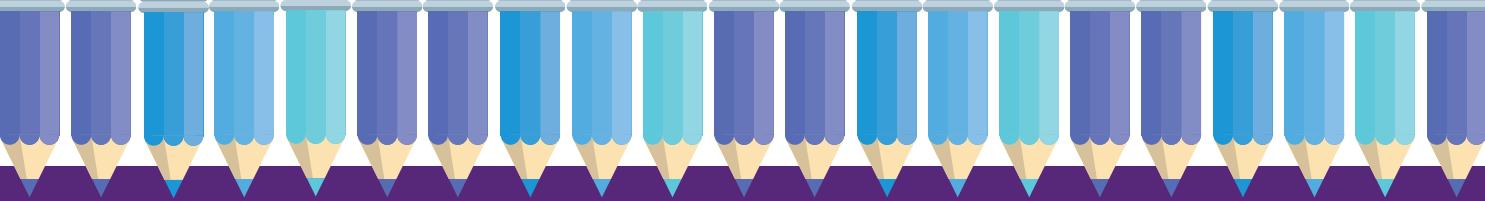


FY 2017-2018 Adopted Budget

July 1, 2017 - June 30, 2018



Guilford County
STATE of NORTH CAROLINA



Children in Guilford County

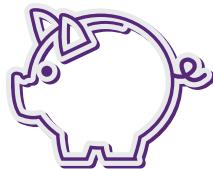
There are 115,000 children in Guilford County between ages 0-17, and for every 100 children...



84 are school aged (3-17).

74 are enrolled in school.

10 are not enrolled in school.



31 live in households receiving some form of public assistance.

25 live in households with income below the poverty level.



<1 is a foster child.

3 are born with a disability.

4 are foreign born.



40 live in a single-parent household,
and of these:

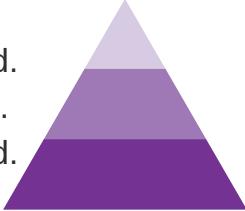
32 live with a female householder.

8 live with a male householder.



56 live in a home that is owned.

44 live in a home that is rented.



32 are 0-6 years old.

34 are 6-11 years old.

34 are 12-17 years old.



Out of all the students enrolled in K-12:

86 attend a Guilford County public school.

9 attend a private school.

5 attend a charter school.



48 are white.

37 are African American.

10 are another ethnicity.

5 are Asian.



Guilford County

STATE of NORTH CAROLINA

Fiscal Year 2017-2018 Adopted Budget

July 1, 2017 — June 30, 2018

Board of Commissioners



Jeff Phillips
2017 Board Chair



Alan Branson
2017 Vice Chair



Melvin "Skip" Alston



Kay Cashion



Carolyn Coleman



Justin Conrad



J. Carlvena Foster



Hank Henning



Alan Perdue

County Manager
Marty K. Lawing

Deputy County Manager
Clarence G. Grier

Office of Budget, Management & Evaluation
Michael Halford, Budget, Management & Evaluation Director

Jason Jones, Senior Budget & Management Analyst

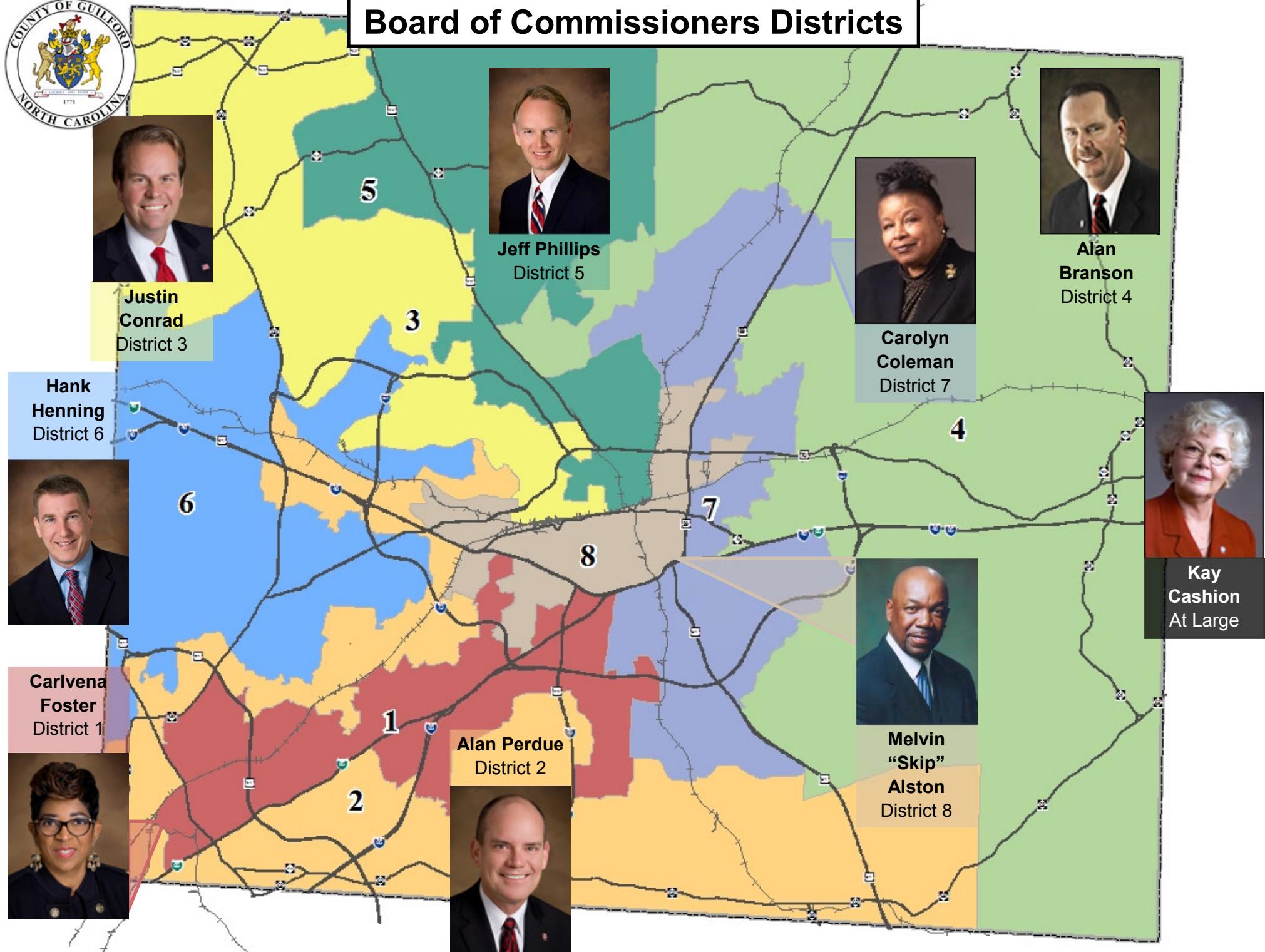
Alex Smith, Senior Budget & Management Analyst

Tracy Nash, Budget & Management Analyst

Ariane Webb, Budget & Management Analyst



Board of Commissioners Districts





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Guilford County
North Carolina**

For the Fiscal Year Beginning

July 1, 2016

Jeffrey P. Evans

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Guilford County, North Carolina for its annual budget for the fiscal year beginning July 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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



Guilford County Fiscal Year 2017-18 Adopted Budget
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519





GUILFORD COUNTY

May 18, 2017

Guilford County Board of Commissioners:

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

Guilford County Board of Commissioners and Residents of Guilford County:

It is my privilege to present to you the recommended budget for the 2017-18 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 February 2017 unemployment rate was 5.1%, down from 5.7% in February of 2016. The rate of unemployed workers is close to the North Carolina statewide rate and lags the national rate of 4.7%. 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 \$4.77 billion in March 2017 compared to \$4.37 billion the same time last year. Annual totals are projected to increase by 9%. 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 2017 of \$142,000 compared to \$132,500 in March 2016. Overall, the county's property tax base will increase by approximately 5% due the countywide revaluation of property effective this year.

The county's permanent population has grown approximately 6.7 percent to over 521,000 since 2010. However, the county's Medicaid eligible population is growing at a 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 dropped to Tier 2 for 2017 primarily due to a slight drop in median household income 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 2017. 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

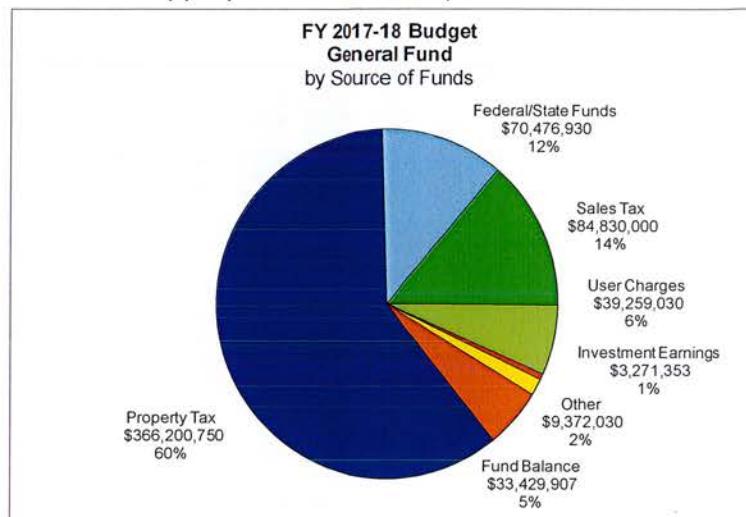
Recommended General Property Tax Rate

The proposed budget recommends a general county tax rate of 73.05 cents per \$100 of assessed valuation. This rate is equal to the revenue-neutral tax rate calculated according to the state's statutory formula. Recommended and revenue-neutral tax rates for fire service are included in detail in the budget document. The budget maintains county service levels, addresses employee compensation issues, covers an increase in the county's debt repayment obligations, and provides for increases in funding for the Guilford County Schools and Guilford Technical Community College.

REVENUES

Total revenues and appropriated fund balance are expected to increase by \$6.2 million next year, or 1% over last year's budget. The amount of fund balance used to balance the budget increases by \$5.9 million, primarily due to the appropriation of bond premium funds to offset increases in debt repayment after the recent issues of two-thirds bonds and the remaining voter-approved 2008 school and community college bonds.

About 60%, or \$366.2 million, of total General Fund revenues will come from the property tax. Sales tax and revenues from the federal and state governments will generate \$84.8 million (14%) and \$70.5 million (12%), respectively. Together, these three sources of funds account for nine of every ten dollars of budgeted revenue in FY 2017-18.

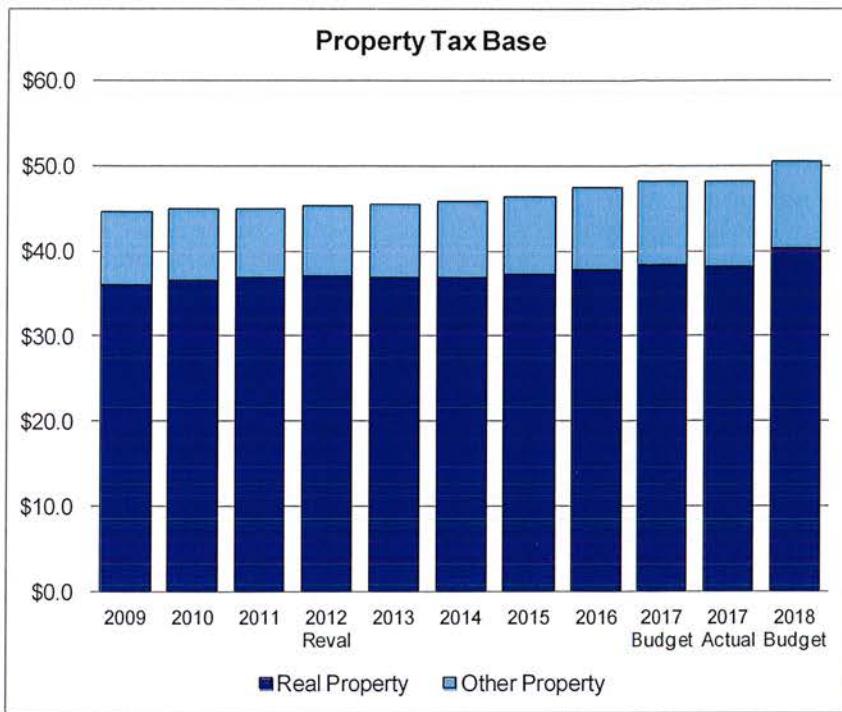


Summary of Sources of Funds

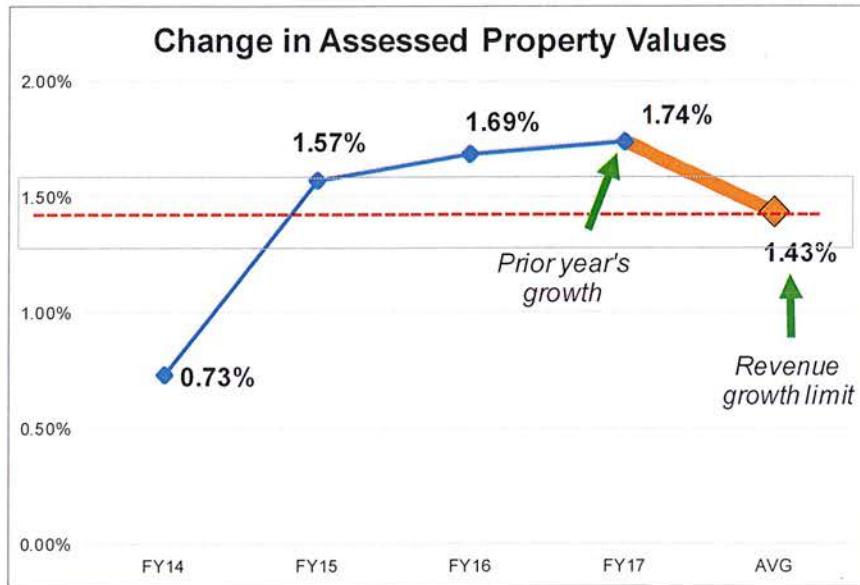
	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Request	FY2018 Recomm	vs. FY17 Adopted
						\$ chg
						% chg
Property Tax	\$ 359,985,192	\$ 361,330,000	\$ 361,330,000	\$ 381,782,529	\$ 366,200,750	\$ 4,870,750 1.3%
Federal/State Funds	\$ 84,116,647	\$ 84,070,653	\$ 90,460,653	\$ 65,500,644	\$ 70,476,930	\$ (13,593,723) -16.2%
Sales Tax	\$ 80,325,845	\$ 80,280,000	\$ 80,280,000	\$ 84,830,000	\$ 84,830,000	\$ 4,550,000 5.7%
User Charges	\$ 38,738,103	\$ 36,989,904	\$ 37,410,988	\$ 39,208,553	\$ 39,259,030	\$ 2,269,126 6.1%
Investment Earnings	\$ 1,012,521	\$ 1,594,251	\$ 1,594,251	\$ 3,271,251	\$ 3,271,353	\$ 1,677,102 105.2%
Other	\$ 121,867,216	\$ 8,849,462	\$ 33,608,384	\$ 9,370,538	\$ 9,372,030	\$ 522,568 5.9%
Total Revenues	\$ 686,045,524	\$ 573,114,270	\$ 604,684,276	\$ 583,963,515	\$ 573,410,093	\$ 295,823 0.1%
Fund Balance	\$ (2,361,435)	\$ 27,485,437	\$ 37,269,430	\$ 33,956,783	\$ 33,429,907	\$ 5,944,470 21.6%
Total	\$ 683,684,089	\$ 600,599,707	\$ 641,953,706	\$ 617,920,298	\$ 606,840,000	\$ 6,240,293 1.0%

Property Tax

The county's real property tax base has risen by over 5% as a result of the recent reappraisal process. Personal property and motor vehicles values will increase by 1% and 2%, respectively, over estimated actual values for FY 2016-17. In total, the projected tax base is \$50.54 billion, an increase of 5% over the values used to prepare the FY 2016-17 budget. Each cent of the property tax rate will generate about \$4.9 million.

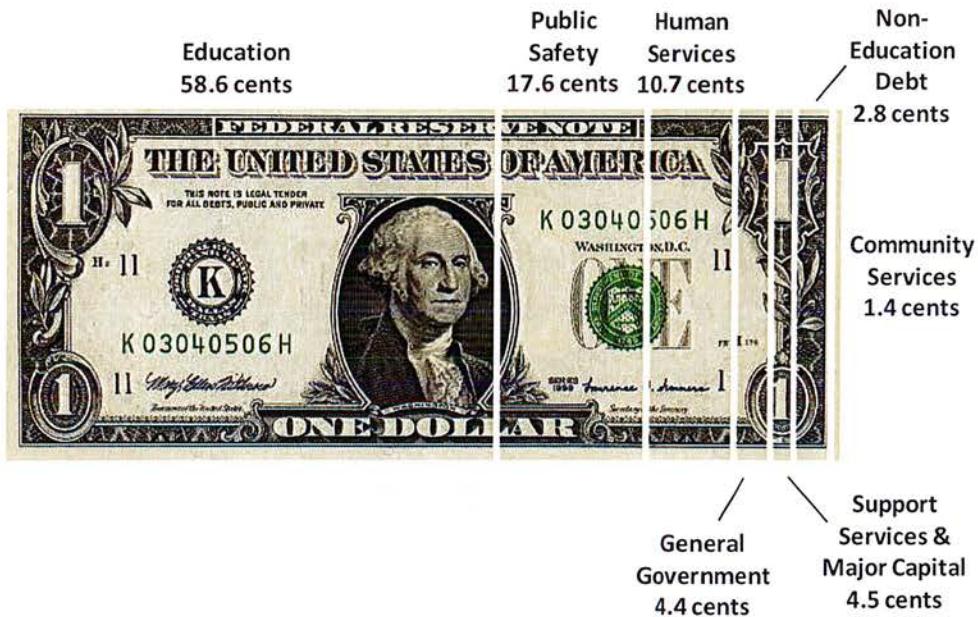


Although the tax base is expected to grow by more than 5%, the state's formula for calculating a comparison revenue-neutral rate after a property reappraisal limits tax revenue growth to the average change in assessed values since the last property revaluation. The calculated average growth rate is 1.43%, less than the growth rate the county experienced in each of the last two years.



The recommended general property tax rate is \$0.7305 per \$100 of assessed valuation. This is equal to the comparison revenue-neutral rate calculated using the state's statutory formula. The recommended property tax rate is 2.45 cents lower than the FY 2016-17 tax rate.

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

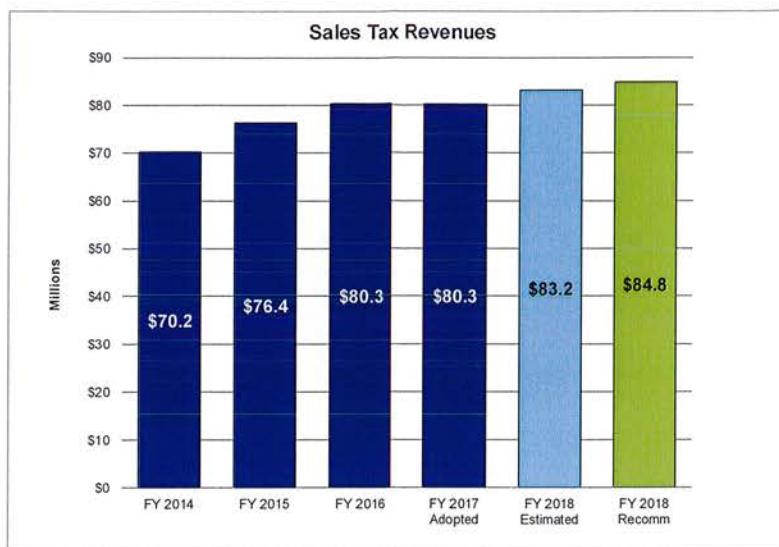
Revenues from the state and federal governments will decrease by \$13.6 million to approximately \$70.5 million next year. The significant decrease in federal and state funds is the result of a change in the way the state pays for child day care services and Medicaid-related transportation services. Previously, the county paid day care and transportation vendors and was reimbursed with funds from the state and federal governments. Now, the state will pay the vendors directly. Only three months of day care vendor expense are included in the recommended budget. The state took over Medicaid transportation payments completely during FY 2016-17. As a result, about \$16.5 million of federal and state funds have been removed from the budget.

The 2017-18 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 \$84.8 million for next fiscal year – \$4.6 million higher (+6%) than the amount included in the prior budget. This is about \$1.7 million higher (+2%) than projected actual revenues for FY 2016-17.

Through February 2017, the latest month for which sales data are available from the state, taxable retail sales in Guilford County are up 9% over the same period last year. Actual sales tax revenues through the April 2017 distribution (seven of the twelve distributions the county receives annually), are up 4.7% over the same time 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

Total fees and charges are expected to increase by \$2.3 million next fiscal year.

Human Services fee revenues, including Public Health Medicaid fees and fee changes for Environmental Health and Health Education programs, are anticipated to increase by \$880,000. Elections fees will increase by \$350,000 as a result of the number of municipal elections scheduled for FY 2017-18. Adjustments to the inspections and planning fee schedules will generate an additional \$160,000. Other significant increases include \$390,000 in fees for housing federal inmates and \$220,000 from improved collection rates on ambulance charges.

Other Revenues

Other revenues are expected to increase by \$1.7 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

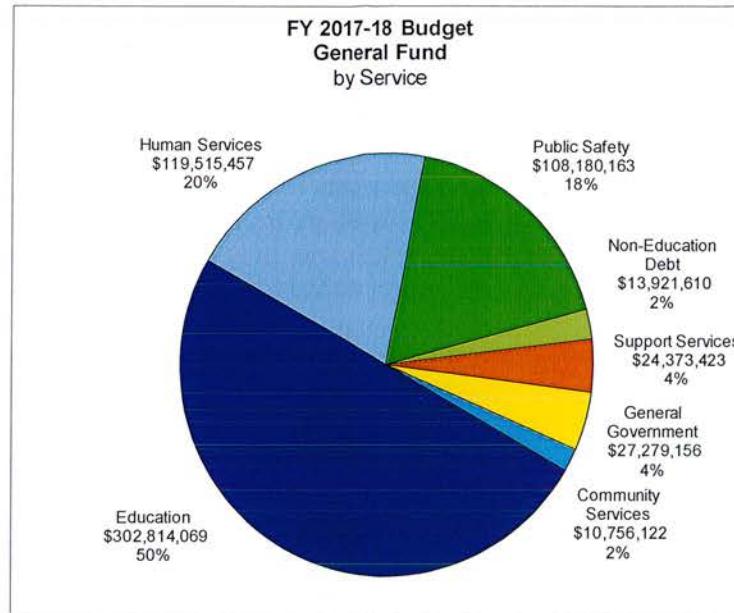
The FY 2017-18 General Fund budget includes a fund balance (from all sources) appropriation of \$33.43 million to help balance the budget – about \$5.9 million more than the amount needed to balance the adopted budget in FY 2016-17. All of this increase is related to the appropriation of bond premium funds to help repay debt issued for county and education projects.

The amount of fund balance used to support general county operations is \$23.9 million, a decrease of more than \$2.1 million 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 \$33.43 million of total appropriated fund balance.

- **Debt Repayment – Bond Premium Funds** - **\$8,584,504** 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.
- **Public Health** - **\$479,031** to offset expenses in Medicaid and Environmental Health program areas.
- **Law Enforcement** - **\$285,893** 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** - **\$6,200** of donations/grant funds to be used for purposes specified by the donors and grantors.
- **Register of Deeds (ROD) Automation Funds** - **\$24,279** 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.

EXPENDITURES

The recommended FY 2017-18 General Fund budget totals \$606,840,000. This is \$6.2 million (1%) more than the budget approved for FY 2016-17. This budget includes funds for several of the Board's high priority goals, including additional funding for the Guilford County Schools and charter schools, Guilford Technical Community College, and debt repayment related to the recent issues of bonds for county and education projects. Expenditures for Education, Human Services, and Public Safety account for nine of every ten dollars of included in the budget.



