127,500	\$ 1,347,500	\$ 474,000
High Point Courthouse & Plaza	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 172,800

Building	Summary	Category	FY 2019 Recomm	FY 2019 Adopted	FY 2020	FY 2021-23
High Point Courthouse & Plaza	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ 500,000	\$ -
	Building Interior	Interior Doors	\$ -	\$ -	\$ -	\$ 10,080
		Interior Flooring	\$ -	\$ -	\$ 400,000	\$ -
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 613,680
	Building Structure	Exterior Masonry	\$ -	\$ -	\$ 500,000	\$ -
	Major Systems	Elevators	\$ -	\$ -	\$ -	\$ 500,000
		Plumbing	\$ -	\$ -	\$ 20,000	\$ -
	Other Systems	Backup Generator	\$ -	\$ -	\$ -	\$ 144,000
		Interior Lighting	\$ -	\$ -	\$ -	\$ 326,400
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ 225,000	\$ -
High Point Courthouse & Plaza Total			\$ -	\$ -	\$ 1,645,000	\$ 1,766,960
High Point Detention Center	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 4,200
	Building Exterior	Other Exterior Concrete	\$ -	\$ -	\$ 250,000	\$ -
	Building Interior	Interior Flooring	\$ -	\$ -	\$ -	\$ 383,200
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 90,000
	Life & Safety	Exits	\$ -	\$ -	\$ -	\$ 250,000
		Fire Alarm System	\$ -	\$ -	\$ -	\$ 14,400
	Major Systems	Water Heater	\$ -	\$ -	\$ -	\$ 108,000
	Other Systems	Backup Generator	\$ -	\$ -	\$ -	\$ 144,000
		Interior Lighting	\$ -	\$ -	\$ -	\$ 328,440
		Lighting	\$ -	\$ -	\$ -	\$ 30,000
High Point Detention Center Total			\$ -	\$ -	\$ 250,000	\$ 1,352,240
High Point Parking Deck - General	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 75,000
	Site Exterior	Site Landscaping	\$ -	\$ -	\$ -	\$ 57,600
High Point Parking Deck - General Total			\$ -	\$ -	\$ -	\$ 132,600
High Point Parking Deck - LE	Building Structure	Foundation	\$ 350,000	\$ 350,000	\$ 350,000	\$ -
High Point Parking Deck - LE Total			\$ 350,000	\$ 350,000	\$ 350,000	\$ -
Independence Center	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 72,000
	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 50,000
		Roofing	\$ -	\$ -	\$ -	\$ 250,000
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 525,000
		Other Exterior Concrete	\$ -	\$ -	\$ -	\$ 24,000
	Building Interior	Interior Flooring	\$ -	\$ -	\$ 420,000	\$ -
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 85,000
	Life & Safety	Exits	\$ -	\$ -	\$ -	\$ 60,000
		Fire Alarm System	\$ -	\$ -	\$ -	\$ 60,000
	Major Systems	Electrical Power	\$ -	\$ -	\$ -	\$ 120,000
		HVAC System	\$ -	\$ -	\$ -	\$ 800,000
		Plumbing	\$ -	\$ -	\$ -	\$ 126,000
	Other Systems	Interior Lighting	\$ -	\$ -	\$ -	\$ 240,000
	Site Access & Accessibility	Sidewalks	\$ -	\$ -	\$ -	\$ 250,000

Building	Summary	Category	FY 2019 Recomm	FY 2019 Adopted	FY 2020	FY 2021-23
Independence Center	Site Access & Accessibility	Stairs	\$ -	\$ -	\$ -	\$ 6,000
	Site Exterior	Curb & Gutter	\$ -	\$ -	\$ -	\$ 6,000
Independence Center Total			\$ -	\$ -	\$ 420,000	\$ 2,674,000
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	\$ -
	Other Systems	Backup Generator	\$ -	\$ -	\$ 40,000	\$ -
	Security	Security Systems	\$ -	\$ -	\$ -	\$ 240,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ 161,000	\$ -
			\$ -	\$ -	\$ 393,000	\$ 1,045,000
Juvenile Detention Center Total						
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
		Plumbing	\$ -	\$ -	\$ -	\$ -
		Water Heater	\$ -	\$ -	\$ -	\$ 6,000
	Other Systems	Interior Lighting	\$ -	\$ -	\$ -	\$ 64,308
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 48,523
			\$ -	\$ -	\$ 250,000	\$ 233,871
Lifespan Bldg Total						
Maple Street Bldg	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ 70,000	\$ -
		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
Maple Street Bldg Total			\$ -	\$ -	\$ 405,000	\$ 2,643,740
Mental Health - High Point	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	Summary	Category	FY 2019 Recomm	FY 2019 Adopted	FY 2020	FY 2021-23
Mental Health - High Point	Building Structure	Exterior Masonry	\$ -	\$ -	\$ -	\$ 48,000
	Life & Safety	Fire Alarm System	\$ -	\$ -	\$ -	\$ 54,000
	Major Systems	Elevators	\$ -	\$ -	\$ -	\$ 75,000
		HVAC System	\$ -	\$ -	\$ 1,500,000	\$ -
	Other Systems	Interior Lighting	\$ -	\$ -	\$ -	\$ 84,000
Mental Health - High Point Total			\$ -	\$ -	\$ 2,150,000	\$ 708,400
Northeast 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
Northeast Event Center Total			\$ -	\$ -	\$ -	\$ 227,000
Northeast House	Building Interior	Interior Flooring	\$ -	\$ -	\$ 5,000	\$ -
	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 15,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 15,000
Northeast House Total			\$ -	\$ -	\$ 5,000	\$ 30,000
Northeast Park	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
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 500,000
		Sidewalks	\$ -	\$ -	\$ 25,000	\$ -
Northeast Park Total	Site Exterior	Site Landscaping	\$ -	\$ -	\$ -	\$ 25,000
			\$ -	\$ -	\$ 40,000	\$ 797,000
Northeast Park Amusements	Building Structure	Building Structure	\$ -	\$ -	\$ -	\$ 15,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 15,000
	Site Exterior	Curb & Gutter	\$ -	\$ -	\$ -	\$ 5,000
Northeast Park Amusements Total			\$ -	\$ -	\$ -	\$ 35,000
Northeast Pool	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 5,000
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 20,000
	Building Interior	Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 10,000
	Building Structure	Building Structure	\$ -	\$ -	\$ -	\$ 10,000

Building	Summary	Category	FY 2019 Recomm	FY 2019 Adopted	FY 2020	FY 2021-23
Northeast Pool	Major Systems	HVAC System	\$ -	\$ -	\$ 22,000	\$ -
		Plumbing	\$ -	\$ -	\$ -	\$ 50,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 40,000
Northeast Pool Total			\$ -	\$ -	\$ 22,000	\$ 135,000
Old Courthouse	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 60,000
	Building Interior	Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 210,000
	Life & Safety	Exits	\$ -	\$ -	\$ -	\$ 60,000
	Major Systems	Fire Alarm System	\$ -	\$ -	\$ -	\$ 48,000
		Electrical Power	\$ -	\$ -	\$ 60,000	\$ -
		Water Heater	\$ -	\$ -	\$ -	\$ 6,000
	Other Systems	Interior Lighting	\$ -	\$ -	\$ 260,000	\$ -
	Security	Security Systems	\$ -	\$ -	\$ -	\$ 25,000
Old Courthouse Total			\$ -	\$ -	\$ 320,000	\$ 409,000
Otto Zenke Bldg	Building Structure	Building Structure	\$ -	\$ -	\$ -	\$ 100,000
Otto Zenke Bldg Total			\$ -	\$ -	\$ -	\$ 100,000
Passive Parks	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ 250,000	\$ -
Passive Parks Total			\$ -	\$ -	\$ 250,000	\$ -
Public Health - Dental Clinic	Building Exterior	Exterior Walls	\$ 5,000	\$ 5,000	\$ -	\$ -
	Building Interior	Interior Doors	\$ 2,000	\$ 2,000	\$ -	\$ -
	Building Structure	Interior Flooring	\$ 35,000	\$ 35,000	\$ -	\$ -
		Interior Walls & Ceilings	\$ 30,000	\$ 30,000	\$ -	\$ -
		Exterior Masonry	\$ 6,000	\$ 6,000	\$ -	\$ -
	Major Systems	Water Heater	\$ 4,000	\$ 4,000	\$ -	\$ -
	Other Items	Special Facility Maintenance	\$ 200,000	\$ 200,000	\$ -	\$ -
	Security	Security Systems	\$ 15,000	\$ 15,000	\$ -	\$ -
	Site Access & Accessibility	Paving & Parking Lots	\$ 150,000	\$ 150,000	\$ -	\$ -
Public Health - Dental Clinic Total			\$ 447,000	\$ 447,000	\$ -	\$ -
Public Health - High Point	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ 46,200	\$ -
	Building Envelope	Exterior Sealing & Caulking	\$ 130,000	\$ 130,000	\$ -	\$ -
	Building Interior	Roofing	\$ -	\$ -	\$ 105,000	\$ -
		Interior Doors	\$ -	\$ -	\$ 75,600	\$ -
		Interior Flooring	\$ -	\$ -	\$ 101,400	\$ -
	Life & Safety	Interior Walls & Ceilings	\$ -	\$ -	\$ 120,600	\$ -
		Fire Alarm System	\$ -	\$ -	\$ 54,000	\$ -
		Elevators	\$ -	\$ -	\$ 100,000	\$ -
	Major Systems	HVAC System	\$ 1,800,000	\$ 1,800,000	\$ -	\$ -
		Plumbing	\$ -	\$ -	\$ 30,000	\$ -
		Other	\$ -	\$ -	\$ 35,000	\$ -
	Other Items	Exterior Lighting	\$ -	\$ -	\$ 25,000	\$ -
	Other Systems	Interior Lighting	\$ -	\$ -	\$ 102,000	\$ -

Building	Summary	Category	FY 2019 Recomm	FY 2019 Adopted	FY 2020	FY 2021-23
Public Health - High Point	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ 350,000	\$ -
		Stairs	\$ -	\$ -	\$ 6,000	\$ -
Public Health - High Point Total			\$ 1,930,000	\$ 1,930,000	\$ 1,150,800	\$ -
Public Health - Wendover	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 102,000
	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 120,000
		Roofing	\$ 300,000	\$ 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	Elevators	\$ 100,000	\$ 100,000	\$ -	\$ -
		HVAC System	\$ -	\$ -	\$ -	\$ 900,000
	Other Items	Other	\$ 100,000	\$ 100,000	\$ -	\$ -
	Other Systems	Interior Lighting	\$ -	\$ -	\$ 100,000	\$ -
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ 450,000	\$ -
	Site Exterior	Curb & Gutter	\$ -	\$ -	\$ -	\$ 30,000
Public Health - Wendover Total			\$ 500,000	\$ 500,000	\$ 550,000	\$ 2,118,000
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	\$ -
Russell Street Bldg Total			\$ -	\$ -	\$ 300,000	\$ 1,393,380
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
Sheriff District 1 Office Total			\$ -	\$ -	\$ -	\$ 25,000
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

Building	Summary	Category	FY 2019 Recomm	FY 2019 Adopted	FY 2020	FY 2021-23
Sheriff District 3 Office Total			\$ -	\$ -	\$ -	\$ 74,300
Southwest 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
	Major Systems	HVAC System	\$ -	\$ -	\$ 6,000	\$ -
Southwest Marina & Boathouse Total			\$ -	\$ -	\$ 6,000	\$ 28,000
Southwest Park	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 5,000
	Site Exterior	Exterior Fencing	\$ -	\$ -	\$ -	\$ 5,000
Southwest Park Total			\$ -	\$ -	\$ -	\$ 10,000
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	\$ -
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ 800,000	\$ -
	Site Exterior	Exterior Fencing	\$ -	\$ -	\$ -	\$ 270,000
		Sewer	\$ -	\$ -	\$ -	\$ 250,000
		Site Landscaping	\$ -	\$ -	\$ -	\$ 20,000
Triad Park Total			\$ -	\$ -	\$ 1,148,000	\$ 795,500
Whisnant Center	Building Access & Accessibility	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	\$ -	\$ -	\$ -	\$ 90,000
		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
Whisnant Center Total			\$ -	\$ -	\$ 245,000	\$ 4,496,200
Grand Total			\$ 4,104,500	\$ 4,104,500	\$ 18,167,080	\$ 36,863,626
Fund Balance (MedMax)			\$ (1,104,500)	\$ (1,104,500)	\$ (480,200)	\$ (741,300)
Net County Funds			\$ 3,000,000	\$ 3,000,000	\$ 17,686,880	\$ 36,122,326



Five Year Technology Plan

Department	Item	Description	FY 2019 Recomm	FY 2019 Adopted	FY 2020	FY 2021	FY 2022	FY 2023
County Commissioners	Room Upgrade	Room behind County Commissioners chambers	11,000 11,000	11,000 11,000	-	-	-	-
Internal Audit	Minitab	Data analytics software	1,435 1,435	1,435 1,435	-	-	-	-
Finance	AP Invoice Automation	Accounts Payable Invoice Automation	228,800	228,800	-	-	-	-
	Infor Assessment	Infor Assessment	-	-	150,000	-	-	-
	P-Card Automation	P-Card Automation	21,000	21,000	-	-	-	-
	Conference Room Upgrade	Conference Room Upgrade	15,000	15,000	-	-	-	-
			264,800	264,800	150,000	-	-	-
Information Services	Desktop Refreshes*	County-wide computer replacement	250,000	250,000	250,000	250,000	250,000	250,000
	Laptop Refreshes*	County-wide computer replacement	100,000	100,000	100,000	100,000	100,000	100,000
	Network Switches*		150,000	150,000	150,000	150,000	150,000	150,000
	Servers*	Blade servers to replace physical servers	-	-	50,000	50,000	50,000	50,000
	Data Closet Upgrades*		45,000	45,000	45,000	45,000	45,000	45,000
	Disaster Recovery*	Site as service	60,000	60,000	140,000	140,000	140,000	140,000
	Accela	Upgrade/Replacement Software	350,000	350,000	-	-	-	-
	Wifi	Wifi upgrade county-wide	55,000	55,000	-	-	-	-
	Hyper Converged Appliance	New server system	165,000	165,000	-	-	-	-
		Subtotal	1,175,000	1,175,000	735,000	735,000	735,000	735,000
Tax	Single Flight with Sketch Check	Sketch Check Review	242,310 Subtotal	242,310 242,310	242,310	-	-	-
Facilities	Fiber Connectivity	Fiber Connectivity at Northeast Park	-	-	200,000	-	-	-
	iPads	iPads	5,000	5,000	-	-	-	-
		Subtotal	5,000	5,000	200,000	-	-	-
Security	Security Cameras	Cameras, Network Video Recorders, UPS, monitors	81,600	81,600	15,000	15,000	15,000	15,000
	Proximity Readers/Media	Proximity Readers/Media	-	-	-	8,000	8,000	8,000
	Panic Alarm System	Panic Alarm Upgrade	45,000	45,000	-	-	-	-
	Driver's License/ID Scanner	Drivers Liscence/ ID Scanner for out of town attorneys	2,400	2,400	-	-	-	-
		Subtotal	129,000	129,000	15,000	23,000	23,000	23,000
Public Health	Mobile Printers	Mobile Printers for Environmental Health	20,000 Subtotal	20,000 20,000	-	-	-	-
Social Services	Lobby Management Software	Lobby Management Software	15,000	15,000	-	-	-	-
	Lobby Management Hardware	Lobby Management Hardware	30,000	30,000	-	-	-	-
		Subtotal	45,000	45,000	-	-	-	-
Fleet	iPad	iPad	835 Subtotal	835 835	-	-	-	-

Department	Item	Description	FY 2019 Recomm	FY 2019 Adopted	FY 2020	FY 2021	FY 2022	FY 2023
Cooperative Extension	Phone Paging System	Paging system for Ag Center	-	-	8,000	-	-	-
	Smart Board	Ag Center Conference Room	4,000	4,000	-	-	-	-
			Subtotal	4,000	4,000	8,000	-	-
Law Enforcement	SAN	Storage Replacement	-	-	-	-	180,000	-
	MCT's*	Replace 35 in car computers	117,000	117,000	117,000	117,000	117,000	117,000
	Storage*	For body camera footage	10,000	10,000	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	10,000	10,000
	Replacement laptops	CF 53's Jail Central (75 rugged computers)	10,000	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
			Subtotal	147,000	147,000	157,000	561,500	741,500
							561,500	
Emergency Services	Servers*	Replacement servers	30,000	30,000	12,000	12,000	12,000	12,000
	MCT's*	Replace 13 mobile laptops	60,000	60,000	50,000	50,000	50,000	50,000
	ePCR Tablets*	ePCR Tablets	49,500	49,500	49,500	50,000	50,000	50,000
	Mobile Gateways	Replace 25 in-ambulance transmitters	30,000	30,000	15,000	30,000	30,000	30,000
			Subtotal	169,500	169,500	126,500	142,000	142,000
Animal Services	MCT's	Replace mobile laptops for animal control officers	15,000	15,000	15,000	15,000	15,000	-
			Subtotal	15,000	15,000	15,000	15,000	15,000
Total Expense			2,229,880	2,229,880	1,648,810	1,476,500	1,656,500	1,461,500
LESS: Reimbursement revenues:	Social Services	(10,000)	(10,000)	-				
	Animal Control	(8,400)	(8,400)	(8,400)				
	ROD contribution to Sketch Check	(75,000)	(75,000)	(75,000)				
	Net County Funds	2,136,480	2,136,480	1,565,410				

*Denotes annually reoccurring items.

Vehicle Purchases: FY 2018-19 Adopted Budget

Type	Assigned	Vehicle Type	Count	Cost
Fleet Operations				
Replace	Facilities	Van	1	\$ 30,000
Replace	Facilities	Van	1	\$ 26,590
Replace	Facilities	SUV	1	\$ 30,000
Replace	Facilities	Truck	1	\$ 30,000
Replace	Facilities	Van	1	\$ 30,000
Replace	Facilities	Van	1	\$ 30,000
New	HP Motor Pool	Sedan	5	\$ 95,000
New	Maple St. Motor Pool	Sedan	3	\$ 57,000
Replace	Parks & Recreation	Truck	1	\$ 28,000
Replace	Parks & Recreation	Truck	1	\$ 50,000
Replace	Parks & Recreation	Truck	1	\$ 28,000
Replace	Parks & Recreation	Truck	1	\$ 23,000
Replace	Planning	SUV	1	\$ 29,000
Replace	Planning	Truck	1	\$ 29,000
Replace	Public Health	Sedan	1	\$ 19,000
Replace	Public Health	SUV	1	\$ 19,000
Replace	Public Health	Truck	1	\$ 28,000
Replace	Public Health	Van	1	\$ 30,000
Replace	Public Health	SUV	1	\$ 19,000
Replace	Social Services	Van	1	\$ 24,000
Total	Fleet Operations		26	\$ 654,590
Fleet Operations (Other-Maintenance & Fuel Management Only)				
Replace	Animal Control	Truck	1	\$ 30,000
New	Transportation	Bus	7	\$ 420,000
Total	Fleet Operations (Other)		8	\$ 450,000
Emergency Services				
Replace	Emergency Services	Ambulance	1	\$ 234,000
Replace	Emergency Services	Ambulance	1	\$ 234,000
Replace	Emergency Services	Ambulance	1	\$ 234,000
Replace	Emergency Services	Ambulance	1	\$ 234,000
Replace	Emergency Services	SUV	1	\$ 50,000
Replace	Emergency Services	SUV	1	\$ 50,000
Replace	Emergency Services	SUV	1	\$ 50,000
Total	Emergency Services		7	\$ 1,086,000
Law Enforcement				
Replace	Law Enforcement	LE Vehicle	39	\$ 1,355,000
Total	Law Enforcement		39	\$ 1,355,000
TOTAL			80	\$ 3,545,590



CAPITAL INVESTMENT

Guilford County's capital investment program is comprised of two parts: the Capital Investment Plan and the County's current capital projects. Together these represent the county's long-term investment in its facilities and infrastructure, including schools, and other major assets.

The **Capital Investment Plan (CIP)** is a ten-year plan for the funding of major purchases, construction and renovation projects, and land acquisitions. It is only a planning process, not a funding or project authorization process, and is intended to accomplish the following:

- Identify all capital needs anticipated for ten years
- Plan, schedule, and implement capital projects
- Develop revenue plans and policies for funding planned projects
- To estimate the impact of capital projects on the operating budget
- To inform the public about proposed investments

Generally, projects included in the CIP are expected to cost at least \$100,000, have an expected life of at least 10 years, and are expected to take more than one year to complete. Other projects may be included in the CIP if they represent a substantial investment of public funds. Typical CIP projects include the construction of emergency medical services bases, schools, and parks.

Other large expenditures such as the replacement of roofs or the acquisition of software or other technology items are not usually included in the CIP unless they represent a substantial investment of funds and are implemented over an extended time period. Although these expenditures may be significant, most do not meet the capital project requirements and are more appropriately accounted for in the operating budget. Because an accurate assessment of these types of expenditures over a multi-year period is necessary for prudent fiscal planning, the county conducts separate planning processes for major facility, equipment, and technology needs.

The CIP presents project cost and cash flow estimates for a rolling 10-year period. As the plan moves forward each year, one year of data is removed and another year is added. Expense and revenue estimates for previously included projects are also adjusted based on the latest information available at the time the plan is updated. Finally, projects completed or cancelled in the prior fiscal year are removed from the plan.

DEVELOPING THE CAPITAL PLAN

The County's capital planning process begins each fall with the submission of project requests by departments. Budget Department staff receive requests and work with departments to prepare expense and revenue estimates. Once all requests are received, they are reviewed and prioritized based on multiple factors including:

- Adherence to county or department goals and objectives
- Urgency of need

- Scope of service
- Community priority and impact
- Financial feasibility

The Budget Department then makes a recommendation to the County Manager on projects to be included in the final CIP. A proposed CIP is presented to the Board of Commissioners at their annual retreat in February for initial approval. The initial CIP is refined and projects to be funded in the new fiscal year are selected by the Board during the budget process. Actual project ordinances are generally adopted early by the Board in the new fiscal year.

IMPLEMENTING THE CAPITAL INVESTMENT PLAN

A **capital project ordinance** must be approved by the Board of Commissioners to initiate each capital project. While the CIP includes descriptions of each project, as well as financial data regarding planned expenditures and revenues, it does not authorize projects or appropriate funds for them.

A project ordinance establishes the complete budget for a capital project including revenue sources and total expenditures. Unlike the County's annual operating budget, the ordinances are authorized for the life of the project and do not need to be re-approved each year though they can be amended by the Board if a project later exceeds the initial budget estimate or is completed under-budget.

FUNDING THE CAPITAL INVESTMENT PLAN

Capital Improvement Projects are funded through a combination of annual cash transfers from the General Fund to the County Building Construction and, when appropriate, debt financing in the form of General Obligation bonds or capital debt loans. Because the CIP is a plan and not a project authorization or funding process, there are projects in the plan that are not yet fully funded.

Projects that require Board action, either to initiate or to adjust project budgets for new or additional phases, are considered "planned" projects. Projects already approved by the Board of Commissioners through the establishment of a capital project ordinance (i.e., the action that officially initiates and budgets for a particular project) are considered "active" projects.

IMPACT OF CAPITAL INVESTMENT ON THE ANNUAL OPERATING BUDGET

In addition to planning for the construction of new projects, the County must also plan for new operating expenses related to new facilities proposed in the CIP. A new Emergency Medical Services base, for instance, will require additional expenses beyond those used to construct the facility. Additional personnel, equipment, and facility expenses will be required to operate the new base. These anticipated expenses are included on the CIP project pages and are incorporated into the County's annual operating budget planning process where the Board has initiated/approved related projects.

PLANNED CAPITAL PROJECTS

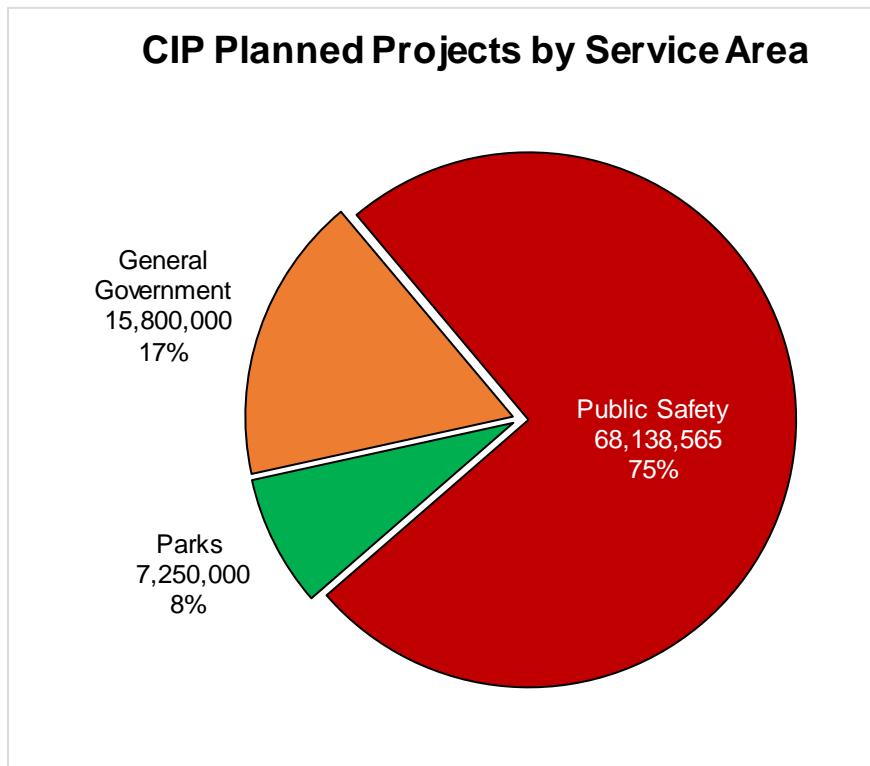
The Guilford County Capital Investment Plan (CIP) for FY 2019-2028 totals \$91.2 million. The CIP includes planned expenditure and revenue flows over these 10 years for proposed capital projects and/or major project phases through 2028.

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.

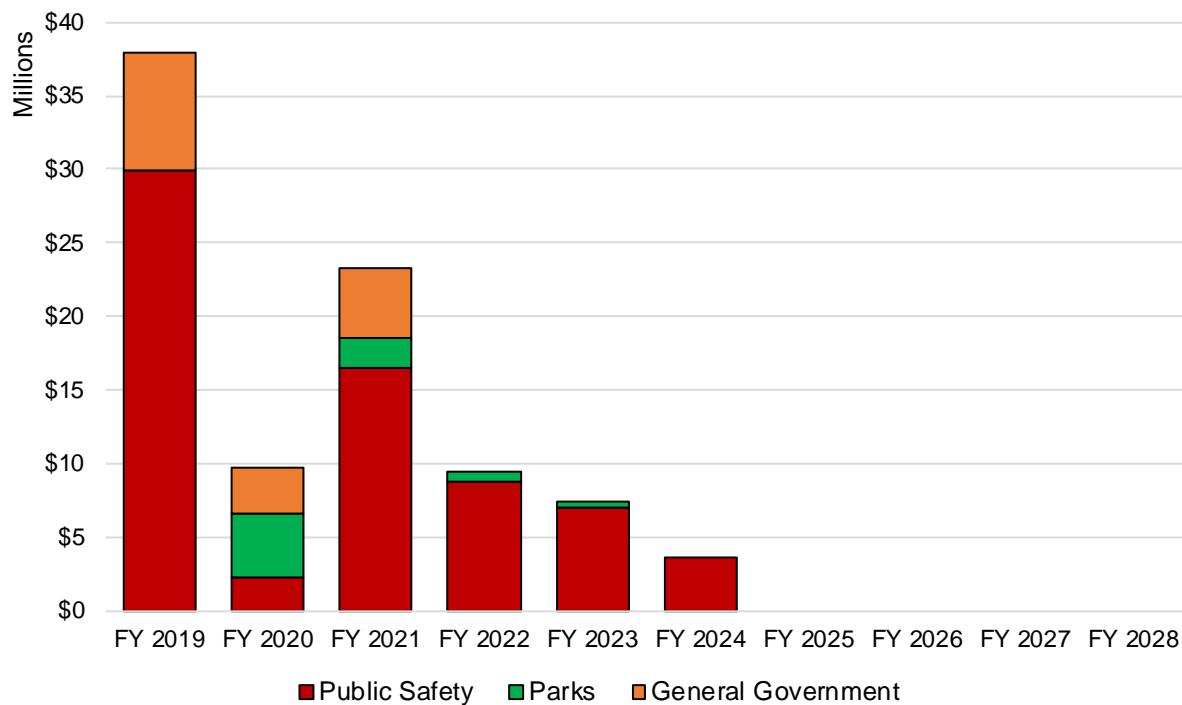
All projects already approved by the Board of Commissioners through the establishment of a capital project ordinance are considered “**current**” projects and are listed separately.