Summary of Expenditures by Type of Expense

	vs. FY17 Adopted						
	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Request	FY2018 Recomm	\$ chg	% chg
Personnel	\$ 171,128,370	\$ 182,411,172	\$ 182,162,403	\$ 188,283,360	\$ 186,124,364	\$ 3,713,192	2.0%
Operating	\$ 274,997,599	\$ 286,004,335	\$ 294,342,032	\$ 305,761,042	\$ 294,360,878	\$ 8,356,543	2.9%
Debt Repayment	\$ 196,176,855	\$ 93,206,212	\$ 117,595,102	\$ 99,725,281	\$ 99,725,281	\$ 6,519,069	7.0%
Human Svc Assistance	\$ 37,886,750	\$ 35,349,098	\$ 41,064,298	\$ 18,032,565	\$ 22,856,077	\$ (12,493,021)	-35.3%
Capital Outlay	\$ 3,494,515	\$ 3,628,890	\$ 6,789,871	\$ 6,123,050	\$ 3,773,400	\$ 144,510	4.0%
Total Expenditures	\$ 683,684,089	\$ 600,599,707	\$ 641,953,706	\$ 617,925,298	\$ 606,840,000	\$ 6,240,293	1.0%
Permanent Positions	2,492.75	2,501.00	2,512.25	2,582.38	2,528.25	27.25	1.1%

Summary of Expenditures by Service Category

	vs. FY17 Adopted						
	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Request	FY2018 Recomm	\$ chg	% chg
Education	\$ 272,413,694	\$ 288,747,291	\$ 288,781,782	\$ 312,707,465	\$ 302,814,069	\$ 14,066,778	4.9%
<i>includes Education debt repayment</i>							
Human Services	\$ 127,184,011	\$ 132,357,291	\$ 139,641,524	\$ 115,655,798	\$ 119,515,457	\$ (12,841,834)	-9.7%
Public Safety	\$ 102,405,480	\$ 105,392,046	\$ 110,586,335	\$ 111,727,718	\$ 108,180,163	\$ 2,788,117	2.6%
Non-Education Debt	\$ 127,973,559	\$ 14,969,319	\$ 39,323,718	\$ 12,994,110	\$ 13,921,610	\$ (1,047,709)	-7.0%
Support Services	\$ 19,297,360	\$ 21,468,175	\$ 22,549,608	\$ 25,021,968	\$ 24,373,423	\$ 2,905,248	13.5%
General Government	\$ 24,323,314	\$ 26,853,563	\$ 26,912,573	\$ 27,910,121	\$ 27,279,156	\$ 425,593	1.6%
Community Services	\$ 10,086,671	\$ 10,812,022	\$ 14,158,166	\$ 11,908,118	\$ 10,756,122	\$ (55,900)	-0.5%
Total Expenditures	\$ 683,684,089	\$ 600,599,707	\$ 641,953,706	\$ 617,925,298	\$ 606,840,000	\$ 6,240,293	1.0%
Permanent Positions	2,492.75	2,501.00	2,512.25	2,582.38	2,528.25	27.25	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 identified **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 \$302.8 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 \$5.5 million, from \$188,360,398 to \$193,860,398. Total student population is projected to be 79,477 (71,977 Guilford County Schools and 7,500 charter schools). This appropriation increases the county's per pupil funding for all students from \$2,419 to \$2,439. The Board of Education requested \$208.6 million from Guilford County (\$198.6 million for the operating budget and \$10 million for capital maintenance and repair projects), an increase of \$14.2 million over the FY 2016-17 appropriation.
- All of the county's operating allocation will be provided to the Guilford County Schools which must then make allocations to charter schools that serve Guilford County students. Based upon current school population estimates, the Guilford County Schools will retain about \$2.07 million of the total allocation and the rest, about \$3.43 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 2016-17 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 \$500,000 to a total of \$6.5 million.
- The operating allocation for Guilford Technical Community College (GTCC) is increased by \$500,000 to \$15,150,000. The budget recommends a capital maintenance and repair appropriation of \$1.5 million, the same amount as appropriated in FY 2016-17.
- Debt repayment for school and community college facilities is projected to be \$85.8 million in next year, an increase of approximately \$7.6 million over the current year's budget. Bond premium funds received through the recent bond sales will offset this increase.
- The budget also includes \$300,000 in the Facilities Department to pay for a **joint school capital needs assessment** co-funded with the Guilford County Schools. Responses from qualified consulting firms with experience in school facility needs assessments are due this month. The county and Guilford County Schools could contract for this study early next fiscal 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 \$12.8 million next year. The decrease 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. Beginning in the first quarter of FY 2017-18, the state will pay vendors directly for eligible child day care expenses. Previously, these funds “passed through” the county’s budget to day care providers. In addition, the state now pays vendors directly for Medicaid transportation – an expense that was included in the FY 2016-17 adopted budget. As a result, about \$16.5 million have been removed from the budget. Responsibility for determining eligibility for day care and Medicaid transportation will remain with the county. The decrease in day care and transportation expenses is partially offset by an increase of \$2.6 million in foster care expenses as more children and children with more complex issues continue to come into the county’s care.

The recommended budget includes \$263,000 for four new School Nurse positions to address the Board’s high priority goal of **developing a plan to expand and fund school medical services**. The new nurses will be assigned to schools that have the highest need for health services. In addition, the budget adds a Foster Care Recruiter as part of the county’s initiative to **develop strategies to reduce the number of children in foster care** (\$37,000 net cost to the county). The additional recruiter will work to develop the county’s network of foster families so that the department can make better, more cost effective placements, which will result in better outcomes for children in our care. The budget also includes full-year funding for several eligibility caseworker positions added after last year’s budget was adopted. 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:

- \$75,000 to support the establishment of a local child medical exam program for abuse and neglect cases that will be delivered on-site at the Family Justice Center.
- Energy crisis program eligibility processing will transition back in-house which will add seven new Eligibility Caseworker positions (\$324,000). The cost of these positions will be completely offset by the administrative fees paid to the prior vendor.
- Additional funding for medical director services for Public Health. This expense is fully offset by savings realized as a result of the transfer of operational responsibility for the Evans-Blount Community Health Center to a private party.
- One new Administrative/Fiscal Officer for Child Support Enforcement to help address service demands (\$45,000 gross expense, but the county will receive approximately \$30,000 in reimbursement revenue for the position).
- 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 \$108.2 million, an increase of \$2.8 million over the budget adopted for FY 2016-17. The budget includes **enhanced security at human services and other county facilities** (\$110,000) and full-year funding of the Sheriff Department's revised pay plan **improve the recruitment and retention of public safety employees**. Additional dollars are also included for the repayment of general obligation bonds issued this spring to **renovate the Law Enforcement Center and replace the current Animal Shelter**.

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

- Additional funds in Law Enforcement for medical services **to address the physical and behavioral health needs of inmates** (\$242,000), replacement vehicles (\$280,000), and DNA lab supplies (\$80,000). An increase in the county's mandated contribution to the Law Enforcement Officer Special Separation Allowance plan is also factored into the budget (\$440,000).
- The Emergency Services (ES) budget includes funding for the full-year impact of new Community Paramedicine hired in January 2017 and a part-time Emergency Medical position added after last year's budget was adopted (\$96,000). The Community Paramedics conduct home visits for patients at high risk for hospital readmission based on physician recommendation. These visits focus on medication management, fall risk assessment, ensuring transport to routine follow-up appointments, and a general home assessment and are intended to reduce emergency call volume while improving overall outcome and quality of care and life for these patients. Triad Healthcare Network and Cone Health have agreed to help fund these positions. Additional funds also included for increases in medical supplies and services and the replacement of ambulances and other vehicles.
- The county's share of the Guilford-Metro 911 system will increase by \$40,000. Costs are shared with Greensboro based upon usage by participating county and city departments during the previous calendar year. The county will pay 38% of GM 911's net expenses in FY 2017-18, up from 37% in FY 2016-17.
- The Animal Services budget, which includes funding for both Animal Control and the Animal Shelter, increased by approximately \$124,000 as the County continues to align the Animal Shelter budget with actual expenditures. Most of the increase is due to the budgeting of \$150,000 of Susie's Fund donations that have been earmarked for the medical treatment of abused, injured, or neglected animals. Other Shelter expenses decreased from FY 2017 adopted. FY 2017-18 will be the second full year of County operation of the shelter.
- While no additional funding or new positions are included in the budget, a committee continues to **evaluate the feasibility of establishing a Family Justice Center in High Point**. Staff will continue to explore expansion options with the Board.
- Recommended base and/or overlay tax rates for seventeen fire districts are at or below the comparison revenue-neutral tax rates. The recommended base and/or overlay rates for seven districts are above the comparison revenue-neutral rate. A complete list of current, revenue-neutral, and recommended fire property tax rates is included in the Fire Districts section of the budget document.



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 \$65.6 million. This is \$2.3 million higher 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 an increase of \$1.25 million over the amount included in the FY 2016-17 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.

The budget adds a **county communications position to coordinate internal and external communications** (\$83,000) and provides continued funding of a **performance reporting and open data initiative** being managed by the Budget & Management Department (\$69,000).

Other changes in the county's Organizational Excellence budget include:

- Contracting with Tax Management Associates, Inc. to perform business personal property audits (\$120,500) that will offer an opportunity for direct departmental interaction with out-of-state corporate tax payers to explain the property tax processes and listing responsibilities within Guilford, as well as, offer quality assurance reviews of appraisals and assessments conducted by Tax Department staff. Additional tax revenues are expected to cover the contract expense.
- \$400,000 in the Information Services budget to upgrade the county's permitting and inspections software and \$150,000 to enhance the county's data disaster recovery capabilities.
- Adding one new part-time position in Register of Deeds office to support the newly created Passport Acceptance Facility program (\$22,000). Passport fees will more than fully offset the addition of this part-time position.
- Allocating \$155,000 of additional funds for routine building maintenance to prevent more expensive major repairs and \$150,000 for construction management services for upcoming major public safety and education construction projects.
- A reduction of over \$1 million in debt repayment for non-Education debt for the construction and/or renovation of general county projects such as the Greensboro Detention Center and ambulance bases.



Economic Development

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



Recreation & Culture

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

The county's Community Services departments support the Economic Development and Recreation and Culture high priority focus areas. These budgets, in total, will decrease by approximately \$56,000 to \$10.8 million in FY 2017-18.

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

- A drop in the number economic development incentive grants scheduled for payout next year (\$507,000 reduction).
- The addition a new Soil Erosion Technician in the Inspections Department **to improve the planning and permitting processes for businesses** (\$71,000 including a vehicle and associated equipment).
- An increase of \$370,000 in the Parks and Open Space budget to fund a new Senior Grounds Technician position to assist with Passive Parks maintenance (position will be partially offset by a reduction in certain part-time expenses), additional building and grounds maintenance funds, and over- and part-time personnel expense to ensure adequate staff are available during high-service periods. The budgetary impacts of the transfer of two positions from the Facilities Department to Parks are also included in the overall budget amount.
- The Cooperative Extension budget will increase for 4-H, shared kitchen, agriculture, and other programs that were previously accounted for outside of the county's budget. Expenses for these programs are offset by fees, donations, or grants.
- The Soil and Water budget includes \$15,000 to increase a part-time Soil & Water Coordinator position to full-time to address service demands.
- Community economic development organizations that were funded in FY 2016-17 are included in the recommended budget at their current county support levels. A full list of approved allocations is included on the Economic Development pages in the Community Services section of this document.

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

Staffing and Employee Compensation

Staffing

The recommended budget includes 16 net new positions. A summary of these positions is included in the following table.

Recommended Position Changes	
Transfer of Energy Crisis programs back in-house (100% reimbursed)	7.00
School Nurses	4.00
Communications Specialist	1.00
Foster Care Program Recruiter (25% reimbursed)	1.00
Child Support Administrative/Fiscal Officer (64% reimbursed)	1.00
Soil Technician (offset by general inspection fee changes)	1.00
Senior Grounds Technician - Passive Parks	1.00
Deputy Register of Deeds (part-time, covered by passport fees)	0.50
Convert part-time Soil & Water Coordinator to full-time	0.25
Eliminate vacant Physician Extender Specialist (grant expired)	(0.75)
Convert grant-funded Sheriff Deputy for FJC to county dollars (existing position)	-
	16.00

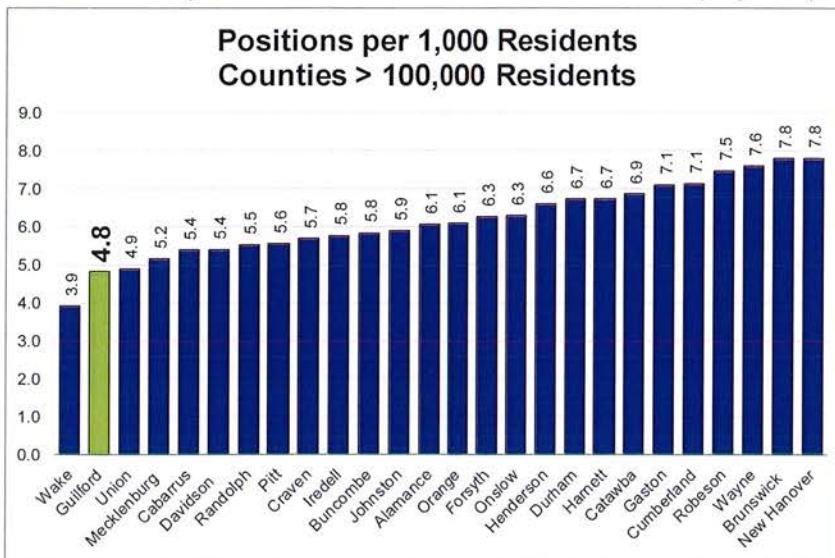
In addition, the budget includes full-year funding for 11.25 Public Health, Social Services, and Emergency Services positions added by the Board after last year's budget was adopted.

Based on county employment data collected by the North Carolina Association of County Commissioners for FY 2016-17 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 9.4 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 2018. Merit adjustments will be based on job performance and may be more or less

than 3% based on overall department performance scores. The first year net cost of the merit program is approximately \$1.68 million (\$2.0 million gross expense less expected reimbursement revenue from non-county sources). A full year's net cost is approximately \$3.5 million (\$4.2 million gross expense less reimbursement revenue from non-county sources).



Conclusion

This recommended budget for FY 2017-2018 will allow the county to maintain current service levels and make some progress on initiatives included in the Commissioners Major Focus Areas. Significant progress should be made on the four major capital improvement projects including the animal shelter, old courthouse exterior renovations, law enforcement center rehabilitation, and Phase I of the emergency services logistics facility project. Being mindful that some economists predict an economic slowdown within the next 18 to 24 months an effort was made to limit new recurring expenditures items to the extent possible.

School facilities are the statutory responsibility of counties. Now that the final series of the 2008 General Obligation Bonds have been issued for the remaining school projects it is time to begin the planning process for future school facility needs. The needs are expected to be substantial with the average age of the existing school building inventory being 51 years. It will be extremely important for the County and Guilford County Schools to work together to assess and prioritize these needs to strategically align them with the fiscal resources of the county.

Funding for school district and charter school operations will continue to be a challenge. In recent years, the state mandated funding mechanism has resulted in the charter schools receiving a larger portion of the local funding increase due to a higher enrollment growth rate. State mandates on class size and the struggle to recruit and retain qualified teachers will increase pressure on local funding sources.

Due to the improved economy and job market there is a strong competition for talent with the private sector and amongst local governments like we have not seen since 2007. Maintaining good benefits and rewarding excellent performance will be crucial in order to attract and retain a competent, high performing and engaged workforce. I believe that funding a merit pool that is comparable with area local governments is necessary for the upcoming fiscal year and should take priority over other discretionary recurring expenditures included in this budget recommendation.

I would like to thank the Board of Commissioners for your leadership and vision in establishing the direction for this great county. I am grateful for your commitment, dedication and support of county staff in carrying out the mission of the county. I would like to thank all of the county department directors for presenting realistic budget requests and for providing leadership on a daily basis to an amazing group of public service professionals. I would also like to thank Michael Halford, Budget Management & Evaluation Director, and his staff for their diligence and professionalism in compiling this complex document.

Respectfully submitted,

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

Marty K. Lawing
County Manager



Changes to FY 2017-18 Recommended Budget	Expense	Revenue	Net County \$
GENERAL FUND			
Manager's Recommended Budget	\$ 606,840,000	\$ 606,840,000	\$ -
Staff Changes			
Solid Waste			
Service contract with Spectrum to extend Ethernet Wide Area (WAN) services to the Bishop Road facilities to permit connections to the county's servers.	\$ 5,000		\$ 5,000
Planning			
Development Ordinance funding	\$ 17,000	\$ -	\$ 17,000
Soil & Water Conservation District			
Account for district funds in county's budget	\$ 3,300	\$ 3,300	\$ -
Child Support			
Revenue adjustments		\$ 54,000	\$ (54,000)
Social Services			
Budget Adoption Incentive fund	\$ 159,000		\$ 159,000
Appropriate Fund Balance - Adoption Incentive funds		\$ 159,000	\$ (159,000)
Law Enforcement			
Adjust Jamestown revenue	\$ -	\$ 736	\$ (736)
Adjust SRO revenue	\$ -	\$ 2,899	\$ (2,899)
Add'l equip. (kitchen equip, repeater, washing machines)	\$ 155,000		\$ 155,000
Appropriate Fund Balance - some of remaining Inmate Welfare Funds		\$ 155,000	\$ (155,000)
Reduce Unauthorized Substance Abuse funds	\$ (35,000)	\$ (35,000)	
Tax			
Adjust accounting for foreclosure court costs and attorney fees	\$ 105,000	\$ 27,000	\$ 78,000

Changes to FY 2017-18 Recommended Budget	Expense	Revenue	Net County \$
Coordinated Services eCivis contract - additional funds to cover upgraded software	\$ 9,600		\$ 9,600
Budget Community Foundation of Greater Greensboro grant	\$ 5,000	\$ 5,000	\$ -
Emergency Services Reduce Guilford-Metro 911 contribution to reflect reduction by Greensboro	\$ (10,449)		\$ (10,449)
General County Revenues Adjust Beer & Wine Tax to actual FY 16-17 receipts Adjust Vehicle Taxes - Prior Years		\$ 17,102 \$ 50,000	\$ (17,102) \$ (50,000)
	Total Staff Changes	\$ 413,451	\$ 439,037
			\$ (25,586)
Board Changes			
Public Health Add one school nurse supervisor (12 month position, August start, incl. transportation, phone, and computer/software set-up)	\$ 73,955		\$ 73,955
Add one Environmental Health Specialist for restaurant/food handling facilities/pool inspections and permitting (August start, incl. office supplies, transportation, and computer/software set-up)	\$ 57,837	\$ 20,000	\$ 37,837
Family Justice Center Add one Client Services Navigator (August start, incl. office supplies, phone, transportation, and computer/software set-up)	\$ 63,180		\$ 63,180
Emergency Services Add 5 EMTs & 5 Paramedics - increase fee revenues by like amount (October start)	\$ 398,288	\$ 398,288	\$ -

Changes to FY 2017-18 Recommended Budget	Expense	Revenue	Net County \$
Cooperative Extension Community/School Garden Coordinator (increase professional services, not a county employee)	\$ 17,289		\$ 17,289
Education Add \$2,000,000 to Guilford County Schools operating allocation Reduce Guilford County Schools capital allocation by \$1,500,000	\$ 2,000,000 \$ (1,500,000)		\$ 2,000,000 \$ (1,500,000)
Economic Development Add \$25,000 for Piedmont Triad Film Commission Add \$25,000 for Renaissance Community Co-op	\$ 25,000 \$ 25,000		\$ 25,000 \$ 25,000
Transportation Increase drivers' pay rates by \$0.20/hour (total estimated at \$7,900 - additional costs will be absorbed through normal vacancy patterns)			
Sales Tax Revenues Adjust sales tax revenues to balance budget		\$ 716,675	\$ (716,675)
	Total Board Changes	\$ 1,160,549	\$ 1,134,963
			\$ 25,586
GENERAL FUND ADOPTED BUDGET	\$ 608,414,000	\$ 608,414,000	\$ -
FIRE FUNDS			
Manager's Recommended Budget	\$ 18,766,518	\$ 18,766,518	\$ -
Board Changes			
Fire Tax Rates & Budgets			

Changes to FY 2017-18 Recommended Budget	Expense	Revenue	Net County \$
Adjust Fire Tax Rates and budgets for selected districts as outlined in the attached schedule	\$ 50,918		\$ 50,918
Adjust property taxes per above		\$ 182,760	\$ (182,760)
Adjust fund balance appropriation per above		\$ (131,842)	\$ 131,842
Total Board Changes	\$ 50,918	\$ 50,918	\$ -
ALL FIRE FUNDS ADOPTED BUDGETS	\$ 18,817,436	\$ 18,817,436	\$ -

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 2015, the adopted budget for FY 2016, the amended budget for FY 2016 (includes changes to the adopted budget during the year), the department's requested budget for FY 2017, and the Manager's Recommended Budget for FY 2017 are included. Also displayed are each department's purpose and goals, budget highlights, major accomplishments, performance measures, and future issues.

DEBT REPAYMENT & INFORMATION

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

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

FIRE DISTRICTS

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

OTHER FUNDS

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

MULTI-YEAR PLANS

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

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

GLOSSARY

A list of terms related to governmental budgeting and accounting.

APPENDICES

The following information is contained in the Appendices section:

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

CAPITAL

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

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

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

THE BUDGET DEVELOPMENT PROCESS

GOALS AND OBJECTIVES

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

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

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

DEPARTMENT REQUESTS

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

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

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

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

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

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

from all sources.

MANAGER'S RECOMMENDED BUDGET

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

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

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

BOARD APPROVED BUDGET

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

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

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

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

Guilford County Budget Calendar

Fiscal Year 2018

2017

January 3	Budget system ready for department use. Initial FY 2018 personnel estimates completed.
February 9	Board Retreat: Agenda includes updates on preliminary CIP and school capital planning, financial report, and general fund revenue projections
February 10	Board Retreat: Agenda includes goal setting and discussion of mental health programs in the state and county
February 28	Department budgets due
March 13 - April	Manager meets with departments and Fire Districts to review budget requests
April 25	Board Work Session
May 1	<i>Statutory deadline for School Superintendent to present budget and budget message to the Board of Education</i>
May 15	<i>Statutory deadline for Board of Education (GCS) and Board of Trustees (GTCC) to present budget request to Board of Commissioners</i>
May 18	Manager presents Recommended FY 2017-18 Budget at regular Board of Commissioners meeting
May 30	Board Work Session
June 1	Public Hearing on the Recommended FY 2017-18 Budget and Economic Development Allocations at regular Board of Commissioners meeting
June 2 - 14	Board Work Sessions
June 15	Adopt FY 2017-18 Budget Ordinance
June 30	<i>Statutory deadline for Board of County Commissioners to adopt the Budget Ordinance</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 Department for processing. Transfers adjust various line items within the department's budget, but do not affect the overall total for the department or the county. The request includes a justification and the conditions resulting in the availability of funds to support the transfer. Budget transfers may not be used to provide funding for the creation of unauthorized positions. The assigned Budget Analyst reviews the request and, upon approval, makes the adjustment in the financial system.

BUDGET AMENDMENTS

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

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

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

Technology Items & Other Centrally Calculated Budget Line Items - The County Manager is authorized to transfer funds appropriated in the Technology Pool in the General Fund to other departments within the General Fund for the purchase of computer hardware, software, and other technological items in amounts as he/she deems necessary. The County Manager is also authorized to transfer funds budgeted in the General Fund insurance, salaries & benefits, energy, and facility expense (53100 - Routine Building Maintenance/Repair, 53110 -

Maintenance of Lawns/Grounds, 53290 - Special Facilities Maintenance/Repair) accounts to the same accounts in other departments within the General fund to adjust for projected expenditure patterns. Each such transfer shall be reported to the Board of Commissioners at its next regular meeting.

BASIS OF BUDGETING AND BASIS OF ACCOUNTING

BASIS OF BUDGETING

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

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

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

BASIS OF ACCOUNTING

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

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

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

BUDGET FINANCIAL POLICIES & GUIDELINES

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

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

OPERATING BUDGET & FUND BALANCE

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

CAPITAL PROJECTS

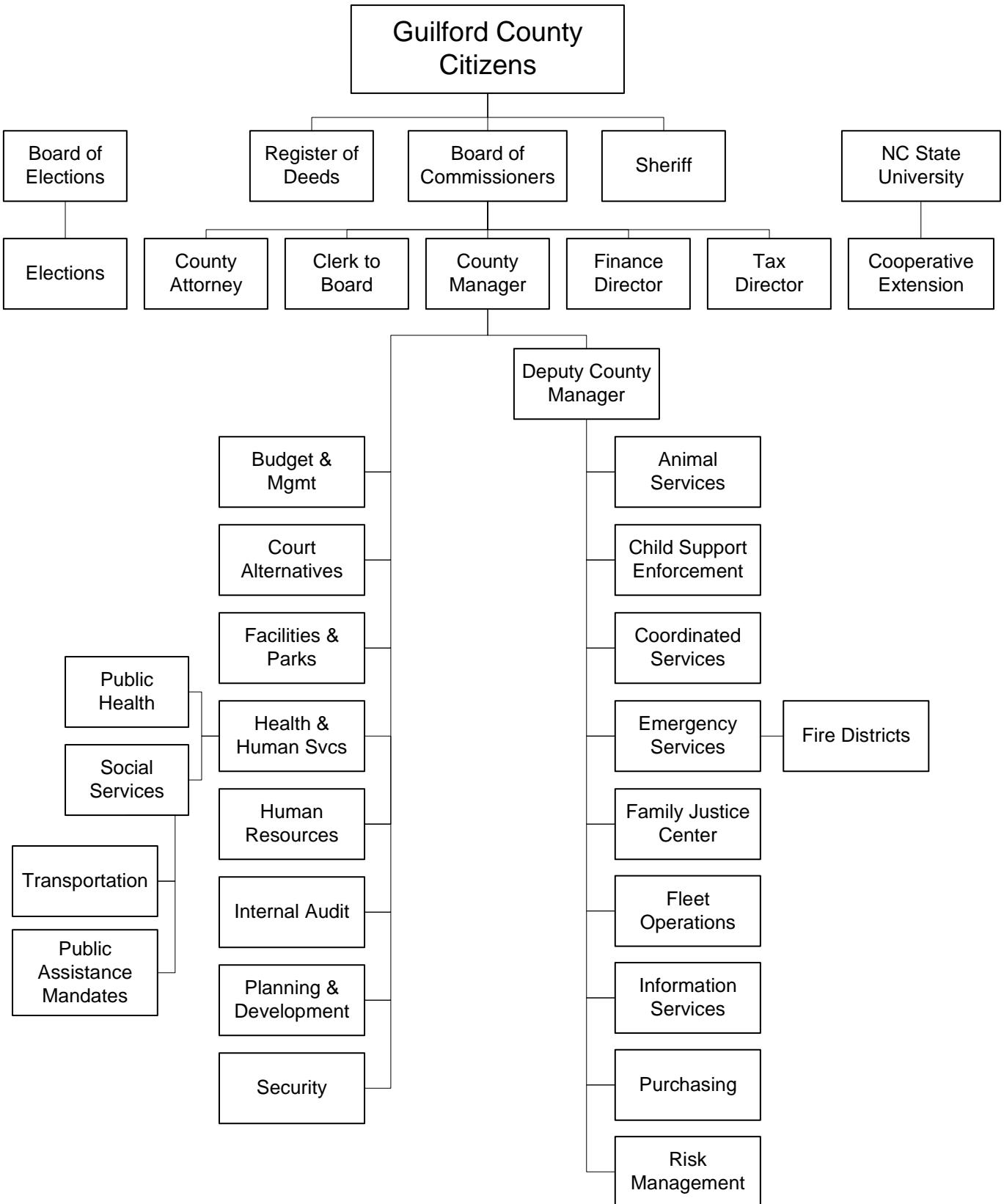
1. The County shall prepare and present to the Board of Commissioners an updated 10-year Capital Investment Plan (CIP) each year.
2. Capital projects included in the CIP should cost at least \$100,000, take more than one year to complete, and have a useful life of at least 10 years. Other items may be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

DEBT

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

Guilford County Organizational Chart

FY 2017-18



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 2017-18. 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 2017-18 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	\$ 566,118				\$ 566,118	
Clerk to Board	\$ 305,477				\$ 305,477	
County Administration	\$ 1,334,783				\$ 1,334,783	
County Attorney	\$ 2,366,911				\$ 2,366,911	
County Commissioners	\$ 489,593				\$ 489,593	
Elections	\$ 2,508,744				\$ 2,508,744	
Finance	\$ 2,589,854				\$ 2,589,854	
Human Resources	\$ 7,898,553				\$ 7,898,553	
Internal Audit	\$ 529,683				\$ 529,683	
Purchasing	\$ 394,462				\$ 394,462	
Register of Deeds	\$ 2,197,513				\$ 2,197,513	
Tax	\$ 6,207,465				\$ 6,207,465	
	\$ 27,389,156	\$ -	\$ -		\$ 27,389,156	\$ -
Education - Operating & Capital Funds						
Guilford County & Charter Schools	\$ 200,860,398				\$ 200,860,398	
Guilford Technical Community College	\$ 16,650,000				\$ 16,650,000	
	\$ 217,510,398	\$ -	\$ -		\$ 217,510,398	\$ -
Community Service						
Cooperative Extension Service	\$ 643,464				\$ 643,464	
Culture & Libraries	\$ 1,844,077				\$ 1,844,077	
Economic Devel & Assistance	\$ 1,380,780				\$ 1,380,780	
Parks & Open Space	\$ 4,277,565				\$ 4,277,565	
Planning & Development	\$ 890,730				\$ 890,730	
Soil & Water Conservation	\$ 329,508				\$ 329,508	
Solid Waste	\$ 1,482,587				\$ 1,482,587	
Room Occupany/Tourism Development	\$ -	\$ 6,000,000			\$ 6,000,000	
	\$ 10,848,711	\$ 6,000,000	\$ -		\$ 16,848,711	\$ -
Debt Repayment						
Repay Borrowed Funds - Infrastructure	\$ 99,725,281				\$ 99,725,281	
	\$ 99,725,281	\$ -	\$ -		\$ 99,725,281	\$ -
Human Services						
Child Support Enforcement	\$ 6,309,612				\$ 6,309,612	
Coordinated Services	\$ 1,279,331				\$ 1,279,331	
Mental Health	\$ 9,674,000				\$ 9,674,000	
Public Assistance Mandates	\$ 2,408,156				\$ 2,408,156	
Public Health	\$ 33,952,269				\$ 33,952,269	
Social Services	\$ 64,922,140				\$ 64,922,140	
Transportation-Human Serv	\$ 1,270,341				\$ 1,270,341	
	\$ 119,815,849	\$ -	\$ -		\$ 119,815,849	\$ -

**Guilford County
FY 2017-18 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	\$ 3,840,313				\$ 3,840,313	
Court Alternatives	\$ 2,735,273				\$ 2,735,273	
Emergency Services	\$ 29,847,342				\$ 29,847,342	
Family Justice Center	\$ 380,126				\$ 380,126	
Inspections	\$ 2,352,929				\$ 2,352,929	
Law Enforcement	\$ 66,601,596				\$ 66,601,596	
Other Protection	\$ 1,017,947				\$ 1,017,947	
Security	\$ 1,975,656				\$ 1,975,656	
Fire Districts	\$ -		\$ 18,817,436		\$ 18,817,436	
	\$ 108,751,182	\$ -	\$ 18,817,436		\$ 127,568,618	\$ -
Support Services						
Facilities	\$ 10,872,202				\$ 10,872,202	
Fleet Operation	\$ 1,147,462				\$ 1,147,462	
Information Services	\$ 10,353,759				\$ 10,353,759	
Transfer to Capital Building Fund	\$ 2,000,000			\$ 2,000,000	\$ 4,000,000	
Risk Retention - Liability, Wk Comp, Property	\$ -				\$ -	\$ 3,268,997
Health Care & Wellness	\$ -				\$ -	\$ 42,493,002
	\$ 24,373,423	\$ -	\$ -	\$ 2,000,000	\$ 26,373,423	\$ 45,761,999
SUB-TOTAL	\$ 608,414,000	\$ 6,000,000	\$ 18,817,436	\$ 2,000,000	\$ 635,231,436	\$ 45,761,999
Less Interfund Transfers					\$ (2,000,000)	
NET TOTAL					\$ 633,231,436	
SOURCES OF FUNDS						
Property Taxes	\$ 366,250,750		\$ 15,061,465		\$ 381,312,215	
Federal & State Funds	\$ 70,548,032				\$ 70,548,032	
Sales Taxes	\$ 85,546,675		\$ 3,146,465		\$ 88,693,140	
User Charges	\$ 39,708,553				\$ 39,708,553	\$ 43,278,438
Other	\$ 12,651,083	\$ 6,000,000		\$ 2,000,000	\$ 20,651,083	\$ 40,000
Fund Balance	\$ 33,708,907		\$ 609,506		\$ 34,318,413	\$ 2,443,561
SUB-TOTAL	\$ 608,414,000	\$ 6,000,000	\$ 18,817,436	\$ 2,000,000	\$ 635,231,436	\$ 45,761,999
Less Interfund Transfers					\$ (2,000,000)	
NET TOTAL					\$ 633,231,436	

**Summary of FY 2017-2018 Budget
Appropriated Funds**
Summary of Revenues, Expenditures, and Changes in Fund Balances
Actual expenses for FY 2016-17 will be available once audited amounts are available in Fall 2017.

	Actual FY 2015-16	Adopted FY 2016-17	Amended FY 2016-17	Adopted FY 2017-18	vs. FY 2016-17 Adopted \$ chg	%
SUMMARY OF ALL APPROPRIATED FUNDS						
Revenues & Other Sources of Funds						
Property Taxes (current & prior years)	\$ 373,976,218	\$ 375,291,664	\$ 375,291,664	\$ 381,312,215	\$ 6,020,551	1.6%
Federal & State Funds	\$ 84,116,647	\$ 84,070,653	\$ 93,393,273	\$ 70,548,032	\$ (13,522,621)	-16.1%
Sales Taxes	\$ 83,280,909	\$ 83,179,986	\$ 83,179,986	\$ 88,693,140	\$ 5,513,154	6.6%
User Charges	\$ 38,738,103	\$ 36,989,904	\$ 37,410,988	\$ 39,708,553	\$ 2,718,649	7.3%
Other (includes Transfers In)	\$ 132,199,611	\$ 17,193,713	\$ 41,988,458	\$ 20,651,083	\$ 3,457,370	20.1%
TOTAL Revenues	\$ 712,311,488	\$ 596,725,920	\$ 631,264,369	\$ 600,913,023	\$ 4,187,103	0.7%
Expenditures & Other Uses of Funds						
Type of Expense						
Personnel Services	\$ 171,128,370	\$ 182,411,172	\$ 182,090,393	\$ 186,707,186	\$ 4,296,014	2.4%
Operating Expenses	\$ 296,791,832	\$ 309,492,281	\$ 317,142,997	\$ 320,014,492	\$ 10,522,211	3.4%
Human Services Assistance	\$ 37,886,750	\$ 35,349,098	\$ 43,896,095	\$ 22,856,077	\$ (12,493,021)	-35.3%
Debt Repayment	\$ 196,176,855	\$ 93,206,212	\$ 117,595,102	\$ 99,725,281	\$ 6,519,069	7.0%
Capital Outlay	\$ 9,993,975	\$ 4,378,890	\$ 8,596,420	\$ 5,928,400	\$ 1,549,510	35.4%
TOTAL Expenditures	\$ 711,977,782	\$ 624,837,653	\$ 669,321,007	\$ 635,231,436	\$ 10,393,783	1.7%
Service Area						
General Government	\$ 24,323,314	\$ 26,853,563	\$ 26,894,573	\$ 27,389,156	\$ 535,593	2.0%
Education & Education Debt	\$ 272,413,694	\$ 288,747,291	\$ 288,781,782	\$ 303,314,069	\$ 14,566,778	5.0%
Human Services	\$ 127,184,011	\$ 132,357,291	\$ 142,469,144	\$ 119,815,849	\$ (12,541,442)	-9.5%
Public Safety	\$ 118,737,667	\$ 122,879,992	\$ 128,373,147	\$ 127,568,618	\$ 4,688,626	3.8%
Support Services	\$ 25,796,820	\$ 22,218,175	\$ 22,400,514	\$ 26,373,423	\$ 4,155,248	18.7%
Community Services	\$ 15,548,717	\$ 16,812,022	\$ 21,078,129	\$ 16,848,711	\$ 36,689	0.2%
Non-Education Debt	\$ 127,973,559	\$ 14,969,319	\$ 39,323,718	\$ 13,921,610	\$ (1,047,709)	-7.0%
TOTAL Expenditures	\$ 711,977,782	\$ 624,837,653	\$ 669,321,007	\$ 635,231,436	\$ 10,393,783	1.7%
Excess (Deficiency) of Sources over Uses						
	\$ 333,706	\$ (28,111,733)	\$ (38,056,638)	\$ (34,318,413)	\$ (6,206,680)	22.1%
Beginning Fund Balance*	\$ 193,317,013	\$ 193,650,719	\$ 193,650,719 **	\$ 190,024,423	\$ (3,626,296)	-1.9%
Ending Fund Balance*	\$ 193,650,719	\$ 165,538,986	\$ 190,024,423 **	\$ 155,706,010	\$ (9,832,976)	-5.9%

* 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 2017-2018 Budget
Appropriated Funds
Summary of Revenues, Expenditures, and Changes in Fund Balances
Actual expenses for FY 2016-17 will be available once audited amounts are available in Fall 2017.

	Actual FY 2015-16	Adopted FY 2016-17	Amended FY 2016-17	Adopted FY 2017-18	vs. FY 2016-17 Adopted \$ chg	%
GENERAL FUND						
The county's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in other funds presented below.						
Revenues & Other Sources of Funds						
Property Taxes (current & prior years)	\$ 359,985,192	\$ 361,330,000	\$ 361,330,000	\$ 366,250,750	\$ 4,920,750	1.4%
Federal & State Funds	\$ 84,116,647	\$ 84,070,653	\$ 93,393,273	\$ 70,548,032	\$ (13,522,621)	-16.1%
Sales Taxes	\$ 80,325,845	\$ 80,280,000	\$ 80,280,000	\$ 85,546,675	\$ 5,266,675	6.6%
User Charges	\$ 38,738,103	\$ 36,989,904	\$ 37,410,988	\$ 39,708,553	\$ 2,718,649	7.3%
Other (includes Transfers In)	\$ 122,879,737	\$ 10,443,713	\$ 35,238,458	\$ 12,651,083	\$ 2,207,370	21.1%
TOTAL Revenues	\$ 686,045,524	\$ 573,114,270	\$ 607,652,719	\$ 574,705,093	\$ 1,590,823	0.3%
Expenditures & Other Uses of Funds						
Type of Expense						
Personnel Services	\$ 171,128,370	\$ 182,411,172	\$ 182,090,393	\$ 186,707,186	\$ 4,296,014	2.4%
Operating Expenses	\$ 274,997,599	\$ 286,004,335	\$ 293,655,051	\$ 295,197,056	\$ 9,192,721	3.2%
Human Services Assistance	\$ 37,886,750	\$ 35,349,098	\$ 43,896,095	\$ 22,856,077	\$ (12,493,021)	-35.3%
Debt Repayment	\$ 196,176,855	\$ 93,206,212	\$ 117,595,102	\$ 99,725,281	\$ 6,519,069	7.0%
Capital Outlay	\$ 3,494,515	\$ 3,628,890	\$ 7,846,420	\$ 3,928,400	\$ 299,510	8.3%
TOTAL Expenditures	\$ 683,684,089	\$ 600,599,707	\$ 645,083,061	\$ 608,414,000	\$ 7,814,293	1.3%
Service Area						
General Government	\$ 24,323,314	\$ 26,853,563	\$ 26,894,573	\$ 27,389,156	\$ 535,593	2.0%
Education & Education Debt	\$ 272,413,694	\$ 288,747,291	\$ 288,781,782	\$ 303,314,069	\$ 14,566,778	5.0%
Human Services	\$ 127,184,011	\$ 132,357,291	\$ 142,469,144	\$ 119,815,849	\$ (12,541,442)	-9.5%
Public Safety	\$ 102,405,480	\$ 105,392,046	\$ 110,885,201	\$ 108,751,182	\$ 3,359,136	3.2%
Support Services	\$ 19,297,360	\$ 21,468,175	\$ 21,650,514	\$ 24,373,423	\$ 2,905,248	13.5%
Community Services	\$ 10,086,671	\$ 10,812,022	\$ 15,078,129	\$ 10,848,711	\$ 36,689	0.3%
Non-Education Debt	\$ 127,973,559	\$ 14,969,319	\$ 39,323,718	\$ 13,921,610	\$ (1,047,709)	-7.0%
TOTAL Expenditures	\$ 683,684,089	\$ 600,599,707	\$ 645,083,061	\$ 608,414,000	\$ 7,814,293	1.3%
Excess (Deficiency) of Sources over Uses						
	\$ 2,361,435	\$ (27,485,437)	\$ (37,430,342)	\$ (33,708,907)	\$ (6,223,470)	22.6%
Beginning Fund Balance*	\$ 163,032,741	\$ 165,394,176	\$ 165,394,176	** \$ 162,394,176	\$ (3,000,000)	-1.8%
Ending Fund Balance*	\$ 165,394,176	\$ 137,908,739	\$ 162,394,176	** \$ 128,685,269	\$ (9,223,470)	-6.7%

* 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 million.

**Summary of FY 2017-2018 Budget
Appropriated Funds**
Summary of Revenues, Expenditures, and Changes in Fund Balances
Actual expenses for FY 2016-17 will be available once audited amounts are available in Fall 2017.

	Actual FY 2015-16	Adopted FY 2016-17	Amended FY 2016-17	Adopted FY 2017-18	vs. FY 2016-17 Adopted \$ chg	vs. FY 2016-17 Adopted %
RURAL FIRE DISTRICTS FUND						
Transactions relating to the operation of the Fire Protection Districts in the County are reflected in these individual funds. Each district is funded, in large part, from a special district tax levied on the property in the district, with the proceeds of that tax dedicated for use in that district. The Board of Commissioners, with the adoption of the Budget Ordinance, establishes the tax rate for each district annually. The districts also receive funding from their shares of the local option sales taxes levied by the County.						
<i>All funds are consolidated here. For information about a specific district, please refer to the Other Funds section of this document.</i>						
Revenues & Other Sources of Funds						
Property Taxes	\$ 13,991,026	\$ 13,961,664	\$ 13,961,664	\$ 15,061,465	\$ 1,099,801	7.9%
Sales Taxes	\$ 2,955,064	\$ 2,899,986	\$ 2,899,986	\$ 3,146,465	\$ 246,479	8.5%
Other	\$ 5,003	\$ -	\$ -	\$ -	\$ -	-
TOTAL Revenues	\$ 16,951,093	\$ 16,861,650	\$ 16,861,650	\$ 18,207,930	\$ 1,346,280	8.0%
Expenditures & Other Uses of Funds						
Operating	\$ 16,332,187	\$ 17,487,946	\$ 17,487,946	\$ 18,817,436	\$ 1,329,490	7.6%
TOTAL Expenditures	\$ 16,332,187	\$ 17,487,946	\$ 17,487,946	\$ 18,817,436	\$ 1,329,490	7.6%
Excess (Deficiency) of Sources over Uses	\$ 618,906	\$ (626,296)	\$ (626,296)	\$ (609,506)	\$ 16,790	-2.7%
Beginning Fund Balance*	\$ 2,568,402	\$ 3,187,308	\$ 3,187,308	\$ 2,561,012	\$ (626,296)	-19.6%
Ending Fund Balance*	\$ 3,187,308	\$ 2,561,012	\$ 2,561,012	\$ 1,951,506	\$ (609,506)	-23.8%

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 2018 appropriation will limit the use of fund balance available in FY 2019.

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

**Summary of FY 2017-2018 Budget
Appropriated Funds**
Summary of Revenues, Expenditures, and Changes in Fund Balances
Actual expenses for FY 2016-17 will be available once audited amounts are available in Fall 2017.

Actual FY 2015-16	Adopted FY 2016-17	Amended FY 2016-17	Adopted FY 2017-18	vs. FY 2016-17 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	\$ 5,462,046	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ -	0.0%
TOTAL Revenues	\$ 5,462,046	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ -	0.0%

Expenditures & Other Uses of Funds

Operating	\$ 5,462,046	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ -	0.0%
TOTAL Expenditures	\$ 5,462,046	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ -	0.0%

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

	\$ -	\$ -	\$ -	\$ -	\$ -	-
--	------	------	------	------	------	---

Beginning Fund Balance*

	\$ -	\$ -	\$ -	\$ -	\$ -	-
--	------	------	------	------	------	---

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

Summary of FY 2017-2018 Budget
Appropriated Funds
Summary of Revenues, Expenditures, and Changes in Fund Balances
Actual expenses for FY 2016-17 will be available once audited amounts are available in Fall 2017.

	Actual FY 2015-16	Adopted FY 2016-17	Amended FY 2016-17	Adopted FY 2017-18	vs. FY 2016-17 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	\$ -	\$ -	\$ -	\$ -	\$ -	-
Investment Earnings	\$ 90,969	\$ -	\$ -	\$ -	\$ -	-
Transfers In	\$ 1,800,000	\$ 750,000	\$ 750,000	\$ 2,000,000	\$ 1,250,000	166.7%
Other	\$ 1,961,856	\$ -	\$ -	\$ -	\$ -	-
TOTAL Revenues	\$ 3,852,825	\$ 750,000	\$ 750,000	\$ 2,000,000	\$ 1,250,000	166.7%
Expenditures & Other Uses of Funds						
Capital Outlay	\$ 6,499,460	\$ 750,000	\$ 750,000	\$ 2,000,000	\$ 1,250,000	166.7%
Transfers Out	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL Expenditures	\$ 6,499,460	\$ 750,000	\$ 750,000	\$ 2,000,000	\$ 1,250,000	166.7%
Excess (Deficiency) of Sources over Uses	\$ (2,646,635)	\$ -	\$ -	\$ -	\$ -	-
Beginning Fund Balance*	\$ 27,715,870	\$ 25,069,235	\$ 25,069,235	\$ 25,069,235	\$ -	0.0%
Ending Fund Balance*	\$ 25,069,235	\$ 25,069,235	\$ 25,069,235	\$ 25,069,235	\$ -	0.0%

* Not all fund balance is available to spend. At June 30, 2016, about \$17.5 million of the \$25.1 million of fund balance has been restricted or committed to specific capital projects. About \$7.6 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.

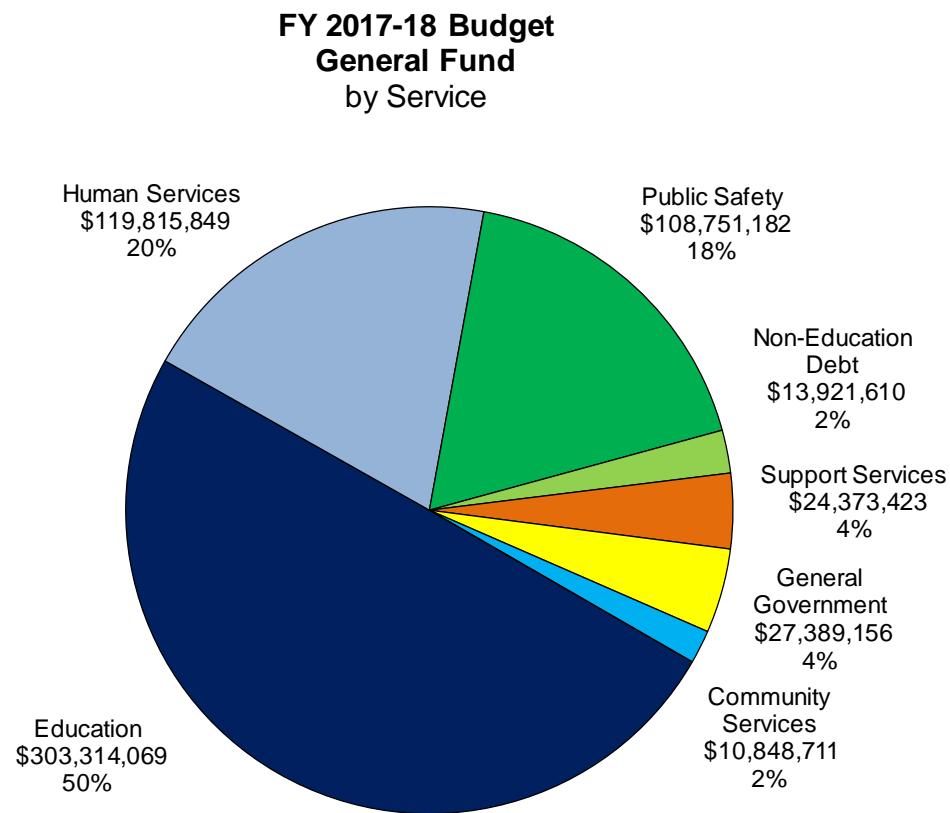
**Summary of FY 2017-2018 Budget
Appropriated Funds**
Summary of Revenues, Expenditures, and Changes in Fund Balances
Actual expenses for FY 2016-17 will be available once audited amounts are available in Fall 2017.