PLANNED EXPENDITURES

Public Safety projects make up about 75% of total planned capital projects over the next 10 years. General Government and Parks projects make up the remaining projects.



CIP Planned Projects by Service Area



Detailed information about each planned project is included on the project pages following this summary.

PLANNED REVENUES

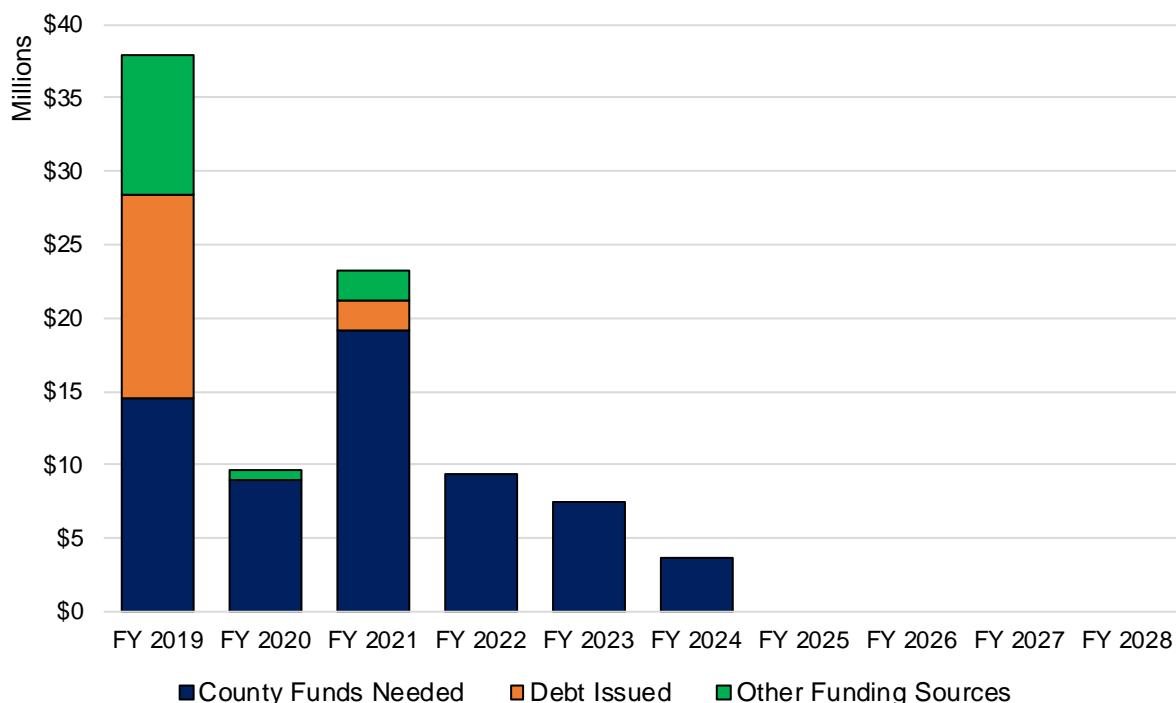
The planned CIP is funded by three sources of revenues: future debt; local funds, including appropriated fund balance and transfers from the general fund; and miscellaneous revenues (includes Animal Shelter Construction fund donations, potential Greensboro contributions for Bryan Park, and potential federal/state parks grant funding).

In July 2016, the Board of Commissioners voted to use 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. An increase in General Fund debt services budgets of \$1.6 million in FY 2018 and an additional \$1 million in 2019 are required for repayment of the debt based on a 20 year pay-back schedule.

Project	Total Budget	2/3rds Bonds Issued	2/3rds Bonds Planned	2/3rds Bond Premiums	Other Funding & Transfers	Total Planned Funding	Funding Needed
Animal Shelter Replacement	12,300,000	9,595,000		1,450,108	1,253,327	12,298,435	1,565
Emergency Services							
Phase I - Maintenance & Logistics	11,000,000	5,600,000	2,347,000	-	3,053,000	11,000,000	-
Phases II & III - Administration & EOC	9,000,000	-	-	-	-	-	9,000,000
Old Courthouse Renovation	3,500,000	3,500,000	-	-	-	3,500,000	-
Law Enforcement Administration Center	14,000,000	8,500,000	5,500,000	-	-	14,000,000	-
Total Funding	49,800,000	27,195,000	7,847,000	1,450,108	4,306,327	40,798,435	9,001,565

Local funds take the form of transfers from the general fund, usually on an annual basis. In FY 2018, the general fund transfer was \$2.0 million and will remain the same for FY 2019. Over the ten-year CIP, this transfer will contribute \$20 million of the \$66.1 million in county funds needed over the life of the plan for planned projects from 2019 to 2028. **A substantial increase in the county's capital contribution will be needed to complete the planned projects without additional debt financing.** Any funds transferred into the capital fund but not immediately used remain there in the form of capital fund balance and can be used on later projects.

Sources of Funds



Sources of Funds

Source	FY 2019 (Budget Year)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024-28	All Years Total
County Funds Needed	14,570,441	8,950,000	19,215,000	9,400,000	7,400,000	3,600,000	63,135,441
Debt Issued	13,775,000	-	2,000,000	-	-	-	15,775,000
Other Funding Sources	9,528,124	750,000	2,000,000	-	-	-	12,278,124
Total	37,873,565	9,700,000	23,215,000	9,400,000		3,600,000	83,788,565

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 just over \$30 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.

POTENTIAL EDUCATION PROJECTS

Although no formal request has been made to the Board of Commissioners, the Board of Trustees of Guilford Technical Community College (GTCC) is considering future capital projects totaling \$162 million. These projects are included in GTCC's latest Facility Master Plan and include new classroom buildings, parking decks, student center renovations, energy plants, and land acquisitions for future growth.

In addition, the Board of Education's most recent State Facility Needs Survey included \$905 million of potential facility renovation and construction needs. At the time the county's CIP was prepared, the Board of Education had made no formal request to the Board of Commissioners for additional major capital funding related to the needs survey.

Potential future projects for GTCC and the Guilford County Schools are not included in the project pages following this summary. Possible project amounts are included as notes on the County Building Construction Fund spreadsheet to provide a general sense of projects that may be presented to the county at some point in the future.

County Building Construction Fund - DRAFT Projects
Ten-Year Estimate of Projects and Available Funds

= Board has appropriated these funds

June 2018

	Estimated Total	Prior Yr Funds	FY 2018	FY 2019 (Budget Year)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024 - 2028	All Years Total
PUBLIC SAFETY										
EMS Bases (will co-locate with municipalities where possible)										
Burlington/Flemington Rds - share w/GSO Fire	\$ 511,248	\$ -	\$ 511,248	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 511,248
NE GSO - Gatewood & Wendover - share w/GSO Fire	\$ 1,100,000	\$ -	\$ -	\$ 100,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,100,000
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	\$ -	\$ -	\$ -	\$ 50,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 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	\$ 11,000,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
Public building bond funds		\$ 1,553,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,553,000
Appropriated Fund Balance		\$ -	\$ 500,000	\$ 5,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,600,000
2/3rds Bonds - Issued		\$ -	\$ -	\$ 2,347,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,347,000
2/3rds Bonds - PLANNED										
EMS Other Phases - Administration & Emergency Operations	\$ 9,000,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000	\$ 4,000,000	\$ -	\$ -	\$ 9,000,000
Animal Shelter Replacement	\$ 12,300,000	\$ 131,109	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 131,109
Appropriated - Fund Balance & AS Bldg Funds)		\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000
Move from High Point Parking Project (pending)		\$ 722,218	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 722,218
Move from Belmeade Project (pending)										
2/3rds Bonds - Issued		\$ 8,870,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,870,000
Bond Premiums		\$ 1,450,108	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,450,108
2/3rd Bonds - Issued - originally for Old Courthouse Renovation		\$ -	\$ 725,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 725,000
Additional funds needed		\$ -	\$ -	\$ 1,565	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,565
Law Enforcement	\$ 14,000,000	\$ -	\$ 550,000	\$ 7,950,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,500,000
Administration Facility - 2/3rds Bonds - Issued		\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
2/3rds Bonds - PLANNED - Administration Facility		\$ -	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000
2/3rds Bonds - PLANNED - Probation / Parole Relocation		\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000
2/3rds Bonds - PLANNED - Juvenile Justice Relocation		\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000
2/3rds Bonds - PLANNED - Surface Parking		\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
2/3rds Bonds - PLANNED - Zenke Demolition		\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Juvenile Detention Expansion	\$ 9,500,000	\$ -	\$ 50,000	\$ 7,450,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,500,000
32 beds		\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000
+ 16 beds										
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	\$ -	\$ -	\$ -	\$ -	\$ 9,600,000	\$ -	\$ -	\$ -	\$ 9,600,000
	\$ 84,376,248	\$ 4,306,327	\$ 11,931,356	\$ 29,923,565	\$ 2,300,000	\$ 16,515,000	\$ 8,800,000	\$ 7,000,000	\$ 3,600,000	\$ 84,376,248
PARKS										
Bryan Park - Phase 1	\$ 1,500,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Appropriated		\$ -	\$ -	\$ -	\$ 1,400,000	\$ -	\$ -	\$ -	\$ -	\$ 1,400,000
Additional funds needed										

County Building Construction Fund - DRAFT Projects
Ten-Year Estimate of Projects and Available Funds

= Board has appropriated these funds

June 2018

	Estimated Total	Prior Yr Funds	FY 2018	FY 2019 (Budget Year)		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024 - 2028	All Years Total
Hagan-Stone Park Master Plan	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,600,000	\$ 600,000	\$ 100,000	\$ 200,000	\$ -	\$ 2,500,000
Bur-Mil Park - Master Plan Clubhouse Renovations	\$ 5,283,000	\$ -	\$ 783,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 200,000	\$ -	\$ 783,000
Appropriated - HVAC		\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,700,000
Appropriated - General Renovations		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Park Improvements		\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
Needed - Golf Shop Renovations		\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Needed - Pool - Concrete & Slide		\$ -	\$ -	\$ -	\$ -	\$ 900,000	\$ -	\$ -	\$ -	\$ -	\$ 900,000
Needed - Tennis Courts		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Additional general improvements		\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
	\$ 9,283,000	\$ 1,383,000	\$ 650,000	\$ -	\$ 4,250,000	\$ 2,000,000	\$ 600,000	\$ 400,000	\$ -	\$ -	\$ 9,283,000
GENERAL GOVERNMENT											
High Point HVAC Central Plant and Building Automation	\$ 3,350,000	\$ 1,350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Appropriated		\$ -	\$ 100,000	\$ 1,900,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,350,000
Additional funds needed		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000
Parking Decks:											
High Point (FB)	\$ 2,667,000	\$ 2,667,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,667,000
Move to Animal Shelter project (pending)	\$ (400,000)	\$ (400,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (400,000)
Independence Center Greensboro (FB)	\$ 600,000	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600,000
Old Courthouse	\$ 3,500,000	\$ 3,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,500,000
2/3rds Bonds											
New County Courthouse HVAC	\$ 2,150,000	\$ 1,150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,150,000
Appropriated (FB)		\$ -	\$ 100,000	\$ 900,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
Additional funds needed		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Greensboro Plaza/Parking Garage	\$ 5,000,000	\$ -	\$ -	\$ -	\$ 300,000	\$ 4,700,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000
Elections - Replacement Voting System	\$ 8,000,000	\$ -	\$ -	\$ 5,150,000	\$ 2,850,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000,000
	\$ 24,867,000	\$ 8,867,000	\$ 200,000	\$ 7,950,000	\$ 3,150,000	\$ 4,700,000	\$ -	\$ -	\$ -	\$ -	\$ 24,867,000
TOTAL PROJECT NEEDS	\$ 118,526,248	\$ 14,556,327	\$ 12,781,356	\$ 37,873,565	\$ 9,700,000	\$ 23,215,000	\$ 9,400,000	\$ 7,400,000	\$ 3,600,000	\$ 118,526,248	

County Building Construction Fund - DRAFT Projects
Ten-Year Estimate of Projects and Available Funds

= Board has appropriated these funds

June 2018

	Estimated Total	Prior Yr Funds	FY 2018	FY 2019 (Budget Year)		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024 - 2028	All Years Total
PROJECT FUNDING											
Beginning Fund Balance (Estimated)			\$ 7,102,602	\$ 7,812,380	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,102,602
Plus:											
Transfer from General Fund			\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 10,000,000	\$ 22,000,000
Bonds - 2/3rds - Issued		\$ 3,500,000	\$ 9,920,000	\$ 13,775,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 27,195,000
Bonds - 2/3rds - Planned			\$ -	\$ 6,597,000	\$ 1,250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,847,000
Bond Premiums		\$ -	\$ 1,450,108	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,450,108
Available in Other Projects (HP Parking Deck & Bellemeade to AS)		\$ 1,122,218	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,122,218
City of Greensboro - Bryan Park - Phase 1 - Possible		\$ -	\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000
Property Sales			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Animal Shelter Building Funds		\$ 31,109	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,109
State Juvenile Detention Reimbursement		\$ -	\$ 50,000	\$ 9,450,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,500,000
Interest Earnings		\$ -	\$ 71,026	\$ 78,124	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 149,150
VFD revenues for radios		\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000
Bond Funds from Prior Years		\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
Appropriated Fund Balance		\$ 8,403,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,403,000
Sub-total		\$ 14,556,327	\$ 13,491,134	\$ 31,900,124	\$ 4,000,000	\$ 4,000,000	\$ 2,000,000	\$ 2,000,000	\$ 10,000,000	\$ 81,947,585	
Available Funds		\$ 14,556,327	\$ 20,593,736	\$ 39,712,504	\$ 4,000,000	\$ 4,000,000	\$ 2,000,000	\$ 2,000,000	\$ 10,000,000	\$ 89,050,187	
AVAILABLE FUNDS OVER/(UNDER) PROJECT COSTS		\$ -	\$ 7,812,380	\$ 1,838,939	\$ (5,700,000)	\$ (19,215,000)	\$ (7,400,000)	\$ (5,400,000)	\$ 6,400,000	\$ (29,476,061)	



**Guilford County, North Carolina
CIP**

500-100922-HP Justice Complex HVAC Sys

REQUEST NAME

High Point HVAC Central Plan & Bldg Automation

REQUEST CODE

CIP-500-100922-19-4549

REQUEST TYPE

CIP

Start Date

7/1/2018

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 will be used for Phase I including replacing the HVAC plant, controls, and to complete minor repairs in duct work. Phase II work will include replacing remaining HVAC equipment and completion of integration of controls into the County's master control system.

Project Funding: Project to be funded 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

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
Construction Work in Progress	1,800,000	0	0	0	0	0	1,800,000
PROFESSIONAL SERVICE	100,000	0	0	0	0	0	100,000
Total	1,900,000	0	0	0	0	0	1,900,000

Funding Sources

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
County Funds Needed	1,900,000	0	0	0	0	0	1,900,000
Total	1,900,000	0	0	0	0	0	1,900,000

Guilford County, North Carolina
CIP

500-300225-EMS Maintenance/Logistics & Replacement EOC

REQUEST NAME

EMS Maintenance/Logistics, Admin & EOC Facility

REQUEST CODE

CIP-500-300225-19-4546

REQUEST TYPE

CIP

Start Date

7/1/2018

PROJECT DESCRIPTION / NECESSITY

Original Project Description: **PHASE 1:** Purchase, renovation, or construction of a new, multi-purpose building to house the Emergency Medical Services' (EMS) fleet maintenance, logistics, and support facility. The existing EMS fleet maintenance building, purchased in the early 1970's, is not large enough to accommodate the current EMS fleet and would be sold. This new joint-use facility would provide adequate space for garage facilities, as well as coordination with medical logistics and deployment of ambulances throughout the day and night. Approximate cost of Phase 1 is \$10.6 million. **PHASE 2:** Since this facility will be the primary location for deployment of all EMS resources, the majority of the administrative and training functions within EMS 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 \$5 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 \$4 million.

Funding Source(s): **PHASE 1:** The Board of Commisioners has appropriated \$3,384,325 in bond funds (\$1,500,000) and capital fund balance (\$1,884,325) toward the total estimated Phase 1 cost of \$10.6 million. Additional funding will come from proceeds from the sale of 2/3rds bonds.. **PHASES 2-3:** No funds have been appropriated for Phase 2 and 3. An additional \$9 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 2018-19 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

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
Construction Work in Progress	6,847,000	0	5,000,000	4,000,000	0	0	15,847,000
PROFESSIONAL SERVICE	600,000	0	0	0	0	0	600,000
Total	7,447,000	0	5,000,000	4,000,000	0	0	16,447,000

Funding Sources

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
County Funds Needed	0	0	5,000,000	4,000,000	0	0	9,000,000
GO Bonds - Sold	5,100,000	0	0	0	0	0	5,100,000
GO Bonds - To be Sold	2,347,000	0	0	0	0	0	2,347,000
Total	7,447,000	0	5,000,000	4,000,000	0	0	16,447,000

Operating Budget

Expenses	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
O & M Ongoing	-48,809	-54,134	-23,985	-53,985	-53,986	-159,590	-394,489
Total	-48,809	-54,134	-23,985	-53,985	-53,986	-159,590	-394,489

**Guilford County, North Carolina
CIP**

500-300310-County Animal Shelter Replcmnt

REQUEST NAME

County Animal Shelter Replacement - Additional

REQUEST CODE

CIP-500-300310-19-4538

REQUEST TYPE

CIP

Start Date

7/1/2018

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 County Building Construction Fund balance as well as transfers from other capital projects anticipated to have remaining funds at completion.

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 may help offset the increase.

Capital Items

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
Construction Work in Progress	726,565	0	0	0	0	0	726,565
Total	726,565	0	0	0	0	0	726,565

Funding Sources

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
County Funds Needed	1,565	0	0	0	0	0	1,565
GO Bonds - Sold	725,000	0	0	0	0	0	725,000
Total	726,565	0	0	0	0	0	726,565

**Guilford County, North Carolina
CIP**

500-520611-Bryan Park Expansion

REQUEST NAME

Bryan Park Expansion (Phase I) - Addit'l

REQUEST CODE

CIP-500-520611-19-4540

REQUEST TYPE

CIP

Start Date

7/1/2018

PROJECT DESCRIPTION / NECESSITY

Project Description: Phase 1 of the Bryan Park master plan includes athletic fields, a campground, and unpaved multi-use plans as well as other recreation facilities. Additional phases of the master plan will be added to this project as funds are available.

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

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
Construction Work in Progress	0	1,400,000	0	0	0	0	1,400,000
Total	0	1,400,000	0	0	0	0	1,400,000

Funding Sources

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
County Funds Needed	0	650,000	0	0	0	0	650,000
Joint Project Refund-Greensboro	0	750,000	0	0	0	0	750,000
Total	0	1,400,000	0	0	0	0	1,400,000

**Guilford County, North Carolina
CIP**

500-520615-Bur Mil Park Improvements

REQUEST NAME

Bur-Mil Park Improvements - Addition

REQUEST CODE

CIP-500-520615-19-4529

REQUEST TYPE

CIP

Start Date

7/1/2018

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.

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

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
Construction Work in Progress	0	750,000	900,000	0	0	0	1,650,000
Total	0	750,000	900,000	0	0	0	1,650,000

Funding Sources

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
County Funds Needed	0	750,000	900,000	0	0	0	1,650,000
Total	0	750,000	900,000	0	0	0	1,650,000

**Guilford County, North Carolina
CIP**

500-520616-Bur Mil Park Clubhouse Renov

REQUEST NAME

Bur-Mil Park Clubhouse Renovations - Addition

REQUEST CODE

CIP-500-520616-19-4539

REQUEST TYPE

CIP

Start Date

7/1/2018

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.

FY 2017-18 funding will be used for Phase II of the interior renovations and other facility needs and FY 2019-20 & FY 2020-21 funding will be used for Phase III to 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. Funding expected to come from the County Building Construction Fund.

Operating Impacts: No major changes to operations are anticipated.

Capital Items

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
Construction Work in Progress	0	500,000	500,000	500,000	200,000	0	1,700,000
Total	0	500,000	500,000	500,000	200,000	0	1,700,000

Funding Sources

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
County Funds Needed	0	500,000	500,000	500,000	200,000	0	1,700,000
Total	0	500,000	500,000	500,000	200,000	0	1,700,000

**Guilford County, North Carolina
CIP**

500-999-New County Building Construction Fund Projects

REQUEST NAME

Greensboro Plaza / Parking Garage

REQUEST CODE

CIP-500-999-19-4548

REQUEST TYPE

CIP

Start Date

7/1/2018

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

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
Construction Work in Progress	0	0	4,700,000	0	0	0	4,700,000
PROFESSIONAL SERVICE	0	300,000	0	0	0	0	300,000
Total	0	300,000	4,700,000	0	0	0	5,000,000

Funding Sources

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
County Funds Needed	0	300,000	4,700,000	0	0	0	5,000,000
Total	0	300,000	4,700,000	0	0	0	5,000,000

**Guilford County, North Carolina
CIP**

500-999001-Replacement Voting System

REQUEST NAME

Replacement Voting System

REQUEST CODE

CIP-500-999001-19-4537

REQUEST TYPE

CIP

Start Date

7/1/2018

PROJECT DESCRIPTION / NECESSITY

Project Description: Purchase of a new voting system. In 2013, the General Assembly passed H584, which will de-certify the current iVotronic voting machines currently in use in Guilford County on September 1, 2019 (NCGS 163-165.7). The voting system described here 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.

Capital Items

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
Small Office Furn & Equip	5,150,000	2,850,000	0	0	0	0	8,000,000
Total	5,150,000	2,850,000	0	0	0	0	8,000,000

Funding Sources

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
Appropriated Fund Balance	5,150,000	2,850,000	0	0	0	0	8,000,000
Total	5,150,000	2,850,000	0	0	0	0	8,000,000

Operating Budget

Expenses	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
O & M Ongoing	272,400	112,500	93,000	54,000	54,000	216,000	801,900
Total	272,400	112,500	93,000	54,000	54,000	216,000	801,900

**Guilford County, North Carolina
CIP**

500-999100-Greensboro Courthouse HVAC

REQUEST NAME

Greensboro Courthouse HVAC

REQUEST CODE

CIP-500-999100-19-4541

REQUEST TYPE

CIP

Start Date

7/1/2018

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 cost of \$1,000,000 with initial design planned for FY 2017-18 for \$100,000 and construction planned for FY 2018-19 for \$900,000.

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 expected to come from the County Building Construction Fund Balance as well.

Capital Items

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
Construction Work in Progress	900,000	0	0	0	0	0	900,000
Total	900,000	0	0	0	0	0	900,000

Funding Sources

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
County Funds Needed	900,000	0	0	0	0	0	900,000
Total	900,000	0	0	0	0	0	900,000

**Guilford County, North Carolina
CIP**

500-999975-Hagan-Stone Park Improvements

REQUEST NAME

Hagan-Stone Park Improvements

REQUEST CODE

CIP-500-999975-19-4545

REQUEST TYPE

CIP

Start Date

7/1/2018

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.

FY 2019-20 funding will address repairs to the main asphalt road in the park. Additional work will include renovations of existing facilities and the construction of an event center.

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

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
Construction Work in Progress	0	1,600,000	600,000	100,000	200,000	0	2,500,000
Total	0	1,600,000	600,000	100,000	200,000	0	2,500,000

Funding Sources

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
County Funds Needed	0	1,600,000	600,000	100,000	200,000	0	2,500,000
Total	0	1,600,000	600,000	100,000	200,000	0	2,500,000

**Guilford County, North Carolina
CIP**

500-999979-EMS Base - South High Point

REQUEST NAME

EMS Base - South High Point

REQUEST CODE

CIP-500-999979-19-4535

REQUEST TYPE

CIP

Start Date

7/1/2018

PROJECT DESCRIPTION / NECESSITY



Project Description: There currently is no ES facility in the area of the 29-70/S. Main Street Area of High Point that will accommodate EMS. This facility is needed for response into south High Point.

Funding Source(s): No funding appropriated yet for this project. Funding expected to come from the County Building Construction Fund.

Operating Impacts: It is estimated that an additional staff of 5.00 EMTs and 5.00 Paramedics plus funding for utilities are needed to operate this new EMS facility, beginning in FY 2022-23.

Capital Items

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
Land	0	0	915,000	0	0	0	915,000
PROFESSIONAL SERVICE	0	0	0	700,000	0	0	700,000
Major Furniture & Equipment	0	0	0	300,000	0	0	300,000
Construction Work in Progress	0	0	0	2,300,000	0	0	2,300,000
Total	0	0	915,000	3,300,000	0	0	4,215,000

Funding Sources

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
County Funds Needed	0	0	915,000	3,300,000	0	0	4,215,000
Total	0	0	915,000	3,300,000	0	0	4,215,000

Operating Budget

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
Expenses							
O & M Ongoing	0	0	0	20,000	20,000	80,000	120,000
Total	0	0	0	20,000	20,000	80,000	120,000

**Guilford County, North Carolina
CIP**

500-999980-EMS Base - NC 150 / Church Street

REQUEST NAME

EMS Base - NC 150 / Church Street

REQUEST CODE

CIP-500-999980-19-4536

REQUEST TYPE

CIP

Start Date

7/1/2018

PROJECT DESCRIPTION / NECESSITY



Project Description: There currently is no ES facility in the area of the NC 150 and Church St. area that will accommodate EMS. This facility is needed for response into the areas of Summerfield, Gethsemane, and Brown Summit. This area continues to have residential development.

Funding Source(s): No funding appropriated yet for this project. Funding expected to come from the County Building Construction Fund.

Operating Impacts: It is estimated that an additional staff of 5.00 EMTs and 5.00 Paramedics plus funding for utilities are needed to operate this new EMS facility beginning in FY 2023-24.

Capital Items

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	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
Total	0	0	0	0	1,000,000	3,600,000	4,600,000

Funding Sources

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
County Funds Needed	0	0	0	0	1,000,000	3,600,000	4,600,000
Total	0	0	0	0	1,000,000	3,600,000	4,600,000

Operating Budget

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
Expenses							
O & M Ongoing	0	0	0	0	0	80,000	80,000

**Guilford County, North Carolina
CIP**

500-999984-800 MHz TDMA Conversion

REQUEST NAME

800 MHz TDMA Conversion

REQUEST CODE

CIP-500-999984-19-4534

REQUEST TYPE

CIP

Start Date

7/1/2018

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.

Capital Items

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
Construction Work in Progress	0	0	0	0	6,000,000	0	6,000,000
Total	0	0	0	0	6,000,000	0	6,000,000

Funding Sources

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
County Funds Needed	0	0	0	0	6,000,000	0	6,000,000
Total	0	0	0	0	6,000,000	0	6,000,000

Guilford County, North Carolina
CIP

500-999986-800 MHz Subscriber Unit Replacement

REQUEST NAME

800 MHz Subscriber Unit Replacement

REQUEST CODE

CIP-500-999986-19-4533

REQUEST TYPE

CIP

Start Date

7/1/2018

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

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
Major Furniture & Equipment	0	0	9,600,000	0	0	0	9,600,000

**Guilford County, North Carolina
CIP**

Total	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
Funding Sources	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
County Funds Needed	0	0	7,600,000	0	0	0	7,600,000
Miscellaneous	0	0	2,000,000	0	0	0	2,000,000
Total	0	0	9,600,000	0	0	0	9,600,000

**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-500-999988-19-4532

REQUEST TYPE

CIP

Start Date

7/1/2018

PROJECT DESCRIPTION / NECESSITY



Project Description: There currently is no ES facility in the area of the I-73 corridor development area that will accommodate EMS. This facility is needed for response into the areas of Oak Ridge, Stokesdale and Summerfield.

Funding Source(s): No funding appropriated yet for this project. Funding expected to come from the County Building Construction Fund.

Operating Impacts: Includes costs of 10 new paramedic positions to staff the new base 24 hours per day beginning in FY 2021-22, as well as facility operating expenses (e.g., utilities), vehicles (initial purchase and planned replacements), and vehicle maintenance.

Capital Items

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	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
Total	0	0	500,000	1,500,000	0	0	2,000,000

Funding Sources

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
County Funds Needed	0	0	500,000	1,500,000	0	0	2,000,000
Total	0	0	500,000	1,500,000	0	0	2,000,000

Operating Budget

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
Expenses							
O & M Ongoing	0	0	20,000	320,000	20,000	380,000	740,000
Total	0	0	20,000	320,000	20,000	380,000	740,000

**Guilford County, North Carolina
CIP**

500-999990-EMS Base - Northeast Greensboro / Guilford

REQUEST NAME

EMS Base - NE Greensboro (Gatewood & Wendover)

REQUEST CODE

CIP-500-999990-19-4531

REQUEST TYPE

CIP

Start Date

7/1/2018

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.

Capital Items

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
Construction Work in Progress	0	800,000	0	0	0	0	800,000
Major Furniture & Equipment	0	200,000	0	0	0	0	200,000
PROFESSIONAL SERVICE	100,000	0	0	0	0	0	100,000
Total	100,000	1,000,000	0	0	0	0	1,100,000

Funding Sources

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
County Funds Needed	100,000	1,000,000	0	0	0	0	1,100,000
Total	100,000	1,000,000	0	0	0	0	1,100,000

**Guilford County, North Carolina
CIP**

500-999992-Juvenile Detention Expansion

REQUEST NAME

Juvenile Detention Facility Expansion

REQUEST CODE

CIP-500-999992-19-4530

REQUEST TYPE

CIP

Start Date

7/1/2018

PROJECT DESCRIPTION / NECESSITY



Project Description: The General Assembly has passed a bill that raises the age, over a series of years, at which youths are prosecuted as adults from 16 to 18. If passed, juvenile offenders age 16 and 17 would have to be housed at the Juvenile Detention Center rather than in an adult facility. Under recent proposed legislation, the shift would happen over a three year period through 2019. To accommodate this shift, 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.

Planning and design started in FY 2017-18 with construction planned for FY 2018-19 to ensure completion in time for the 2019 deadline set by the General Assembly.

Funding Source(s): No funding appropriated yet for this project. Funding expected to come from the County Building Construction Fund. The level of State participation in the construction of additional space is under discussion and anticipated to be up 100% of the cost. 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

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
Construction Work in Progress	7,450,000	0	0	0	0	0	7,450,000
Major Furniture & Equipment	2,000,000	0	0	0	0	0	2,000,000
Total	9,450,000	0	0	0	0	0	9,450,000

Funding Sources

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
NC Office of Juvenile Justice	9,450,000	0	0	0	0	0	9,450,000
Total	9,450,000	0	0	0	0	0	9,450,000

Operating Budget

Expenses	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
O & M Ongoing	180,000	260,000	320,000	320,000	320,000	1,280,000	2,680,000
Total	180,000	260,000	320,000	320,000	320,000	1,280,000	2,680,000

Guilford County, North Carolina
CIP

Revenue	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
O & M Ongoing	271,251	427,376	693,321	821,101	837,242	811,367	3,861,658
Total	271,251	427,376	693,321	821,101	837,242	811,367	3,861,658
Net	-91,251	-167,376	-373,321	-501,101	-517,242	468,633	-1,181,658

**Guilford County, North Carolina
CIP**

500-999993-Law Enforcement Administration Building & Parking

REQUEST NAME

Law Enforcement Administration Building

REQUEST CODE

CIP-500-999993-19-4542

REQUEST TYPE

CIP

Start Date

7/1/2018

PROJECT DESCRIPTION / NECESSITY

Project Description: Renovation of the "Old Greensboro Jail" to provide a Law Enforcement (LE) Administration Center and better utilize an existing County structure. The new facility will allow include administrative office space while still retaining the public-facing permitting and other functions currently located in the building. This renovation will allow LE to vacate the maintenance-intensive Otto Zenke building, and will provide space better designed for current and future needs of the department. In addition, the County is working with State Juvenile Justice and Probation & Parole staff currently housed in the Edgeworth Building to relocate them to a combination of the Greensboro Courthouse and the renovated Law Enforcement Center.

This project has been identified as high priority by the Board of Commissioners for FY 2018-19.

This project is intended to be completed in combination with the demolition of Otto Zenke.

Funding Source(s): Project has been identified as high priority by the Board of Commissioners. The majority of funding will come from proceeds from the sale of 2/3rds bonds with additional funding expected to come from County Building Construction Fund fund balance. The remaining funding will come from County Building Construction Fund Balance.

Capital Items

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
Construction Work in Progress	11,950,000	0	0	0	0	0	11,950,000
PROFESSIONAL SERVICE	250,000	0	0	0	0	0	250,000
Total	12,200,000	0	0	0	0	0	12,200,000

Funding Sources

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
GO Bonds - Sold	7,950,000	0	0	0	0	0	7,950,000
GO Bonds - To be Sold	4,250,000	0	0	0	0	0	4,250,000
Total	12,200,000	0	0	0	0	0	12,200,000

**Guilford County, North Carolina
CIP**

500-999993-Law Enforcement Administration Building & Parking

REQUEST NAME

Otto Zenke Building Demolition & Surface Parking

REQUEST CODE

CIP-500-999993-19-4543

REQUEST TYPE

CIP

Start Date

7/1/2018

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): No funding appropriated yet for this project. Funding will come from County Building Construction Fund balance.

Operating Impact: Removal of the Otto Zenke building from the County's building inventory is anticipated to allow redistribution of facility maintenance funding to other facilities and improve efficiency of maintenance.

Capital Items

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
Construction Work in Progress	0	1,250,000	0	0	0	0	1,250,000
Total	0	1,250,000	0	0	0	0	1,250,000

Funding Sources

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
GO Bonds - To be Sold	0	1,250,000	0	0	0	0	1,250,000
Total	0	1,250,000	0	0	0	0	1,250,000

**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-500-999999-19-4547

REQUEST TYPE

CIP

Start Date

7/1/2018

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

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
Buildings	0	50,000	500,000	0	0	0	550,000
Total	0	50,000	500,000	0	0	0	550,000

Funding Sources

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2029	Total
County Funds Needed	0	50,000	500,000	0	0	0	550,000
Total	0	50,000	500,000	0	0	0	550,000

CURRENT CAPITAL PROJECTS

Guilford County's current capital projects are those projects that have been approved by the Board of Commissioners through the adoption of a capital project ordinance. Each current project ordinance includes a complete budget including revenue sources and total expenditures. Unlike the County's annual operating budget, the ordinances are authorized for the life of the project and do not need to be re-approved each year though they can be amended by the Board if a project later exceeds the initial budget estimate or is completed under-budget. Current project budgets and balances are as of April 30, 2018.

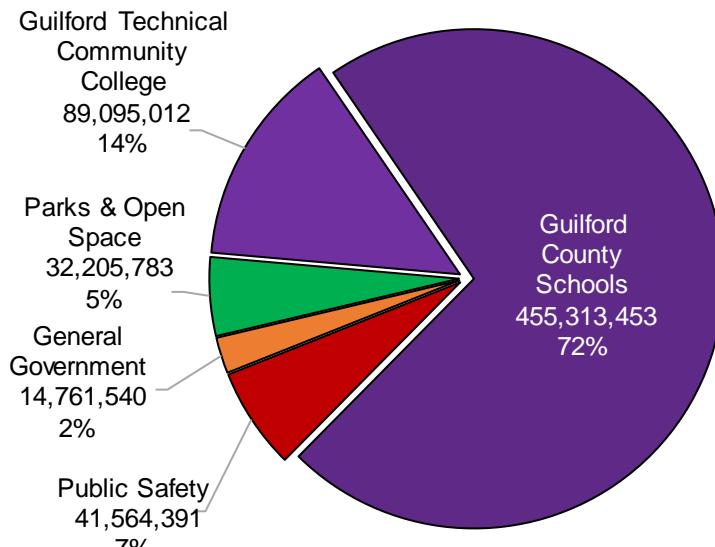
CURRENT EXPENDITURES

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 71% of the total current capital project budgets while the remainder are County projects.

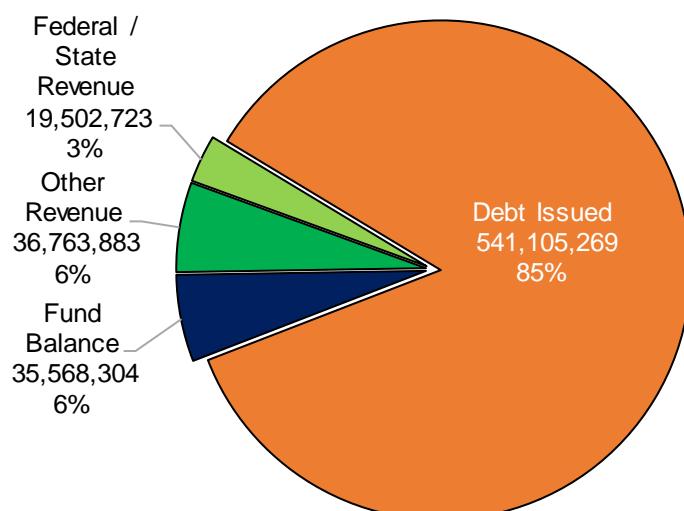
CURRENT REVENUES

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, 2018

Service Area	Project	Account Type	Project Budget	Actual Rev/Exp	Encumbered	Balance
General Government	Bellemeade Center Renovations	Expense	833,114.00	110,895.39		722,218.61
		Revenue	(833,114.00)	(833,114.00)		0.00
	Bellemeade Center Renovations Total		0.00	(722,218.61)		722,218.61
	Governmental Plaza Renovations	Expense	376,000.00	330,775.07		45,224.93
		Revenue	(376,000.00)	(376,000.00)		0.00
	Governmental Plaza Renovations Total		0.00	(45,224.93)		45,224.93
	Greene Street Center	Expense	648,180.00	547,748.33		100,431.67
		Revenue	(648,180.00)	(648,180.00)		0.00
	Greene Street Center Total		0.00	(100,431.67)		100,431.67
	Greensboro Courthouse HVAC Replacement	Expense	1,150,000.00	941,126.71	202,874.25	5,999.04
		Revenue	(1,150,000.00)	(1,150,000.00)		0.00
	Greensboro Courthouse HVAC Replacement Total		0.00	(208,873.29)	202,874.25	5,999.04
	High Point Parking Deck Repairs	Expense	2,667,000.00	1,600,728.94	497,067.12	569,203.94
		Revenue	(2,667,000.00)	(2,667,000.00)		0.00
	High Point Parking Deck Repairs Total		0.00	(1,066,271.06)	497,067.12	569,203.94
	HP Justice Complex HVAC Sys	Expense	1,350,000.00	1,078,175.51	146,383.55	125,440.94
		Revenue	(1,350,000.00)	(1,350,000.00)		0.00
	HP Justice Complex HVAC Sys Total		0.00	(271,824.49)	146,383.55	125,440.94
	Independence Center Parking Deck Repairs	Expense	600,000.00	465,569.99		134,430.01
		Revenue	(600,000.00)	(600,000.00)		0.00
	Independence Center Parking Deck Repairs Total		0.00	(134,430.01)		134,430.01
	Old Courthouse Renovation	Expense	3,500,000.00	1,171,520.19	1,914,411.90	414,067.91
		Revenue	(3,500,000.00)	(3,500,000.00)		0.00
	Old Courthouse Renovation Total		0.00	(2,328,479.81)	1,914,411.90	414,067.91
	Regional Water System Project	Expense	3,637,246.00	154,650.00	20,350.00	3,462,246.00
		Revenue	(3,637,246.00)	(909,311.00)		(2,727,935.00)
	Regional Water System Project Total		0.00	(754,661.00)	20,350.00	734,311.00
General Government Total			0.00	(5,632,414.87)	2,781,086.82	2,851,328.05
Guilford County Schools	Allen Jay Middle School	Expense	13,108,318.00	13,075,448.21		32,869.79
		Revenue	(13,108,318.00)	(13,108,318.00)		0.00
	Allen Jay Middle School Total		0.00	(32,869.79)		32,869.79
	Allen Middle School	Expense	5,426,370.00	5,426,369.58		0.42
		Revenue	(5,426,370.00)	(5,642,208.00)		215,838.00
	Allen Middle School Total		0.00	(215,838.42)		215,838.42
	Archer Elementary	Expense	641,866.00	641,866.00		0.00
		Revenue	(641,866.00)	(655,892.00)		14,026.00
	Archer Elementary Total		0.00	(14,026.00)		14,026.00
	Bluford Elementary School - Renovation	Expense	8,294,462.00	8,078,227.44		216,234.56
		Revenue	(8,294,462.00)	(8,294,462.00)		0.00

Service Area	Project	Account Type	Project Budget	Actual Rev/Exp	Encumbered	Balance
Guilford County Schools	Bluford Elementary School - Renovation Total		0.00	(216,234.56)		216,234.56
	Dudley High - New Traff Pattrn	Expense	750,000.00	699,444.84		50,555.16
		Revenue	(750,000.00)	(750,000.00)		0.00
	Dudley High - New Traff Pattrn Total		0.00	(50,555.16)		50,555.16
	Dudley High School - Athletics	Expense	6,112,863.00	6,094,325.40		18,537.60
		Revenue	(6,112,863.00)	(6,112,863.00)		0.00
	Dudley High School - Athletics Total		0.00	(18,537.60)		18,537.60
	Falknr/Hairstn Autism Wing	Expense	8,323,106.00	8,323,105.20		0.80
		Revenue	(8,323,106.00)	(8,324,690.00)		1,584.00
	Falknr/Hairstn Autism Wing Total		0.00	(1,584.80)		1,584.80
	GCS Capital Maintenance FY 2017	Expense	6,000,000.00	6,000,000.00		0.00
		Revenue	(6,000,000.00)	(6,000,000.00)		0.00
	GCS Capital Maintenance FY 2017 Total		0.00	0.00		0.00
	GCS Capital Maintenance FY 2018	Expense	5,000,000.00	357,614.94		4,642,385.06
		Revenue	(5,000,000.00)	(5,000,000.00)		0.00
	GCS Capital Maintenance FY 2018 Total		0.00	(4,642,385.06)		4,642,385.06
	Guilford Middle School - Repl	Expense	37,279,688.00	31,309,477.56		5,970,210.44
		Revenue	(37,279,688.00)	(37,279,688.00)		0.00
	Guilford Middle School - Repl Total		0.00	(5,970,210.44)		5,970,210.44
	High Point Central - Add/Renov	Expense	21,986,011.00	12,940,603.77		9,045,407.23
		Revenue	(21,986,011.00)	(21,988,038.51)		2,027.51
	High Point Central - Add/Renov Total		0.00	(9,047,434.74)		9,047,434.74
	High Point SCALE Site	Expense	2,945,506.00	2,944,846.19		659.81
		Revenue	(2,945,506.00)	(2,945,010.64)		(495.36)
	High Point SCALE Site Total		0.00	(164.45)		164.45
	High School Tracks	Expense	1,696,137.00	1,696,137.00		0.00
		Revenue	(1,696,137.00)	(1,696,137.00)		0.00
	High School Tracks Total		0.00	0.00		0.00
	Hunter Elementary Sch - Replmt	Expense	19,273,675.00	18,298,290.97		975,384.03
		Revenue	(19,273,675.00)	(19,273,675.00)		0.00
	Hunter Elementary Sch - Replmt Total		0.00	(975,384.03)		975,384.03
	HVAC - FY10 Medicaid Swap	Expense	2,149,670.00	2,124,076.97		25,593.03
		Revenue	(2,149,670.00)	(2,149,671.96)		1.96
	HVAC - FY10 Medicaid Swap Total		0.00	(25,594.99)		25,594.99
	Mobile Classrooms	Expense	1,767,447.00	1,645,597.98		121,849.02
		Revenue	(1,767,447.00)	(1,767,447.00)		0.00
	Mobile Classrooms Total		0.00	(121,849.02)		121,849.02
	North Greensboro Area Elem Sch	Expense	19,125,492.00	19,115,182.36		10,309.64
		Revenue	(19,125,492.00)	(19,125,492.00)		0.00
	North Greensboro Area Elem Sch Total		0.00	(10,309.64)		10,309.64
	Northeast High School	Expense	12,454,899.00	12,340,260.54		114,638.46
		Revenue	(12,454,899.00)	(12,454,899.00)		0.00

Service Area	Project	Account Type	Project Budget	Actual Rev/Exp	Encumbered	Balance
Guilford County Schools	Northeast High School Total		0.00	(114,638.46)		114,638.46
	Northern High School	Expense	53,988,222.00	53,988,198.83		23.17
		Revenue	(53,988,222.00)	(53,988,222.00)		0.00
	Northern High School Total		0.00	(23.17)		23.17
	Northwest HS - New Traff Patrn	Expense	1,156,200.00	568,890.94		587,309.06
		Revenue	(1,156,200.00)	(1,156,200.00)		0.00
	Northwest HS - New Traff Patrn Total		0.00	(587,309.06)		587,309.06
	Northwest HS-Site & Athletics	Expense	4,054,278.00	4,053,369.21		908.79
		Revenue	(4,054,278.00)	(4,054,278.00)		0.00
	Northwest HS-Site & Athletics Total		0.00	(908.79)		908.79
	Northwood Elm Sch - Kitchn Ren	Expense	630,852.00	627,966.53		2,885.47
		Revenue	(630,852.00)	(689,225.00)		58,373.00
	Northwood Elm Sch - Kitchn Ren Total		0.00	(61,258.47)		61,258.47
	Page High School - Athletics	Expense	1,640,192.00	1,635,458.38		4,733.62
		Revenue	(1,640,192.00)	(1,640,192.00)		0.00
	Page High School - Athletics Total		0.00	(4,733.62)		4,733.62
	Page High School-Roofing	Expense	164,135.00	154,773.15		9,361.85
		Revenue	(164,135.00)	(157,113.86)		(7,021.14)
	Page High School-Roofing Total		0.00	(2,340.71)		2,340.71
	Ragsdale High School	Expense	46,479,973.00	46,258,051.18		221,921.82
		Revenue	(46,479,973.00)	(46,479,973.00)		0.00
	Ragsdale High School Total		0.00	(221,921.82)		221,921.82
	Reedy Fork Area Elementary School	Expense	16,347,859.00	16,272,104.20		75,754.80
		Revenue	(16,347,859.00)	(16,347,859.00)		0.00
	Reedy Fork Area Elementary School Total		0.00	(75,754.80)		75,754.80
	Roof R/R Andrews High School	Expense	767,481.00	762,503.99		4,977.01
		Revenue	(767,481.00)	(767,480.66)		(0.34)
	Roof R/R Andrews High School Total		0.00	(4,976.67)		4,976.67
	Roof R/R Erwin Montessori	Expense	68,466.00	68,465.28		0.72
		Revenue	(68,466.00)	(68,465.28)		(0.72)
	Roof R/R Erwin Montessori Total		0.00	0.00		(0.00)
	Roof R/R Pleasant Garden ES	Expense	258,630.00	227,867.55		30,762.45
		Revenue	(258,630.00)	(258,630.00)		0.00
	Roof R/R Pleasant Garden ES Total		0.00	(30,762.45)		30,762.45
	Roofing System-Wide	Expense	4,439,748.00	4,309,609.97		130,138.03
		Revenue	(4,439,748.00)	(4,249,584.36)		(190,163.64)
	Roofing System-Wide Total		0.00	60,025.61		(60,025.61)
	Smith High School Academy	Expense	5,797,246.00	5,774,304.26		22,941.74
		Revenue	(5,797,246.00)	(5,797,246.00)		0.00
	Smith High School Academy Total		0.00	(22,941.74)		22,941.74
	Smith HS - Athletic Renovation	Expense	7,740,690.00	6,690,169.68		1,050,520.32
		Revenue	(7,740,690.00)	(7,450,189.00)		(290,501.00)

Service Area	Project	Account Type	Project Budget	Actual Rev/Exp	Encumbered	Balance
Guilford County Schools	Smith HS - Athletic Renovation Total		0.00	(760,019.32)		760,019.32
	Smith HS - HVAC	Expense	19,878,222.00	19,448,103.70		430,118.30
		Revenue	(19,878,222.00)	(19,869,435.70)		(8,786.30)
	Smith HS - HVAC Total		0.00	(421,332.00)		421,332.00
	Southeast Area Elem School (new)	Expense	19,371,555.00	19,371,554.36		0.64
		Revenue	(19,371,555.00)	(19,372,235.00)		680.00
	Southeast Area Elem School (new) Total		0.00	(680.64)		680.64
	Southeast High School	Expense	32,606,071.00	31,952,702.37		653,368.63
		Revenue	(32,606,071.00)	(32,606,071.00)		0.00
	Southeast High School Total		0.00	(653,368.63)		653,368.63
	Southeast Middle School	Expense	10,778,036.00	10,777,602.21		433.79
		Revenue	(10,778,036.00)	(10,778,036.00)		0.00
	Southeast Middle School Total		0.00	(433.79)		433.79
	Southern HS Stadium Improvmts	Expense	634,480.00	576,805.41		57,674.59
		Revenue	(634,480.00)	(634,480.00)		0.00
	Southern HS Stadium Improvmts Total		0.00	(57,674.59)		57,674.59
	Southwest High School	Expense	19,869,678.00	19,868,570.61		1,107.39
		Revenue	(19,869,678.00)	(19,869,678.00)		0.00
	Southwest High School Total		0.00	(1,107.39)		1,107.39
	Summerfield Elem School	Expense	16,519,420.00	16,500,977.61		18,442.39
		Revenue	(16,519,420.00)	(16,519,420.00)		0.00
	Summerfield Elem School Total		0.00	(18,442.39)		18,442.39
	System-Wide Renovation @ Var Sch Sites	Expense	5,188,619.00	4,942,766.33		245,852.67
		Revenue	(5,188,619.00)	(5,188,618.01)		(0.99)
	System-Wide Renovation @ Var Sch Sites Total		0.00	(245,851.68)		245,851.68
	System-Wide Renovation FY 2012	Expense	4,559,057.00	4,179,795.99		379,261.01
		Revenue	(4,559,057.00)	(4,559,057.00)		0.00
	System-Wide Renovation FY 2012 Total		0.00	(379,261.01)		379,261.01
	System-wide Safety & Security	Expense	1,491,703.00	1,123,757.81		367,945.19
		Revenue	(1,491,703.00)	(1,491,703.00)		0.00
	System-wide Safety & Security Total		0.00	(367,945.19)		367,945.19
	Western HS - Addition/Renovtin	Expense	8,547,130.00	7,173,960.57		1,373,169.43
		Revenue	(8,547,130.00)	(8,547,130.00)		0.00
	Western HS - Addition/Renovtin Total		0.00	(1,373,169.43)		1,373,169.43
Guilford County Schools Total			0.00	(26,689,808.91)		26,689,808.91
Guilford Technical Community College	GTCC - Center for Advanced Manufacturing	Expense	33,434,148.00	31,532,344.59		1,901,803.41
		Revenue	(33,434,148.00)	(33,434,149.28)		1.28
	GTCC - Center for Advanced Manufacturing Total		0.00	(1,901,804.69)		1,901,804.69
	GTCC - Medlin Learning Ctr-HVAC&Renov	Expense	7,826,356.00	5,999,498.83		1,826,857.17
		Revenue	(7,826,356.00)	(7,826,356.00)		0.00
	GTCC - Medlin Learning Ctr-HVAC&Renov Total		0.00	(1,826,857.17)		1,826,857.17

Service Area	Project	Account Type	Project Budget	Actual Rev/Exp	Encumbered	Balance
Guilford Technical Community College	GTCC - Northwest Campus	Expense	44,834,508.00	44,834,508.00		0.00
		Revenue	(44,834,508.00)	(44,834,508.00)		0.00
	GTCC - Northwest Campus Total		0.00	0.00		0.00
	GTCC Capital Maintenance FY2017	Expense	1,500,000.00	507,932.06		992,067.94
		Revenue	(1,500,000.00)	(1,500,000.00)		0.00
	GTCC Capital Maintenance FY2017 Total		0.00	(992,067.94)		992,067.94
	GTCC Capital Maintenance FY2018	Expense	1,500,000.00			1,500,000.00
		Revenue	(1,500,000.00)	(1,500,000.00)		0.00
	GTCC Capital Maintenance FY2018 Total		0.00	(1,500,000.00)		1,500,000.00
Guilford Technical Community College Total			0.00	(6,220,729.80)		6,220,729.80
Parks & Open Space	Atlantic & Yadkin Grnway-Stim	Expense	664,549.00	279,964.14		384,584.86
		Revenue	(664,549.00)	(664,548.10)		(0.90)
	Atlantic & Yadkin Grnway-Stim Total		0.00	(384,583.96)		384,583.96
	Bicentennial Greenway Trail	Expense	197,855.00	197,331.61		523.39
		Revenue	(197,855.00)	(199,831.85)		1,976.85
	Bicentennial Greenway Trail Total		0.00	(2,500.24)		2,500.24
	Bicentennial Greenway Trail - DOT	Expense	1,007,200.00	1,007,200.00		0.00
		Revenue	(1,007,200.00)	(1,007,200.00)		0.00
	Bicentennial Greenway Trail - DOT Total		0.00	0.00		0.00
	Bicentennial Greenway Trail - GSO	Expense	1,340,303.00	1,340,053.53		249.47
		Revenue	(1,340,303.00)	(1,340,302.71)		(0.29)
	Bicentennial Greenway Trail - GSO Total		0.00	(249.18)		249.18
	Bicentennial Greenway Trail - Stimulus	Expense	548,116.00	548,111.76		4.24
		Revenue	(548,116.00)	(548,111.76)		(4.24)
	Bicentennial Greenway Trail - Stimulus Total		0.00	0.00		0.00
	Bicentennial Greenway Trail - STP-DA	Expense	660,000.00	547,322.11		112,677.89
		Revenue	(660,000.00)	(640,100.00)		(19,900.00)
	Bicentennial Greenway Trail - STP-DA Total		0.00	(92,777.89)		92,777.89
	Bryan Park Expansion	Expense	100,000.00	16,440.00		83,560.00
		Revenue	(100,000.00)	(100,000.00)		0.00
	Bryan Park Expansion Total		0.00	(83,560.00)		83,560.00
	Bryan Park Phase I	Expense	100,000.00	31,419.96		68,580.04
		Revenue	(100,000.00)	(100,000.00)		0.00
	Bryan Park Phase I Total		0.00	(68,580.04)		68,580.04
	Bur-Mil Park Clubhouse Renovations	Expense	1,283,000.00	1,134,427.54	137,836.78	10,735.68
		Revenue	(1,283,000.00)	(1,283,000.00)		0.00
	Bur-Mil Park Clubhouse Renovations Total		0.00	(148,572.46)	137,836.78	10,735.68
	Bur-Mil Park Improvements	Expense	3,065,352.00	2,960,656.62	3,200.00	101,495.38
		Revenue	(3,065,352.00)	(3,065,352.00)		0.00
	Bur-Mil Park Improvements Total		0.00	(104,695.38)	3,200.00	101,495.38
	Hagan-Stone Park	Expense	1,384,499.00	1,381,079.73	1,135.00	2,284.27

Service Area	Project	Account Type	Project Budget	Actual Rev/Exp	Encumbered	Balance
Parks & Open Space	Hagan-Stone Park	Revenue	(1,384,499.00)	(1,384,499.88)		0.88
	Hagan-Stone Park Total			0.00	(3,420.15)	1,135.00
	Hagan-Stone Park Swimming Pool	Expense	2,000,000.00	1,972,972.50		27,027.50
		Revenue	(2,000,000.00)	(2,000,000.00)		0.00
	Hagan-Stone Park Swimming Pool Total			0.00	(27,027.50)	27,027.50
	Northeast Park	Expense	9,242,725.00	9,039,207.86		203,517.14
		Revenue	(9,242,725.00)	(9,242,725.00)		0.00
	Northeast Park Total			0.00	(203,517.14)	203,517.14
	Open Space Acquisition	Expense	10,248,246.00	9,662,443.13	160,617.78	425,185.09
		Revenue	(10,248,246.00)	(10,148,246.49)		(99,999.51)
	Open Space Acquisition Total			0.00	(485,803.36)	160,617.78
Trails Development	Trails Development	Expense	363,938.00	91,140.18	26,952.87	245,844.95
		Revenue	(363,938.00)	(363,938.00)		0.00
	Trails Development Total			0.00	(272,797.82)	26,952.87
				0.00	(1,878,085.12)	329,742.43
Parks & Open Space Total				0.00		1,548,342.69
Public Safety	800 MHz Infrastructure Upgrade	Expense	12,044,000.00	8,657,796.53		3,386,203.47
		Revenue	(12,044,000.00)	(12,044,000.00)		0.00
	800 MHz Infrastructure Upgrade Total			0.00	(3,386,203.47)	3,386,203.47
	800 MHz Radio Replacement	Expense	8,274,300.00	7,265,095.61		1,009,204.39
		Revenue	(8,274,300.00)	(7,221,584.02)		(1,052,715.98)
	800 MHz Radio Replacement Total			0.00	43,511.59	(43,511.59)
	County Animal Shelter Replacement	Expense	10,451,217.00	652,488.75	155,600.00	9,643,128.25
		Revenue	(10,451,217.00)	(10,451,216.62)		(0.38)
	County Animal Shelter Replacement Total			0.00	(9,798,727.87)	155,600.00
	EMS Maintenance & Logistics Facility	Expense	3,053,000.00	1,313,712.15	361,861.00	1,377,426.85
Fire Station 63 EMS Co-Location		Revenue	(3,053,000.00)	(3,053,000.00)		0.00
	EMS Maintenance & Logistics Facility Total			0.00	(1,739,287.85)	361,861.00
	Fire Station 63 EMS Co-Location	Expense	511,248.00		503,748.00	7,500.00
		Revenue	(511,248.00)	(511,248.00)		0.00
Fire Station 63 EMS Co-Location Total	Fire Station 63 EMS Co-Location Total			0.00	(511,248.00)	503,748.00
	Fire/EMS Pg Sys Narrowbanding	Expense	502,000.00	486,110.95		15,889.05
		Revenue	(502,000.00)	(502,000.00)		0.00
	Fire/EMS Pg Sys Narrowbanding Total			0.00	(15,889.05)	15,889.05
High Point Courthouse Renovations	High Point Courthouse Renovations	Expense	2,228,626.00	1,224,147.27	299,732.87	704,745.86
		Revenue	(2,228,626.00)	(1,728,626.00)		(500,000.00)
	High Point Courthouse Renovations Total			0.00	(504,478.73)	299,732.87
	Law Enforcement Admin Bldg Renovation	Expense	550,000.00	363,927.05	17,043.95	169,029.00
Law Enforcement Admin Bldg Renovation Total		Revenue	(550,000.00)	(550,000.00)		0.00
	Law Enforcement Admin Bldg Renovation Total			0.00	(186,072.95)	17,043.95
	Law Enforcement Special Operations Bld	Expense	3,950,000.00	3,862,784.68	85,643.32	1,572.00
		Revenue	(3,950,000.00)	(3,949,999.62)		(0.38)

Service Area	Project	Account Type	Project Budget	Actual Rev/Exp	Encumbered	Balance
Public Safety	Law Enforcement Special Operations Bid Total		0.00	(87,214.94)	85,643.32	1,571.62
Public Safety Total			0.00	(16,185,611.27)	1,423,629.14	14,761,982.13
Grand Total			0.00	(56,606,649.97)	4,534,458.39	52,072,191.58

GLOSSARY OF BUDGET-RELATED TERMS

ABC Tax - A tax on the net profits of county and city alcoholic beverage control (ABC) stores. The law provides that the net profits from the tax go to a county's general fund.