	Actual FY 2015-16	Adopted FY 2016-17	Amended FY 2016-17	Adopted FY 2017-18	vs. FY 2016-17 Adopted \$ chg	vs. FY 2016-17 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	\$ 133,249	\$ 180,588	\$ 108,588	\$ 197,368	\$ 16,780	9.3%
Insurance & Bonding	\$ 440,742	\$ 431,300	\$ 431,300	\$ 534,008	\$ 102,708	23.8%
Vehicle Repair Service	\$ 147,557	\$ 145,000	\$ 145,001	\$ 145,000	\$ -	0.0%
Claims Paid	\$ 2,614,901	\$ 2,300,000	\$ 2,300,002	\$ 2,300,000	\$ -	0.0%
Other Operating	\$ 241,269	\$ 191,686	\$ 279,688	\$ 92,621	\$ (99,065)	-51.7%
	\$ 3,577,718	\$ 3,248,574	\$ 3,264,579	\$ 3,268,997	\$ 20,423	0.6%
Health Care & Wellness						
Professional Services	\$ 1,567,993	\$ 1,227,854	\$ 1,257,056	\$ 1,626,219	\$ 398,365	32.4%
Insurance & Bonding	\$ 2,678,716	\$ 3,015,617	\$ 3,015,617	\$ 3,318,693	\$ 303,076	10.1%
Claims Paid	\$ 33,391,619	\$ 35,765,337	\$ 35,765,337	\$ 37,548,090	\$ 1,782,753	5.0%
	\$ 37,638,328	\$ 40,008,808	\$ 40,038,010	\$ 42,493,002	\$ 2,484,194	6.2%
TOTAL Expenditures	\$ 41,216,046	\$ 43,257,382	\$ 43,302,589	\$ 45,761,999	\$ 2,504,617	5.8%
Revenues						
User Charges	\$ 40,438,128	\$ 42,349,804	\$ 42,349,804	\$ 43,278,438	\$ 928,634	2.2%
Other	\$ 14,598	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	0.0%
TOTAL Revenues	\$ 40,452,726	\$ 42,389,804	\$ 42,389,804	\$ 43,318,438	\$ 928,634	2.2%
Operating Gain/(Loss)	\$ (763,320)	\$ (867,578)	\$ (912,785)	\$ (2,443,561)	\$ (1,575,983)	181.7%
Interest Income	\$ 175,861	\$ 52,000	\$ 52,000	\$ 140,000	\$ 88,000	169.2%
Change	\$ (587,459)	\$ (815,578)	\$ (860,785)	\$ (2,303,561)	\$ (1,487,983)	182.4%
Beginning Net Position	\$ 29,914,127	\$ 29,326,668	\$ 29,326,668	\$ 28,465,883	\$ (860,785)	-2.9%
Ending Net Position	\$ 29,326,668	\$ 28,511,090	\$ 28,465,883	\$ 26,162,322	\$ (2,348,768)	-8.2%



General Fund Summary Information

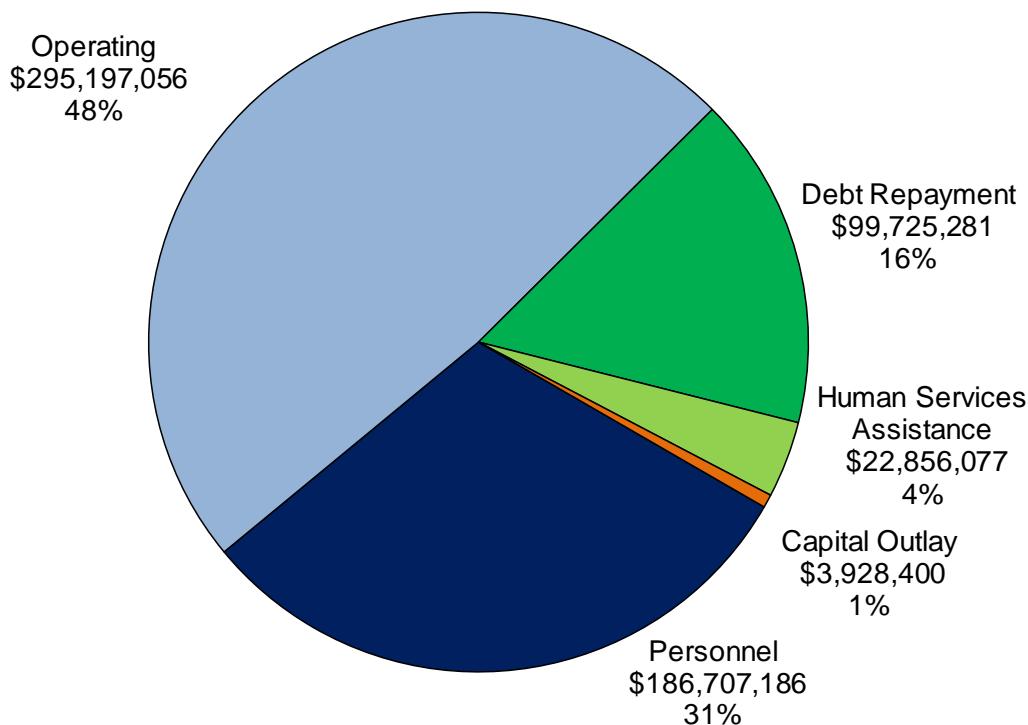
The General Fund is the main operating fund for the county. It accounts for nearly all of the county's operations. The following graphs and charts summarize the more detailed information about General Fund departments and services presented throughout this document.



Summary of Expenditures by Service Category

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Manager	FY2018 Adopted	vs. FY17 Adopted	
						\$ chg	% chg
Education	\$ 272,413,694	\$ 288,747,291	\$ 288,781,782	\$ 302,814,069	\$ 303,314,069	\$ 14,566,778	5.0%
<i>includes Education debt repayment</i>							
Human Services	\$ 127,184,011	\$ 132,357,291	\$ 140,641,524	\$ 119,515,458	\$ 119,815,849	\$ (12,541,442)	-9.5%
Public Safety	\$ 102,405,480	\$ 105,392,046	\$ 110,638,489	\$ 108,180,162	\$ 108,751,182	\$ 3,359,136	3.2%
Non-Education Debt	\$ 127,973,559	\$ 14,969,319	\$ 39,323,718	\$ 13,921,610	\$ 13,921,610	\$ (1,047,709)	-7.0%
Support Services	\$ 19,297,360	\$ 21,468,175	\$ 21,725,514	\$ 24,373,423	\$ 24,373,423	\$ 2,905,248	13.5%
General Government	\$ 24,323,314	\$ 26,853,563	\$ 26,882,573	\$ 27,279,156	\$ 27,389,156	\$ 535,593	2.0%
Community Services	\$ 10,086,671	\$ 10,812,022	\$ 15,053,129	\$ 10,756,122	\$ 10,848,711	\$ 36,689	0.3%
Total Expenditures	\$ 683,684,089	\$ 600,599,707	\$ 643,046,729	\$ 606,840,000	\$ 608,414,000	\$ 7,814,293	1.3%
Permanent Positions	2,492.75	2,501.00	2,512.25	2,528.25	2,541.25	40.25	1.6%

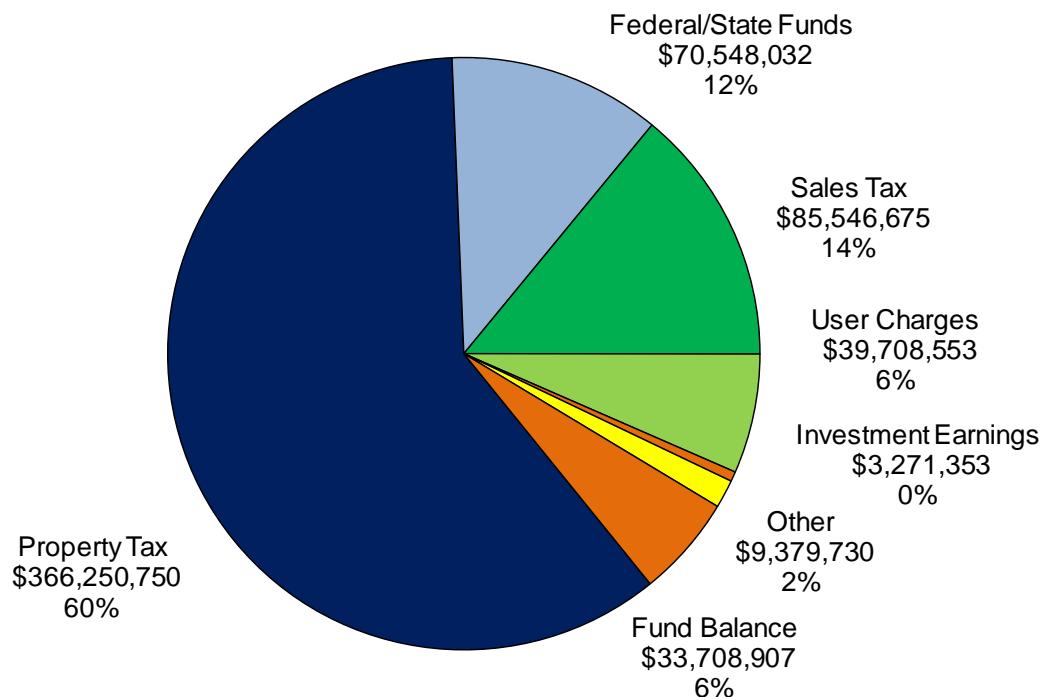
FY 2017-18 Budget by Type of Expense



Summary of Expenditures by Type of Expense

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Manager	FY2018 Adopted	vs. FY17 Adopted
						\$ chg
						% chg
Personnel	\$ 171,128,370	\$ 182,411,172	\$ 182,112,876	\$ 186,124,365	\$ 186,707,186	\$ 4,296,014 2.4%
Operating	\$ 274,997,599	\$ 286,004,335	\$ 293,471,644	\$ 294,360,878	\$ 295,197,056	\$ 9,192,721 3.2%
Debt Repayment	\$ 196,176,855	\$ 93,206,212	\$ 117,595,102	\$ 99,725,281	\$ 99,725,281	\$ 6,519,069 7.0%
Human Svc Assistance	\$ 37,886,750	\$ 35,349,098	\$ 42,059,395	\$ 22,856,077	\$ 22,856,077	\$ (12,493,021) -35.3%
Capital Outlay	\$ 3,494,515	\$ 3,628,890	\$ 7,807,712	\$ 3,773,400	\$ 3,928,400	\$ 299,510 8.3%
Total Expenditures	\$ 683,684,089	\$ 600,599,707	\$ 643,046,729	\$ 606,840,001	\$ 608,414,000	\$ 7,814,293 1.3%
Permanent Positions	2,492.75	2,501.00	2,512.25	2,528.25	2,541.25	40.25 1.6%

**FY 2017-18 Budget
General Fund
by Source of Funds**



Summary of Sources of Funds

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Manager	FY2018 Adopted	vs. FY17 Adopted \$ chg	vs. FY17 Adopted % chg
Property Tax	\$ 359,985,192	\$ 361,330,000	\$ 361,330,000	\$ 381,782,529	\$ 366,250,750	\$ 4,920,750	1.4%
Federal/State Funds	\$ 84,116,647	\$ 84,070,653	\$ 91,460,653	\$ 70,476,930	\$ 70,548,032	\$ (13,522,621)	-16.1%
Sales Tax	\$ 80,325,845	\$ 80,280,000	\$ 80,280,000	\$ 84,830,000	\$ 85,546,675	\$ 5,266,675	6.6%
User Charges	\$ 38,738,103	\$ 36,989,904	\$ 37,410,988	\$ 39,259,030	\$ 39,708,553	\$ 2,718,649	7.3%
Investment Earnings	\$ 1,012,521	\$ 1,594,251	\$ 1,594,251	\$ 3,271,353	\$ 3,271,353	\$ 1,677,102	105.2%
Other	\$ 121,867,216	\$ 8,849,462	\$ 33,644,207	\$ 9,372,030	\$ 9,379,730	\$ 530,268	6.0%
Total Revenues	\$ 686,045,524	\$ 573,114,270	\$ 605,720,099	\$ 588,991,872	\$ 574,705,093	\$ 1,590,823	0.3%
Fund Balance	\$ (2,361,435)	\$ 27,485,437	\$ 37,326,630	\$ 33,429,907	\$ 33,708,907	\$ 6,223,470	22.6%
Total	\$ 683,684,089	\$ 600,599,707	\$ 643,046,729	\$ 622,421,779	\$ 608,414,000	\$ 7,814,293	1.3%

GENERAL FUND BUDGETS BY DEPARTMENT
Expense & Revenue

Department	FY 2016 Actual		FY 2017 Adopted Budget		FY 2017 Amended Budget		FY 2018 Adopted	
	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue
General Government								
Budget & Management	\$ 436,992	\$ -	\$ 479,718	\$ -	\$ 486,170	\$ -	\$ 566,118	\$ 5,000
Clerk To Board	\$ 187,908	\$ 200	\$ 207,020	\$ -	\$ 207,021	\$ -	\$ 305,477	\$ -
County Administration	\$ 779,918	\$ 27,975	\$ 1,303,647	\$ 30,000	\$ 1,239,795	\$ 30,000	\$ 1,334,783	\$ 33,000
County Attorney	\$ 2,026,865	\$ 135	\$ 2,240,427	\$ -	\$ 2,242,758	\$ -	\$ 2,366,911	\$ 10,000
County Commissioners	\$ 494,820	\$ -	\$ 585,264	\$ -	\$ 586,067	\$ -	\$ 489,593	\$ -
Elections	\$ 2,380,477	\$ 303,147	\$ 2,536,328	\$ 700	\$ 2,537,166	\$ 700	\$ 2,508,744	\$ 353,110
Finance	\$ 2,239,998	\$ 91,015	\$ 2,557,485	\$ 80,000	\$ 2,630,663	\$ 80,000	\$ 2,589,854	\$ 80,000
Human Resources	\$ 6,961,690	\$ 110,213	\$ 7,795,993	\$ 58,591	\$ 7,814,047	\$ 58,591	\$ 7,898,553	\$ 58,591
Internal Audit	\$ 478,529	\$ -	\$ 538,836	\$ -	\$ 538,838	\$ -	\$ 529,683	\$ -
Purchasing	\$ 370,251	\$ -	\$ 400,959	\$ -	\$ 402,421	\$ -	\$ 394,462	\$ -
Register Of Deeds	\$ 2,135,930	\$ 5,145,445	\$ 2,205,366	\$ 4,891,245	\$ 2,205,372	\$ 4,891,247	\$ 2,197,513	\$ 5,083,229
Tax	\$ 5,829,938	\$ 1,863,347	\$ 6,002,520	\$ 1,798,295	\$ 6,004,255	\$ 1,798,295	\$ 6,207,465	\$ 1,598,291
General Government Total	\$ 24,323,316	\$ 7,541,477	\$ 26,853,563	\$ 6,858,831	\$ 26,894,573	\$ 6,858,833	\$ 27,389,156	\$ 7,221,221
Education								
Guilford County & Charter Schools	\$ 188,360,398	\$ -	\$ 194,360,398	\$ -	\$ 194,360,398	\$ -	\$ 200,860,398	\$ -
Guilford Technical Community College	\$ 15,850,000	\$ -	\$ 16,150,000	\$ -	\$ 16,150,000	\$ -	\$ 16,650,000	\$ -
Education Total	\$ 204,210,398	\$ -	\$ 210,510,398	\$ -	\$ 210,510,398	\$ -	\$ 217,510,398	\$ -
Community Services								
Cooperative Extension Service	\$ 466,822	\$ 4,053	\$ 597,604	\$ 5,118	\$ 1,644,777	\$ 145,078	\$ 643,464	\$ 51,078
Culture & Libraries	\$ 1,827,807	\$ 6,470	\$ 1,844,077	\$ 16,270	\$ 1,844,077	\$ 16,270	\$ 1,844,077	\$ 16,270
Economic Devel & Assistance	\$ 1,777,701	\$ 238,680	\$ 1,838,188	\$ -	\$ 4,599,497	\$ 180,532	\$ 1,380,780	\$ -
Parks	\$ 3,760,111	\$ 1,027,935	\$ 3,907,615	\$ 1,279,075	\$ 4,290,214	\$ 1,279,075	\$ 4,277,565	\$ 1,183,900
Planning And Development	\$ 765,098	\$ 62,214	\$ 837,509	\$ 59,285	\$ 862,512	\$ 59,285	\$ 890,730	\$ 74,749
Soil & Water Conservation	\$ 264,279	\$ 30,229	\$ 285,461	\$ 30,360	\$ 285,463	\$ 30,360	\$ 329,508	\$ 33,630
Solid Waste	\$ 1,224,853	\$ 1,018,272	\$ 1,501,568	\$ 925,800	\$ 1,551,589	\$ 945,800	\$ 1,482,587	\$ 974,000
Community Services Total	\$ 10,086,671	\$ 2,387,853	\$ 10,812,022	\$ 2,315,908	\$ 15,078,129	\$ 2,656,400	\$ 10,848,711	\$ 2,333,627
Debt Service								
Debt Service	\$ 196,176,855	\$ 119,318,284	\$ 93,206,212	\$ 7,503,945	\$ 117,595,102	\$ 31,853,945	\$ 99,725,281	\$ 16,028,794
Debt Service Total	\$ 196,176,855	\$ 119,318,284	\$ 93,206,212	\$ 7,503,945	\$ 117,595,102	\$ 31,853,945	\$ 99,725,281	\$ 16,028,794
Human Services								
Child Support Enforcement	\$ 5,911,919	\$ 6,248,423	\$ 6,275,096	\$ 6,219,357	\$ 6,278,229	\$ 6,219,357	\$ 6,309,612	\$ 6,409,419
Coordinated Services	\$ 1,498,394	\$ 1,220,170	\$ 1,269,639	\$ 1,153,426	\$ 1,382,271	\$ 1,244,666	\$ 1,279,331	\$ 1,153,426
Mental Health	\$ 9,674,000	\$ -	\$ 9,674,000	\$ -	\$ 9,674,000	\$ -	\$ 9,674,000	\$ -
Public Assistance Mandates	\$ 5,568,775	\$ 3,005,382	\$ 2,663,173	\$ -	\$ 2,663,173	\$ -	\$ 2,408,156	\$ -
Public Health	\$ 30,106,801	\$ 17,318,115	\$ 32,587,816	\$ 16,031,596	\$ 33,473,895	\$ 16,849,142	\$ 33,952,269	\$ 17,199,212
Social Services	\$ 72,835,425	\$ 55,653,551	\$ 78,580,101	\$ 59,385,820	\$ 87,287,881	\$ 67,252,026	\$ 64,922,140	\$ 44,632,871
Transportation-Human Serv	\$ 1,471,593	\$ 1,063,629	\$ 1,307,466	\$ 979,676	\$ 1,709,603	\$ 1,348,810	\$ 1,270,341	\$ 1,076,314
Veteran Services	\$ 117,104	\$ 2,288	\$ -	\$ -	\$ 92	\$ -	\$ -	\$ -
Human Services Total	\$ 127,184,011	\$ 84,511,558	\$ 132,357,291	\$ 83,769,875	\$ 142,469,144	\$ 92,914,001	\$ 119,815,849	\$ 70,471,242

GENERAL FUND BUDGETS BY DEPARTMENT
Expense & Revenue

Department	FY 2016 Actual		FY 2017 Adopted Budget		FY 2017 Amended Budget		FY 2018 Adopted	
	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue
Public Safety								
Animal Services	\$ 2,731,739	\$ 1,219,104	\$ 3,715,947	\$ 989,810	\$ 3,987,823	\$ 1,223,447	\$ 3,840,313	\$ 1,093,232
Court Alternatives	\$ 2,397,193	\$ 2,655,371	\$ 2,649,448	\$ 2,672,714	\$ 2,521,592	\$ 2,672,714	\$ 2,735,273	\$ 2,674,635
Emergency Services	\$ 25,685,291	\$ 15,208,395	\$ 28,529,509	\$ 15,320,279	\$ 29,503,390	\$ 15,480,403	\$ 29,847,342	\$ 16,169,081
Family Justice Center	\$ 234,916	\$ 41,390	\$ 277,312	\$ -	\$ 294,358	\$ 12,040	\$ 380,126	\$ 8,200
Inspections	\$ 2,052,426	\$ 918,072	\$ 2,213,658	\$ 826,033	\$ 2,214,827	\$ 826,033	\$ 2,352,929	\$ 1,303,618
Law Enforcement	\$ 66,263,756	\$ 7,868,512	\$ 65,125,442	\$ 5,599,155	\$ 69,501,514	\$ 6,726,696	\$ 66,601,596	\$ 6,411,938
Other Protection	\$ 1,423,037	\$ 136,507	\$ 1,041,327	\$ 360	\$ 991,333	\$ 361	\$ 1,017,947	\$ 360
Security	\$ 1,617,122	\$ 20,422	\$ 1,839,403	\$ 20,349	\$ 1,870,364	\$ 20,349	\$ 1,975,656	\$ 20,349
Public Safety Total	\$ 102,405,480	\$ 28,067,773	\$ 105,392,046	\$ 25,428,700	\$ 110,885,201	\$ 26,962,043	\$ 108,751,182	\$ 27,681,413
Support Services								
Facilities	\$ 7,789,703	\$ 1,356,142	\$ 10,189,286	\$ 1,257,303	\$ 9,800,759	\$ 1,257,303	\$ 10,872,202	\$ 1,493,401
Fleet Operation	\$ 748,779	\$ 24,568	\$ 1,068,420	\$ 22,559	\$ 1,356,287	\$ 22,559	\$ 1,147,462	\$ 22,559
Information Services	\$ 8,958,878	\$ 7,383	\$ 9,460,469	\$ 3,216	\$ 9,743,468	\$ 3,216	\$ 10,353,759	\$ 3,216
Transfer to Capital Building Fund	\$ 1,800,000	\$ -	\$ 750,000	\$ -	\$ 750,000	\$ -	\$ 2,000,000	\$ -
Support Services Total	\$ 19,297,360	\$ 1,388,093	\$ 21,468,175	\$ 1,283,078	\$ 21,650,514	\$ 1,283,078	\$ 24,373,423	\$ 1,519,176
Non-Departmental								
General Revenues	\$ -	\$ 497,760,396	\$ -	\$ 473,439,370	\$ -	\$ 482,554,761	\$ -	\$ 483,158,527
Other Funds Total	\$ -	\$ 497,760,396	\$ -	\$ 473,439,370	\$ -	\$ 482,554,761	\$ -	\$ 483,158,527
Grand Total	\$ 683,684,091	\$ 740,975,434	\$ 600,599,707	\$ 600,599,707	\$ 645,083,061	\$ 645,083,061	\$ 608,414,000	\$ 608,414,000

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 county programs and services. Revenues received by a department from federal and state governments, user fees and charges, donations, etc., make up the difference between a department's Expense and County \$ amounts.