Accrual Basis of Accounting - Method of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Ad Valorem Tax (also known as "Property Tax") - A tax on property itself, levied on the assessed value of the property.

Adopted Budget - The original budget approved by the Board of County Commissioners for a given fiscal year.

Amended Budget - The original budget plus or minus any adjustments approved during the fiscal year by the Board of County Commissioners, i.e. 6/30 or year end.

Appropriation - An authorization from a governing body to make expenditures for a specific purpose.

Assessed Valuation - The total value of real estate and personal property as determined by tax assessors which is used as a basis for levying taxes.

Average Daily Membership (ADM) - The average number of students attending the public schools (grades K-12) on any given day based on enrollment figures through the first 10 days of the school year. This number is used by the State Department of Public Instruction for the allotment of "per pupil" funds to a school system. It is also used by county government as the basis for the allotment of operating (non-capital) funds from county sources to the public schools.

Balance Budget – A budget (including project ordinances and financial plans for Internal Service Funds) where the sum of estimated net revenues and appropriated fund balances is equal to appropriations. G.S. 159-8(a) requires an exact balance – neither a deficit nor a surplus. G.S. 159-13(b) (16) states that each of the accounting funds, the sum of which make up the annual budget, must also be balanced.

Beer & Wine Tax - A tax levied by the state on alcoholic beverages. A county is eligible to share in beer and wine excise tax revenues if these beverages may be legally sold at the retail level in any part of a county outside of the municipalities. Distribution of the revenue from this tax is made to county governments based on the non-municipal population.

Benchmarking - A practical process for measuring an organization's performance and processes, and using that analysis to improve services, operations and associated expenses.

Best in Class - Organizations that perform each function at the lowest cost, or with the highest degree of quality or efficiency.

Best Practice - The method used by an entity that excels at doing a particular activity. These are the measures against which the county benchmarks its current processes for performing the activity.

Block Grant - The consolidation by a funding agency (Federal or State government, for example) of two or more program-specific grants into one grant. This, in theory, provides the recipient of the grant with the maximum flexibility in the expenditure of the grant funds, while adhering to program requirements. In practice, it is sometimes used by funding agencies as a method of reducing the amount of grant awards.

Bond - A written promise to pay a specific sum of money plus interest within a specific period of time. Bonds are a major source of revenue for construction or major renovations.

Brownfields - Abandoned industrial sites that are, many times, contaminated, and in need of redevelopment before new businesses can utilize them. With potential positive changes to federal EPA regulations looming on the horizon, involvement in the area of brownfields redevelopment could yield public benefits in the areas of downtown and community redevelopment, as well as within the small business community.

Budget - A proposed plan for raising and spending money for specified programs, functions, activities, or objectives during a fiscal year.

Budget Calendar - The schedule around which the budget is developed. This schedule must include certain statutory dates, ultimately ending with the adoption of a budget ordinance by the Board of County Commissioners prior to July 1 (the date that the fiscal year begins).

Budget Message - The introduction of the budget that provides the Board of County Commissioners and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the County Manager.

Budget Ordinance - The official enactment by the Board of Commissioners making appropriations and establishing a tax rate for the budget year. Appropriations shall be made by department, function, or project and will include the presentation of revenue estimates by major source. The ordinance must be adopted prior to July 1, with appropriate notification made to the Finance Officer and Clerk to the Board within five (5) days of approval by the Board of Commissioners.

Capital Improvement Plan (CIP) - A five-year plan of major construction or renovation projects. This plan includes the projected annual expenses and available revenues for each project. The plan is adjusted annually and approved by the Board of County Commissioners.

Capital Improvement Program - A long range plan which outlines proposed capital improvement projects and estimates the costs and funding sources associated with those projects.

Capital Outlay - Expenses associated with the acquisition, construction, improvement, replacement, or renovation of land, structures and improvements thereon. This includes equipment and physical property, other than land and buildings, having a useful life of more than three years and a cost in excess of \$5,000. (Expenditures to replace parts or otherwise to restore assets to their previously efficient operating condition, are treated as repairs.)

Capital Projects - A renovation and/or new construction project where costs are \$100,000 or more; the finished project has a life expectancy of five (5) or more years; and, the

project takes a year or more to complete.

Capital Project Fund - Transactions relating to the construction of any major capital improvements, including those financed by bond proceeds.

Capitation - The practice by a funding agency (Federal or State government, for example) of establishing maximum amounts which may be allocated to recipients of revenue.

Cash Basis of Accounting - Method of accounting in which transactions are recognized at the time cash is received or spent.

Community Based Alternatives (CBA's) - State-funded alternatives to training school for juveniles, ages 7-17, who have been adjudicated delinquent, or are at risk of being involved in the juvenile justice system. Because Guilford County sends a higher than average number of children to training school, all local programs funded with DBA funding must serve at least 50% of children adjudicated delinquent. The Youth Advisory Council, mandated in every county, and appointed by the Board of Commissioners, makes recommendations on funding each year to the Board of Commissioners. There is a required local match of 30%. The local funding can come from local government (city & county), the United Way, or any local foundation.

Community Development Fund - This fund accounts for projects financed primarily with Community Development Block Grant Funds for rehabilitation and new construction of housing for individuals with low-to-moderate income levels. Guilford County is a member of a housing consortium with four (4) other local governments under the Home Investment Affordable Housing Program created through the Title II Home Investment Partnership Act of the Cranston-Gonzalez National Affordable Housing Act of 1990.

County Building Construction Fund - Transactions associated with the financing and construction of various capital assets and improvements for county projects as opposed to schools, water/sewer, parks and watershed.

Countywide Budget - The combination of the General Fund Budget (less any transfers to other funds) and the School Capital Outlay Fund Budget. This budget serves as the basis for the countywide tax rate.

Debt Service - Payments of interest and principal on an obligation resulting from the issuance of bonds.

Emergency Telephone System Fund - Transactions associated with the operation and debt retirement of the "911" Emergency Communications System. These transactions include those associated with both the "hardwire" (landlines) and "wireless" (cellular) communications components.

Fire Protection District Funds - Transactions relating to the operation of the Fire Protection Districts in the county. There are 21 individual Fire Protection Districts in the county. Each is funded, in large part, from a special district tax levied on the property value for the individual district. The tax rate for each district is established annually by the Board of County Commissioners with the adoption of the Budget Ordinance.

Fiscal Year (FY) - The twelve-month period designated as the operating year for county

government. For Guilford County, the fiscal year begins on July 1, and ends on the following June 30.

Fund - A separate fiscal and accounting entity, with its own set of accounts and having its own cash and other resources, liabilities, equities or fund balance, revenues and expenditures.

Fund Balance - Appropriated - Unrestricted money (cash & investments) left over at the end of a given fiscal year that is budgeted to help finance the subsequent year's expenditures.

Fund Balance - Undesignated - Unrestricted money (cash & investments) left over at the end of a given fiscal year that is not budgeted to help finance the subsequent year's expenditures. Any or all of this amount may be appropriated by action of the Board of County Commissioners at any time during the year, or may be left undesignated until the end of the fiscal year. The Local Government Commission recommends that the undesignated fund balance be at least 8% of the countywide budget.

GAAP - An acronym meaning "Generally Accepted Accounting Principles", which refer to a set of standard accounting rules and procedures used by governmental agencies to account for the receipt and expenditure of funds.

General Fund - Transactions very general in nature and not required to be accounted for in another fund. This is the primary operating fund for the county.

General Obligation Bonds - Bonds issued by the government, usually requiring voter approval, that are backed by the government's full faith and credit.

Hold-Harmless Revenue – Revenue remitted by the State to county governments in an effort to partially offset the loss of revenue resulting from the elimination of Inventory Tax and Intangibles Tax reimbursements

Internal Services Fund - Transactions of departments that serve other departments in the same government rather than the public. Operations in Guilford County government that are included in the Internal Services Fund are Risk Management, Telecommunications and the Employee Health Care Plan.

Investment Earnings - The interest realized as a result of the investment of idle cash (includes fund balance, capital and operating proceeds, and bond proceeds. These earnings must be credited proportionately among the funds from which the invested money came.

Joint Water/Sewer Trust Fund - Transactions associated with the financing and construction of various water and sewer construction projects through joint agreements with various municipalities, including the cities of Greensboro and High Point and the Towns of Gibsonville and Jamestown.

Law Enforcement Separation Fund - Transactions associated with the amounts paid by the county to the State of North Carolina to supplement the standard retirement benefits for law enforcement personnel at any level of government. The retirement plan allows law enforcement personnel to retire with 30 years of service or at age 55. The supplement adds to the standard retirement benefits and amount the retiree would receive from Social Security

until the time that the retiree is eligible for Social Security.

Modified Accrual Basis of Accounting - A method for recording the receipt and expenditure of funds in which revenues are recorded when the amount becomes measurable and available to pay current liabilities and expenditures are recorded when the liability is actually incurred.

Modified Accrual Basis of Budgeting – The assignment of most revenues, including the property tax, to the year when they are received in cash, or if they are received shortly after the start of one fiscal year but are measurable and available at the end of the prior fiscal year, to the prior year's budget; and the assignment of expenditures to the year in which the liabilities arising from those expenditures are expected to occur.

Motor Vehicles - For the purpose of establishing property values, motor vehicles are defined as any vehicle that is self-propelled and every vehicle designed to run upon the highways that is pulled by a self-propelled vehicle. Motor vehicles are designed for public roads and include trailers.

Outcome - Measures providing information on program results or effectiveness.

Output - Indicators that define the amount of service units provided by a department or program (workload indicators).

Pay As You Go Funding (PAYG) - A funding mechanism for capital projects that relies on annual appropriations as opposed to long-term debt created through the issue of voter-approved bonds. This form of funding usually requires an appropriation from the General Fund (primarily property tax revenues or fund balance appropriations).

Performance Measures - Quantitative measures that assist in analyzing the effectiveness and efficiency of a program or department.

Personal Property - Property that is movable as distinguished from fixed property. Property in the category is divided into two groups: "Tangible" and "Intangible".

Property Tax (also known as "Ad Valorem Tax") - A tax on property itself, levied on the assessed value of the property.

Real Property - Land, buildings, and items permanently affixed to land or buildings.

Revenue - Receipts that increase the County's net worth or net financial resources.

Room Occupancy & Tourism Development Fund - Transactions relating to the collection of a tax on certain accommodations, with the proceeds allocated to the Guilford County Tourism Development Authority and to the City of High Point.

School Capital Outlay Fund - Transactions associated with the financing of school capital assets for the Guilford County Public Schools and Guilford Technical Community College.

Sewer Bond Fund - Transactions associated with the financing and construction of various sewer construction projects.

State Certified Property - For the purpose of establishing property values, the N.C. Department of Revenue appraises some real and personal property in each county and certifies the values of such property to the assessor. Examples of the types of property included in this category are airline companies, bus line companies, electric membership corporations and power companies, gas companies, pipeline companies, and motor freight carrier companies.

State Shared Revenue - The proceeds from State taxes that are shared with counties, with the distribution being determined by some formula, depending on the type of tax. Revenue in this category includes intangibles tax, beer & wine taxes, and real estate transfer fees.

Temporary Assistance for Needy Families (TANF) - This State block grant replaces the former entitlement program (AFDC).

Tangible Personal Property - Items of visible and movable property not permanently affixed to real property.

Tax Levy - The total amount to be raised by general property taxes for operating and debt service purposes specified in the annual budget ordinance.

Tax Rate - The factor that determines the amount of tax due on taxable property. Tax rates are customarily expressed in dollars per \$100 appraised valuation.

Water Bond Fund - Transactions associated with the financing and construction of various water construction projects.

Water/Sewer Construction Fund - Transactions associated with the financing and construction of various water and sewer construction projects.

County Profile

Guilford County (NC)

April 2018

Demographics

Population & Growth

2016 Est Population
2010 Census Total Population
July 2016 NC Certified Population Estimate

Population

511,815
488,406
520,230

% Annual Growth

1.0%
0.2%

Urban/Rural Representation

2010 Census Total Population: Urban
2010 Census Total Population: Rural

Urban/Rural Percent

87.3%
12.7%

Estimated Population by Age

2016 Est Median Age
2016 Est Total Pop 0-19
2016 Est Total Pop 20-24
2016 Est Total Pop 25-34
2016 Est Total Pop 35-44
2016 Est Total Pop 45-54
2016 Est Total Pop 55-64
2016 Est Total Pop 65+

37
133,751
38,776
69,476
66,328
70,619
62,535
70,330

% Pop by Age

26.1%
7.6%
13.6%
13.0%
13.8%
12.2%
13.7%

Commuters, Workers Age 16 and Over, 2016 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	236,026
Work at Home	5.2%
Drove Car/Truck/Van Alone	82.3%
Carpooled Car/Truck/Van	8.9%
Public Transportation	1.2%
Walked	1.4%
Bicycle	0.2%
Taxi, Motorcycle, Other	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+

2016-17 Kindergarten-12th Enrollment
2017 Average SAT score (1600 new scale)
2017 Percent of Graduates taking SAT
2014-15 Higher Education Completions
2014-15 Higher Education Total Enrollment
2016 Est Education Attainment - At Least High School Graduate
2016 Est Education Attainment - At Least Bachelor's Degree

77,582
1,056
57.2%
10,742
128,470
299,912
116,917

88.4%
34.5%

Housing

		% Ann Growth or % Total
2016 Est Total Housing Units	223,530	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%
2016 Est Median Value of Owner Occupied Housing	\$157,300	
2016 Est Median Gross Rent	\$789	
2016 Est Owner Occupied Housing	117,757	58.8%
2016 Est Renter Occupied Housing	82,541	41.2%
2016 Est Owner Occupied Housing Vacancy	1.9%	
2016 Est Renter Occupied Housing Vacancy	9.2%	

Income

		% Ann Growth or % Pov
2016 Est Median Family Income	\$59,701	
2016 Median Household Income (SAIPE)	\$47,754	(1.1%)
2015 Est Median Worker Earnings	\$29,108	
2016 Per Capita Income (BEA)	\$43,556	
2015 Est Pop, Income Below Poverty Level (SAIPE)	92,205	18.3%

Employment / Unemployment

	Currently	2016 Annual
Feb 2018 Prelim., 2016 Employment	249,538	245,306
Feb 2018 Prelim., 2016 Unemployment	12,626	13,494
Feb 2018 Prelim., 2016 Unemployment Rate	4.8%	5.2%
2017Q4 YTD, 2017 Announced Job Creation	1,469	1,469
2017Q4 YTD, 2017 Total Announced Investments (\$mil)	\$71.2	\$71.2

Employment / Wages by Industry	2017Q3 Employment	2016 Annual Employment	2017Q3 Avg Weekly Wage	2016 Avg Weekly Wage
Total All Industries	277,868	277,810	\$887	\$3,508
Total Government	28,701	30,911	\$926	\$3,582
Total Private Industry	249,167	246,899	\$883	\$3,499
Agriculture Forestry Fishing & Hunting	277	.	\$576	-
Mining	93	.	\$975	-
Utilities	384	389	\$1,577	\$6,272
Construction	11,405	10,639	\$1,018	\$3,917
Manufacturing	34,656	34,197	\$1,213	\$4,781
Wholesale Trade	16,019	16,318	\$1,084	\$4,415
Retail Trade	29,704	30,072	\$572	\$2,244
Transportation and Warehousing	18,286	17,036	\$936	\$3,674
Information	4,348	4,491	\$1,221	\$4,901
Finance and Insurance	11,352	11,966	\$1,374	\$5,572
Real Estate and Rental and Leasing	4,127	3,996	\$865	\$3,633
Professional and Technical Services	11,686	11,184	\$1,323	\$5,100
Mgt of Companies, Enterprises	6,050	6,269	\$1,976	\$7,826
Administrative and Waste Services	26,209	26,467	\$557	\$2,183
Educational Services	19,706	21,913	\$892	\$3,355
Health Care and Social Assistance	36,224	36,753	\$902	\$3,591
Arts, Entertainment and Recreation	4,190	3,398	\$341	\$1,351
Accommodation and Food Services	25,770	24,975	\$325	\$1,272
Other Services Ex. Public Admin	6,897	6,993	\$683	\$2,580
Public Administration	10,486	10,408	\$891	\$3,555
Unclassified	0	0	\$0	\$0

Commercial/Retail/Industrial

Local Business

2018Q1 Available Industrial Buildings	230
2017Q3 Establishments: Total Private Industry	13,989
2017Q3 Establishments: Manufacturing	697
2016 Est Self Employed	12,244

Local Retail Business

2017 Total Retail Sales (With Food/Drink) (\$mil)	\$8,727.7
2017 Total Retail Businesses (With Food/Drink)	4,115
2017 Avg Sales/Business Total (with Food/Drink)	\$2,120,943
2018Q1 Available Commercial Buildings (if reported)	293

Quality of Life

Taxes

FY2017-18 Property Tax Rate per \$100 Value	\$0.7305
FY2016-17 Annual Taxable Retail Sales (\$mil)	\$7,352.4
2018 Tier designation	2

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

Childcare

2018Q1 Licensed Child Care Facilities	410
2018Q1 Licensed Child Care Enrollment	16,532

Healthcare Providers

2016 Number of Physicians	1,278
2016 Physicians per 10,000 population	24.6
2016 RNs per 10,000 population	116.9
2016 Dentists per 10,000 population	5.6
2016 Pharmacists per 10,000 population	11.1

Sources:

Census (2010 & ACS 2012-16) for demographics, commuters, place of work, educational attainment, housing, and income data at <https://factfinder.census.gov>. ESRI for retail data at www.ESRI.com. Applied Geographic Solutions for weather data at www.AppliedGeographic.com. NC Dept. of Education for SAT data by NC county system at <http://www.ncpublicschools.org>. US Dept. of Education, National Center for Education Statistics for higher education data at <https://nces.ed.gov/ipeds/datacenter>. NC Commerce, Labor and Economic Analysis Division, for NC tiers, occupational data, employment and unemployment, and wages and establishments by industry at <http://accessnc.nccommerce.com/>. EDPNC for announced new jobs and investment and available buildings at <https://edpnc.com>. NC Dept. of Health & Human Services for childcare data at <http://www.ncdhhs.gov/>. UNC Sheps Center for healthcare professions at <https://NCHHealthWorkforce.SIRS.UNC.edu>. Full datasets and topic dashboards are available at <http://AccessNC.NCCommerce.com>.

Notes:

Data are the latest available at the date this profile was prepared. SAT scores use the new scoring system (2400 max) and represent NC county systems. Unemployment data are now showing preliminary month and subject to change. Census American Community Survey (ACS) data are estimates (Est) from the 2012-16, 5 year survey. ACS data is as of the end year with \$ inflated to the end year. Full datasets and topic dashboards are available at <http://AccessNC.NCCommerce.com>.

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

This workforce product was funded by a grant awarded by the U.S. Department of Labor's Employment and Training Administration. The product was created by the recipient and does not necessarily reflect the official position of the U.S. Department of Labor. The Department of Labor makes no guarantees, warranties, or assurances of any kind, express or implied, with respect to such information, including any information on linked sites and including, but not limited to, accuracy of the information or its completeness, timeliness, usefulness, adequacy, continued availability, or ownership. This product is copyrighted by the institution that created it. Internal use by an organization and/or personal use by an individual for non-commercial purposes is permissible. All other uses require the prior authorization of the copyright owner.

COMMUTING BY TOP 10 COUNTIES AND BY STATE

Workers Coming Into Guilford County

Resident County	Jobs	Percent of Inflow Jobs	Percent of All County Jobs
Forsyth County, NC	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%

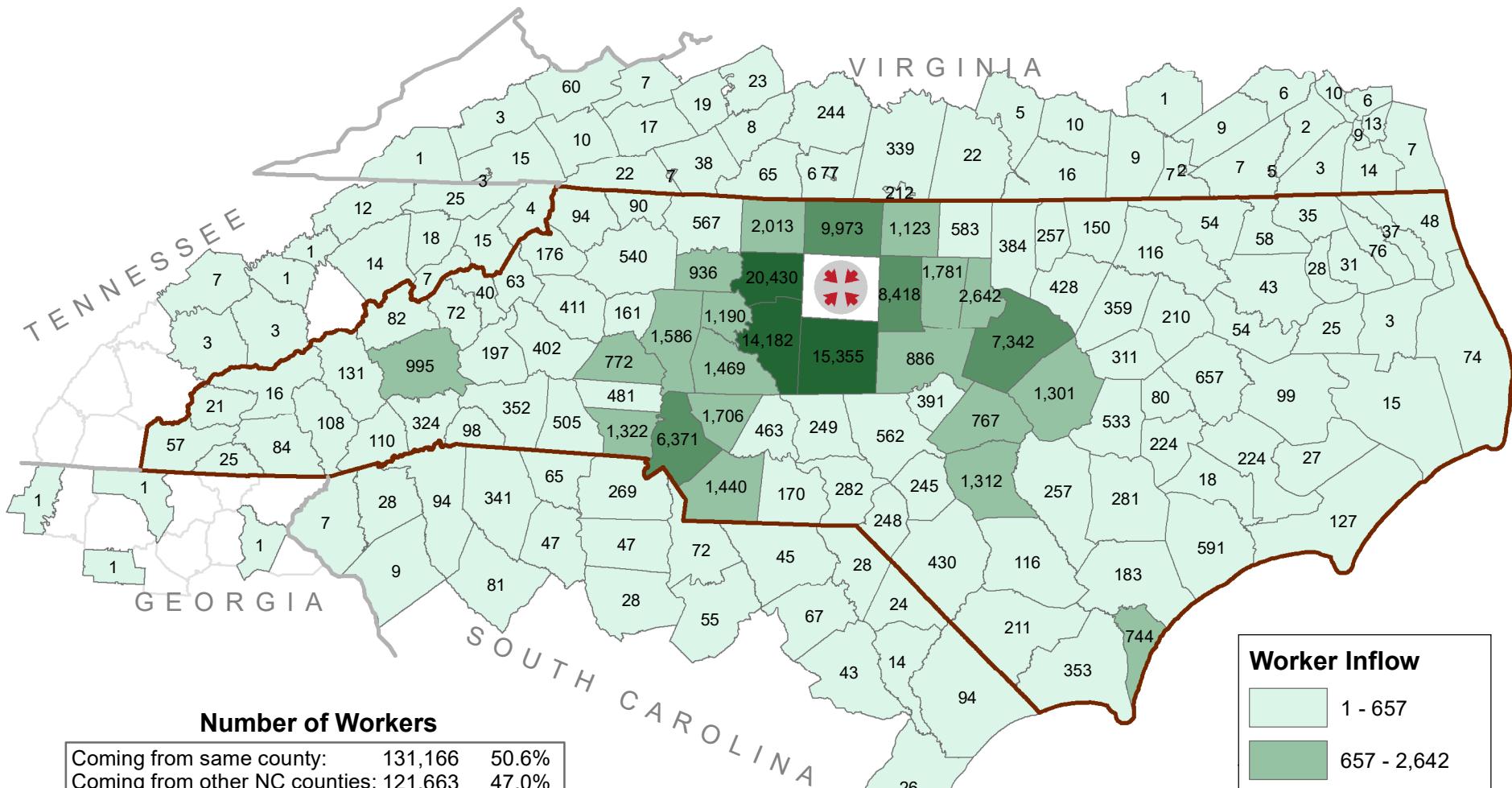
Residents Working Out of Guilford County

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%

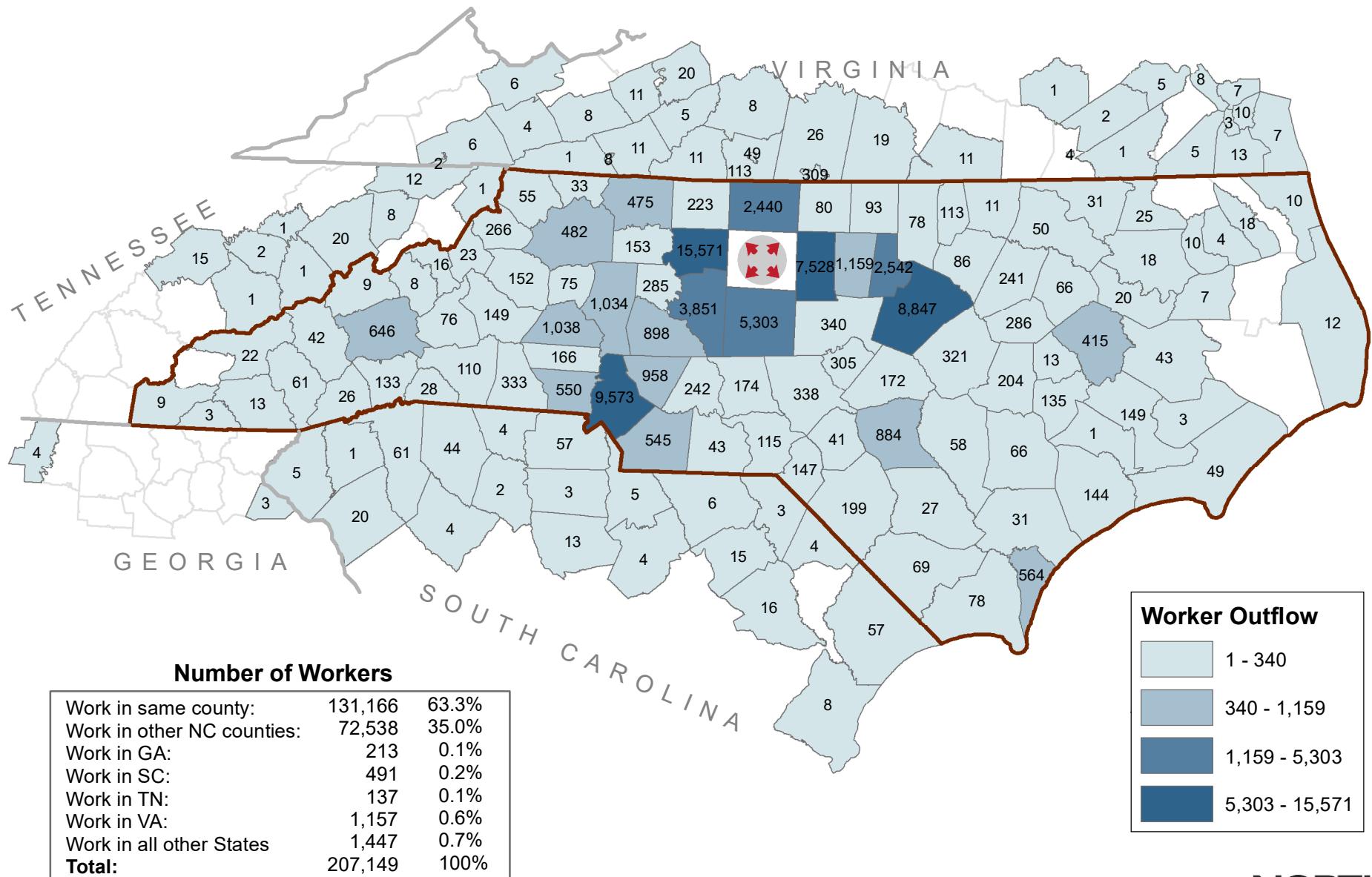
Workers Commuting into Guilford County, North Carolina



Data Source: US Census Bureau, Center for Economic Studies, LODES, 2015.
Map Created in October, 2017



Workers Commuting out of Guilford County, North Carolina



Data Source: US Census Bureau, Center for Economic Studies, LODES, 2015.
Map Created in October, 2017

Guilford County, North Carolina
Principal Taxpayers
Current Year and Nine Years Ago

Taxpayer	Fiscal Year 2017			Fiscal Year 2008		
	Assessed Value	Rank	Percentage of Total Assessed Value	Assessed Value	Rank	Percentage of Total Assessed Value
Duke Energy Corporation	\$ 438,842,021	1	0.91	\$ 337,301,240	1	0.78
Procter & Gamble Manufacturing Company	319,673,887	2	0.66	149,730,056	9	0.34
Koury Corporation	246,848,537	3	0.51	255,996,676	2	0.59
American Express Travel Related Services Co.	225,455,866	4	0.47	-	-	-
ITG Brands LLC (formerly Lorillard Tobacco Company)	208,547,523	5	0.43	245,374,060	3	0.57
CBL LLC (formerly Starmount Company)	171,544,000	6	0.36	159,929,186	8	0.37
Lincoln National Life Insurance (formerly Jefferson-Pilot)	164,770,115	7	0.34	-	-	-
VF Corp/Wrangler	145,835,162	8	0.30	-	-	-
International Home Furnishings Center	144,321,300	9	0.30	182,191,169	5	0.42
Piedmont Natural Gas	139,895,329	10	0.29	-	-	-
RF Micro Devices, Inc.	-	-	-	203,316,555	4	0.47
TYCO Electronics	-	-	-	174,501,217	6	0.40
BellSouth	-	-	-	169,312,558	7	0.39
Highwoods Forsyth LTD	-	-	-	135,305,055	10	0.31
Total Top Ten Principal Taxpayers	\$ 2,205,733,740	4.57		\$ 2,012,957,772	4.64	

Source: Guilford County Tax Department.

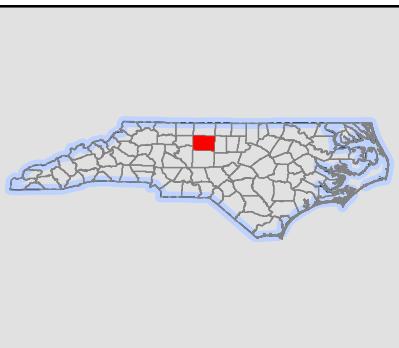
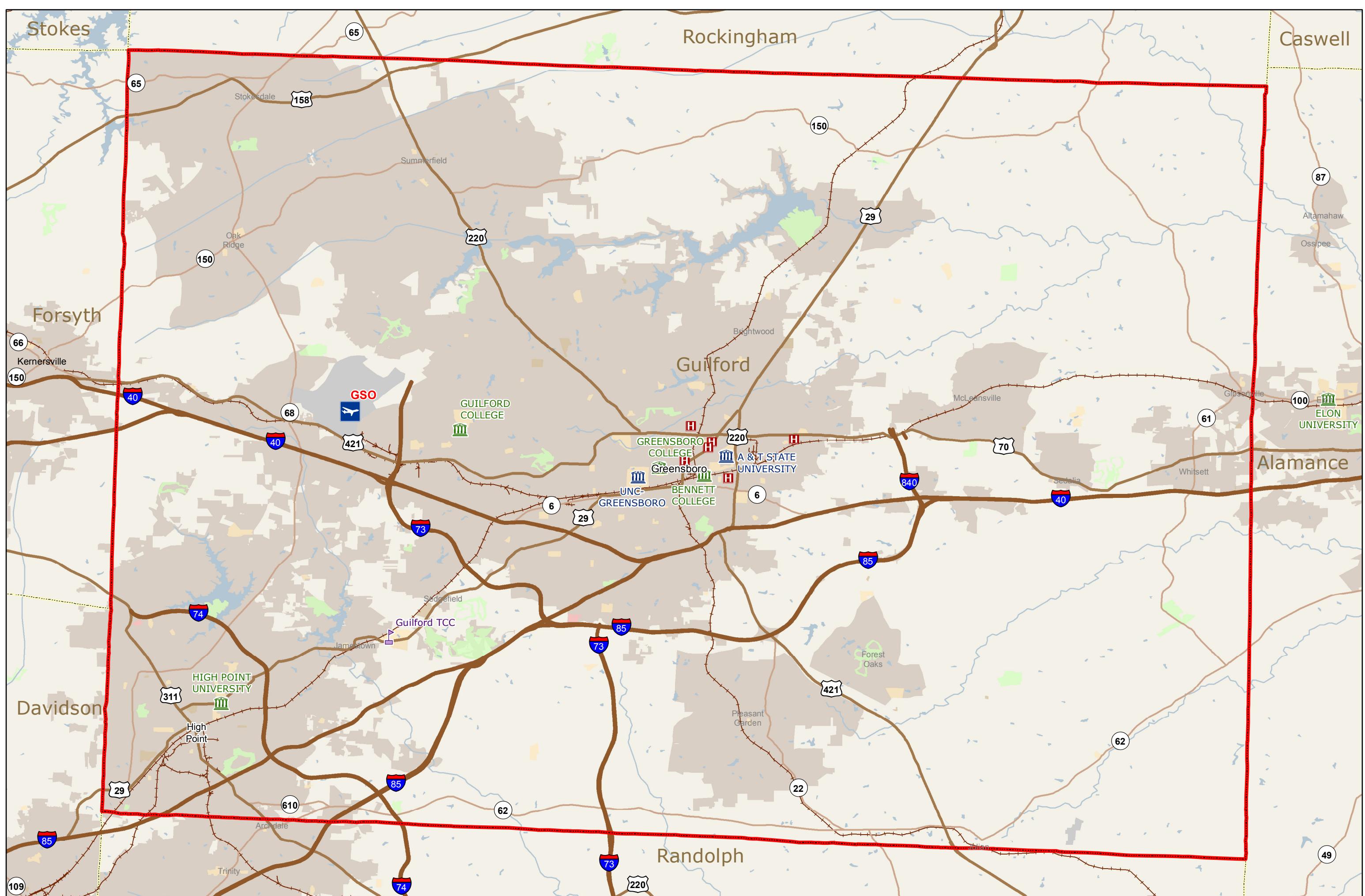
**Guilford County, North Carolina
Principal Employers
Current Year and Nine Years Ago**

Employer	2017			2008		
	Employees	Rank	Percentage of Total County Employment	Employees	Rank	Percentage of Total County Employment
Guilford County School System	10,027	1	4.09	10,381	1	4.49
Cone Health	9,212	2	3.76	7,440	2	3.21
City of Greensboro	3,390	3	1.38	2,904	3	1.25
Ralph Lauren Corporation	2,639	4	1.08			
Guilford County Government	2,608	5	1.06	2,687	6	1.16
High Point Regional Health System	2,600	6	1.06	2,390	7	1.03
University of North Carolina at Greensboro	2,379	7	0.97	2,800	4	1.21
United States Postal Service	2,300	8	0.94	2,800	5	1.21
The Volvo Group	2,200	9	0.90			
Thomas Built Buses	1,900	10	0.77			
Bank of America				2,200	8	0.95
American Express Credit Card Services				2,100	9	0.91
United Parcel Service (UPS)				2,000	10	0.86
Total County Employment	245,306			231,457		

Sources:

Principal employer data is from the Triad Business Journal and the individual employers. Total County employment is for calendar years 2007 and 2016 from the North Carolina Department of Commerce.





Legend

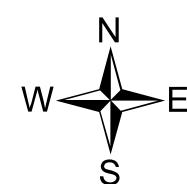
- USA Airports
- International/Regional/Municipal
- Military/Seaplane Base
- Other Airports
- Hospital
- Public /Private Univ./ Comm Col.

- Interstate
 - US Highway
 - State Highway
 - Railroads
 - Rivers
- | |
|----------------------|
| Water |
| Park |
| National Forests |
| Municipal Boundaries |
| County Boundary |

Guilford, North Carolina

3

Miles



T H R I V E
in NORTH CAROLINA





BOARD OF EDUCATION'S BUDGET REQUEST

GUILFORD COUNTY BOARD OF EDUCATION
MAY 10, 2018

SHARON L. CONTRERAS, PH.D. | SUPERINTENDENT



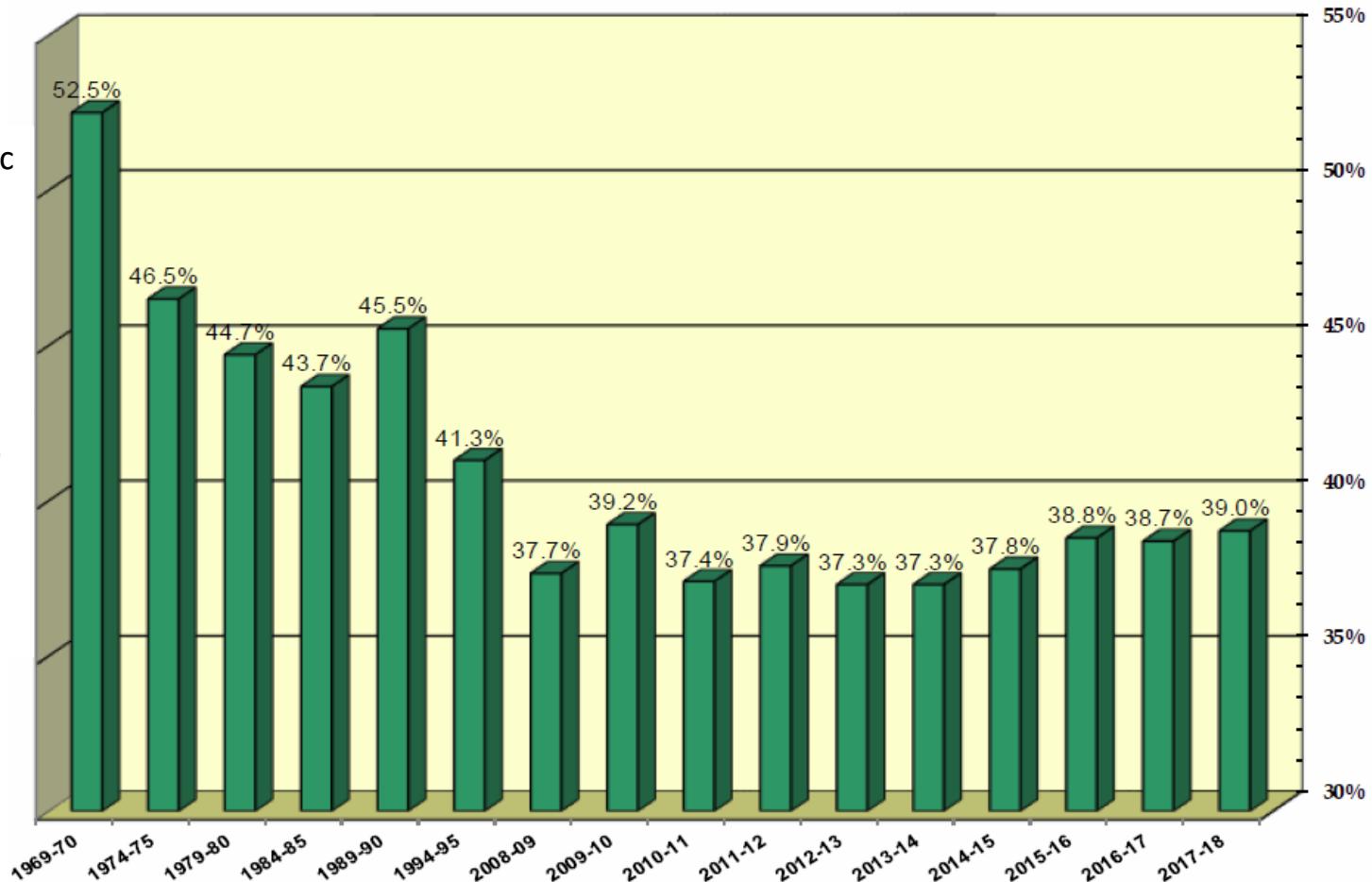
Funding Trends for Guilford County Schools



K-12 Education Funding in North Carolina

Percent of the General Fund Public Schools Appropriations

Since 1970, the Public School's share of the General Fund has decreased by 13.5 percentage points. If our Public Schools were still funded at the same percentage as in FY 1969-70, we would have an additional \$3 billion for our students.



Source: NCDPI Highlights of the North Carolina Public School Budget, February 2018

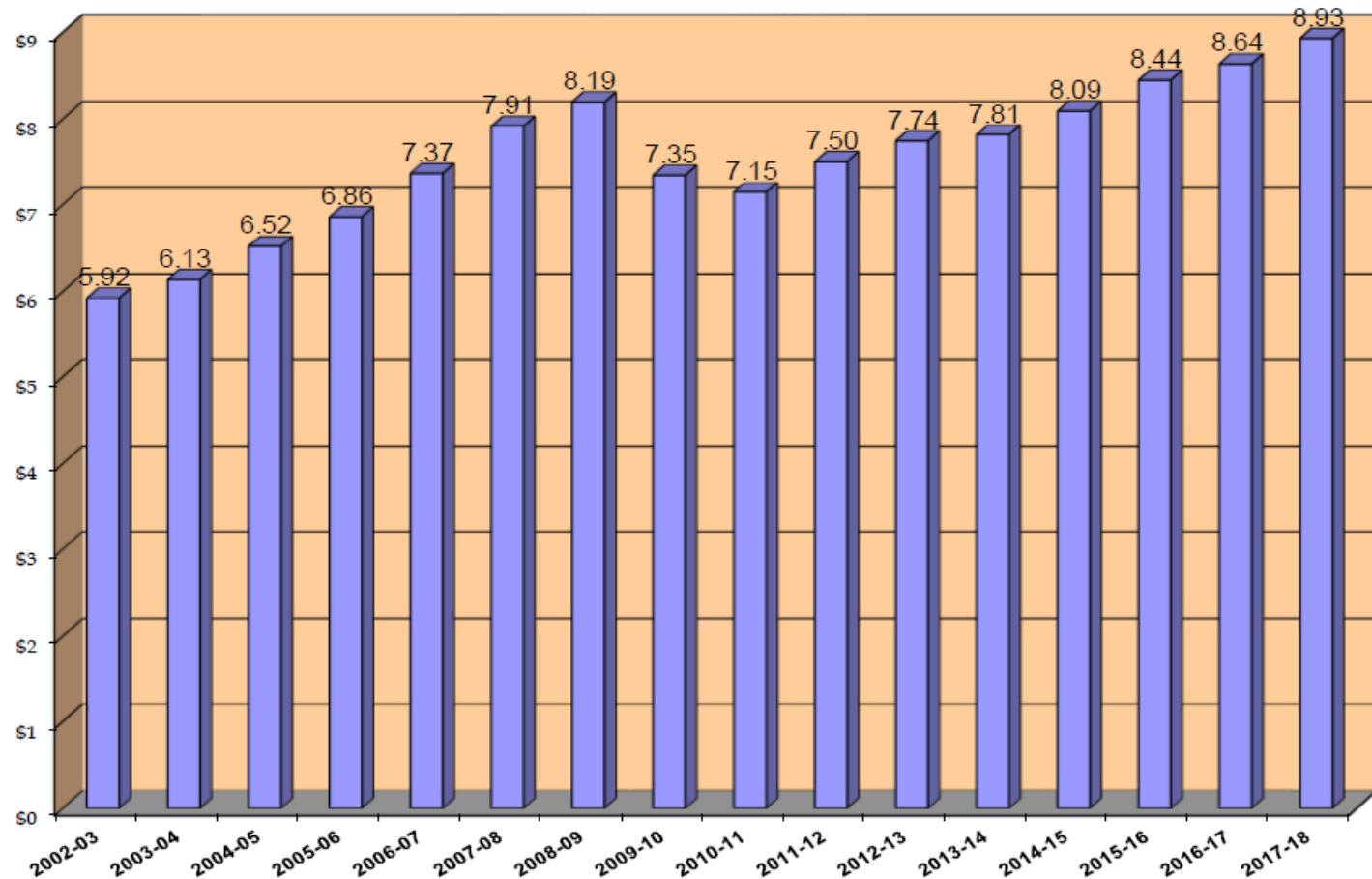


K-12 Education Funding in North Carolina

Total State Public School General Fund Appropriations

2002-03 to 2017-18 (in Billions)

Funding increased from \$5.92 billion in 2002-03 to \$8.93 billion in 2017-18.

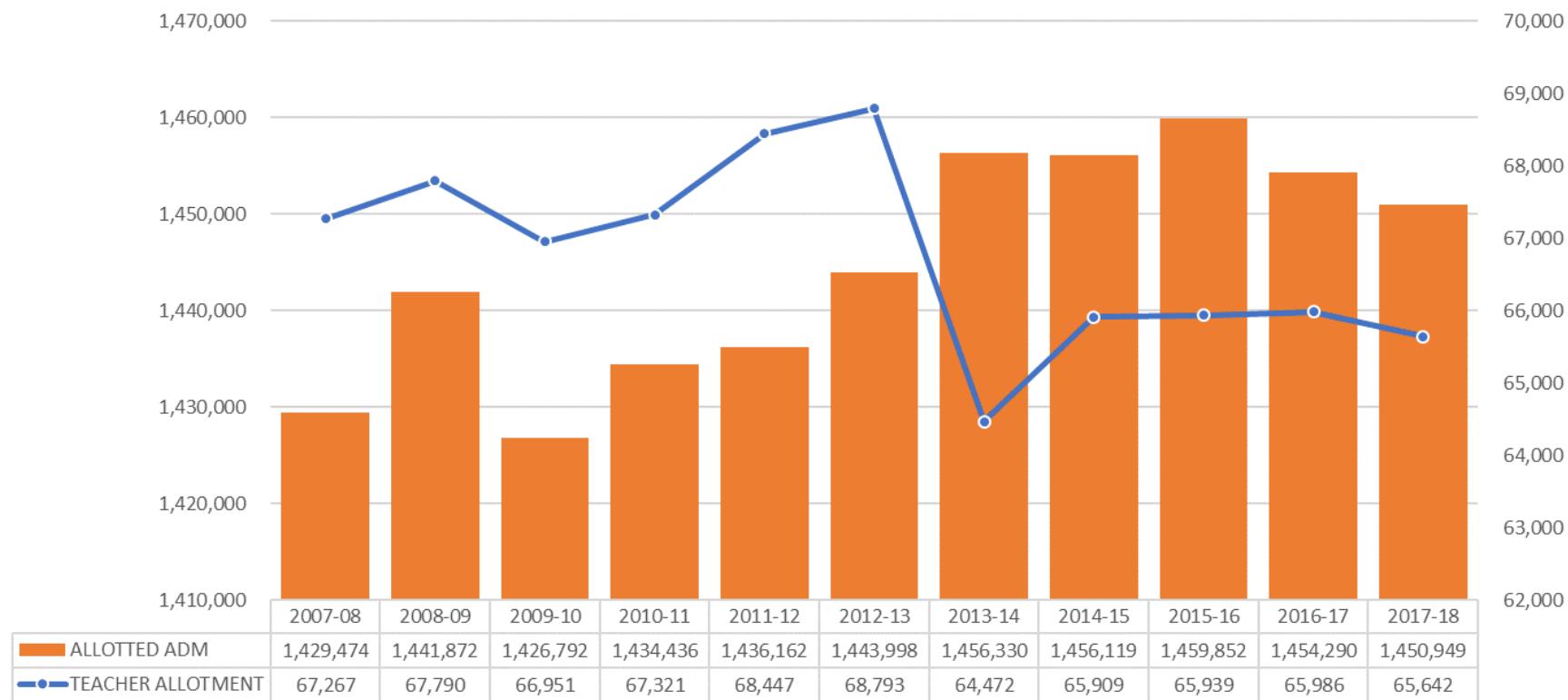


Source: NCDPI Highlights of the North Carolina Public School Budget, February 2018



Resources provided by state funding have not been restored to pre-recession levels.

STATEWIDE AVERAGE DAILY MEMBERSHIP* VS. CLASSROOM TEACHER ALLOTMENT 2007-08 TO 2017-18



*Excludes students enrolled in charter schools

Resources provided by state funding have not been restored to pre-recession levels.

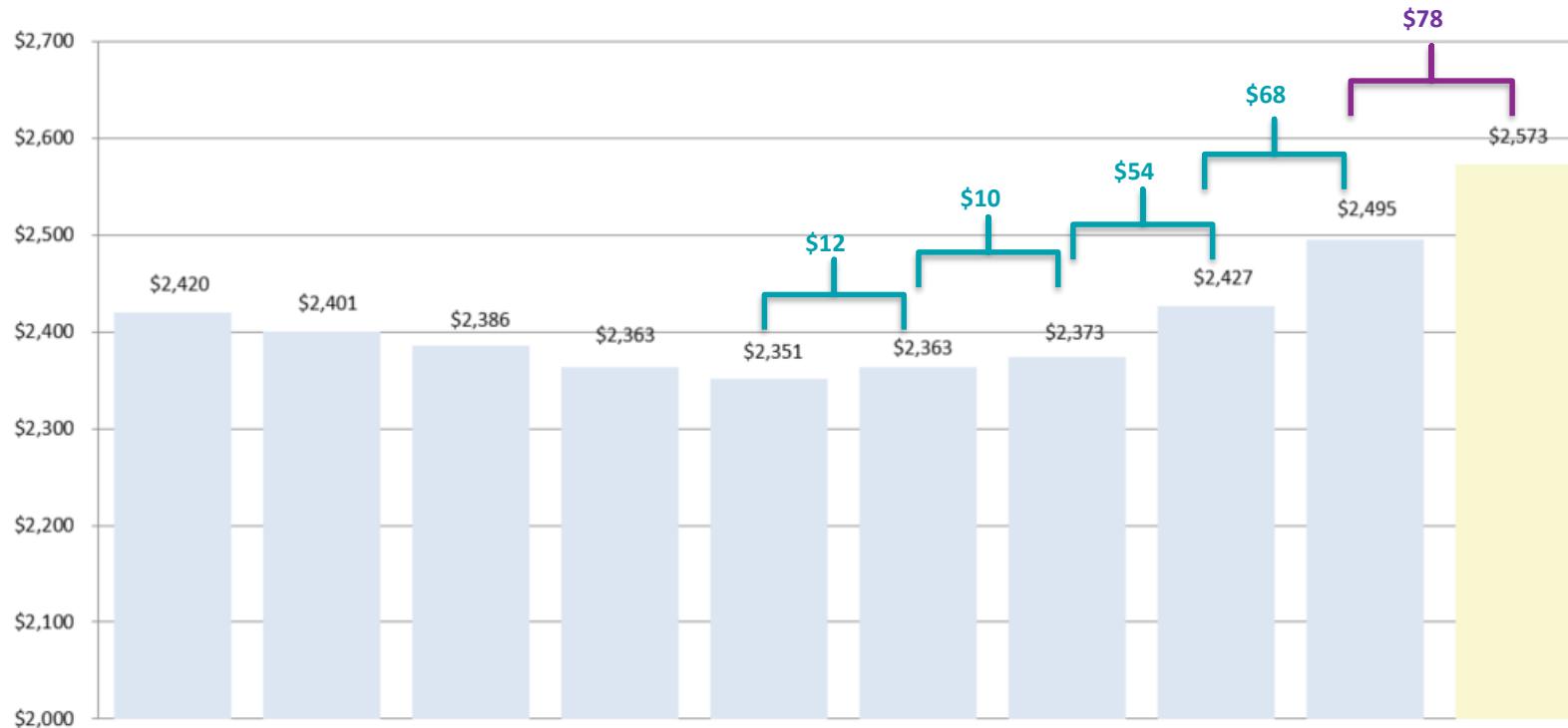
If Guilford County Schools received state funding based on allotment formulas that were in place in FY 2008-09, an additional \$22.6 million per year would be available for our students.