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

Department	Adopted FY 2016-17			Adopted FY 2017-18			Cummulative			90% of County \$
	Total Budget	County	%	Total Budget	County	%	County	%	%	
	\$	\$	%	\$	\$	%	\$	%	%	
Education	\$ 210,510,398	\$ 210,510,398	100%	\$ 217,510,398	\$ 217,510,398	100%	\$ 217,510,398	45%		
Debt Repayment	\$ 93,206,212	\$ 85,702,267	92%	\$ 99,725,281	\$ 83,696,487	84%	\$ 301,206,885	62%		
Law Enforcement	\$ 65,125,442	\$ 59,526,287	91%	\$ 66,601,596	\$ 60,189,658	90%	\$ 361,396,543	75%		
Social Services	\$ 78,580,101	\$ 19,194,281	24%	\$ 64,922,141	\$ 20,289,270	31%	\$ 381,685,813	79%		
Public Health	\$ 32,587,816	\$ 16,556,220	51%	\$ 33,952,268	\$ 16,753,056	49%	\$ 398,438,869	82%		
Emergency Services	\$ 28,529,509	\$ 13,209,230	46%	\$ 29,847,342	\$ 13,678,261	46%	\$ 412,117,130	85%		
Information Services	\$ 9,460,469	\$ 9,457,253	100%	\$ 10,353,759	\$ 10,350,543	100%	\$ 422,467,673	87%		
Mental Health	\$ 9,674,000	\$ 9,674,000	100%	\$ 9,674,000	\$ 9,674,000	100%	\$ 432,141,673	89%		
Facilities	\$ 10,189,286	\$ 8,931,983	88%	\$ 10,872,202	\$ 9,378,801	86%	\$ 441,520,474	91%		
Human Resources	\$ 7,795,993	\$ 7,737,402	99%	\$ 7,898,553	\$ 7,839,962	99%	\$ 449,360,436	93%		
Tax	\$ 6,002,520	\$ 4,204,225	70%	\$ 6,207,465	\$ 4,609,174	74%	\$ 453,969,610	94%		
Parks & Open Space	\$ 3,907,615	\$ 2,628,540	67%	\$ 4,277,565	\$ 3,093,665	72%	\$ 457,063,275	95%		
Animal Services	\$ 3,715,947	\$ 2,726,137	73%	\$ 3,840,313	\$ 2,747,081	72%	\$ 459,810,356	95%		
Finance	\$ 2,557,485	\$ 2,477,485	97%	\$ 2,589,854	\$ 2,509,854	97%	\$ 462,320,210	96%		
Public Assistance Mandates	\$ 2,663,173	\$ 2,663,173	100%	\$ 2,408,156	\$ 2,408,156	100%	\$ 464,728,366	96%		
County Attorney	\$ 2,240,427	\$ 2,240,427	100%	\$ 2,366,911	\$ 2,356,911	100%	\$ 467,085,277	97%		
Elections	\$ 2,536,328	\$ 2,535,628	100%	\$ 2,508,744	\$ 2,155,634	86%	\$ 469,240,911	97%		
Transfer to Capital Building Fund	\$ 750,000	\$ 750,000	100%	\$ 2,000,000	\$ 2,000,000	100%	\$ 471,240,911	98%		
Security	\$ 1,839,403	\$ 1,819,054	99%	\$ 1,975,656	\$ 1,955,307	99%	\$ 473,196,218	98%		
Culture & Libraries	\$ 1,844,077	\$ 1,827,807	99%	\$ 1,844,077	\$ 1,827,807	99%	\$ 475,024,025	98%		
Economic Develop & Assistance	\$ 1,838,188	\$ 1,838,188	100%	\$ 1,380,780	\$ 1,380,780	100%	\$ 476,404,805	99%		
County Administration	\$ 1,303,647	\$ 1,273,647	98%	\$ 1,334,783	\$ 1,301,783	98%	\$ 477,706,588	99%		
Fleet Operation	\$ 1,068,420	\$ 1,045,861	98%	\$ 1,147,462	\$ 1,124,903	98%	\$ 478,831,491	99%		
Inspections	\$ 2,213,658	\$ 1,387,625	63%	\$ 2,352,929	\$ 1,049,311	45%	\$ 479,880,802	99%		
Other Protection/Court Services	\$ 1,041,327	\$ 1,040,967	100%	\$ 1,017,947	\$ 1,017,587	100%	\$ 480,898,389	100%		
Planning and Development	\$ 837,509	\$ 778,224	93%	\$ 890,730	\$ 815,981	92%	\$ 481,714,370	100%		
Cooperative Extension Service	\$ 597,604	\$ 592,486	99%	\$ 643,464	\$ 592,386	92%	\$ 482,306,756	100%		
Budget & Management	\$ 479,718	\$ 479,718	100%	\$ 566,118	\$ 561,118	99%	\$ 482,867,874	100%		
Internal Audit	\$ 538,836	\$ 538,836	100%	\$ 529,683	\$ 529,683	100%	\$ 483,397,557	100%		
Solid Waste	\$ 1,501,568	\$ 575,768	38%	\$ 1,482,587	\$ 508,587	34%	\$ 483,906,144	100%		
County Commissioners	\$ 585,264	\$ 585,264	100%	\$ 489,593	\$ 489,593	100%	\$ 484,395,737	100%		

Where does Guilford County spend Local Money?

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

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

Department	Adopted FY 2016-17			Adopted FY 2017-18			Cummulative				
	Total Budget	County	\$	%	Total Budget	County	\$	%	County	\$	%
Purchasing	\$ 400,959	\$ 400,959		100%	\$ 394,462	\$ 394,462		100%	\$ 484,790,199		100%
Family Justice Center	\$ 277,312	\$ 277,312		100%	\$ 380,126	\$ 371,926		98%	\$ 485,162,125		100%
Clerk to the Board	\$ 207,020	\$ 207,020		100%	\$ 305,477	\$ 305,477		100%	\$ 485,467,602		100%
Soil & Water Conservation	\$ 285,461	\$ 255,101		89%	\$ 329,508	\$ 295,878		90%	\$ 485,763,480		101%
Transportation-Human Serv	\$ 1,307,466	\$ 327,790		25%	\$ 1,270,341	\$ 194,027		15%	\$ 485,957,507		101%
Coordinated Services	\$ 1,269,639	\$ 116,213		9%	\$ 1,279,331	\$ 125,905		10%	\$ 486,083,412		101%
Court Alternatives	\$ 2,649,448	\$ (23,266)		-1%	\$ 2,735,273	\$ 60,638		2%	\$ 486,144,050		101%
Child Support Enforcement	\$ 6,275,096	\$ 55,739		1%	\$ 6,309,612	\$ (99,807)		-2%	\$ 486,044,243		101%
Register of Deeds	\$ 2,205,366	\$ (2,685,879)		-122%	\$ 2,197,513	\$ (2,885,716)		-131%	\$ 483,158,527		100%
TOTAL	\$ 600,599,707	\$ 473,439,370		79%	\$ 608,414,000	\$ 483,158,527		79%			

Breakdown of County \$:

Property Taxes	\$ 361,330,000	76%	\$ 366,250,750	76%
Sales Taxes	\$ 80,280,000	17%	\$ 85,546,675	18%
Fund Balance	\$ 26,011,370	5%	\$ 23,900,000	5%
Other Revenues	\$ 4,207,000	1%	\$ 5,811,000	1%
Federal & State Funds	\$ 1,541,000	0%	\$ 1,575,102	0.3%
User Charges & Fees	\$ 70,000	0%	\$ 75,000	0.02%
TOTAL	\$ 473,439,370	100%	\$ 483,158,527	100%

Summary of Positions by Department

Departments	FY 15-16		FY 16-17			FY 17-18			Change vs. FY 16-17
			Mid-Year			New	Cut	Total	
	Adopted	Adopted	Adds	Moves					
GENERAL FUND									
Child Support Enforcement	91.85	92.85	-	-	1.00	-	93.85	1.00	
Coordinated Services	0.15	0.10	-	-	-	-	0.10	-	
Mental Health	-	-	-	-	-	-	-	-	
Public Health	389.50	389.75	3.00	(1.00)	6.00	(0.75)	397.00	7.25	
Social Services	561.00	599.50	8.00	3.00	8.00	-	618.50	19.00	
Transportation	22.00	17.00	-	-	-	-	17.00	-	
Veterans Services*	2.00	2.00	-	(2.00)	-	-	-	(2.00)	
Human Services	1,066.50	1,101.20	11.00	-	15.00	(0.75)	1,126.45	25.25	
Animal Services	16.50	45.00	-	-	-	-	45.00	-	
Court Alternatives	33.00	33.00	-	-	-	-	33.00	-	
Emergency Services	245.00	247.00	0.25	-	10.00	-	257.25	10.25	
Family Justice Center	3.00	4.00	-	-	1.00	-	5.00	1.00	
Inspections	26.00	26.00	-	-	1.00	-	27.00	1.00	
Law Enforcement	659.00	660.00	-	-	-	-	660.00	-	
Other Protection	15.15	15.15	-	-	-	-	15.15	-	
Security	15.00	15.00	-	-	-	-	15.00	-	
Public Safety	1,012.65	1,045.15	0.25	-	12.00	-	1,057.40	12.25	
Parks	28.00	28.00	-	2.00	1.00	-	31.00	3.00	
Planning & Development	8.00	9.00	-	-	-	-	9.00	-	
Soil & Water Conservation	2.50	2.75	-	-	0.25	-	3.00	0.25	
Solid Waste	6.00	6.00	-	-	-	-	6.00	-	
Community Services	44.50	45.75	-	2.00	1.25	-	49.00	3.25	
Budget and Management	4.95	5.00	-	-	-	-	5.00	-	
County Administration	3.90	3.90	-	-	-	-	3.90	-	
County Attorney	17.00	18.00	-	-	-	-	18.00	-	
County Commissioners	9.00	9.00	-	-	-	-	9.00	-	
Clerk to Board	2.00	2.00	-	-	1.00	-	3.00	1.00	
Elections	16.00	16.00	-	-	-	-	16.00	-	
Finance	27.00	27.00	-	-	-	-	27.00	-	
Human Resources	18.00	18.00	-	-	-	-	18.00	-	
Internal Audit	5.00	5.00	-	-	-	-	5.00	-	
Purchasing	5.00	5.00	-	-	-	-	5.00	-	
Register of Deeds	25.00	25.00	-	-	0.50	-	25.50	0.50	
Tax Department	63.00	63.00	-	-	-	-	63.00	-	
General Government	195.85	196.90	-	-	1.50	-	198.40	1.50	
Facilities	61.00	62.00	-	(2.00)	-	-	60.00	(2.00)	
Information Services	48.00	48.00	-	-	-	-	48.00	-	
Fleet Operations	2.00	2.00	-	-	-	-	2.00	-	
Support Services	111.00	112.00	-	(2.00)	-	-	110.00	(2.00)	
Total General Fund	2,430.50	2,501.00	11.25	-	29.75	(0.75)	2,541.25	40.25	
INTERNAL SERVICES									
Risk Management	2.00	2.50	-	-	-	-	2.50	-	
Total Internal Services	2.00	2.50	-	-	-	-	2.50	-	
Total All Departments	2,432.50	2,503.50	11.25	-	29.75	(0.75)	2,543.75	40.25	

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

Summary of Position Changes from FY 2016-17 to FY 2017-18

Department	Position Name	FTE
BOARD-APPROVED CHANGES DURING FY 2016-17		
Emergency Services	Convert 2 FT 42 Hour Positions to 2 PT 30 hour positions and add 1 PT 30 hour position	0.25
Public Health	Foundation for Health High Point - Nurse Specialists; Partnership for Community Care - Social Worker II	3.00
Social Services	Cone funded - Eligibility Case Worker; In-Home Aid Care Management - Social Worker II; Eligibility Case Workers	8.00
		11.25
ADOPTED CHANGES FOR FY 2017-18 (Start Date)		
Clerk to Board	Communication Specialist (July 2017)	1.00
Law Enforcement	Convert Existing Grant-funded Family Justice Center Deputy to Permanent County-funded Position* (July 2017)	-
Soil & Water	Soil & Water Coordinator (July 2017; increase from 30 hrs/wk to 40 hrs/wk)	0.25
Public Health	Physician Extender Specialist (July 2017; grant funded, convert to contract) School Health Services - 4 School Nurses (12 months) & 1 School Nurse Supervisor (12 months) (August 2017) Environmental Health Specialist (August 2017; 34% offset by revenues)	(0.75) 5.00 1.00 5.25
Register of Deeds	Deputy Register of Deeds - Passports - Part-Time (August 2017, 100% offset by passport services revenues)	0.50
Family Justice Center	Client Services Navigator (August 2017)	1.00
Social Services	6 Eligibility Caseworkers and 1 Eligibility Supervisor - LIEAP/CIP Assistance (August 2017, 100% reimbursed) Foster Care Program Recruiter (October 2017, 25% reimbursed)	7.00 1.00 8.00
Child Support	Administrative / Fiscal Officer (October 2017, 66% reimbursed)	1.00
Emergency Services	5 EMTs and 5 Paramedics (October 2017; 100% offset by EMS revenues)	10.00
Inspections	Soil Technician (October 2017)	1.00
Parks	Sr. Grounds Tech (Passive Parks) (October 2017)	1.00
Total Board-Approved Additions for FY 2017-18		29.00
Grand Total FY 2017-18 Staffing Adjustments		40.25

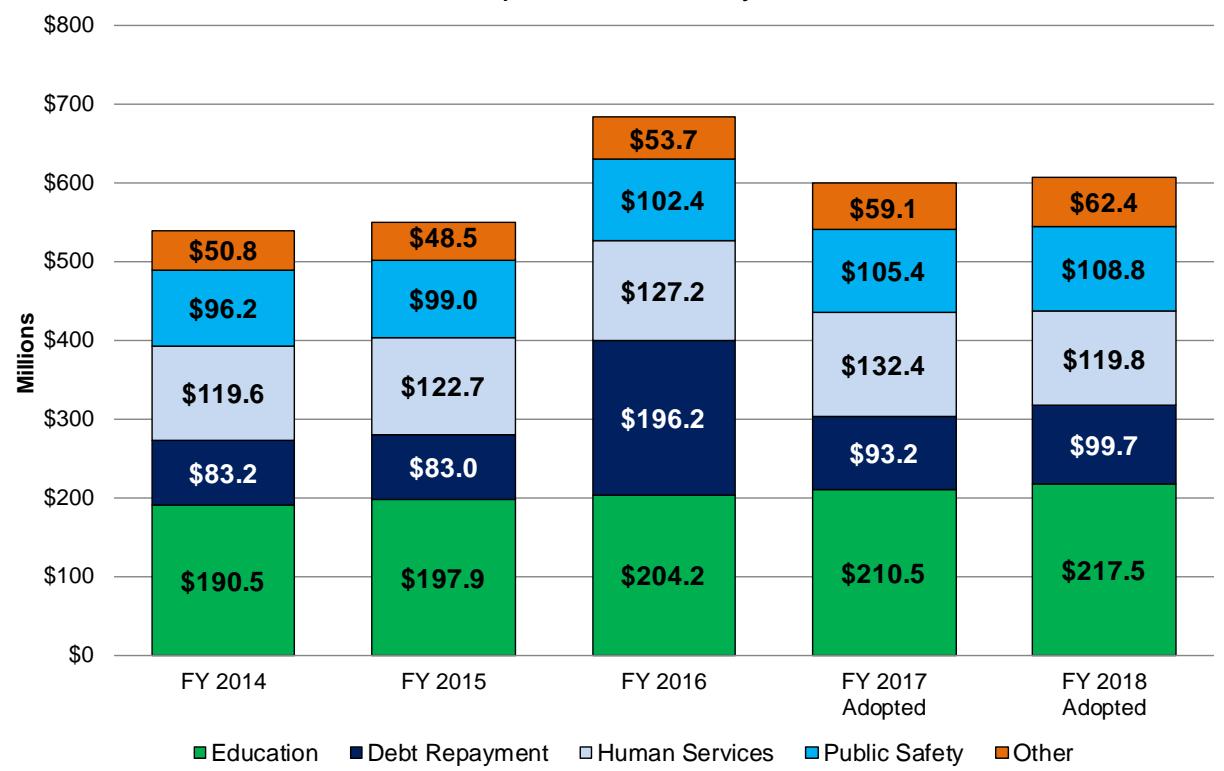
GENERAL FUND EXPENDITURES

The adopted fiscal year (FY) 2017-18 General Fund budget totals \$608,414,000. This is \$7.8 million (1.3%) more than the budget approved for FY 2016-17. The adopted general property tax rate is \$0.7305 per \$100 of assessed valuation, a decrease of \$0.0245 from the FY 2016-17 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

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Manager	FY2018 Adopted	vs. FY17 Adopted	
						\$ chg	% chg
Education	\$ 272,413,694	\$ 288,747,291	\$ 288,781,782	\$ 302,814,069	\$ 303,314,069	\$ 14,566,778	5.0%
<i>includes Education debt repayment</i>							
Human Services	\$ 127,184,011	\$ 132,357,291	\$ 140,641,524	\$ 119,515,458	\$ 119,815,849	\$ (12,541,442)	-9.5%
Public Safety	\$ 102,405,480	\$ 105,392,046	\$ 110,638,489	\$ 108,180,162	\$ 108,751,182	\$ 3,359,136	3.2%
Non-Education Debt	\$ 127,973,559	\$ 14,969,319	\$ 39,323,718	\$ 13,921,610	\$ 13,921,610	\$ (1,047,709)	-7.0%
Support Services	\$ 19,297,360	\$ 21,468,175	\$ 21,725,514	\$ 24,373,423	\$ 24,373,423	\$ 2,905,248	13.5%
General Government	\$ 24,323,314	\$ 26,853,563	\$ 26,882,573	\$ 27,279,156	\$ 27,389,156	\$ 535,593	2.0%
Community Services	\$ 10,086,671	\$ 10,812,022	\$ 15,053,129	\$ 10,756,122	\$ 10,848,711	\$ 36,689	0.3%
Total Expenditures	\$ 683,684,089	\$ 600,599,707	\$ 643,046,729	\$ 606,840,000	\$ 608,414,000	\$ 7,814,293	1.3%
Permanent Positions	2,492.75	2,501.00	2,512.25	2,528.25	2,541.25	40.25	1.6%

**FY 2017-18 General Fund
Expenditure History**



Summary of Budgeted Expenses

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

Expenditures by Service Area

The largest expense in the Guilford County budget is for **Education**. This funding category includes operating and capital maintenance support for the Guilford County Schools (GCS) and Guilford Technical Community College (GTCC), operating support for charter schools, and the repayment of education-related debt for new or renovated schools and community college facilities. The Education service category accounts for 50% of the total county operating budget. **Human Services** and **Public Safety** services, the next largest expenditures, account for 20% and 18% of expenses, respectively.

The budget includes an additional \$14.6 million for Education. It includes an additional \$7.5 million in operating support for the **Guilford County Schools** (GCS) and **charter schools** with students from Guilford County. The allocation for GCS's capital maintenance needs is \$5.0 million -- \$1 million less than the prior year's budget. The operating budget for **Guilford Technical Community College** (GTCC) is increased by \$500,000. The budget also includes an additional \$7.6 million for repayment of voter-approved debt for the construction and renovation of school and community college facilities.

The **Human Services** budget is expected to decrease by \$12.5 million next year due to changes in the way the state pays for child day care and Medicaid-related client transportation. While the county will still determine client eligibility for these programs, the payments to vendors that provide the direct services will no longer flow through the county's budget. The budget includes funding for 11 Social Services and Public Health positions added mid-year in FY 2016-17, as well as funding for 14.25 net new positions in FY 2017-18. New positions include school nurses, an environmental health restaurant and pool inspection/permitting position, heating/cooling crisis

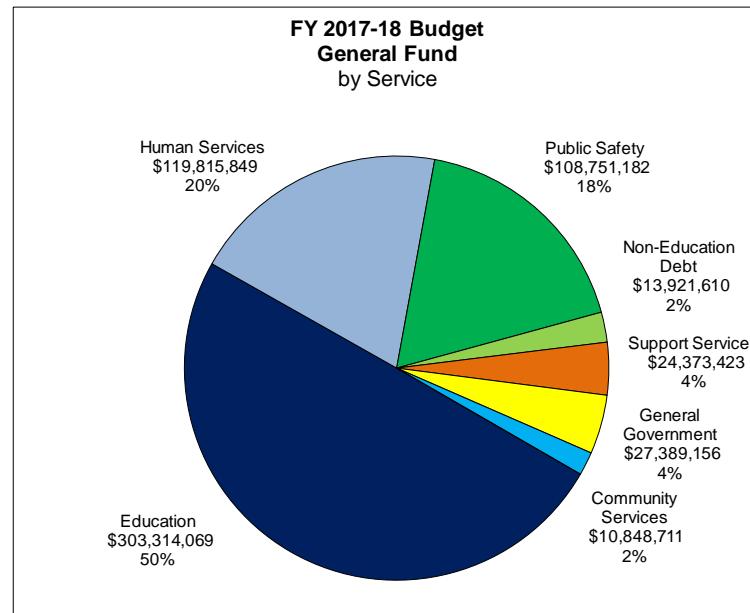
Summary of Major Budget Changes in General Fund (in millions)	
EDUCATION	
Guilford County Schools & Charter Schools - Operating	\$ 7.50
Guilford County Schools - Annual Capital Maintenance	\$ (1.00)
Guilford County Schools - Debt Repayment	\$ 7.28
Guilford Technical Community College - Operating	\$ 0.50
Guilford Technical Community College - Debt Repayment	\$ 0.29
	\$ 14.57
POSITIONS	
Positions added mid-year FY 16-17 (+11.25)	\$ 0.68
New Positions (+29.00)	\$ 1.34
	\$ 2.02
MAJOR CHANGES	
Foster Care	\$ 2.60
3% Merit Pool (applied in January 2018)	\$ 2.00
Medical & Lab Supplies, Services	\$ 1.63
County Capital	\$ 1.25
Software & Technology	\$ 0.65
Law Enforcement Separation Allowance Estimate	\$ 0.44
Routine Building & Grounds Maintenance	\$ 0.32
Workers' Compensation	\$ 0.32
Joint Schools-County Capital Needs Study	\$ 0.30
Major Equipment	\$ 0.26
Retirement Charges	\$ 0.22
Adoption Incentive Program	\$ 0.16
Housing Authority Payment Agreement	\$ 0.15
Tax Foreclosure Court Costs & Attorney Fees	\$ 0.11
Building Security	\$ 0.10
Economic Development Incentives	\$ (0.66)
General County Debt Repayment	\$ (1.05)
Medicaid Transportation Vendor Payments	\$ (2.30)
Day Care Vendor Payments	\$ (14.23)
	\$ (7.74)
NET OTHER CHANGES	
	\$ (1.03)
TOTAL CHANGE	
	\$ 7.81

program workers (paid for with non-county funds currently used to contract with a private vendor for this service), an administrative/fiscal management position in Child Support Enforcement, and a foster care parent recruiter. See the Personnel Services section later in this document for more information about the new positions.