	2008-09 vs. 2017-18		
	Positions	Amount	Change
INSTRUCTIONAL PERSONNEL AND SUPPORT SERVICES			
CLASSROOM TEACHERS	107.79	\$6,740,623	3.22%
INSTRUCTIONAL SUPPORT	30.37	\$2,104,933	8.44%
PRINCIPALS	1.00	\$84,224	0.80%
ASSISTANT PRINCIPALS	16.91	\$1,186,596	18.79%
TEACHER ASSISTANTS		\$6,376,940	27.75%
EXCEPTIONAL CHILDREN CAP INCREASE		(\$742,311)	
CLASSROOM MATERIALS/INSTRUCTIONAL SUPPLIES/EQUIPMENT		\$2,062,141	48.40%
TEXTBOOKS		\$1,777,112	36.77%
SUPPORT			
NONINSTRUCTIONAL SUPPORT PERSONNEL		\$2,007,439	10.19%
CATEGORICAL PROGRAMS			
MENTOR PAY (DOLLAR ALLOTMENT)		\$605,670	100.00%
STAFF DEVELOPMENT		\$424,215	100.00%
Statewide Average Salaries (benefits are not included)	2008-09	2017-18	Change
Teachers	\$43,257	\$45,970	6.3%
Principals (monthly)	\$5,916	\$5,368	-9.3%
Assistant Principals (monthly)	\$5,159	\$5,197	0.7%
Career Technical Ed (monthly)	\$4,558	\$4,788	5.0%
Instructional Support	\$49,131	\$51,724	5.3%
Benefit Costs	2008-09	2017-18	Change
Hospitalization (per FTE)	\$4,157	\$5,869	41.2%
Retirement	8.14%	17.13%	110.4%
Social Security	7.65%	7.65%	0.0%

Guilford County Schools

Per Pupil County Appropriation for Local Current Expense Fund

Fiscal Years 2009-10 thru 2018-19



	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
County Appropriation	\$175,165,521	\$175,165,521	\$175,165,521	\$175,630,398	\$177,130,398	\$179,360,398	\$183,360,398	\$188,360,398	\$195,860,398	\$206,360,398
Guilford County Schools	70,710	71,227	71,587	71,885	71,787	71,502	71,908	71,396	71,928	72,259
Charter Schools	1,678	1,740	1,840	2,442	3,543	4,393	5,347	6,229	6,583	7,952
Total	72,388	72,967	73,427	74,327	75,330	75,895	77,255	77,625	78,511	80,211
Per Pupil Appropriation Amount	\$2,420	\$2,401	\$2,386	\$2,363	\$2,351	\$2,363	\$2,373	\$2,427	\$2,495	\$2,573

Sources:

2009-10 through 2016-17 GCS = final ADM per NCDPI; 2009-10 thru 2016-17 Charter = Average monthly billing;
 2017-18 GCS = 20th day; 2017-18 Charter = Average monthly billing through January 2018;
 2018-19 GCS & 2018-19 Charter = NCDPI projected ADM



2017-18 Per Pupil Expenditure and Average Daily Membership Data

Top 15 Per Pupil Expenditure Counties in NC



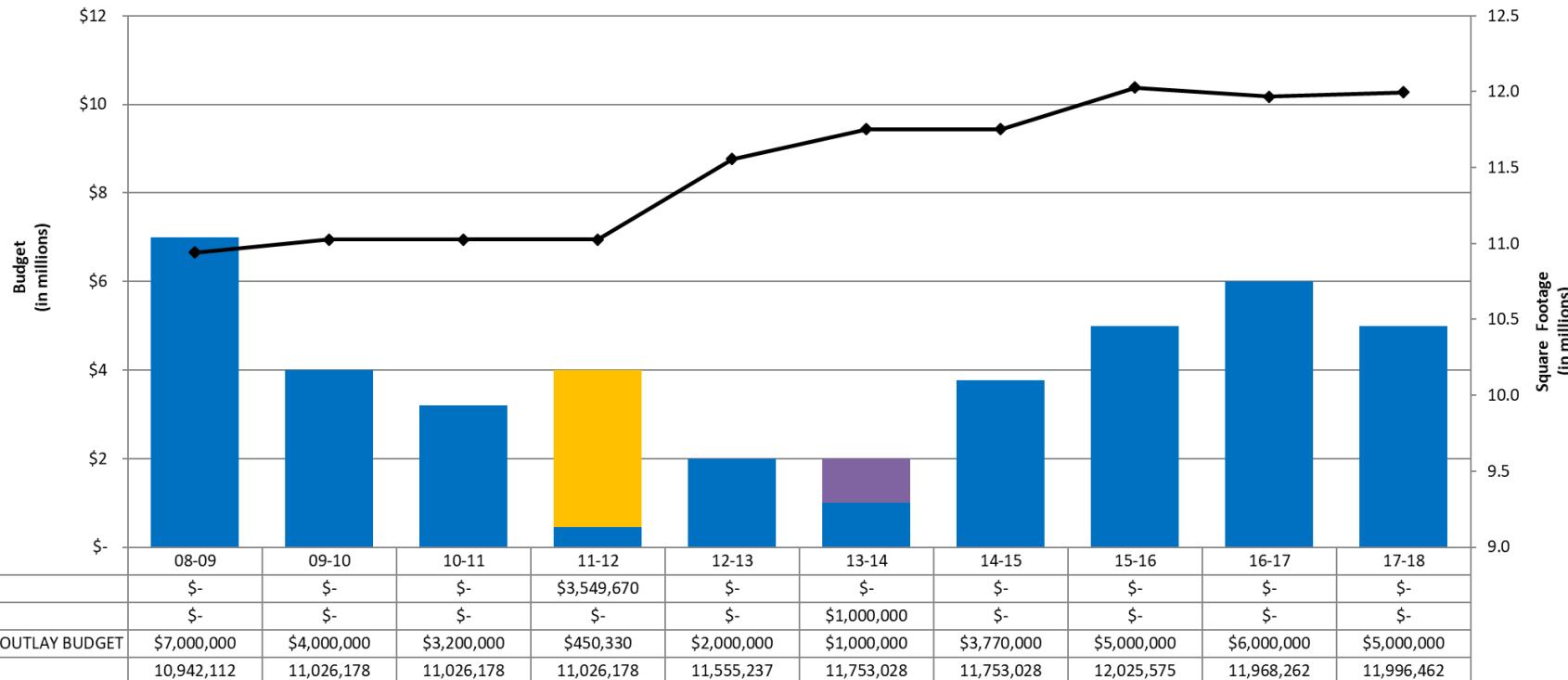
Source: North Carolina Association of County Commissioners : 2017-18 Budget & Tax Survey: Current Expense / (ADM + Charter)



Guilford County Schools

Capital Outlay Budget for Annual Maintenance

Fiscal Years 2008-09 thru 2017-18



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



A photograph showing three students in a classroom setting, each playing a violin. In the foreground, a student with long braided hair is smiling and looking towards the right. Behind them, another student in an orange sweatshirt is also playing a violin. A third student's hands are visible on the right side, also playing a violin. The background shows classroom desks and chairs.

2018-19 Budget Request



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
Safety and Security	VI	Operational Efficiency, Invest in People
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
Sustaining Operations	I, II, III, IV, V, VI	Operational Efficiency, Invest in People

Safety & Security (non-capital)

Command center
personnel and
equipment

Information &
incident
management
software

\$500,000



Salary and Benefit Cost Increases for Locally Funded Employees

- Teacher salary increase = \$2.5 million
- Assistant principal salary increase = \$291,000
- Classified staff salary increase = \$928,000
- Teacher supplement increase = \$3.1 million
- Health insurance = \$372,000
- Retirement rate = \$1.9 million

\$9.1 million



Local teacher supplement (2018)

Rank	LEA	Teacher Average Supplement
1	Wake County Schools	\$8,649
2	Chapel-Hill/Carrboro City Schools	\$7,904
3	Charlotte-Mecklenburg County Schools	\$7,159
4	Durham County Schools	\$6,931
5	Orange County Schools	\$6,274
6	Buncombe County Schools	\$5,276
7	Chatham County Schools	\$5,057
8	Johnston County Schools	\$4,993
9	Guilford County Schools	\$4,764

It will cost \$33.6 million for Guilford County Schools' teacher supplement to equal Wake County Schools' teacher supplement.

Source: NCDPI Statistical Profile



Improving Chronically Low Performing Schools

\$3.4 million

Title I eligibility for school-wide programs @ 40% CEP

Fully fund curriculum facilitators for all elementary schools

Elimination of 15 combination classes in lowest performing schools with least experienced teachers

Teacher recruitment/retention incentive

Teacher Recruitment/Retention Incentive

Phase I Schools (10 schools with absolute lowest performance composite):

**Andrews HS
Bluford ES
Cone ES
Fairview ES
Falkener ES**

**Gillespie Park ES
Hairston MS
Hampton ES
Washington ES
Welborn MS**

Level	Annual Incentive (all teaching staff)	Exceeds Growth (individual teacher)	Meets Growth (individual teacher)	Improve School Letter Grade (teachers w/o EVAAS)
Elementary	\$3,000	\$4,500	\$2,750	\$1,000
Middle	\$3,000	\$4,500	\$2,750	\$1,000
High	\$3,000	\$4,500	\$2,750	\$1,000



SUSTAINING OPERATIONS

Growth in charter
school enrollment
1,083 students =
\$3.4 million

Increase in liability
insurance
\$145,000

Federal grant phase out
Race to the Top –
District
\$420,000

\$4.0 million



Instructional Resources

Literacy Resources for K-8

Math Resources for K-8

Timely assessments for
teachers to drive
instruction

Funded with existing state, local and
federal resources



Professional Learning

**Training and Coaching for
Teachers and School Leaders**

**Funded with existing state, local and
federal resources**



Principal Career Pathway



1. Principals with demonstrated success will be publicly recognized and will have the opportunity to share their best practices with other principals across the district. District leaders will seek out excellence not just in moving an entire school forward but also look for pockets of excellence within a school that principals can spotlight and share.



2. Training and development opportunities should help all principals, including high performers, improve performance, should encourage retention of successful principals, and support efforts to attract new leader principals into the district.



3. The Career Pathway model will support an ongoing effort to encourage regular, candid, and rich dialogue between professionals about their performance and their opportunities for development.



4. The focus of this effort is not to move effective educators out of the classroom, or out of school leadership roles, but rather, to expand their reach beyond the students they directly serve, to support their continued development, and to engage their expertise as the district implements its strategic plan.

Funded with existing federal resources

2018-19 Local Current Expense Fund

Budget Priorities

Safety & Security (non-capital)	\$500,000
Salary and Benefit Cost Increases for Locally Funded Employees	\$9.10 million
Improving Chronically Low Performing Schools	\$3.40 million
Sustaining Operations	\$4.00 million
Instructional Resources	No additional \$
Professional Learning	No additional \$
Principal Career Pathway	No additional \$
Total	\$17.00 million



Total Budget Priorities	\$17.00 million
--------------------------------	------------------------

Less: Programmatic Changes

Phase out extended day/year (Allen MS, Fairview ES, Hampton ES, Oak Hill ES, Parkview ES, Wiley ES)	(\$1.30 million)
--	-------------------------

Less: Savings

State funded enhancement teachers	(\$2.38 million)
Savings identified for class size funding	(\$2.20 million)
Central office reductions (eliminate vacant positions)	(\$369,000)
Athletic fee	(\$250,000)
Total Savings	(\$5.20 million)

Request additional funding from Guilford County Board of Commissioners	\$10.50 million
---	------------------------



Capital Outlay Fund

Access Control & Door Maintenance - to address interior and exterior door maintenance needs, ensuring that doors properly secure and are on a standardized locking platform, reducing the need for a single school to have multiple keys to access different classrooms, buildings, etc. This would also provide electronic access control on certain doors to reduce the need for keys and key management programs, as well as provide access for students during transition periods. Additional features include alarming emergency exit doors and providing additional buzzer systems, as needed.	\$4,900,000
Annual Maintenance	\$9,500,000
Total	\$14,400,000



SUMMARY

2018-19 State Public School Fund

2018-19 Projected State Fund Budget = \$407,512,128

2017-18 Initial State Fund Budget = \$404,135,654

- Built using allotment formulas provided by NC Department of Public Instruction.
- Further adjustments for changes in allotted Average Daily Membership (ADM) will be included in the state planning allotment; anticipates limited growth in GCS student enrollment
 - 2017-18 allotted ADM = 71,977
 - 2018-19 allotted ADM = 72,259 (+282)

2018-19 Local Current Expense Fund

2018-19 Recommended Local Fund = \$209,663,821

Operating Request from County Commissioners = \$206,360,398

\$195,860,398 = 2017-18 county appropriation

+ 10,500,000 = increase requested for 2018-19

\$206,360,398 = 2018-19 county appropriation requested

Requested per-pupil amount for 2018-19 = \$2,573

(using NCDPI's 2018-19 allotted ADM, including charter schools)

Other Local Sources = \$3,303,423



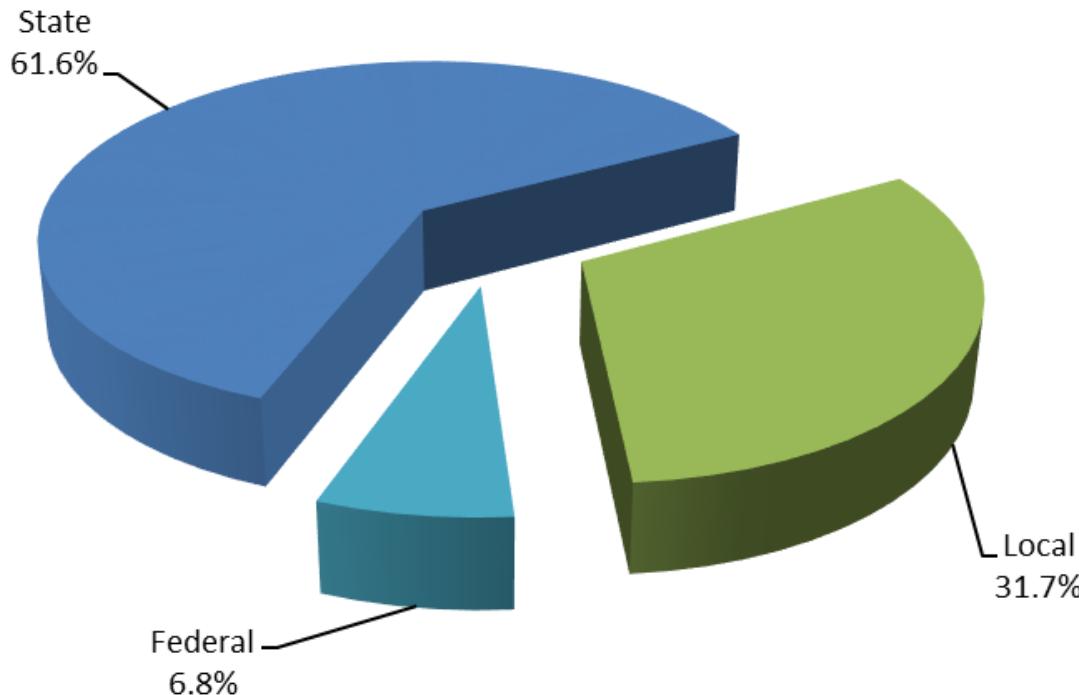
2018-19 Federal Grants Fund

2017-18 Actual Federal Allotment = \$44,807,757

- 2018-19 federal planning allotments from NCDPI are not yet scheduled to be released.

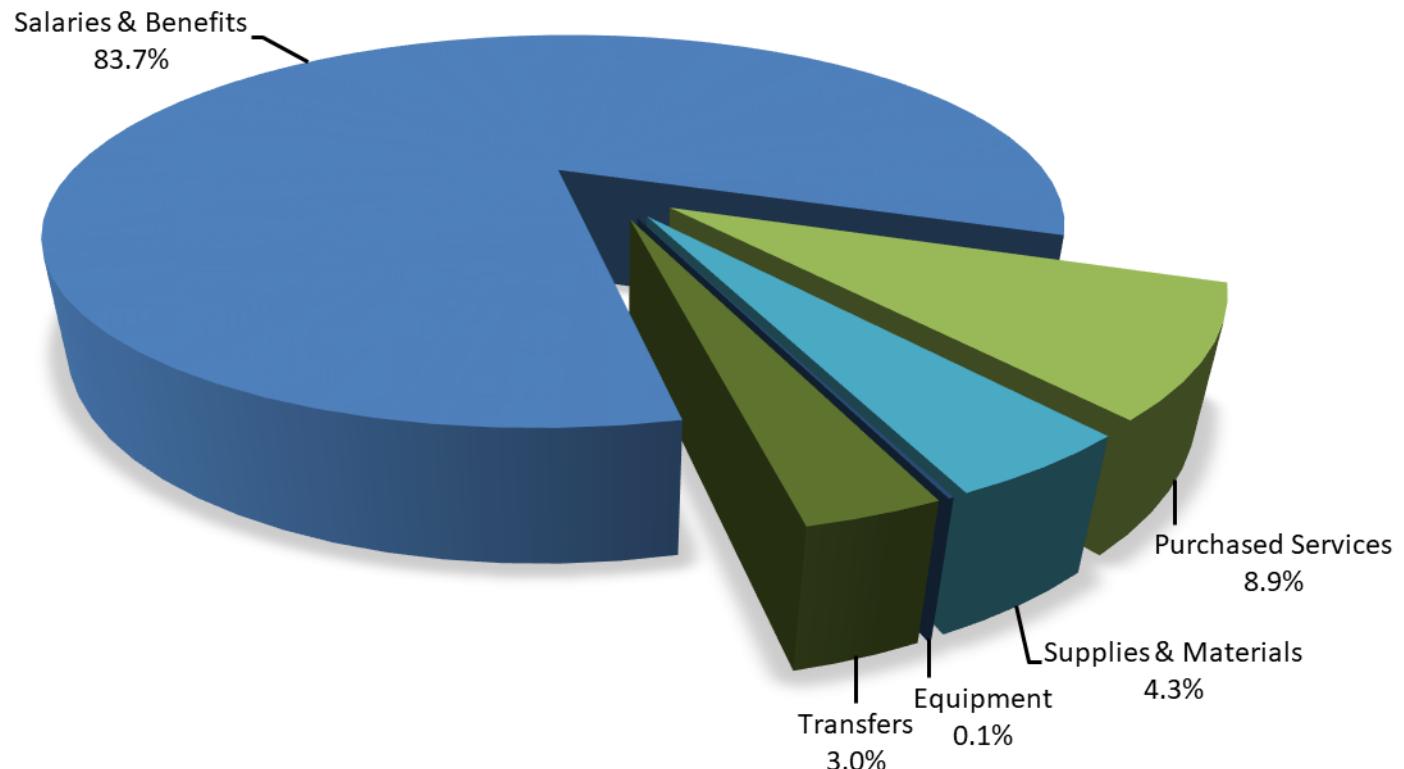
2018-19 Operating Budget

Revenues/Sources	
Where The Money Comes From	
State	407,512,128
Local	209,663,822
Federal	44,807,757
Total	661,983,707



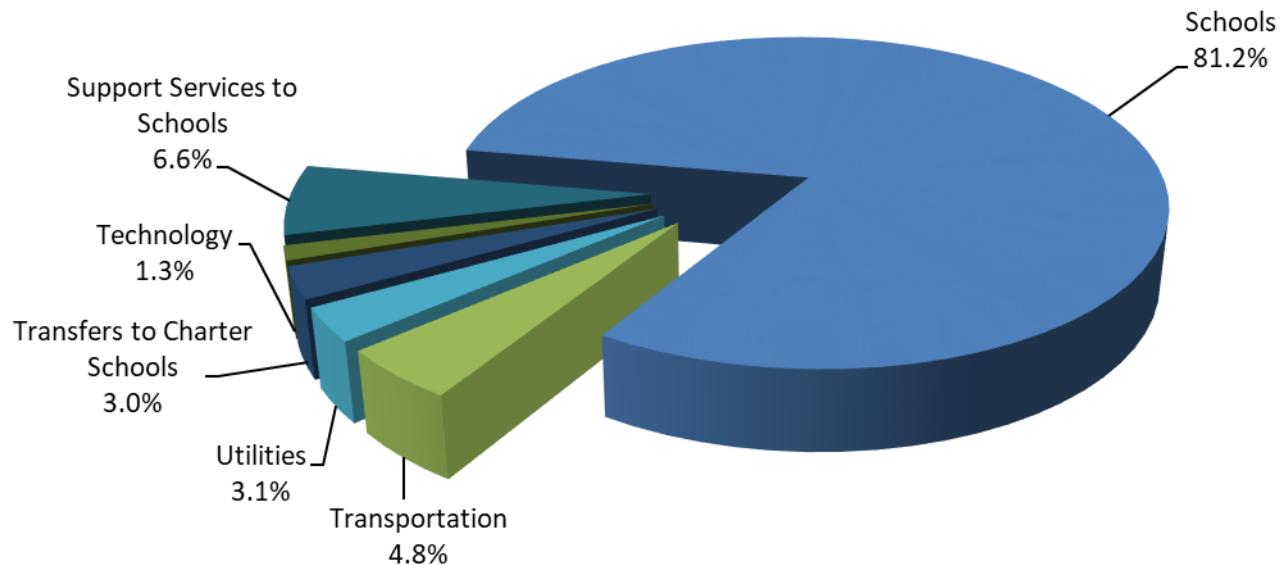
2018-19 Operating Budget

Expenditures/Uses Where the Money Goes	
Salaries & Benefits	554,031,312
Purchased Services	58,829,749
Supplies & Materials	28,460,984
Equipment	813,632
Transfers	19,848,030
Total	\$661,983,707



2018-19 Operating Budget

Summary	
Schools	537,353,887
Transportation	31,627,485
Utilities	20,783,157
Transfers to Charter Schools	19,723,030
Technology	8,959,873
Support Services to Schools	43,536,275
Total	\$661,983,707



2018-19 Budget Request

Funding Sources	2017-18 Budget Resolution	2018-19 Proposed Budget
State Fund	\$404,135,654	\$407,512,128
Local Fund	\$200,563,822	\$209,663,821
Federal Fund	\$59,496,194	\$44,807,757
Capital Outlay Fund	\$5,000,000	\$14,400,000
Child Nutrition	\$41,872,322	\$42,789,450
ACES Fund	\$7,203,221	\$7,374,976
Special Revenue Fund	\$11,657,214	\$9,912,898
Total	\$729,928,427	\$736,461,030



NEXT STEPS:

- BOE submits 2018-19 budget request to BOCC (*no later than May 15, 2018*)
- North Carolina General Assembly convenes for short session (*scheduled for May 16, 2018*)
- County Manager presents budget recommendation to BOCC (*scheduled for May 17, 2018*)
- BOCC has work session(s) to review budget
- BOCC holds public hearing (*scheduled for June 7, 2018*)
- BOCC adopts 2018-19 Budget Ordinance (*scheduled for June 21, 2018*)
- BOE approves 2018-19 Interim Budget Resolution if the state has not adopted a final budget for 2018-19 (*June 21, 2018 BOE meeting*)
- BOE approves final 2018-19 budget and 2018-19 Budget Resolution



Questions?





Mailing Address:

Guilford Technical
Community College
P.O. Box 309
Jamestown, NC 27282

336-334-4822
336-454-1126

TTY 336-841-2158

www.gtcc.edu

Jamestown Campus

Aviation Center

Cameron Campus

Greensboro Campus

High Point Campus

Small Business Center

March 19, 2018

Mr. Michael Halford
Budget Management and Evaluation Director
Guilford County
301 W. Market Street, Suite 301
Greensboro, NC 27402

Re: 2018/19 County Budget Proposal

Dear Michael:

Attached is GTCC's 2018/19 budget request as approved by our Board of Trustees on February 15, 2018. This represents our assessment of the College's needs for operations and maintenance of existing facilities. The operating budget totals \$16,550,000, an increase of 9.2%, or \$1,400,000 over the current year.

Almost half of our request is attributed to the Center for Advanced Manufacturing, scheduled to open fall 2018. The \$98,972 salary and benefit rate increases not funded during 2017/18 is a direct result of implementing a new salary plan based on recommendations from an independent compensation study. The cost of living adjustment and benefit rate increases are projections, and may be adjusted based on action by the General Assembly. The increases in utilities, insurance, and rent are hard costs that are not currently budgeted.

In an attempt to increase participation in the College's voluntary retirement plans, we are requesting \$250k to match employee contributions, which would provide for up to 1% of the participant's annual compensation. Studies show that average employee participation for employers without the matching contribution is approximately 26% versus 62% for employers who do provide a match. I believe Guilford County currently provides its employees a match of up to 5% of the participant's annual compensation. An employer matching contribution would also help with recruiting and retaining high quality employees.

The 2018/19 annual capital projects list found on the second tab includes projects to address replacement of building systems at or near end of life cycle, and facilities repairs and renovations to repurpose existing space for instructional and other needs.

Please let me know if you have any questions.

Sincerely,



Nancy Sollosi
Vice President, Business & Finance/CFO

cc: Randy Parker

Attachment

Catalyst for Success

GUILFORD TECHNICAL COMMUNITY COLLEGE
2018-19 County Operating Budget Request

2017-18 Operating Budget	\$ 15,150,000
<u>Additional Needs 2018-19</u>	
Salary/benefit increases not funded for 2017-18	\$ 98,972
Estimated cost of living adjustment for 2018-19	274,090
Projected medical and retirement rate increases	83,896
Utility rate increases	93,527
Insurance rate increases	11,611
Scheduled rent increases	<u>15,628</u>
Additional needs without the Center for Advanced Manufacturing	\$ 577,724
Remainder of funding needed for the Center for Advanced Manufacturing	572,276
Matching funds for employee voluntary retirement plans (up to 1% of annual compensation)	250,000
Total Increase Requested	<u>\$ 1,400,000</u> 9.2%
Total 2018-19 Operating Needs	\$ 16,550,000
Annual Capital Projects (<i>See Tab 2</i>)	<u>\$ 1,960,000</u>
Total 2018-19 Budget Request	\$ 18,510,000

GUILFORD TECHNICAL COMMUNITY COLLEGE
Annual Capital Projects 2018-19

	Projected
Replace Sears Applied Technology Building Roof, Carpet, and Cooling Towers in Campus Center Renovation	\$ 700,650
Replace HVAC System in Transportation Building	300
Replace Flooring in Gerald Hall, Williams Hall, and Davis Hall	210
Replace Building Automation System in Public Safety Building	100
Total 2018-19 Request	\$ 1,960



AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2018-2019

I. A. Be it ordained by the Board of County Commissioners for Guilford County, North Carolina this the 21th day of June, 2018:

That for the operation of Guilford County's government and its subdivisions for the fiscal year beginning July 1, 2018, and ending June 30, 2019, 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	\$ 493,887
COUNTY ADMINISTRATION	\$ 1,422,349
COUNTY ATTORNEY	\$ 2,393,928
CLERK TO THE BOARD	\$ 380,166
INTERNAL AUDIT	\$ 564,783
BUDGET & MANAGEMENT	\$ 699,810
FINANCE	\$ 2,831,875
PURCHASING	\$ 324,662
FACILITIES	\$ 10,479,263
INFORMATION SERVICES	\$ 10,213,743
HUMAN RESOURCES	\$ 9,057,037
FLEET OPERATIONS	\$ 1,305,536
DEBT SERVICE	\$ 95,458,012
TAX	\$ 6,703,018
REGISTER OF DEEDS	\$ 2,287,330
ELECTIONS	\$ 1,930,157
HEALTH & HUMAN SERVICES	\$ 96,285,967

(Adopted at Health & Human Services level. For information only)

Public Health \$36,231,901; Social Services \$59,855,703; Veterans Services \$198,363)

MENTAL HEALTH	\$ 9,674,000
COORDINATED SERVICES	\$ 1,379,228
CHILD SUPPORT ENFORCEMENT	\$ 6,554,515
TRANSPORTATION - HUMAN SERVICES	\$ 1,640,355
PUBLIC ASSISTANCE MANDATES	\$ 2,552,365
EMERGENCY SERVICES	\$ 30,861,426
COURT ALTERNATIVES	\$ 2,627,589
FAMILY JUSTICE CENTER	\$ 630,604
OTHER PROTECTION	\$ 1,017,436
LAW ENFORCEMENT	\$ 68,292,978
ANIMAL SERVICES	\$ 4,134,716
SECURITY	\$ 2,173,363
COOPERATIVE EXTENSION SERVICE	\$ 741,711
PLANNING & DEVELOPMENT	\$ 809,409
INSPECTIONS	\$ 2,379,363

SOIL & WATER CONSERVATION	\$ 310,872
SOLID WASTE	\$ 1,603,047
CULTURE & LIBRARIES	\$ 1,844,077
RECREATION - PARKS	\$ 4,440,525
ECONOMIC DEVELOPMENT & ASSISTANCE - Including attached detail	\$ 1,553,500
EDUCATION - CURRENT EXPENSE	
GUILFORD COUNTY PUBLIC SCHOOLS	\$ 202,610,398
GUILFORD TECHNICAL COMMUNITY COLLEGE	\$ 16,150,000
EDUCATION - CAPITAL OUTLAY	
GUILFORD COUNTY PUBLIC SCHOOLS	\$ 6,000,000
GUILFORD TECHNICAL COMMUNITY COLLEGE	\$ 1,500,000
CAPITAL OUTLAY	\$ 2,000,000
SUB-TOTAL GENERAL FUND APPROPRIATIONS	\$ 616,313,000
LESS: Transfer to County Building Construction Fund (Project Ordinances)	\$ (2,000,000)
LESS: Transfer to School Capital Outlay Fund (Project Ordinances)	\$ (7,500,000)
NET GENERAL FUND APPROPRIATIONS	\$ 606,813,000

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	\$ 1,328,021
Alamance Community Fire Service District Overlay	\$ 177,895
Climax Fire Protection District	\$ 120,209
Climax Fire Protection Service District Overlay	\$ 56,493
Colfax Fire Protection District	\$ 697,326
Colfax Fire Protection Service District Overlay	\$ 259,628
No. 13 (Rankin) Fire Protection District	\$ 1,172,952
No. 13 (Rankin) Fire Service District Overlay	\$ 355,131
No. 14 (Franklin Blvd.) Fire Protection District	\$ 201,596
No. 14 (Franklin Blvd.) Fire Service District Overlay	\$ 58,408
No. 18 (Deep River) Fire Protection District	\$ 245,737
No. 18 (Deep River) Fire Service District Overlay	\$ -
No. 28 (Frieden's) Fire Protection District	\$ 199,930
No. 28 (Frieden's) Fire Service District Overlay	\$ 75,829
Fire Protection District No. 1 (Horneytown)	\$ 41,511
Gibsonville Fire Protection District	\$ 14,481

Guilford College Community Fire Protection District	\$ 701,351
Guilford College Community Fire Service District Overlay	\$ 41,316
Guil-Rand Fire Protection District	\$ 158,188
Guil-Rand Fire Protection Service District Overlay	\$ 66,907
Julian Vol Fire Protection District	\$ 107,249
Julian Fire Service District Overlay	\$ -
Kimesville Fire Protection District	\$ 125,996
McLeansville Fire Protection District	\$ 946,575
McLeansville Fire Service District Overlay	\$ 361,766
Mount Hope Community Fire Protection District	\$ 740,177
Mount Hope Community Fire Service District Overlay	\$ -
Northeast Guil Fire Protection District	\$ 1,109,193
Northeast Fire Svc. Dist. Overlay	\$ 336,708
Oak Ridge Fire Protection District	\$ 1,820,565
Oak Ridge Fire Service District Overlay	\$ -
Pinecroft-Sedgefield Fire Protection District	\$ 2,129,367
Pinecroft-Sedgefield Fire Service District Overlay	\$ 405,175
Pleasant Garden Fire Protection District	\$ 782,047
Pleasant Garden Fire Service District Overlay	\$ 81,738
PTIA Fire Service District	\$ 287,339
Southeast Fire Protection District	\$ 276,117
Southeast Fire Service District Overlay	\$ -
Stokesdale Fire Protection District	\$ 934,989
Summerfield Fire Protection District	\$ 2,495,787
Summerfield Fire Service District Overlay	\$ 775,312
Whitsett Fire Protection District	\$ 637,771
Whitsett Fire Service District Overlay	\$ 184,182
TOTAL FIRE PROTECTION/SERVICE	\$ 20,510,962

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	\$ 31,010,287
FEDERAL/STATE FUNDS	\$ 66,595,893
SALES TAX	\$ 90,975,000
PROPERTY TAX	\$ 372,870,000
OTHER REVENUES	\$ 14,997,401
USER CHARGES	\$ 39,864,419
TRANSFERS FROM OTHER FUNDS	\$ -
SUB-TOTAL GENERAL FUND REVENUES	\$ 616,313,000
LESS: Transfer to County Building Construction Fund	\$ (2,000,000)
LESS: Transfer to School Capital Outlay Fund	\$ (7,500,000)
NET GENERAL FUND REVENUES	<u>\$ 606,813,000</u>

NOTE: The General Fund Appropriated Fund Balance is comprised of the following components:

Fund Level	\$ 20,256,231
Social Services - Adoption Incentive Program	\$ 382,000
Social Services - Team HOPE	\$ 25,000
Coordinated Services - ABC Bottle Tax	\$ 100,000
Bond Premium Funds for Debt Service	\$ 7,019,480
Public Health - Medicaid Maximization	\$ 2,579,361
Public Health - Well Drillers' Fees	\$ 2,538
Public Health - Hazardous Spill Fund	\$ 17,948
Public Health - Cone Health	\$ 54,940
Public Health - Healthy High Point	\$ 23,412
Soil & Water Conservation District	\$ 2,505
Law Enforcement - Federal Forfeiture	\$ 230,693
Law Enforcement - Unauthorized Substance Abuse Tax	\$ 15,000
Law Enforcement - Explorer Post Funds	\$ 5,200
Law Enforcement - Inmate Welfare Funds	\$ 28,000
Animal Services - Susie's Fund	\$ 150,000
Family Justice Center - Donations & Grants	\$ 20,000
Register of Deeds - Automation & Enhancement Preservation	\$ 97,979
	<hr/>
	\$ 31,010,287

B. SPECIAL TAX/SERVICE DISTRICTS: In addition to the Countywide budget necessary for the function of the county government, Guilford County is required by law to make appropriations and to levy and collect taxes which have been authorized by the vote of the people of the special tax districts or by the establishment of a fire protection district or fire service district overlay. The appropriations made in I., A., Section 2 of this ordinance are hereby funded by revenue estimates according to the following schedules:

District	Property Tax	Sales Tax	Fund Balance	Total
Alamance Community Fire Protection District	\$993,822	\$223,563	\$110,636	\$1,328,021
Alamance Community Fire Service District Overlay	\$177,895	\$0	\$0	\$177,895
Climax Fire Protection District	\$92,375	\$20,610	\$7,224	\$120,209
Climax Fire Protection Service District Overlay	\$46,188	\$10,305	\$0	\$56,493
Colfax Fire Protection District	\$526,265	\$116,745	\$54,316	\$697,326
Colfax Fire Protection Service District Overlay	\$188,931	\$41,911	\$28,786	\$259,628
No. 13 (Rankin) Fire Protection District	\$887,762	\$198,184	\$87,006	\$1,172,952
No. 13 (Rankin) Fire Service District Overlay	\$266,422	\$59,476	\$29,233	\$355,131
No. 14 (Franklin Blvd.) Fire Protection District	\$155,700	\$35,344	\$10,552	\$201,596
No. 14 (Franklin Blvd.) Fire Service District Overlay	\$42,818	\$9,719	\$5,871	\$58,408
No. 18 (Deep River) Fire Protection District	\$189,269	\$43,130	\$13,338	\$245,737
No. 18 (Deep River) Fire Service District Overlay	\$0	\$0	\$0	\$0
No. 28 (Frieden's) Fire Protection District	\$147,589	\$33,124	\$19,217	\$199,930
No. 28 (Frieden's) Fire Service District Overlay	\$57,560	\$12,918	\$5,351	\$75,829
Fire Protection District No. 1 (Horneytown)	\$32,625	\$7,149	\$1,737	\$41,511
Gibsonville Fire Protection District	\$11,571	\$2,626	\$284	\$14,481
Guilford College Community Fire Protection District	\$507,988	\$111,534	\$81,829	\$701,351
Guilford College Community Fire Service District Overlay	\$31,826	\$7,245	\$2,245	\$41,316
Guil-Rand Fire Protection District	\$124,099	\$28,043	\$6,046	\$158,188
Guil-Rand Fire Protection Service District Overlay	\$57,831	\$5,608	\$3,468	\$66,907
Julian Vol Fire Protection District	\$84,956	\$17,550	\$4,743	\$107,249
Julian Fire Service District Overlay	\$0	\$0	\$0	\$0
Kimesville Fire Protection District	\$97,702	\$22,201	\$6,093	\$125,996
McLearnsville Fire Protection District	\$750,608	\$170,305	\$25,662	\$946,575
McLearnsville Fire Service District Overlay	\$279,227	\$63,353	\$19,186	\$361,766
Mount Hope Community Fire Protection District	\$582,709	\$129,435	\$28,033	\$740,177
Mount Hope Community Fire Service District Overlay	\$0	\$0	\$0	\$0

Northeast Guil Fire Protection District	\$843,409	\$188,316	\$77,468	\$1,109,193
Northeast Fire Svc. Dist. Overlay	\$252,181	\$56,306	\$28,221	\$336,708
Oak Ridge Fire Protection District	\$1,395,002	\$299,251	\$126,312	\$1,820,565
Oak Ridge Fire Service District Overlay	\$0	\$0	\$0	\$0
Pinecroft-Sedgefield Fire Protection District	\$1,642,143	\$373,191	\$114,033	\$2,129,367
Pinecroft-Sedgefield Fire Service District Overlay	\$330,536	\$74,639	\$0	\$405,175
Pleasant Garden Fire Protection District	\$592,295	\$134,425	\$55,327	\$782,047
Pleasant Garden Fire Service District Overlay	\$63,377	\$14,383	\$3,978	\$81,738
PTIA Fire Service District	\$220,130	\$48,070	\$19,139	\$287,339
Southeast Fire Protection District	\$200,685	\$41,264	\$34,168	\$276,117
Southeast Fire Service District Overlay	\$0	\$0	\$0	\$0
Stokesdale Fire Protection District	\$687,676	\$149,763	\$97,550	\$934,989
Summerfield Fire Protection District	\$1,941,779	\$431,850	\$122,158	\$2,495,787
Summerfield Fire Service District Overlay	\$601,952	\$133,873	\$39,487	\$775,312
Whitsett Fire Protection District	\$509,826	\$112,409	\$15,536	\$637,771
Whitsett Fire Service District Overlay	\$150,909	\$33,273	\$0	\$184,182
Total	\$15,765,638	\$3,461,091	\$1,284,233	\$20,510,962

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>\$ 2,000,000</u>
TOTAL COUNTY BLDG. CONSTRUCTION FUND APPROPRIATIONS	<u>\$ 2,000,000</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	\$ 3,291,641
EMPLOYEE HEALTH CARE PLAN	<u>\$ 42,560,138</u>
TOTAL INTERNAL SERVICES FUND APPROPRIATIONS	<u>\$ 45,851,779</u>

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

ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND	<u>\$ 6,500,000</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>\$ 2,000,000</u>
TOTAL COUNTY BLDG. CONSTRUCTION FUND REVENUES	<u>\$ 2,000,000</u>

INTERNAL SERVICES FUND

FUND BALANCE APPROPRIATED	\$ 2,326,205
OTHER REVENUES	\$ 180,000
USER CHARGES	<u>\$ 43,345,574</u>
TOTAL INTERNAL SERVICES FUND REVENUES	<u>\$ 45,851,779</u>

ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND

OCCUPANCY TAX	<u>\$ 6,500,000</u>
TOTAL ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND REVENUES	<u>\$ 6,500,000</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

GENERAL FUND		\$ 616,313,000
FIRE PROTECTION/SERVICE DISTRICT FUNDS		
Alamance Community Fire Protection District	\$ 1,328,021	
Alamance Community Fire Service District Overlay	\$ 177,895	
Climax Fire Protection District	\$ 120,209	
Climax Fire Protection Service District Overlay	\$ 56,493	
Colfax Fire Protection District	\$ 697,326	
Colfax Fire Protection Service District Overlay	\$ 259,628	
No. 13 (Rankin) Fire Protection District	\$ 1,172,952	
No. 13 (Rankin) Fire Service District Overlay	\$ 355,131	
No. 14 (Franklin Blvd.) Fire Protection District	\$ 201,596	
No. 14 (Franklin Blvd.) Fire Service District Overlay	\$ 58,408	
No. 18 (Deep River) Fire Protection District	\$ 245,737	
No. 18 (Deep River) Fire Service District Overlay	\$ -	
No. 28 (Frieden's) Fire Protection District	\$ 199,930	
No. 28 (Frieden's) Fire Service District Overlay	\$ 75,829	
Fire Protection District No. 1 (Horneytown)	\$ 41,511	
Gibsonville Fire Protection District	\$ 14,481	
Guilford College Community Fire Protection District	\$ 701,351	
Guilford College Community Fire Service District Overlay	\$ 41,316	
Guil-Rand Fire Protection District	\$ 158,188	
Guil-Rand Fire Protection Service District Overlay	\$ 66,907	
Julian Vol Fire Protection District	\$ 107,249	
Julian Fire Service District Overlay	\$ -	
Kimesville Fire Protection District	\$ 125,996	
McLeansville Fire Protection District	\$ 946,575	
McLeansville Fire Service District Overlay	\$ 361,766	
Mount Hope Community Fire Protection District	\$ 740,177	
Mount Hope Community Fire Service District Overlay	\$ -	
Northeast Guil Fire Protection District	\$ 1,109,193	
Northeast Fire Svc. Dist. Overlay	\$ 336,708	

Oak Ridge Fire Protection District	\$ 1,820,565
Oak Ridge Fire Service District Overlay	\$ -
Pinecroft-Sedgefield Fire Protection District	\$ 2,129,367
Pinecroft-Sedgefield Fire Service District Overlay	\$ 405,175
Pleasant Garden Fire Protection District	\$ 782,047
Pleasant Garden Fire Service District Overlay	\$ 81,738
PTIA Fire Service District	\$ 287,339
Southeast Fire Protection District	\$ 276,117
Southeast Fire Service District Overlay	\$ -
Stokesdale Fire Protection District	\$ 934,989
Summerfield Fire Protection District	\$ 2,495,787
Summerfield Fire Service District Overlay	\$ 775,312
Whitsett Fire Protection District	\$ 637,771
Whitsett Fire Service District Overlay	\$ 184,182
TOTAL FIRE PROTECTION/SERVICE	\$ 20,510,962
COUNTY BUILDING CONSTRUCTION FUND	\$ 2,000,000
INTERNAL SERVICES FUND	\$ 45,851,779
ROOM OCCUPANCY & TOURISM DEVELOPMENT TAX FUND	\$ 6,500,000
SUB-TOTAL APPROPRIATIONS - ALL FUNDS	\$ 691,175,741
LESS:	
Transfer to County Building Construction Fund	\$ (2,000,000)
Transfer to School Capital Outlay Fund (Project Ordinances)	<u>\$ (7,500,000)</u>
Total Transfers to Other Funds	\$ (9,500,000)
TOTAL APPROPRIATION - ALL FUNDS	<u>\$ 681,675,741</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	\$ 34,620,725
FEDERAL/STATE FUNDS	\$ 66,595,893
SALES TAX	\$ 94,436,091
PROPERTY TAX	\$ 388,635,638
OTHER REVENUES	\$ 15,177,401
USER CHARGES	\$ 83,209,993
OCCUPANCY TAX	\$ 6,500,000
TRANSFER FROM OTHER FUNDS	\$ 2,000,000
SUB-TOTAL REVENUES - ALL FUNDS	\$ 691,175,741
LESS: Transfers from Other Funds	\$ (2,000,000)
LESS: Transfers included in GCS/GTCC Capital Project Ordinances	<u>\$ (7,500,000)</u>
TOTAL REVENUES - ALL FUNDS	<u>\$ 681,675,741</u>

VI. A. That there is hereby levied for the fiscal year beginning July 1, 2018 and ending June 30, 2019, 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, 2018, 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	<u>\$0.7305</u>
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NOTE: This rate is based on estimated total valuation of property, for the purpose of taxation, of \$51,468,176,820, which is 100% of the total assessed property tax valuation.

B. That there is hereby levied for the fiscal year beginning July 1, 2018 and ending June 30, 2019, 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, 2018, for the purpose of raising the revenue from current year's taxes, as set out in the foregoing District estimates of revenue, and in order to finance the foregoing District Appropriations:

Fire Protection/Service District	Current Tax Rate	Adopted Tax Rate	Fire Protection/Service District	Current Tax Rate	Adopted Tax Rate
Alamance Comm. Fire Protection Dist.	\$0.0998	\$0.1000	Kimesville Fire Protection Dist.	\$0.1097	\$0.1097
Alamance Comm. Fire Svc. Dist. Overlay	\$0.0000	\$0.0179	McLearnsville Fire Protection Dist.	\$0.1000	\$0.1000
Climax Fire Protection Dist.	\$0.1000	\$0.1000	McLearnsville 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	\$0.0299
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	\$0.1300	Southeast Fire Protection Dist.	\$0.1250	\$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	\$0.0200	\$0.0466	Whitsett Fire Protection Dist.	\$0.1000	\$0.1000
Julian Fire Protection Dist.	\$0.1354	\$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 and Vice 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. 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 \$30,000 or the amount authorized by G.S. 143-64.32, whichever is greater, for architectural, engineering and surveying services are hereby exempted from the requirements of Article 3D of Chapter 143 of the General Statutes, in accordance with G.S. 143-64.32. In addition, other particular projects may be exempted from the requirements of said Article 3D by the County Manager, in a manner which states the reasons therefore and the circumstances attendant thereto in each instance, as authorized by G.S. 143-64.32

F. The County Manager is authorized to accept gifts, in-kind services, personal property, real property, and monetary donations up to \$25,000 per donation to the extent permitted by and pursuant to N.C. General Statute 159-15 and 153A-12.

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, 2018 and ending June 30, 2019, 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 2018-2019 in the Tax Department's budget to cover the cost that is estimated to be incurred during FY 2018-2019 in preparing for and conducting the revaluation. Such costs may include salaries, fringes, operating expenses and related expenditures for County appraisers and other staff employees who will conduct the revaluation.

XII. **A.** Appropriations herein above authorized and made shall have the amounts of the outstanding purchase orders and unearned portion of contracts at June 30, 2018 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, 2018.

ADOPTED this the 21th day of June, 2018.

Animal Services

Fee Information	FY 2018	FY 2019	Change
Adoption Fees			
Cats	\$ 25.00	\$ 25.00	\$ -
Senior Cats	\$ 10.00	\$ 10.00	\$ -
Kittens	\$ 75.00	\$ 75.00	\$ -
Dogs	\$ 50.00	\$ 50.00	\$ -
Senior Dogs	\$ 25.00	\$ 25.00	\$ -
Puppies	\$ 75.00	\$ 75.00	\$ -
Pocket Pets	\$ 5.00	\$ 5.00	\$ -
Guinea Pigs	\$ 15.00	\$ 15.00	\$ -
Rabbits	\$ 15.00	\$ 15.00	\$ -
Ferrets	\$ 20.00	\$ 20.00	\$ -
Snakes	\$ 25.00	\$ 25.00	\$ -
Lizards	\$ 25.00	\$ 25.00	\$ -
Small Birds	\$ 10.00	\$ 10.00	\$ -
Large Birds	determined by type of bird		
Pigs	\$ 25.00	\$ 25.00	\$ -
Goats	\$ 25.00	\$ 25.00	\$ -
Chickens	\$ 5.00	\$ 5.00	\$ -
Rescue Transfer - Altered by GCAS	\$ 10.00	\$ 10.00	\$ -
Rescue Transfer - Not altered by GCAS	\$ -	\$ -	\$ -
Recovery Fees			
1st Offense - Altered	\$ 30.00	\$ 30.00	\$ -
1st Offense - Intact	\$ 75.00	\$ 75.00	\$ -
2nd Offense - Altered	\$ 55.00	\$ 55.00	\$ -
2nd Offense - Intact	\$ 100.00	\$ 100.00	\$ -
3rd Offense - Altered	\$ 95.00	\$ 95.00	\$ -
3rd Offense - Intact	\$ 150.00	\$ 150.00	\$ -
4th (or more) Offense - Altered	\$ 120.00	\$ 120.00	\$ -
4th (or more) Offense - Intact	\$ 200.00	\$ 200.00	\$ -
Rabies Vaccine	\$ 10.00	\$ 10.00	\$ -
Microchip	\$ 10.00	\$ 10.00	\$ -
Daily Board	\$ 10.00	\$ 10.00	\$ -
Daily Board - Rabies Observation	\$ 20.00	\$ 20.00	\$ -
Daily Board - Dangerous or Vicious	\$ 20.00	\$ 20.00	\$ -
Daily Board - Confiscate	\$ 20.00	\$ 20.00	\$ -
Other Fees			
Transfer of Ownership	\$ -	\$ -	\$ -
Rabies Vaccine	\$ 5.00	\$ 5.00	\$ -
Microchip	\$ 10.00	\$ 10.00	\$ -
Owner Requested Euthanasia	\$ 10.00	\$ 10.00	\$ -
Rope Leash	\$ 1.00	\$ 1.00	\$ -
Cardboard Cat Carrier	\$ 5.00	\$ 5.00	\$ -
Cremation of Personal Pet	\$ 10.00	\$ 10.00	\$ -
Actyvil Dose	\$ 12.00	\$ 12.00	\$ -

Emergency Services

Fee Information	FY 2018	FY 2019	Change
Plan Review Fees			
Building Plan Review			
0-999 SF	\$ 75.00	\$ 75.00	\$ -
1,000-2,499 SF	\$ 100.00	\$ 100.00	\$ -
2,500-9,999 SF	\$ 150.00	\$ 150.00	\$ -
10,000-49,999 SF	\$ 275.00	\$ 275.00	\$ -
50,000 > SF	\$ 400.00	\$ 400.00	\$ -
Sprinkler Plan Review (per riser)	\$ 75.00	\$ 75.00	\$ -
Fire Alarm Plan Review (per each 50 devices)	\$ 75.00	\$ 75.00	\$ -
Tank Plan Review (per tank)	\$ 75.00	\$ 75.00	\$ -
AES Plan Review (per system)	\$ 75.00	\$ 75.00	\$ -
New Construction Inspection Fees			
<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	\$ 150.00	\$ -
Each hr +	\$ 150.00	\$ 150.00	\$ -
Fire Alarm Test (per inspector)	\$ 100.00	\$ 100.00	\$ -
AES Field Test	\$ 100.00	\$ 100.00	\$ -
Tank Inspection	\$ 100.00	\$ 100.00	\$ -
Permit Fees			
<i>Blasting Permit & Inspection</i>			
30 Day Permit	\$ 125.00	\$ 125.00	\$ -
90 Day Permit	\$ 200.00	\$ 200.00	\$ -
<i>Fireworks Event</i>			
Initial	\$ 125.00	\$ 125.00	\$ -
Subsequent	\$ 125.00	\$ 125.00	\$ -
Tent Inspection	\$ 100.00	\$ 100.00	\$ -
Tank Inspection	\$ 100.00	\$ 100.00	\$ -
Routine Inspection Fees			
1st visit	No Charge	No Charge	\$ -
Reinspection			
Final	No Charge	No Charge	\$ -
2nd visit	\$ 60.00	\$ 60.00	\$ -
3rd visit	\$ 100.00	\$ 100.00	\$ -
4th visit (judical)	\$ 150.00	\$ 150.00	\$ -
Institutional Facility	\$ 75.00	\$ 75.00	\$ -
Daycare Inspection	\$ 50.00	\$ 50.00	\$ -
Foster Care Inspection	\$ 55.00	\$ 55.00	\$ -
ABC Inspection	\$ 50.00	\$ 50.00	\$ -
Citation Fees			

Emergency Services

Fee Information	FY 2018	FY 2019	Change
<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	\$ -
Hazardous Materials Response Fees			
<i>Equipment & Apparatus</i>			
Haz-Mat Response Unit	\$ 150.00	\$ 150.00	\$ -
Engine	\$ 150.00	\$ 150.00	\$ -
Tanker	\$ 150.00	\$ 150.00	\$ -
Aerial unit	\$ 185.00	\$ 185.00	\$ -
Squad/Truck (Medical or Brush)	\$ 60.00	\$ 60.00	\$ -
Service Truck	\$ 60.00	\$ 60.00	\$ -
<i>Personnel</i>			
Haz-Mat Technician	\$ 50.00	\$ 50.00	\$ -
Haz-Mat Support	\$ 30.00	\$ 30.00	\$ -
Chief Officer	\$ 55.00	\$ 55.00	\$ -
Captain	\$ 35.00	\$ 35.00	\$ -
Lieutenant	\$ 30.00	\$ 30.00	\$ -
ES Support Staff	\$ 45.00	\$ 45.00	\$ -
Firefighters	\$ 25.00	\$ 25.00	\$ -
Emergency Medical Services Fees*			
ALS NE A0426	\$ 388.41	\$ 392.70	\$ 4.29
ALS E A0427	\$ 614.99	\$ 621.77	\$ 6.78
BLS NE A0428	\$ 323.67	\$ 327.24	\$ 3.57
BLS E A0429	\$ 517.89	\$ 523.59	\$ 5.70
ALS 2 A0433	\$ 890.12	\$ 899.93	\$ 9.81
Specialty Care A0434	\$ 1,051.95	\$ 1,063.55	\$ 11.60
Urban Mileage or Rural Mileage 18+ A0425	\$ 10.94	\$ 11.06	\$ 0.13
DOA A0429		\$ 523.59	
Waiting Time	\$ 60.00	\$ 60.00	\$ -
After 30 minutes, added to Base Fee, per hour charge	\$ 60.00	\$ 60.00	\$ -
Standby Special Event			
Unit & Crew, per hour	\$ 100.00	\$ 100.00	\$ -
ES employee, per hour	\$ 45.00	\$ 45.00	\$ -
Speciality Care			
Two or More Patients Transported in the Same Ambulance	\$ 884.07	\$ 884.07	\$ -

Emergency Services

Fee Information	FY 2018	FY 2019	Change
Patients Treated at Scene (BLS)	No Charge	No Charge	\$ -
Franchise Application Fee (Per Application)	\$ 200.00	\$ 200.00	\$ -
Franchise Administration Fee (Per Application Approved)	\$ 1,600.00	\$ 1,600.00	\$ -
Franchise Renewal Fee (Per Application)	\$ 1,600.00	\$ 1,600.00	\$ -
GM 9-1-1 Use Fee (Per Dispatch)	\$ 20.00	\$ 20.00	\$ -
Paramedic Assist/Intercept Fee (Per Response)	\$ 150.00	\$ 150.00	\$ -

Emergency Management Fees

Disaster Plan Review Fees for NC DHSR Regulated Facilities

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	\$ -

Hazardous Facility Planning Fee

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	\$ -

* EMS fees are set at 150% of CMS allowable and adjust annually on January 1

** Fire Marshall fees are standardized for all towns in Guilford County

Facilities

Fee Information	FY 2018	FY 2019	Change
Parking			
Greensboro Parking Deck - Monthly	\$ 30.00	\$ 30.00	\$ -
Greensboro Other Parking Lots - Monthly	\$ 30.00	\$ 30.00	\$ -
High Point Parking Deck - Daily	\$2 / day	\$2 / day	\$ -
High Point Parking Deck - Monthly	\$ 30.00	\$ 30.00	\$ -
Lost Parking Card or Placard	\$ 10.00	\$ 10.00	\$ -
Parking Application Fee	\$ 30.00	\$ 30.00	\$ -
Other Fees			
Courthouse Mini Lockers (per use)	\$ 0.25	\$ 0.25	\$ -
Road Sign Replacement	\$ 150.00	\$ 150.00	\$ -

* Set by Planning

** Current hourly charges are graduated beginning at \$0.50 and maxing at \$5.00. Revenue is averaging \$1.00 per ticket.