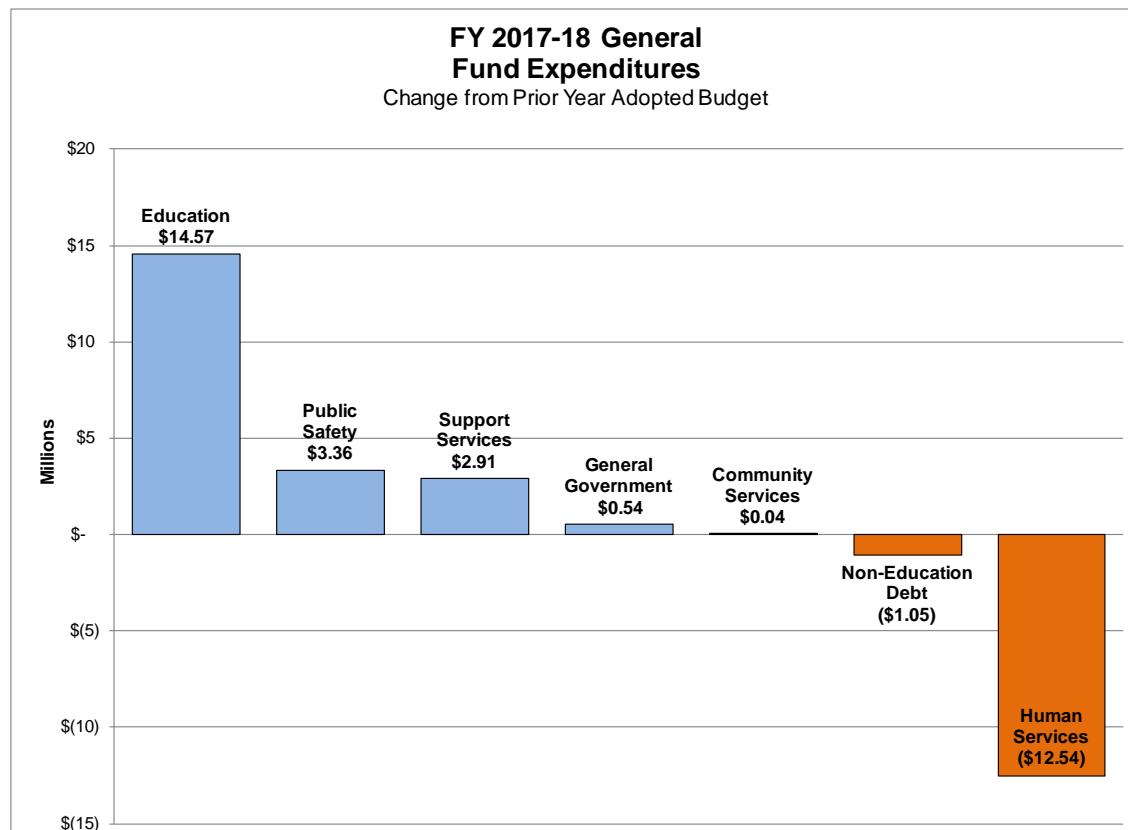
The **Public Safety** budget includes increases for medical services and supplies, required Law Enforcement retirement contributions, enhanced building security, and replacement patrol cars and ambulances. Twelve new public safety positions are included in the budget in the Inspections (1), Family Justice Center (1), and Emergency Services (10) departments.

The budget also includes additional technology and capital infrastructure money in the **Support Services** budget.

Over \$1 million of **net reductions** across the organization have been made to reduce the overall change in the budget.



The following chart illustrates the overall changes in the FY 2017-18 budget by service area.



Expenditure Types

Summary of Expenditures by Type of Expense							
	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Manager	FY2018 Adopted	vs. FY17 Adopted	
Personnel	\$ 171,128,370	\$ 182,411,172	\$ 182,090,393	\$ 186,124,365	\$ 186,707,186	\$ 4,296,014	2.4%
Operating	\$ 274,997,599	\$ 286,004,335	\$ 293,655,051	\$ 294,360,878	\$ 295,197,056	\$ 9,192,721	3.2%
Debt Repayment	\$ 196,176,855	\$ 93,206,212	\$ 117,595,102	\$ 99,725,281	\$ 99,725,281	\$ 6,519,069	7.0%
Human Svc Assistance	\$ 37,886,750	\$ 35,349,098	\$ 43,896,095	\$ 22,856,077	\$ 22,856,077	\$ (12,493,021)	-35.3%
Capital Outlay	\$ 3,494,515	\$ 3,628,890	\$ 7,846,420	\$ 3,773,400	\$ 3,928,400	\$ 299,510	8.3%
Total Expenditures	\$ 683,684,089	\$ 600,599,707	\$ 645,083,061	\$ 606,840,001	\$ 608,414,000	\$ 7,814,293	1.3%
Permanent Positions	2,492.75	2,501.00	2,512.25	2,528.25	2,541.25	40.25	1.6%

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 48% of total expenditures. Other expenditures are for Debt Repayment (16%), Human Services Assistance (4%), and funding for capital needs (1%).

Personnel Services

The county's underlying "base" payroll expense, including the position eliminations noted below, will **decrease** by \$690,000 in FY 2017-18. This figure includes the full year impact of merit performance pay changes made during FY 2016-17, vacancy 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 in the sections below. Overall, total **Personnel Services** expenses are projected to increase by \$4.3 million. The total number of permanent full- and part-time positions in the General Fund is 2,532.25 (excluding the Board of Commissioners). This is a net increase of 40.25 positions from the FY 2016-17 adopted budget.

Payroll Change Summary (in millions)	
Base Payroll Change	\$ (0.69)
<i>Full-year impacts of FY 16-17 merits, vacancies, other adjustments</i>	
Position Changes:	
<i>Positions added mid-year FY 16-17 (+11.25)</i>	\$ 0.68
<i>New Positions (+29.00)</i>	\$ 1.34
	\$ 2.02
3% Merit Pool (Jan 2018)	\$ 2.00
Retirement Charges	\$ 0.22
Workers' Compensation	\$ 0.32
Law Enforcement Separation Allowance estimate	\$ 0.44
Total Payroll Change	\$ 4.30

FY 2016-17 Board Personnel Additions

The Board of Commissioners approved 11.25 new positions during FY 2016-17 to support critical Social Services, Public Health, and Emergency Services programs. Since these positions were approved after the FY 2016-17 budget was adopted, they were not included in the original budget total. The impact of adding these positions to the new FY 2017-18 budget is approximately \$680,000.

FY 2017-18 New Positions

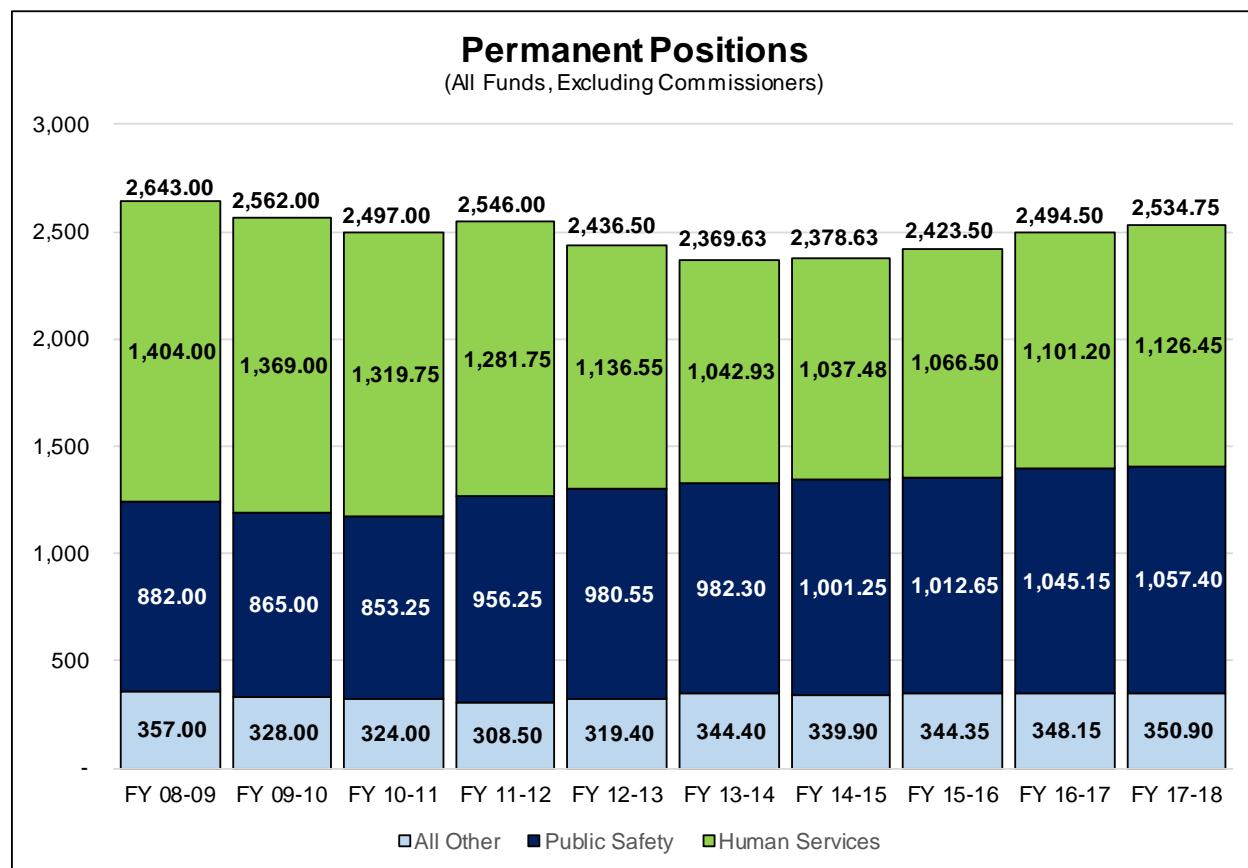
The budget includes **29.5 new positions** and **one 0.75 position elimination**, as well as additional funding to change an existing Soil & Water Conservation position from part-time to full-time (**+0.25 of a position**). Position changes include:

- +15.00 new Human Services positions:
 - 5 School Nurses to expand nursing care in the public schools. Currently, the county's nurse-to-student ratio is approximately one nurse for every 2,200 students. The American Academy of Pediatrics and National Association of School Nurses recommend a ratio of one nurse for every 750 students. ***These positions support the Board's high priority Healthy People goal of developing a plan to expand and fund school medical services.***
 - 1 Environmental Health Specialist for restaurant, food handling facility, and pool inspections and permitting. ***This position supports the Board's high priority Economic Development goal of improving planning and permitting processes for businesses.***
 - 7 Eligibility Caseworker Assistants to administer federally-funded energy crisis programs. Previously, the county contracted with a local vendor to provide program eligibility services. The new positions will be funded by the federal government, so no additional local dollars are required.
 - 1 Foster Care Program recruiter to increase the number of foster care families. At the time this document was published, over 500 children were in county foster care. The county will receive partial funding support for this position. ***This position supports the Board's high priority Healthy People goal of developing strategies to reduce the number of children in foster care.***
 - 1 Administrative/Fiscal Officer for the Child Support Enforcement program. About 67% of this position's cost will be reimbursed to the county.
- +10 Emergency Medical Services positions to (5 Emergency Medical Technicians and 5 Paramedics) to address increased service demands. Additional revenues are expected to fully offset the cost of the positions.
- +1 Communications Specialist to coordinate internal and external communications. ***This position supports the Board's high priority Organizational Excellence goal of adding a communications position.***
- +1 Soil Technician in the Inspections Department to address workload demands related to all land-disturbing activity within Guilford County. ***This position supports the Board's high priority Economic Development goal of improving planning and permitting processes for businesses.***
- +1 Senior Grounds Technician to support the county's passive parks program.
- +1 Client Services Navigator for the Family Justice Center to meet community service demands.
- +0.5 Part-time Deputy Register of Deeds to expand the newly created Passport Acceptance Facility program. Fees will fully offset the cost of this position.

- +0.25 increase to convert a part-time Soil & Water Conservation position to a full-time position.
- -0.75 Physician Extender Specialist in Public Health. Grant funding for this position has expired, so the position will be eliminated.

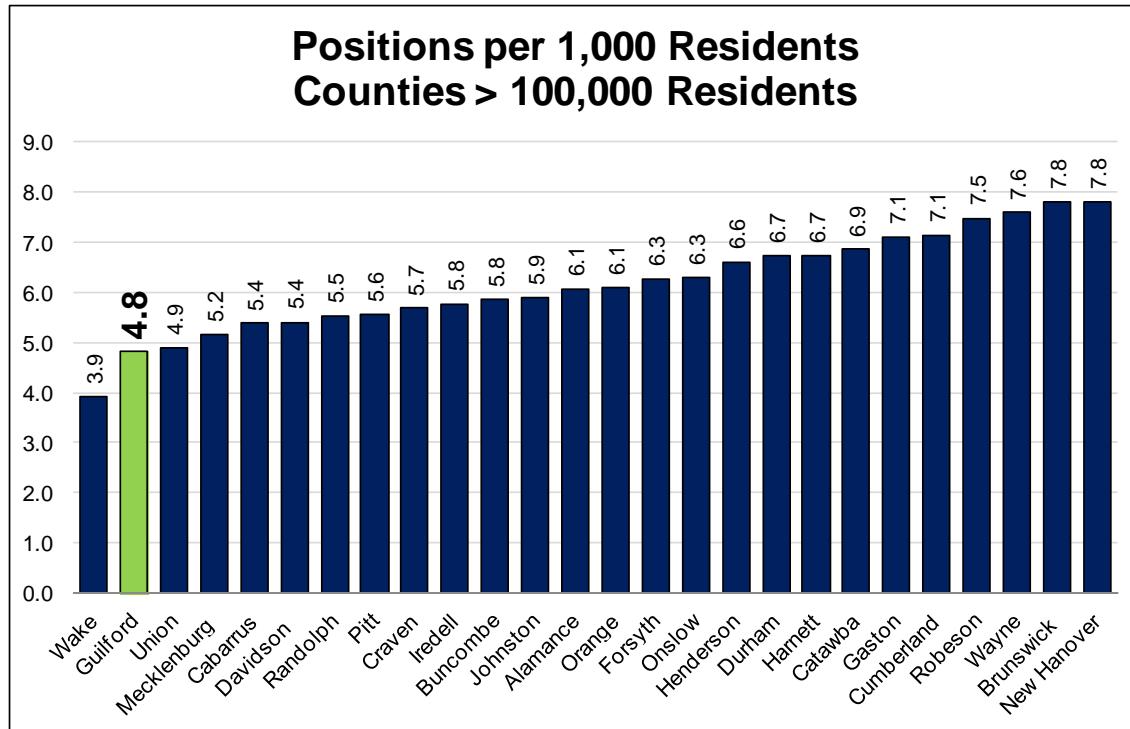
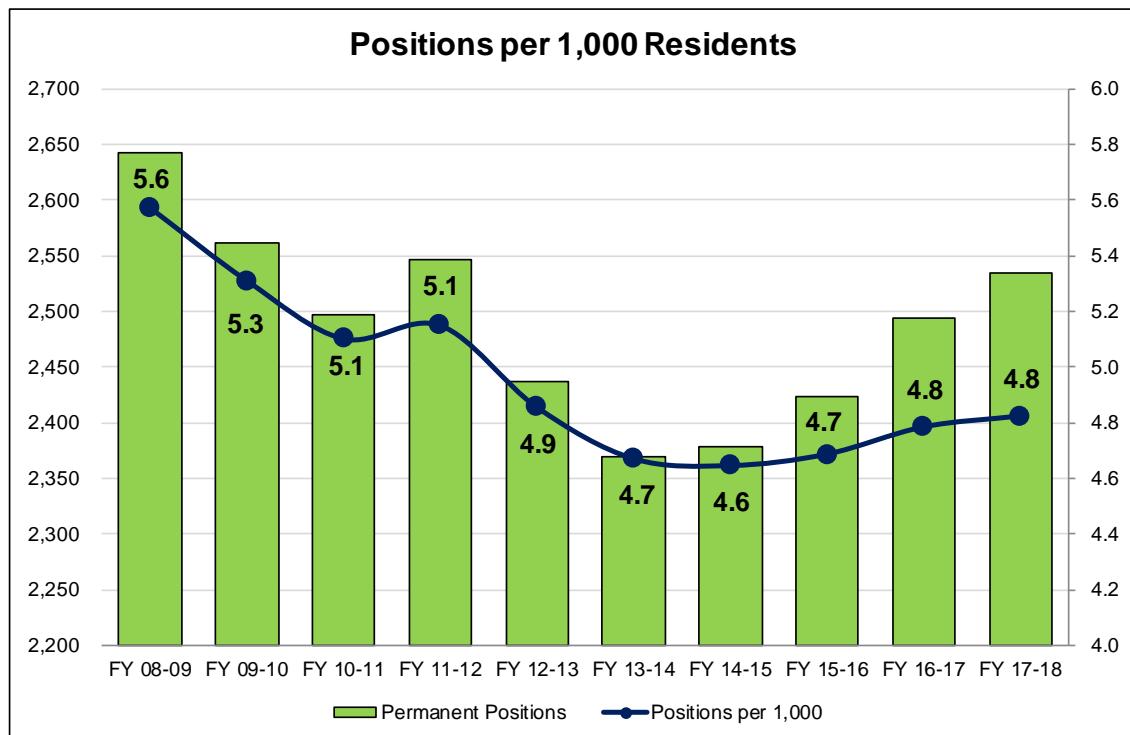
Total Staff Positions

The budget includes 2,534.75 total staff positions (excludes 9 Commissioners, includes 2,532.25 General Fund positions and 2.5 Risk Management positions in the Internal Services Fund). This equates to about 4.8 positions for every 1,000 residents, up slightly from the prior year.



How does Guilford County compare?

Based on county employment data collected by the North Carolina Association of County Commissioners for FY 2016-17 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 41% higher at 9.4 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 2018. 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 \$1.68 million (\$2.0 million gross expense less expected reimbursement revenue from non-county sources). A full year's net cost is approximately \$3.5 million (\$4.2 million gross expense less expected reimbursement revenue from non-county sources).

Operating, Debt Repayment, and Capital Expenses

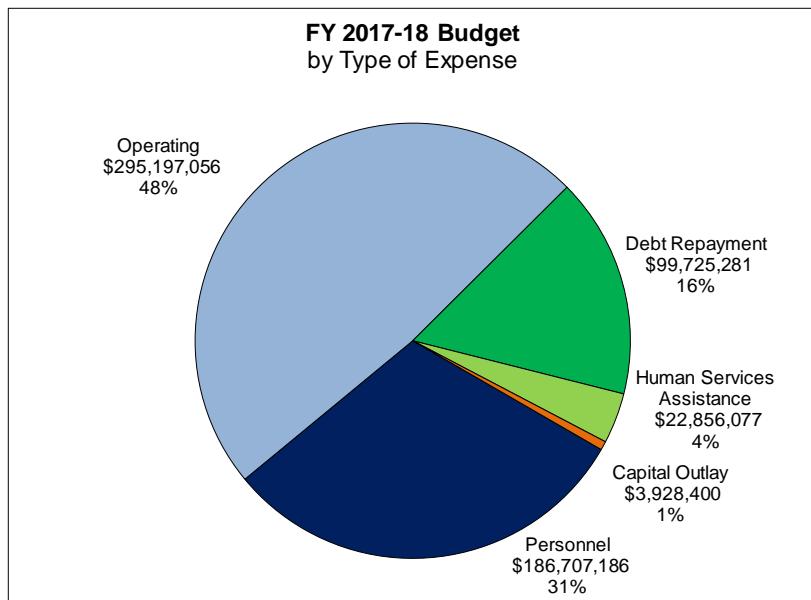
Operating Expenses & Major Capital Transfers will increase by \$9.5 million in FY 2017-18, primarily due to a \$7 million increase in public education funding. The budget also includes an additional \$1.25 million in transfers to the County Building Construction Fund to set aside money to pay for future capital infrastructure needs.

Other Operating budget adjustments include:

- technology improvements including software upgrades for the county's permitting/inspections system, disaster data recovery, and computer and server replacements;
- increases in lab and medical supplies/services costs;
- additional funds for routine building maintenance to prevent more expensive major repairs.

Scheduled **Debt Service Payments** and related fees for voter-approved bonds and other capital needs will increase by \$6.5 million. The county issued the final set of school and community college bonds from the 2008 referendums in Spring 2017. 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 \$12.5 million next year due to a change in the way the state pays for child day care services and Medicaid-related transportation for qualified clients. Beginning in the first quarter of FY 2017-18, the state will pay vendors directly for eligible child day care expenses. Previously, these funds "passed through" the county's budget to day care providers. The state started paying vendors directly for Medicaid transportation in mid-FY 2016-17. Responsibility for

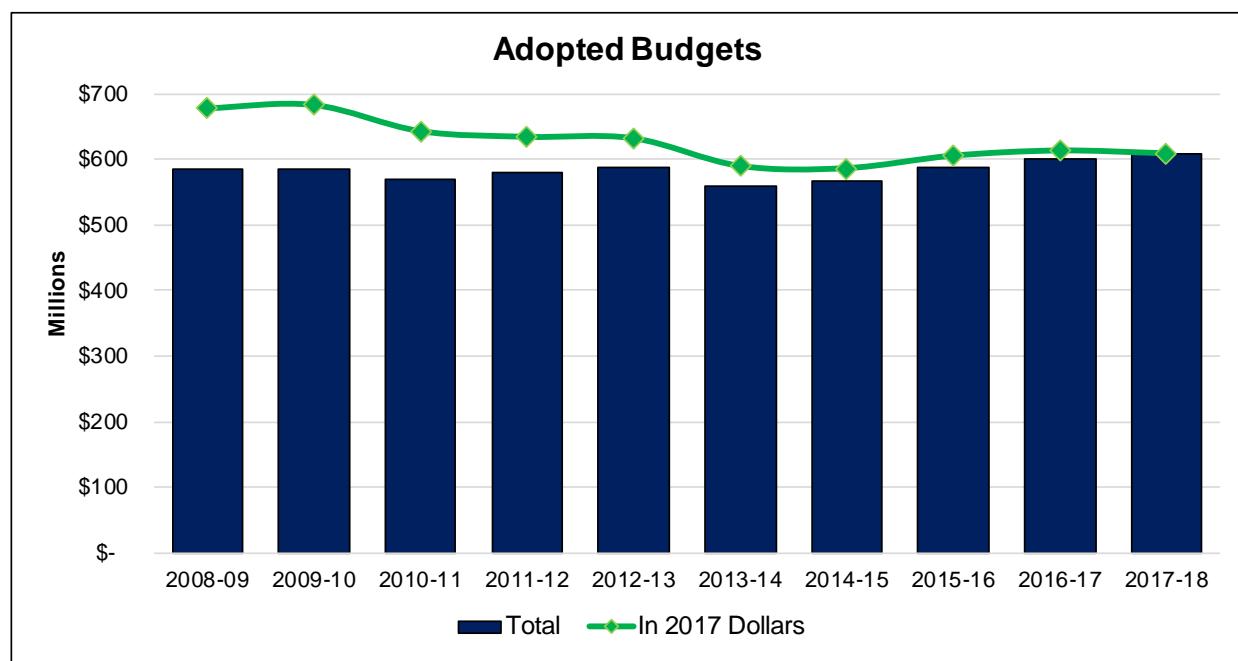


determining eligibility for day care and Medicaid transportation will remain with the county. The decrease in day care expense is partially offset by an increase of \$2.6 million in foster care expenses as more children and children with more complex issues continue to come into the county's care.

Regular Capital Outlay is expected to increase by \$299,510. Regular capital funds are typically allocated annually 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.