Inspections

Fee Information	FY 2018	FY 2019	Change
Guilford County Grading Permit Fees			
One (1) acre (43,560 SF) but less than three (3) acres - BASE FEE	\$ 450.00	\$ 450.00	\$ -
Up to three (3) acres or more - BASE FEE	\$ 450.00	\$ 450.00	\$ -
Up to three (3) acres or more per acre for each add'l acre	\$ 225.00	\$ 225.00	\$ -
Commercial Building Permit Fees			
New Office and Retail Structure per unit	\$ 100.00	\$ 100.00	\$ -
New Office and Retail Structure per square foot	\$ 0.25	\$ 0.25	\$ -
New Industrial/Warehousing Structures per unit	\$ 100.00	\$ 100.00	\$ -
New Industrial/Warehousing Structures per square foot	\$ 0.25	\$ 0.25	\$ -
New Educational/Assembly/Institutional Structures per unit	\$ 1,000.00	\$ 1,000.00	\$ -
New Educational/Assembly/Institutional Structures per square foot	\$ 0.20	\$ 0.20	\$ -
New Multi-Family Structures 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)	\$ 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 FEE(S) ONLY)	\$ -	\$ -	\$ -
Unclassified			
Temporary Power/Unit or Meter	\$ 40.00	\$ 40.00	\$ -
Signs	\$ 100.00	\$ 100.00	\$ -
Swimming Pool	\$ 135.00	\$ 135.00	\$ -
Machinery or Equipment/Unit	\$ 10.00	\$ 10.00	\$ -
Communication Tower Collocate	\$ 250.00	\$ 250.00	\$ -
Event Permit	\$ 40.00	\$ 40.00	\$ -

Inspections

Fee Information	FY 2018	FY 2019	Change
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 (Trade Fee Only)	\$ -	\$ -	\$ -

Residential Building Permit Fees

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 (Trade Fee Only)	\$ -	\$ -	\$ -
New Heated Additions per square foot	\$ 0.35	\$ 0.35	\$ -
Alterations (Heated to Heated): Trade Fees Only	\$ -	\$ -	\$ -
Alterations (Unheated to Heated): Trade Fee Only	\$ -	\$ -	\$ -
Alterations (Unheated to Heated) per square foot	\$ 0.35	\$ 0.35	\$ -
Modular Homes	\$ 250.00	\$ 250.00	\$ -
Manufactured (Mobile) Homes	\$ 175.00	\$ 175.00	\$ -

Trade Permit Fees - Residential

Building	\$ 40.00	\$ 40.00	\$ -
Electrical	\$ 40.00	\$ 40.00	\$ -
Plumbing	\$ 40.00	\$ 40.00	\$ -
Mechanical	\$ 40.00	\$ 40.00	\$ -
Fuel Piping	\$ 40.00	\$ 40.00	\$ -
Gas Logs	\$ 40.00	\$ 40.00	\$ -
Mechanical w/ Fuel	\$ 50.00	\$ 50.00	\$ -
Accessory Bldgs. Or Unheated Alterations/Additions (Trade Fees Only)	\$ -	\$ -	\$ -
Accessory Bldgs. Or Unheated Alterations/Additions per unheated sq. ft.	\$ 0.20	\$ 0.20	\$ -
Swimming Pools	\$ 135.00	\$ 135.00	\$ -
Decks (Trade Fees Only)	\$ 40.00	\$ 40.00	\$ -
Relocated Home	\$ 175.00	\$ 175.00	\$ -
Re-Inspection	\$ 50.00	\$ 50.00	\$ -
Signs	\$ 50.00	\$ 50.00	\$ -
Permit Re-Issuance/Required Trade (Trade Fees Only)	\$ 40.00	\$ 40.00	\$ -

Trade Permit Fees - Commercial

Building	\$ 40.00	\$ 40.00	\$ -
Electrical	\$ 40.00	\$ 40.00	\$ -
Plumbing	\$ 40.00	\$ 40.00	\$ -
Mechanical	\$ 40.00	\$ 40.00	\$ -
Fuel Piping	\$ 40.00	\$ 40.00	\$ -
Mechanical w/ Fuel	\$ 50.00	\$ 50.00	\$ -
Re-Inspection	\$ 50.00	\$ 50.00	\$ -

Juvenile Detention

Fee Information	FY 2018	FY 2019	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 2018	FY 2019	Change
Civil Process Fees			
In-State Service Fee (Controlled by State Statute)	\$ 30.00	\$ 30.00	\$ -
Out of State Service Fee (Controlled by State Statute)	\$ 50.00	\$ 50.00	\$ -
Pistol Purchase & Concealed Carry Permitting Fees			
Pistol Purchase Permit Fee (Controlled by State Statute)	\$ 5.00	\$ 5.00	\$ -
Concealed Carry Permit Fee - New Applicant (Controlled by State Statute)	\$ 90.00	\$ 90.00	\$ -
Concealed Carry Permit Fingerprint Fee - New Applicants Only (Controlled by State Statute)	\$ 10.00	\$ 10.00	\$ -
Concealed Carry Permit Fee - Renewal Applicant (Controlled by State Statute)	\$ 75.00	\$ 75.00	\$ -
Precious Metals Annual Permitting Fees			
Business Owner/Partners Fee - New and Renewal Applicant (Controlled by State Statute)	\$ 180.00	\$ 180.00	\$ -
Business Employee Fee - New Applicant (Controlled by State Statute)	\$ 10.00	\$ 10.00	\$ -
Business Employee Fee - Renewal Applicant (Controlled by State Statute)	\$ 3.00	\$ 3.00	\$ -
Fingerprinting Fees - All Other			
Fingerprinting Fees - per print card	\$ 10.00	\$ 10.00	\$ -
Detention			
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	\$ 44.50	\$ 50.00	\$ 5.50
Out-of-state probationers ordered to do their time in GC HP Jail - daily	\$ 73.00	\$ 50.00	\$ (23.00)
Transporting Agency or High Risk Inmate from other agency in GC Jail Central - daily	\$ 44.50	\$ 50.00	\$ 5.50
Transporting Agency or High Risk Inmate from other agency in GC HP Jail - daily	\$ 73.00	\$ 50.00	\$ (23.00)
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 2018	FY 2019	Change
Patrol City of Burlington - assistance with calls - per call	\$ 115.00	\$ 115.00	\$ -

Parks

Fee Information	FY 2018	FY 2019	Change
Shelters			
Large - full day	\$ 125.00	\$ 125.00	\$ -
Large - half day	\$ 100.00	\$ 100.00	\$ -
Medium - full day	\$ 85.00	\$ 85.00	\$ -
Medium - half day	\$ 60.00	\$ 60.00	\$ -
Southwest Shelters 1, 4 - Full Day	\$ 100.00	\$ 100.00	\$ -
Southwest Shelters 2, 3, 5 - Full Day	\$ 75.00	\$ 75.00	\$ -
Ball Fields			
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	\$ -
Swimming			
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	\$ -
Campground			
Group Site (max 40 persons)	\$ 60.00	\$ 60.00	\$ -
RV Site	\$ 25.00	\$ 25.00	\$ -
Tent Site	\$ 15.00	\$ 15.00	\$ -
Miscellaneous			
Vendors or Catered Events At Shelters (% of Total Invoice)	10%	10%	\$ -
Cancellation 30 days or more prior to event	\$ 35.00	\$ 35.00	\$ -
Cancellation 8 to 29 days prior to event	\$ 50.00	\$ 50.00	\$ -
BMP Clubhouse Fees - Weekdays (Mon to 1st half of Fri)			
Banquet - 1st half day (8am-2pm)	\$ 400.00	\$ 400.00	\$ -
Banquet - 2nd half day (4pm-12am)	\$ 465.00	\$ 465.00	\$ -
Banquet - Full day (8am-12am)	\$ 500.00	\$ 500.00	\$ -

Parks

Fee Information	FY 2018	FY 2019	Change
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)	\$ 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	\$ -

BMP Clubhouse Fees - 2nd half Fri, Weekend, & Holidays

Banquet - 1st half day (8am-2pm)	\$ 330.00	\$ 330.00	\$ -
Banquet - 2nd half day (4pm-12am)	\$ 400.00	\$ 400.00	\$ -
Banquet - Full day (8am-12am)	\$ 465.00	\$ 465.00	\$ -
Triple Crown - 1st half day (8am-2pm)	\$ 500.00	\$ 500.00	\$ -
Triple Crown - 2nd half day (4pm-12am)	\$ 240.00	\$ 240.00	\$ -
Triple Crown - Full day (8am-12am)	\$ 260.00	\$ 260.00	\$ -
Oak - 1st half day (8am-2pm)	\$ 300.00	\$ 300.00	\$ -
Oak - 2nd half day (4pm-12am)	\$ 195.00	\$ 195.00	\$ -
Oak - Full day (8am-12am)	\$ 225.00	\$ 225.00	\$ -
Lake - 1st half day (8am-2pm)	\$ 250.00	\$ 250.00	\$ -
Lake - 2nd half day (4pm-12am)	\$ 305.00	\$ 305.00	\$ -
Lake - Full day (8am-12am)	\$ 360.00	\$ 360.00	\$ -
Training - 1st half day (8am-2pm)	\$ 400.00	\$ 400.00	\$ -
Training - 2nd half day (4pm-12am)	\$ 205.00	\$ 205.00	\$ -
Training - Full day (8am-12am)	\$ 235.00	\$ 235.00	\$ -
Guilford - 1st half day (8am-2pm)	\$ 175.00	\$ 175.00	\$ -
Guilford - 2nd half day (4pm-12am)	\$ 205.00	\$ 205.00	\$ -
Guilford - Full day (8am-12am)	\$ 235.00	\$ 235.00	\$ -
Cedar - 1st half day (8am-2pm)	\$ 290.00	\$ 290.00	\$ -
Cedar - 2nd half day (4pm-12am)	\$ 345.00	\$ 345.00	\$ -
Cedar - Full day (8am-12am)	\$ 400.00	\$ 400.00	\$ -
Screened Porch - 1st half day (8am-2pm)	\$ 145.00	\$ 145.00	\$ -
Screened Porch - 2nd half day (4pm-12am)	\$ 155.00	\$ 155.00	\$ -
Screened Porch - Full day (8am-12am)	\$ 165.00	\$ 165.00	\$ -

BMP Food Service Fees

Parks

Fee Information	FY 2018	FY 2019	Change
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%	\$ -
BMP Staffing Fees (per hour)			
Event Hosts	\$ 15.00	\$ 15.00	\$ -
Bartender	\$ 20.00	\$ 30.00	\$ 10.00
Security	\$ 25.00	\$ 25.00	\$ -
BMP Provided Bar Fees - Host bar			
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	\$ -
BMP Provided Bar Fees - Tab Bar Fees			
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	\$ -
BMP Provided Bar Fees - Cash Bar Fees (per person)			
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	\$ -
BMP Miscellaneous Equipment Rental			
PA System 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	\$ -
Table Linens (85" x 85" Square)	\$ 5.00	\$ 5.00	\$ -
Table Linens (90" or 120" round)	\$ 15.00	\$ 15.00	\$ -
Table Linens (108" or 120" round or 90" x 156" rectangular)	\$ 20.00	\$ 20.00	\$ -
Napkins (per set of 8)	\$ 5.00	\$ 5.00	\$ -
Podium w/ Microphone	\$ 25.00	\$ 25.00	\$ -
Chair Covers	\$ 3.50	\$ 3.50	\$ -

Parks

Fee Information	FY 2018	FY 2019	Change
Sashes	\$ 1.50	\$ 1.50	\$ -
Screen Only	\$ 5.00	\$ 5.00	\$ -
Easel Only	\$ 5.00	\$ 5.00	\$ -
TV/VCR/DVD	\$ 25.00	\$ 25.00	\$ -

HSP ARC Building and Chapel Fees

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	\$ -

:P Event Center Rental Fees (Weekdays & 1st half Friday)

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	\$ -

NEP Event Center Rental Fees (2nd Half Day Friday, Weekends, Holidays)

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	\$ -

NEP Staffing Fees

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	\$ -

NEP Food Service Fees

1-25 people	\$ 25.00	\$ 25.00	\$ -
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Parks

Fee Information	FY 2018	FY 2019	Change
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%

NEP Miscellaneous Equipment Rental

Podium	\$ 10.00	\$ 10.00	\$ -
LCD Projector & Screen	\$ 25.00	\$ 25.00	\$ -
Table Linens	\$ 10.00	\$ 10.00	\$ -
Napkins (per set of 8)	\$ 5.00	\$ 5.00	\$ -
Podium w/ Microphone	\$ 25.00	\$ 25.00	\$ -
Arbor	\$ 25.00	\$ 25.00	\$ -
Screen Only	\$ 10.00	\$ 10.00	\$ -
TV/DVD	\$ 25.00	\$ 25.00	\$ -
Sound System	\$ 50.00	\$ 50.00	\$ -

BMP Wildlife Education Center Fees

Classroom (per hour, operating hours)	\$ 10.00	\$ 10.00	\$ -
Classroom (per hour, non-operating hours)	\$ 22.00	\$ 22.00	\$ -

BMP Activities Fees

Volleyball Court (per court, per hour)	\$ 5.00	\$ 5.00	\$ -
Tennis Court (per hour, per person)	\$ 3.00	\$ 3.00	\$ -
Tennis Court (per match for school groups)	\$ 55.00	\$ 55.00	\$ -
Volleyball Rental	\$ 5.00	\$ 5.00	\$ -
Horseshoes	\$ 5.00	\$ 5.00	\$ -
Cornhole Boards w/ Bean Bags	\$ 25.00	\$ 25.00	\$ -
Bike Rental (March-November); (per hour, 2 hr min)	\$ 3.00	\$ 3.00	\$ -

BMP Driving Range Fees

Small Basket	\$ 4.00	\$ 4.00	\$ -
Large Basket	\$ 6.00	\$ 6.00	\$ -
Jumbo Basket	\$ 12.00	\$ 12.00	\$ -
Punch Card (12 large baskets)	\$ 60.00	\$ 60.00	\$ -
Punch Card (12 small baskets)	\$ 40.00	\$ 40.00	\$ -
Punch Card (12 jumbo baskets)	\$ 120.00	\$ 120.00	\$ -

BMP Golf Course Fees

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	\$ -

Parks

Fee Information	FY 2018	FY 2019	Change
Pull Cart Rental	\$ 2.00	\$ 2.00	\$ -
SWP Marina Fees			
1/2 Day Canoe	\$ 13.00	\$ 13.00	\$ -
Full Day Canoe	\$ 20.00	\$ 20.00	\$ -
1/2 Day 2 Seat Kayak	\$ 15.00	\$ 15.00	\$ -
Full Day 2 Seat Kayak	\$ 20.00	\$ 20.00	\$ -
1/2 Day 1 Seat Kayak	\$ 12.00	\$ 12.00	\$ -
Full Day 1 Seat Kayak	\$ 15.00	\$ 15.00	\$ -
10' John Boat 2 Person Rental	\$ 15.00	\$ 15.00	\$ -
14' John Boat 3 Person Rental	\$ 21.00	\$ 21.00	\$ -
Private Boat Launch	\$ 7.00	\$ 7.00	\$ -
Private Canoe & Kayak Launch	\$ 5.00	\$ 5.00	\$ -
Anchors	\$ 3.00	\$ 3.00	\$ -
Pier Fishing	\$ 3.00	\$ 3.00	\$ -
Fishing			
Pier/Bank (BMP, GBP, HSP, NEP)	\$ 1.00	\$ 1.00	\$ -
Pier (SWP)	\$ 3.00	\$ 3.00	\$ -
Annual Pass (BMP Only)	\$ 30.00	\$ 30.00	\$ -

Planning & Development

Fee Information	FY 2018	FY 2019	Change
Subdivision Plat Review			
Subdivision Plat Review: \$150/plat + \$20/lot	\$ 150.00	\$ 150.00	\$ -
Exclusion Plat Review	no charge	no charge	\$ -
Road Signs	\$ 150.00	\$ 150.00	\$ -
Zoning Verification Fee	no charge	no charge	\$ -
Planning Board			
<i>Zoning</i>			
Rezoning Fees/Case	\$ 500.00	\$ 500.00	\$ -
Rezoning Appeal/Case	\$ 500.00	\$ 500.00	\$ -
Special Use Permit/Case + Recording Fee	\$ 526.00	\$ 526.00	\$ -
<i>Road/Easement Closing Fees</i>			
Easement Release/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 to Board (per case)	\$ 200.00	\$ 200.00	\$ -
Board of Adjustment			
Variance (fee + recording fee)	\$ 226.00	\$ 226.00	\$ -
Appeals to the Board (per case)	\$ 200.00	\$ 200.00	\$ -
Site Plan Review			
Minor Site Plan Review (per plan + \$ / sq. ft.)	\$ 100.00	\$ 100.00	\$ -
Major Site Plan Review (per plan + \$ / sq. ft.)	\$ 325.00	\$ 325.00	\$ -
Plus additional fee per 1,000 sq ft gross floor area or open uses of land	\$ 5.00	\$ 5.00	\$ -
Publications			
Development Ordinance	\$ 20.00	\$ 20.00	\$ -
Historic Properties Book	\$ 12.00	\$ 12.00	\$ -
Guilford County Street Atlas	\$ 18.95	\$ 18.95	\$ -
Copies from Copier	no charge	no charge	\$ -
Comprehensive Plan	loan - self copy	loan - self copy	\$ -
Area Plans - Text or Map	no charge	no charge	\$ -
Historical Properties			
City of High Point	\$ 2,000.00	\$ 2,000.00	\$ -
City of Greensboro	\$ 3,000.00	\$ 3,000.00	\$ -
Gibsonville	\$ 500.00	\$ 500.00	\$ -
Jamestown	\$ 500.00	\$ 500.00	\$ -
Oak Ridge	\$ 125.00	\$ 125.00	\$ -
Planning Services			
Planning Service - Stokesdale	\$ 25,000.00	\$ 25,000.00	\$ -
Planning Service - Whitsett	\$ 1,000.00	\$ 1,000.00	\$ -

Planning & Development

Fee Information	FY 2018	FY 2019	Change
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	\$ 125.00	market price	market price

Public Health

Fee Information	FY 2018	FY 2019	Change
CPR Fees			
Annual Instructor Membership	\$ 50.00	\$ 50.00	\$ -
Instructor Monitoring (every 2 years)	\$ 50.00	\$ 50.00	\$ -
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	\$ -
Environmental Health Fees			
Food Service - Plan Review			
New Facility	\$ 250.00	\$ 250.00	\$ -
Remodel of Existing Facility	\$ 125.00	\$ 125.00	\$ -
Swimming Pool Permits			
Seasonal	\$ 200.00	\$ 200.00	\$ -
Year Round	\$ 250.00	\$ 250.00	\$ -
Reinspection (2nd Trip)	\$ 100.00	\$ 100.00	\$ -
Pool Plan Review	\$ 300.00	\$ 300.00	\$ -
Private Schools/Colleges	\$ 200.00	\$ 200.00	\$ -
ServSafe Food Education Course Training	\$ 200.00	\$ 200.00	\$ -
ServSafe Food Education Course Re-Test	\$ 60.00	\$ 60.00	\$ -
ServSafe Off-site Food Schools	\$ 150.00	\$ 150.00	\$ -
Temporary Food Establishments (vendors)	\$ 75.00	\$ 75.00	\$ -
LFSE (Limited food source establishment)	\$ 75.00	\$ 75.00	\$ -
Lead - State			
XRF Machine Use With Staff	\$ 500.00	\$ 500.00	\$ -
XRF Machine Use Without Staff	\$ 250.00	\$ 250.00	\$ -
Health Hazards			
Tattoo Artist			
Local	\$ 500.00	\$ 500.00	\$ -
Convention	\$ 100.00	\$ 100.00	\$ -
Mobile Home Parks	\$ 11.00	\$ 11.00	\$ -
HERA			
Monitoring Wells			
Commercial			
first well	\$ 600.00	\$ 600.00	\$ -
each additional well	\$ 60.00	\$ 60.00	\$ -

Public Health

Fee Information	FY 2018	FY 2019	Change
Residential first well	\$ 600.00	\$ 600.00	\$ -
each additional well	\$ 60.00	\$ 60.00	\$ -
Water Quality			
Construction Authorization	\$ 100.00	\$ 100.00	\$ -
Construction Authorization w/pump	\$ 140.00	\$ 140.00	\$ -
Alternative Construction Authorization	\$ 450.00	\$ 450.00	\$ -
Alternative Design	\$ 550.00	\$ 550.00	\$ -
Evaluation of Additions	\$ 100.00	\$ 100.00	\$ -
Residential Soil Evaluations	\$ 100.00	\$ 100.00	\$ -
Application Fee for DUMT 10k gallons	\$ 260.00	\$ 260.00	\$ -
Permit for DUMT 10K gallons	\$ 340.00	\$ 340.00	\$ -
Well Permits - New	\$ 450.00	\$ 450.00	\$ -
Well Camera/Repair Permit	\$ 220.00	\$ 220.00	\$ -
Additional Trip Fee	\$ 54.00	\$ 54.00	\$ -
DOT Fee	\$ 150.00	\$ 150.00	\$ -
Innovative Wastewater Approval (off-site)	\$ 200.00	\$ 200.00	\$ -
Water Sample Fees			
Trip Fee	\$ 65.00	\$ 65.00	\$ -
Bacteria	\$ 50.00	\$ 50.00	\$ -
Inorganic / Nitrate	\$ 70.00	\$ 70.00	\$ -
Pesticide	\$ 75.00	\$ 75.00	\$ -
Petroleum	\$ 75.00	\$ 75.00	\$ -
Exisiting On Site Sewer			
Type 111B	\$ 150.00	\$ 150.00	\$ -
Type IV	\$ 300.00	\$ 300.00	\$ -
Type V	\$ 350.00	\$ 350.00	\$ -
Type Va	\$ 100.00	\$ 100.00	\$ -
Type VI	\$ 400.00	\$ 400.00	\$ -
Maintenance/Monitoring Operator	\$ 450.00	\$ 450.00	\$ -
Health Education - Smart Girls Life Skills			
Smart Girls® Life Skills Training Curriculum PART I (one copy)	\$ 250.00	\$ 250.00	\$ -
Smart Girls® Life Skills Training Curriculum PART II (one copy)	\$ 250.00	\$ 250.00	\$ -
Smart Girls® Life Skills Training Curriculum PART I and PART II (one copy of each, \$50 off when ordering together)	\$ 450.00	\$ 450.00	\$ -
Smart Girls® Part I One Day Training in Guilford County (curriculum not included)	\$ 275.00	\$ 275.00	\$ -
Smart Girls® Part II One Day Training in Guilford County (curriculum not included)	\$ 250.00	\$ 250.00	\$ -

Public Health

Fee Information	FY 2018	FY 2019	Change
One-day Part I or Part II Training outside of Guilford County for up to 12 to 15 individuals	\$ 1,600.00	\$ 1,600.00	\$ -
One & a half day Part I or Part II Training outside of Guilford County for up to 12 to 15 individuals	\$ 2,250.00	\$ 2,250.00	\$ -
Two-day Part I and Part II Training outside of Guilford County for up to 12 to 15 individuals II	\$ 3,200.00	\$ 3,200.00	\$ -

* *Clinic and all other fees are available upon request from Public Health.*

Register of Deeds

Fee Information	FY 2018	FY 2019	Change
Passport Services			
Passport Acceptance Fee	\$ 25.00	\$ 35.00	\$ 10.00
Passport Photo	\$ 10.00	\$ 10.00	\$ -
Land Records			
Certified Copies First Page	\$ 5.00	\$ 5.00	\$ -
Certified Copies All Other Pages	\$ 2.00	\$ 2.00	\$ -
Uncertified Copies	\$ 0.05	\$ 0.05	\$ -
Deed of Trust	\$ 64.00	\$ 64.00	\$ -
Grave Removal	\$ 26.00	\$ 26.00	\$ -
Misc Documents	\$ 26.00	\$ 26.00	\$ -
Notary Authentication	\$ 1.00	\$ 1.00	\$ -
Old Corporation Books	\$ -	\$ -	\$ -
Plat Certified Copy	\$ 5.00	\$ 5.00	\$ -
Plat Uncertified Copy 11x17	\$ 0.10	\$ 0.10	\$ -
Plat Uncertified Copy 18x24	\$ 0.50	\$ 0.50	\$ -
Uncertified Copy Via Mail	\$ 1.00	\$ 1.00	\$ -
UCC Copy	\$ 2.00	\$ 2.00	\$ -
Deed	\$ 26.00	\$ 26.00	\$ -
Condominium	\$ 21.00	\$ 21.00	\$ -
Highway Right of Way Map	\$ 21.00	\$ 21.00	\$ -
Plat	\$ 21.00	\$ 21.00	\$ -
Roadway Corridor Map	\$ 5.00	\$ 5.00	\$ -
Notary Oath	\$ 10.00	\$ 10.00	\$ -
Satisfaction	\$ -	\$ -	\$ -
Uniform Commercial Code	\$ 38.00	\$ 38.00	\$ -
Vital Records			
Amendment	\$ 10.00	\$ 10.00	\$ -
Birth Add	\$ -	\$ -	\$ -
Birth Copy Certified	\$ 10.00	\$ 10.00	\$ -
Birth Copy Uncertified	\$ 0.05	\$ 0.05	\$ -
Copies	\$ 0.05	\$ 0.05	\$ -
Death Add	\$ -	\$ -	\$ -
Delayed Birth	\$ 10.00	\$ 10.00	\$ -
Delayed Birth Prep	\$ 10.00	\$ 10.00	\$ -
Death Copy Certified	\$ 10.00	\$ 10.00	\$ -
Delayed Marriage	\$ 20.00	\$ 20.00	\$ -
Death Copy Uncertified	\$ 0.05	\$ 0.05	\$ -
Legitimation	\$ 10.00	\$ 10.00	\$ -
Marriage Copy Certified	\$ 10.00	\$ 10.00	\$ -
Marriage Issue	\$ 60.00	\$ 60.00	\$ -
Marriage Keepsake	\$ 1.00	\$ 1.00	\$ -
Marriage Copy Uncertified	\$ 0.05	\$ 0.05	\$ -
State Birth Amendment	\$ 15.00	\$ 15.00	\$ -
State Birth Certified Copy	\$ 10.00	\$ 10.00	\$ -
State Birth Legitimation	\$ 15.00	\$ 15.00	\$ -
State Birth Search	\$ 14.00	\$ 14.00	\$ -

Register of Deeds

Fee Information	FY 2018	FY 2019	Change
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	\$ -

Security

Fee Information	FY 2018	FY 2019	Change
ID Badge - Attorney	\$ 10.00	\$ 10.00	\$ -
ID Badge - Paralegal	\$ 10.00	\$ 10.00	\$ -
ID Badge - Committee Approved (New)	\$ 10.00	\$ 10.00	\$ -
ID Badge - Committee Approved (Renewal that meets use requirements)	\$ 10.00	\$ 10.00	\$ -
ID Badge - Committee Approved (Renewal that does not meet use requirements)	\$ 25.00	\$ 25.00	\$ -
ID Badge - Law Enforcement	\$ 10.00	\$ 10.00	\$ -
ID Badge - Non-County Interns	\$ 2.00	\$ 2.00	\$ -
Lost or Stolen ID Badge Replacement Fee (Applies to all)	\$ 5.00	\$ 5.00	\$ -
Contract Security for After Hours Event	\$ 25.00	\$ 30.00	\$ 5.00

Solid Waste

Fee Information	FY 2018	FY 2019	Change
Passenger car tire disposal fee per tire	\$ 0.84	\$ 0.84	\$ -
Standard truck tire disposal fee per tire	\$ 4.28	\$ 4.28	\$ -
Oversize tire per pound	\$ 0.0372	\$ 0.0372	\$ -

*No Charge to dispose White Goods/Electronics/Residential Recyclables



**CAPITAL PROJECT ORDINANCE FOR GUILFORD COUNTY SCHOOLS –
FY 2018-19 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 2018-19 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 2018-19 Capital Allocation	Capital Outlay \$6,000,000	Transfer from General Fund \$6,000,000

SECTION 2. This project ordinance authorizes all appropriations necessary for the completion of this project and it need not be readopted in any subsequent fiscal year. The budget officer shall include in subsequent budgets information and appropriations for this project during the budget year.

SECTION 3. This ordinance shall be duly entered in the minutes of the Guilford County Board of Commissioners. Within five days after adoption, a copy hereof shall be filed with the Finance Director, Budget Director, and Clerk.

SECTION 4. This ordinance may be amended in any manner so long as it continues to fulfill the requirements of G.S. 159-13.2 and other applicable laws.

ADOPTED on first reading this June 21, 2018 to be effective July 1, 2018 in accordance with G.S. 159-17.

CAPITAL PROJECT ORDINANCE FOR GUILFORD TECHNICAL COMMUNITY COLLEGE – FY 2018-19 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 2018-19 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 2018-19 Capital Allocation	Capital Outlay \$1,500,000	Transfer from General Fund \$1,500,000

SECTION 2. This project ordinance authorizes all appropriations necessary for the completion of this project and it need not be readopted in any subsequent fiscal year. The budget officer shall include in subsequent budgets information and appropriations for this project during the budget year.

SECTION 3. This ordinance shall be duly entered in the minutes of the Guilford County Board of Commissioners. Within five days after adoption, a copy hereof shall be filed with the Finance Director, Budget Director, and Clerk.

SECTION 4. This ordinance may be amended in any manner so long as it continues to fulfill the requirements of G.S. 159-13.2 and other applicable laws.

ADOPTED on first reading this June 21, 2018 to be effective July 1, 2018 in accordance with G.S. 159-17.

Economic Development Agencies

Agency Name	FY19 Adopted
African-American Atelier	50,000
Downtown Greensboro Inc. (DGI)	40,000
East Market Street Development	35,000
Friends of John Coltrane	20,000
GSO Chamber of Commerce	100,000
Guilford County Economic Development Alliance (GCEDA)	100,000
Guilford County Tourism Development Authority	40,000
High Point Arts Council	50,000
HP Economic Development Corporation (HPEDC)	100,000
HP Market Authority	75,000
Piedmont Triad Film Commission	25,000
Southwest Renewal Foundation of High Point	25,000
United Arts Council - NC Folk Festival	25,000
United Arts Council - GSO	55,000
Welfare Reform	25,000
TOTAL	765,000