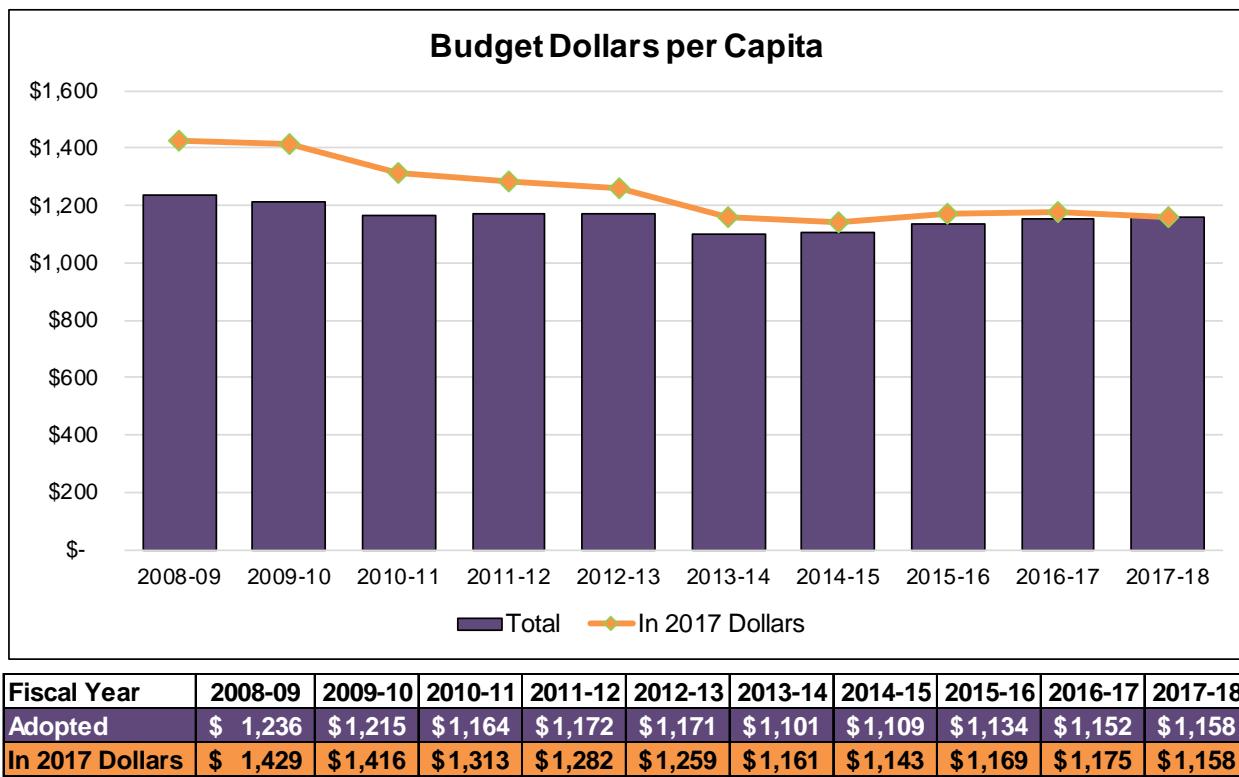
Budget History

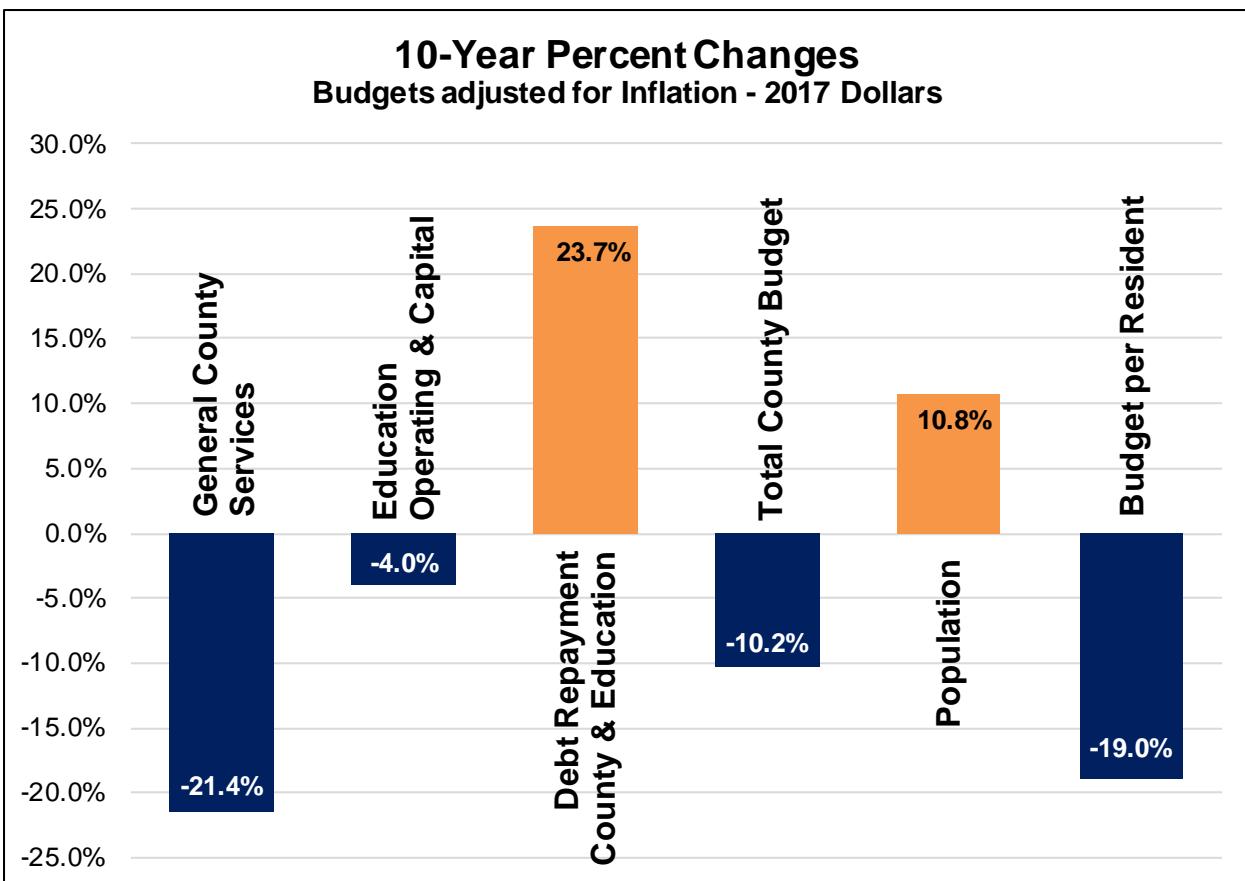
Guilford County's budget has increased less than the inflation rate over the last 10 years. After adjusting for inflationary impacts specific to state and local governments by converting past budgets to today's dollars (first quarter, 2017), the FY 2017-18 budget is more than 10% lower than the FY 2008-09 budget. This means that the county has about \$69 million less in "purchasing power" today than it did ten years ago.



Fiscal Year	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Adopted	\$ 586.1	\$ 586.1	\$ 569.7	\$ 579.9	\$ 587.5	\$ 558.5	\$ 567.6	\$ 586.4	\$ 600.6	\$ 608.4
In 2017 Dollars	\$ 677.7	\$ 682.9	\$ 642.6	\$ 633.8	\$ 631.6	\$ 589.0	\$ 585.4	\$ 604.7	\$ 612.7	\$ 608.4

Likewise, after controlling for the effects of inflation, the county's budget per person has fallen by \$271 or 19%, from \$1,429 to \$1,158.





Future General Fund Budget Projections

This annual budget projects expenses over the next fiscal year, July 1, 2017 through June 30, 2018. 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 experienced 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

	FY2016 ACTUAL	FY2017 ADOPTED	FY 2018 ADOPTED	FY 2019 PROJECTION	FY 2020 PROJECTION	FY 2021 PROJECTION	FY 2022 PROJECTION	FY 2023 PROJECTION	FY 2024 PROJECTION	FY 2025 PROJECTION	FY 2026 PROJECTION	FY 2027 PROJECTION	
EXPENSE													
General County Services													
Personnel Services	171,128,371	182,411,172	186,707,186	192,308,402	198,077,654	204,019,983	210,140,583	216,444,800	222,938,144	229,626,289	236,515,077	243,610,530	
Supplies & Materials	10,837,736	10,924,053	11,388,592	11,616,364	11,848,691	12,085,665	12,327,378	12,573,926	12,825,404	13,081,912	13,343,551	13,610,422	
Other Services & Charges	61,567,830	64,269,883	64,723,066	66,017,527	67,337,878	68,684,635	70,058,328	71,459,495	72,888,685	74,346,458	75,833,387	77,350,055	
Human Services Assistance	37,886,750	35,349,098	22,856,077	18,608,727	18,980,902	19,360,520	19,747,730	20,142,685	20,545,538	20,956,449	21,375,578	21,803,090	
Capital	3,494,515	3,628,890	3,928,400	4,006,968	4,087,107	4,168,850	4,252,226	4,337,271	4,424,016	4,512,497	4,602,747	4,694,802	
Other	(3,418,365)	(449,999)	(425,000)	(433,500)	(442,170)	(451,013)	(460,034)	(469,234)	(478,619)	(488,191)	(497,955)	(507,914)	
	281,496,837	296,133,097	289,178,321	292,124,488	299,890,062	307,868,639	316,066,212	324,488,942	333,143,169	342,035,414	351,172,385	360,560,983	
Debt Repayment	196,176,855	93,206,212	99,725,281	97,352,235	94,432,460	91,138,710	91,296,206	91,462,136	85,834,348	82,964,678	61,385,745	59,227,013	
Transfer to Capital (County)	1,800,000	750,000	2,000,000	4,000,000	6,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	
Education													
GCS - Operating	183,360,398	188,360,398	195,860,398	203,659,028	211,768,178	220,200,212	228,967,987	238,084,871	247,564,764	257,422,122	267,671,972	278,329,944	
GCS - Capital	5,000,000	6,000,000	5,000,000	8,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	
GTCC - Operating	14,350,000	14,650,000	15,150,000	15,753,232	16,380,483	17,032,709	17,710,906	18,416,106	19,149,385	19,911,862	20,704,698	21,529,103	
GTCC - Capital	1,500,000	1,500,000	1,500,000	3,435,743	3,685,744	3,402,410	1,650,000	1,700,000	1,650,000	1,700,000	1,650,000	1,650,000	
	204,210,398	210,510,398	217,510,398	230,848,003	241,834,404	250,635,331	258,328,892	268,200,977	278,364,150	289,033,983	300,026,670	311,509,047	
TOTAL EXPENSE	683,684,090	600,599,707	608,414,000	624,324,725	642,156,926	657,642,680	673,691,311	692,152,055	705,341,666	722,034,075	720,584,800	739,297,043	
Percent Change	24.1%	-12.2%	1.3%	2.6%	2.9%	2.4%	2.4%	2.7%	1.9%	2.4%	-0.2%	2.6%	
REVENUE													
Taxes													
Property Taxes	359,985,192	361,330,000	366,250,750	373,575,765	381,047,280	388,668,226	396,441,590	404,370,422	412,457,831	420,706,987	429,121,127	437,703,550	
Sales Taxes	80,325,845	80,280,000	85,546,675	88,113,075	90,756,468	93,479,162	96,283,536	99,172,042	102,147,204	105,211,620	108,367,968	111,619,008	
Other Taxes	3,610,057	3,350,000	3,650,000	3,759,500	3,872,285	3,988,454	4,108,107	4,231,350	4,358,291	4,489,040	4,623,711	4,762,422	
Penalties, Fines & Forfeiture	1,778,620	1,750,000	1,460,000	1,489,200	1,518,984	1,549,364	1,580,351	1,611,958	1,644,197	1,677,081	1,710,623	1,744,835	
Licenses and Permits	1,720,368	1,621,750	2,082,031	2,123,672	2,166,145	2,209,468	2,253,657	2,298,730	2,344,705	2,391,599	2,439,431	2,488,220	
Intergovernmental	84,116,647	84,070,653	70,548,032	67,254,521	68,599,612	69,971,604	71,371,036	72,798,457	74,254,426	75,739,514	77,254,304	78,799,391	
Charges for Services	37,017,735	35,368,154	37,626,522	38,379,052	39,146,633	39,929,566	40,728,157	41,542,721	42,373,575	43,221,047	44,085,467	44,967,177	
Other Financing Sources	111,986,534	117,189	119,059	121,440	123,869	126,346	128,873	131,451	134,080	136,761	139,497	142,287	
Miscellaneous Revenues	5,504,526	5,226,524	7,422,024	7,570,464	7,721,874	7,876,311	8,033,837	8,194,514	8,358,405	8,525,573	8,696,084	8,870,006	
TOTAL REVENUES	686,045,524	573,114,270	574,705,093	582,386,690	594,953,150	607,798,500	620,929,146	634,351,646	648,072,712	662,099,222	676,438,213	691,096,894	
Revenues less Expenses	2,361,434	(27,485,437)		(33,708,907)	(41,938,035)	(47,203,776)	(49,844,180)	(52,762,164)	(57,800,409)	(57,268,953)	(59,934,853)	(44,146,587)	(48,200,149)
Bond Premium Fund Balance Plan*				8,584,504	7,014,550	6,136,024							
Net Funding Need				(25,124,403)	(34,923,485)	(41,067,752)							

Assumptions:

Personnel costs increase at proposed FY 17-18 merit pool rate of 3.0% per year.

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

Human Services Assistance is reduced by \$4.6 million in FY 2019, approximately three months of day care expense, to account for state's assumption of day care payments during FY 2018. Remaining expenses increase at 2% per year.

Debt Repayment is based on projected debt repayment schedules used to prepare the FY 17-18 budget. No future referendum impacts are included.

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

GCS Guilford County Schools operating expense increases by 2.9% each year, the increase recommended for FY 17-18. Capital increases by \$2 million per year until a total of \$10 million is allocated. The Board of Education requested a total of \$10 million for FY 17-18.

GTCC Guilford Technical Community College operating expense increases by 3.4% each year, the FY 17-18 recommended increase. Capital matches the GTCC Board of Trustees' draft capital/facilities plan received by Budget Department in April 2016 and adjusted in FY 18, FY 19, & FY 20 to account for the \$4.2 million difference between the FY 16, FY 17, & FY 18 requested and recommended budget amounts.

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

\$303.3 million

The budget includes \$303.3 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 \$14.6 million more than the amount included in the FY 2016-17 budget. The budget includes an increase of \$6.5 million for GCS and charter schools (an additional \$7.5 million in operating funds and \$1 million less in GCS capital maintenance and repair funds) and \$500,000 (all operating funds) for GTCC. An additional \$7.6 million is budgeted for repayment of voter-approved debt that was issued for the construction and renovation of school and community college facilities.

Education and education-related debt payments make up about 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 59 cents of every dollar of property tax collected for Education expenses.

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Manager	FY2018 Adopted	vs. FY17 Adopted
					\$ chg	% chg
Guilford County Schools (GCS) including Operating Expense Allocations for Charter Schools						
Operating Expenses	\$183,360,398	\$188,360,398	\$188,360,398	\$193,860,398	\$195,860,398	\$7,500,000 4.0%
Capital Maintenance	\$5,000,000	\$6,000,000	\$6,000,000	\$6,500,000	\$5,000,000	-\$1,000,000 -16.7%
Debt Repayment	\$58,003,232	\$67,514,462	\$67,545,197	\$74,792,901	\$74,792,901	\$7,278,439 10.8%
Total	\$246,363,630	\$261,874,860	\$261,905,595	\$275,153,299	\$275,653,299	\$13,778,439 5.3%
Guilford Technical Community College (GTCC)						
Operating Expenses	\$14,350,000	\$14,650,000	\$14,650,000	\$15,150,000	\$15,150,000	\$500,000 3.4%
Capital Maintenance	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$0 0.0%
Debt Repayment	\$10,200,064	\$10,722,431	\$10,726,187	\$11,010,770	\$11,010,770	\$288,339 2.7%
Total	\$26,050,064	\$26,872,431	\$26,876,187	\$27,660,770	\$27,660,770	\$788,339 2.9%
Total Education	\$272,413,694	\$288,747,291	\$288,781,782	\$302,814,069	\$303,314,069	\$14,566,778 5.0%
Sources of Funds						
Federal & State Funds						
Lottery Funds	\$ 4,799,500	\$ 4,799,500	\$ 4,799,500	\$ 4,750,000	\$ 4,750,000	-\$49,500 -1.0%
American Rec/Reinvest Act	\$ 2,613,314	\$ 2,611,906	\$ 2,611,906	\$ 2,616,133	\$ 2,616,133	\$4,227 0.2%
County Funds	\$ 265,000,880	\$ 281,335,885	\$ 281,370,376	\$ 295,447,936	\$ 295,947,936	\$14,612,051 5.2%
Sources of Funds	\$ 272,413,694	\$ 288,747,291	\$ 288,781,782	\$ 302,814,069	\$ 303,314,069	\$14,566,778 5.0%

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 \$708.9 million. (This 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 \$208.6 million from Guilford County (\$198.6 million for the operating budget and \$10 million for capital maintenance and repair projects), an increase of \$14.2 million over the FY 2016-17 appropriation. This increase is equivalent to a property tax rate increase of about 2.9 cents. More information about the Board of Education's request is included in the Education section of this document.

The FY 2017-18 local Operating and Capital Maintenance Budget for the Guilford County Schools is \$200,860,398, an increase of \$6.5 million over the FY 2016-17 Adopted Budget.

- The budget includes an increase in **operating funding** of \$7.5 million from \$188,360,398 to \$195,860,398. This allocation increases the county's projected per pupil operating allocation from \$2,419 to \$2,464, the fourth highest per pupil budget of the 10 largest counties.
- The Board of Education has responsibility for determining the final allocation of these funds and may choose to allocate all or some of the county budget for pay increases for locally funded teachers, operating expenses for new facilities, or other system needs. Per state law, the local county appropriation must be shared on a per pupil basis with charter schools that have enrolled students from Guilford County

Operating Budget Allocation Estimates			
	Total	GCS	Charter Schools
Per Pupil Allocation	\$2,464	\$2,464	\$2,464
Total Projected Students	79,477	71,977	7,500
County Allocation	\$195,860,398	\$177,377,655	\$18,482,743
FY 2016-17 Adopted Budget	\$188,360,398	\$173,493,342	\$14,867,056
Change from FY 2016-17	\$7,500,000	\$3,884,313	\$3,615,687

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 \$5 million, a decrease of \$1,000,000 from the FY 2016-17 budget. At the present time, the Board of Education is not required to appropriate local capital funds to charter schools.

In addition to the operating and capital maintenance funding described above, the budget includes nearly \$75 million dollars for the repayment of voter-approved bonds for school construction and renovation projects. This is an increase of \$7.3 million over the FY 2016-17 budget.

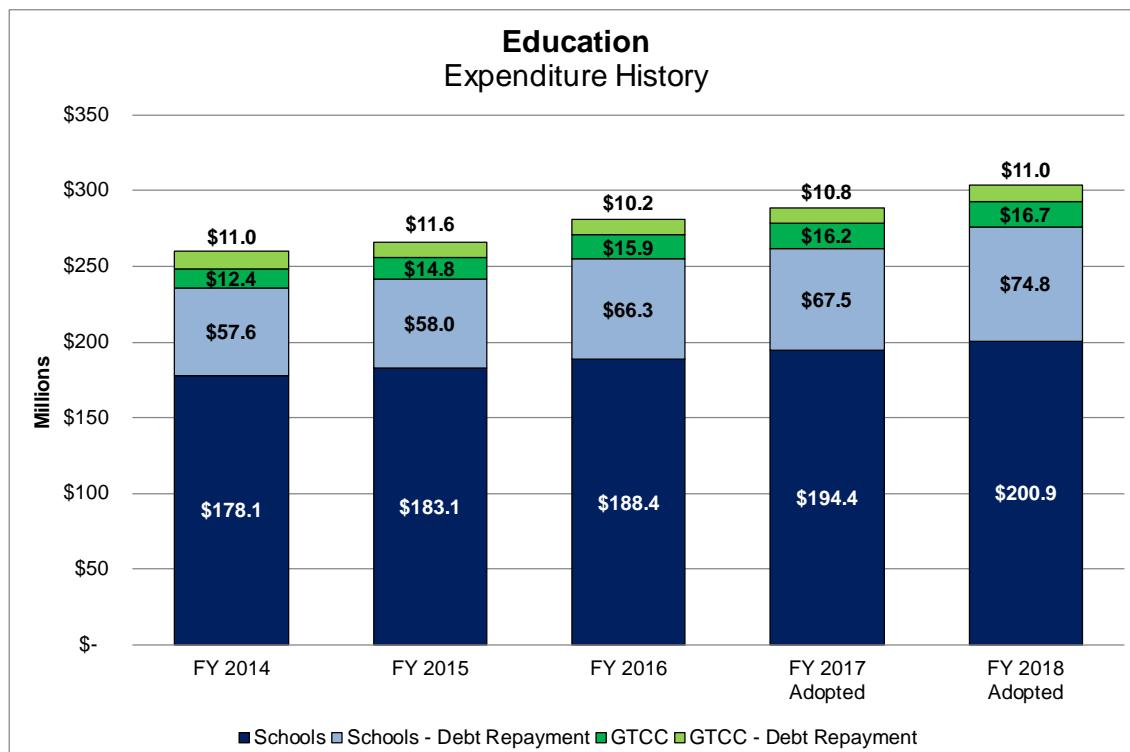
A final total Board of Education budget that incorporates the approved local funding support will be adopted in the summer by the Board of Education once final state and federal funding amounts are known. More information on the overall budget for the Guilford County Schools may be found online at <http://www.gcsnc.com/pages/gcsnc/District/Budget>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

Guilford Technical Community College

The Guilford Technical Community College's Board of Trustees has requested a total budget of \$17,393,447 from Guilford County - \$15,376,447 in operating funds and \$2,017,000 in capital outlay funds. This request is \$1.24 million higher than the current year's budget. This requested increase is equivalent to a property tax rate increase of about 0.25 cents. More details about the Board of Trustee's request may be found in the Education section of this document.

- The FY 2017-18 budget increases the operating allocation for Guilford Technical Community College by \$500,000 to \$15,150,000. 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 adopted budget also includes \$1.5 million for capital maintenance and repairs, the same amount as appropriated in FY 2016-17.

The county budget also allocates \$11 million for debt repayment for voter-approved bonds for new and renovated community college facilities.



Human Services

\$119.8 million

The recommended budget includes \$119.8 million for Human Services expenditures, a decrease of \$12.5 million (-9.5%) from the current year's budget. Human Services is the second largest expenditure category and accounts for 20% 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.

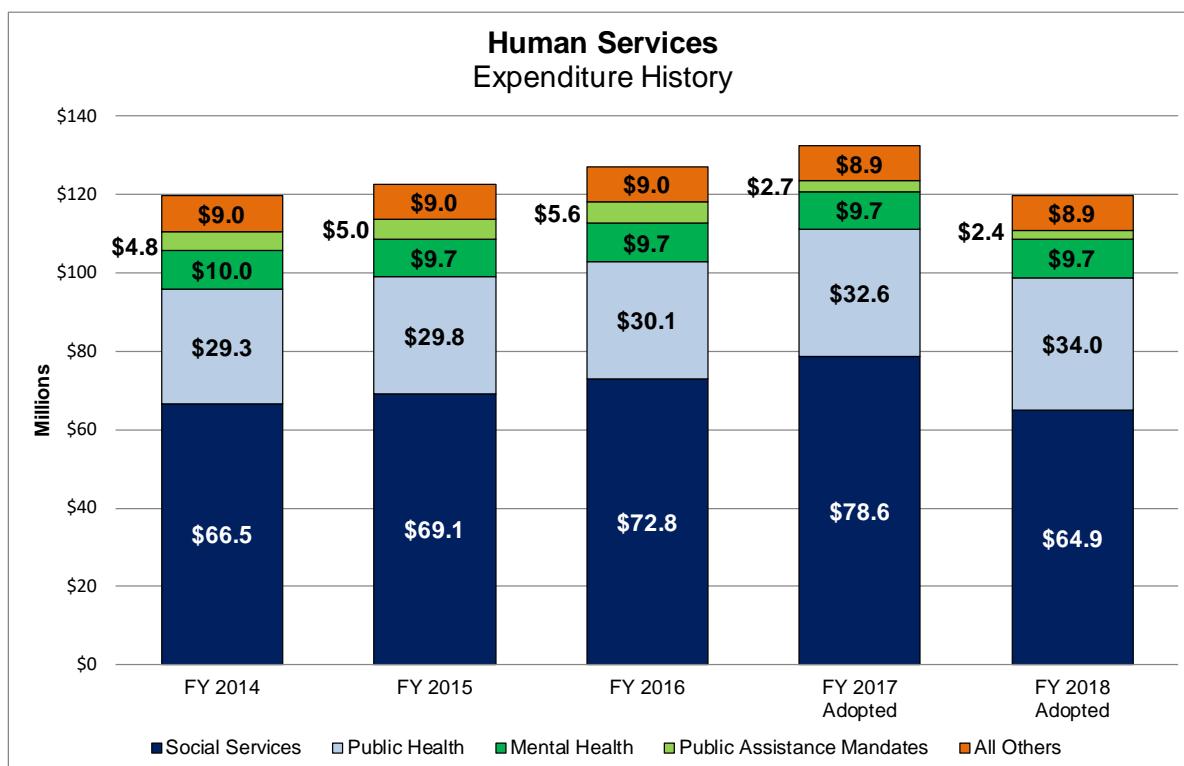
	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Manager	FY2018 Adopted	vs. FY17 Adopted	
						\$ chg	% chg
Department							
Child Support Enforcement	\$5,911,919	\$6,275,096	\$6,278,229	\$6,309,612	\$6,309,612	\$34,516	0.6%
Coordinated Services	\$1,498,394	\$1,269,639	\$1,382,271	\$1,269,731	\$1,279,331	\$9,692	0.8%
Mental Health	\$9,674,000	\$9,674,000	\$9,674,000	\$9,674,000	\$9,674,000	\$0	0.0%
Public Assistance Mandates	\$5,568,775	\$2,663,173	\$2,663,173	\$2,408,156	\$2,408,156	(\$255,017)	-9.6%
Public Health	\$30,106,801	\$32,587,816	\$33,473,895	\$33,820,477	\$33,952,269	\$1,364,453	4.2%
Social Services	\$72,835,425	\$78,580,101	\$87,287,881	\$64,763,141	\$64,922,140	(\$13,657,961)	-17.4%
Transportation	\$1,471,593	\$1,307,466	\$1,709,603	\$1,270,341	\$1,270,341	(\$37,125)	-2.8%
Veterans Services*	\$117,104	\$0	\$92	\$0	\$0	\$0	n/a
Total Expenditures	\$127,184,011	\$132,357,291	\$142,469,144	\$119,515,458	\$119,815,849	(\$12,541,442)	-9.5%
* included in Social Services beginning in FY2017							
Sources of Funds							
Federal & State Funds	\$72,800,352	\$73,472,636	\$81,921,948	\$59,575,741	\$59,629,741	(\$13,842,895)	-18.8%
User Charges	\$9,049,217	\$7,699,024	\$8,003,882	\$8,583,709	\$8,603,709	\$904,685	11.8%
Other	\$1,508,285	\$1,454,027	\$1,695,049	\$1,599,761	\$1,599,761	\$145,734	10.0%
Fund Balance	\$1,153,705	\$1,144,188	\$1,293,122	\$479,031	\$638,031	(\$506,157)	-44.2%
County Funds	\$42,672,452	\$48,587,416	\$49,555,143	\$49,277,216	\$49,344,607	\$757,191	1.6%
Sources of Funds	\$127,184,011	\$132,357,291	\$142,469,144	\$119,515,458	\$119,815,849	(\$12,541,442)	-9.5%
Permanent Positions	1,099.200	1,101.200	1,112.200	1,138.450	1,124.450	23.250	2.1%

The decrease in Human Services is due to a change in the way the state pays for **child day care services** and **Medicaid-related transportation services** for qualified clients. Beginning in the first quarter of FY 2017-18, the state will pay vendors directly for eligible child day care expenses. Previously, these funds "passed through" the county's budget to day care providers. In addition, the state now pays vendors directly for Medicaid transportation – an expense that was included in the FY 2016-17 adopted budget. As a result, about \$16.5 million have been removed from the budget. Responsibility for determining eligibility for day care and Medicaid transportation will remain with the county. The decrease in day care and transportation expenses is partially offset by an increase of \$2.6 million in **foster care** expenses as more children and children with more complex issues continue to come into the county's care.

Other changes in Human Services include:

- The addition of four new School Nurses and one new School Nurse Supervisor to expand public health services in the public schools (\$337,000).
- \$159,000 to encourage adoption of children in the county's custody. These are state funds that remained unspent at the end of last fiscal year.

- \$75,000 to support the establishment of a Child Medical Exam Program that will be delivered on-site at the Family Justice Center.
- \$58,000 for a new Environmental Health Specialist to respond to service demands for restaurant, food handling facility, and pool inspections and permitting. The cost of the new position will be offset by additional revenues of \$20,000.
- \$49,000 for a new Foster Care Program recruiter in response to a 60% increase in the number of children in Foster Care.
- Energy crisis program eligibility processing will transition back in-house which will add 7 new Eligibility Caseworker positions (\$324,000). The cost of these positions will be offset by the funds already budgeted for contract costs associated with prior external administration of the program.
- Additional funding for enhanced medical director services for Public Health. This expense is fully offset by savings realized by the transfer of operational responsibility for the Evans-Blount Community Health Center to a private party.
- One new Administrative/Fiscal Officer for Child Support Enforcement to help address service demands (\$45,000 gross expense, but the county will receive approximately \$30,000 in reimbursement revenue for the position).
- \$850,000 for a national pilot program for resistance testing and rapid response to antibiotic-resistant gonorrhea. This program will be fully supported with funding from the North Carolina Department of Health and Human Services.



Public Safety

\$108.8 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 \$108.8 million for Public Safety services, an increase of \$3.4 million (3.2%) over the current year's budget. Revenues offset approximately 25% of total expenses.

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Manager	FY2018 Adopted	vs. FY17 Adopted	
						\$ chg	% chg
Department							
Animal Services	\$2,731,739	\$3,715,947	\$3,987,823	\$3,840,313	\$3,840,313	\$124,366	3.3%
Court Alternatives	\$2,397,193	\$2,649,448	\$2,521,592	\$2,735,273	\$2,735,273	\$85,825	3.2%
Emergency Services	\$25,685,291	\$28,529,509	\$29,503,390	\$29,459,503	\$29,847,342	\$1,317,833	4.6%
Family Justice Center	\$234,916	\$277,312	\$294,358	\$316,946	\$380,126	\$102,814	37.1%
Inspections	\$2,052,426	\$2,213,658	\$2,214,827	\$2,352,929	\$2,352,929	\$139,271	6.3%
Law Enforcement	\$66,263,756	\$65,125,442	\$69,501,514	\$66,481,596	\$66,601,596	\$1,476,154	2.3%
Other Protection	\$1,423,037	\$1,041,327	\$991,333	\$1,017,947	\$1,017,947	(\$23,380)	-2.2%
Security	\$1,617,122	\$1,839,403	\$1,870,364	\$1,975,656	\$1,975,656	\$136,253	7.4%
Total Expenditures	\$102,405,480	\$105,392,046	\$110,885,201	\$108,180,163	\$108,751,182	\$3,359,136	3.2%
Sources of Funds							
Federal & State Funds	\$1,021,971	\$572,912	\$1,173,688	\$880,769	\$880,769	\$307,857	53.7%
User Charges	\$24,010,125	\$23,733,126	\$23,821,792	\$24,924,467	\$25,326,390	\$1,593,264	6.7%
Other	\$1,549,097	\$855,167	\$888,490	\$912,161	\$912,161	\$56,994	6.7%
Fund Balance	\$1,486,579	\$267,495	\$1,078,073	\$442,093	\$562,093	\$294,598	110.1%
County Funds	\$74,337,708	\$79,963,346	\$83,923,158	\$81,020,673	\$81,069,769	\$1,106,423	1.4%
Sources of Funds	\$102,405,480	\$105,392,046	\$110,885,201	\$108,180,163	\$108,751,182	\$3,359,136	3.2%
Permanent Positions	1,042.150	1,045.150	1,045.400	1,082.400	1,046.400	1.250	0.1%

The **Law Enforcement** budget includes additional funds for medical care of inmates (\$242,000), additional replacement vehicles (\$280,000), jail and communications equipment (\$155,000), and DNA lab supplies (\$80,000). An increase in the county's mandated contribution to the Law Enforcement Officer Special Separation Allowance plan is also included in the budget (\$440,000).

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

- Funding for the full-year impact of new Community Paramedicine hired in January 2017 and a part-time Emergency Medical position added after last year's budget was adopted (\$96,000). The Community Paramedics conduct home visits for patients at high risk for hospital readmission based on physician recommendation. These visits focus on medication management, fall risk assessment, ensuring transport to routine follow-up appointments, and a general home assessment and are intended to reduce emergency call volume while improving overall outcome and quality of care and life for these patients. Triad Healthcare Network and Cone Health have agreed to help fund these positions.
- \$398,000 for 10 new Emergency Medical Services positions – five Emergency Medical Technicians and five Paramedics – to address service demands and maintain adequate

response times. The cost of these positions is expected to be offset by additional transport revenues.

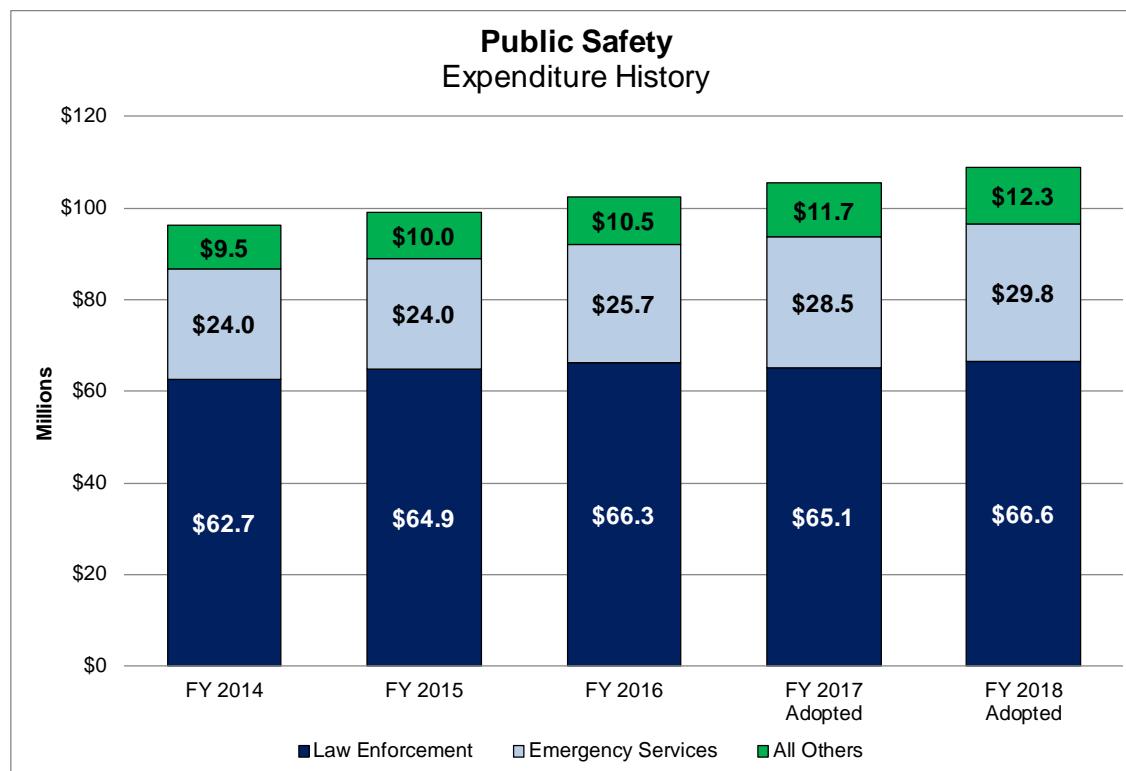
- \$450,000 for increases in medical supplies and services. The county continues to experience cost increases in medical-related services.
- An increase of \$29,000 in the county's share of Guilford-Metro 911 expenses. Costs are shared with Greensboro based upon usage by participating county and city departments during the previous calendar year. The county will pay 38% of GM 911's net expenses in FY 2017-18, up from 37% in FY 2016-17.
- 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 \$124,000 as the County continues to align the Animal Shelter budget with actual expenditures. Most of the increase is due to the budgeting of \$150,000 of Susie's Fund donations that have been earmarked for the medical treatment of abused, injured, or neglected animals. Other Shelter expenses decreased from FY 2017 adopted. FY 2017-18 will be the second full year of County operation of the shelter.

The **Family Justice Center** (FJC) budget includes \$63,000 for a new Client Services Coordinator position to address community demand for center services. The county will continue to evaluate options for expanding the FJC to High Point.

Additional funds are also included in the **Security** budget for security enhancements at county facilities (+\$110,000).

One new position, a Soil Erosion Technician, is included in the **Inspections** budget (\$71,000 including a vehicle and associated equipment). The Soil & Erosion Technician authorizes and monitors all land-disturbing activity within Guilford County, and enforces local and state mandates related to sedimentation control.



Support Services & Capital Needs

\$24.4 million

At \$24.4 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.

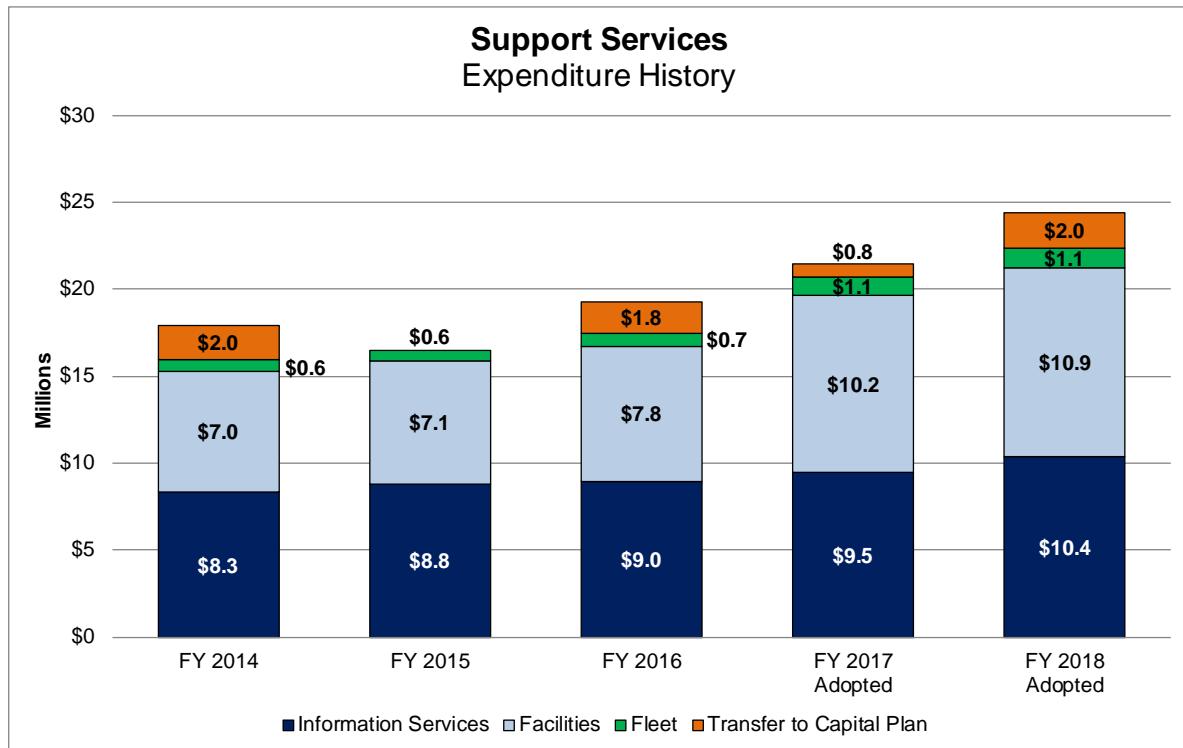
	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Manager	FY2018 Adopted	vs. FY17 Adopted	
						\$ chg	% chg
Department							
Facilities	\$7,789,703	\$10,189,286	\$9,800,759	\$10,872,202	\$10,872,202	\$682,916	6.7%
Information Services	\$8,958,878	\$9,460,469	\$9,743,468	\$10,353,759	\$10,353,759	\$893,290	9.4%
Fleet Operations	\$748,779	\$1,068,420	\$1,356,287	\$1,147,462	\$1,147,462	\$79,042	7.4%
Transfer to Capital Plan	\$1,800,000	\$750,000	\$750,000	\$2,000,000	\$2,000,000	\$1,250,000	166.7%
Total Expenditures	\$19,297,360	\$21,468,175	\$21,650,514	\$24,373,423	\$24,373,423	\$2,905,248	13.5%
Sources of Funds							
User Charges	\$635,160	\$652,000	\$652,000	\$677,000	\$677,000	\$25,000	3.8%
Other	\$752,933	\$631,078	\$631,078	\$842,176	\$842,176	\$211,098	33.5%
County Funds	\$17,909,267	\$20,185,097	\$20,367,436	\$22,854,247	\$22,854,247	\$2,669,150	13.2%
Sources of Funds	\$19,297,360	\$21,468,175	\$21,650,514	\$24,373,423	\$24,373,423	\$2,905,248	13.5%
Permanent Positions	112.000	112.000	110.000	112.625	110.000	(2.000)	-1.8%

Most of the increase in Support Services is related to a \$1.25 million increase in the county's annual transfer to the capital construction fund for the **Capital Investment Plan (CIP)**. These funds will be used to help pay for major renovation or construction needs, such as new ambulance bases, replacement elections machines, and park facility upgrades. This cash transfer from the General Fund reduces the amount of money the county has to borrow, and repay with interest, for infrastructure projects. More information about the CIP is available in Capital section of this document.

The **Facilities** budget includes \$155,000 of additional funds for routine building maintenance to prevent more expensive major repairs and \$150,000 for construction management services for upcoming major construction projects. \$300,000 is also included for the county's share of a joint school-county capital needs study that will be commissioned during FY 2017-18.

The **Information Services** budget reflects the costs of continuing improvements to county software and hardware. It includes additional funding for an upgrade to the county's permitting and inspections software and enhanced data disaster recovery abilities.

The budget includes \$713,000 in the **Fleet Operations** department to replace 29 vehicles for most non-public safety county departments that have condition issues or high mileage. Funding will also allow the purchase of 6 new fleet vehicles for use by the Health and Human Services Department and other county departments to increase fleet availability and reduce staff mileage reimbursement costs.



General Government

\$27.4 million

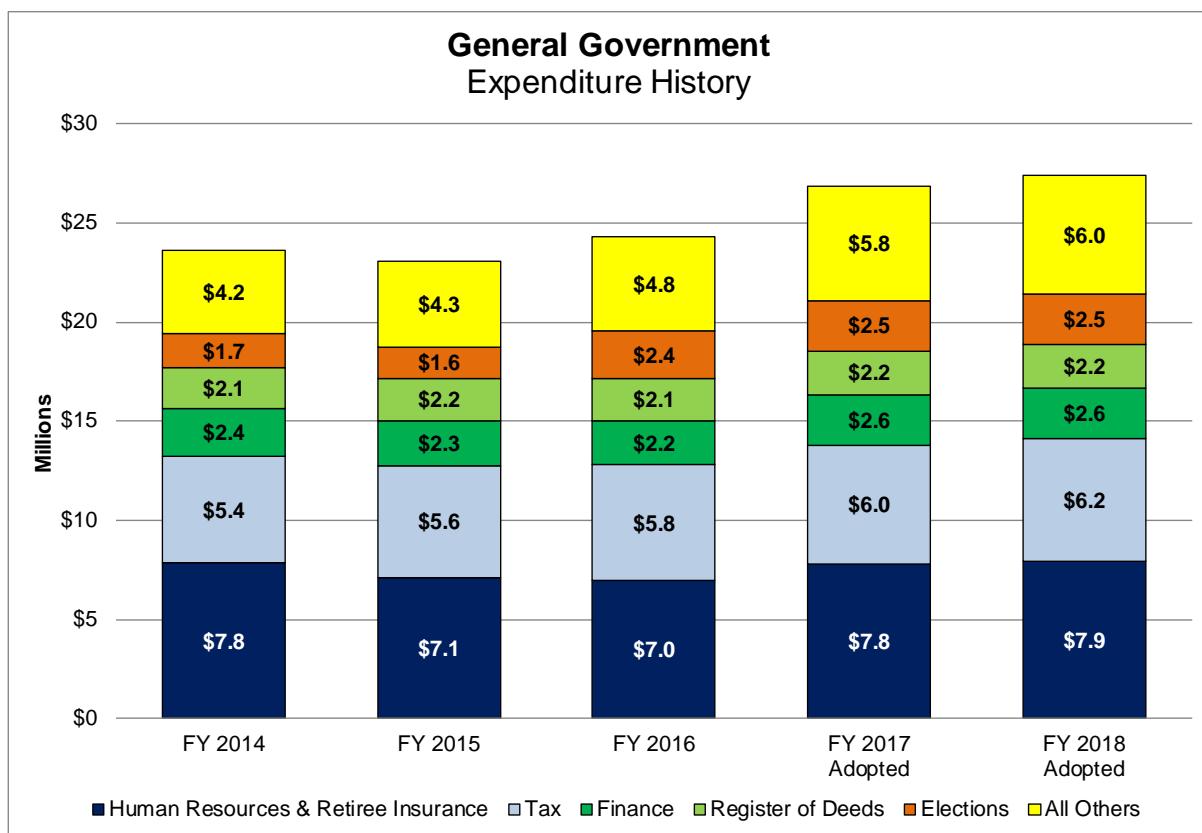
General Government departments provide for the overall policy direction, administration, record keeping, and fiscal and legal management of the county. Among others, this category includes the budgets for the Guilford County Board of Commissioners, the Clerk to the Board, County Administration, the County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

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Manager	FY2018 Adopted	vs. FY17 Adopted	
						\$ chg	% chg
Department							
Budget & Management	\$436,992	\$479,718	\$486,170	\$561,118	\$566,118	\$86,400	18.0%
Clerk to the Board	\$187,908	\$207,020	\$207,021	\$305,477	\$305,477	\$98,457	47.6%
County Administration	\$779,918	\$1,303,647	\$1,239,795	\$1,334,783	\$1,334,783	\$31,136	2.4%
County Attorney	\$2,026,865	\$2,240,427	\$2,242,758	\$2,366,911	\$2,366,911	\$126,484	5.6%
County Commissioners	\$494,820	\$585,264	\$586,067	\$489,593	\$489,593	(\$95,671)	-16.3%
Elections	\$2,380,477	\$2,536,328	\$2,537,166	\$2,508,744	\$2,508,744	(\$27,584)	-1.1%
Finance	\$2,239,998	\$2,557,485	\$2,630,663	\$2,589,854	\$2,589,854	\$32,369	1.3%
Human Resources	\$6,961,690	\$7,795,993	\$7,814,047	\$7,898,553	\$7,898,553	\$102,560	1.3%
Internal Audit	\$478,529	\$538,836	\$538,838	\$529,683	\$529,683	(\$9,153)	-1.7%
Purchasing	\$370,251	\$400,959	\$402,421	\$394,462	\$394,462	(\$6,497)	-1.6%
Register of Deeds	\$2,135,930	\$2,205,366	\$2,205,372	\$2,197,513	\$2,197,513	(\$7,853)	-0.4%
Tax	\$5,829,938	\$6,002,520	\$6,004,255	\$6,102,465	\$6,207,465	\$204,945	3.4%
Total Expenditures	\$24,323,316	\$26,853,563	\$26,894,573	\$27,279,156	\$27,389,156	\$535,593	2.0%
Sources of Funds							
Federal & State Funds	\$27,972	\$30,000	\$30,000	\$30,000	\$30,000	\$0	0.0%
User Charges	\$4,015,522	\$3,580,595	\$3,580,595	\$3,849,090	\$3,876,090	\$295,495	8.3%
Other	\$3,390,893	\$3,185,852	\$3,185,852	\$3,285,852	\$3,290,852	\$105,000	3.3%
Fund Balance	\$107,091	\$62,384	\$62,386	\$24,279	\$24,279	(\$38,105)	-61.1%
County Funds	\$16,781,838	\$19,994,732	\$20,035,740	\$20,089,935	\$20,167,935	\$173,203	0.9%
Sources of Funds	\$24,323,316	\$26,853,563	\$26,894,573	\$27,279,156	\$27,389,156	\$535,593	2.0%
Permanent Positions	195.900	196.900	196.900	199.900	198.400	1.500	0.8%

General Government expenditures total \$27.4 million and are about 4% of total general fund expenditures. Total expenditures for FY 2017-18 are \$536,000 higher than those adopted for FY 2016-17. Major changes in General Government department include:

- 1.5 new positions. A new communications specialist position in the **Clerk to the Board's** office will coordinate internal and external communications (\$83,000). In addition, a part-time **Deputy Register of Deeds** will be added to expand the newly created Passport Acceptance Facility program (\$22,000). Passport fees will fully offset the cost of this position.
- Additional auditing funds are included in the **Tax Department's** budget to expand business and personal property tax audits (\$121,000) and for foreclosure court costs and attorney fees (\$105,000).

- The **Budget & Management** budget includes funds to cultivate innovative ideas and continue the county's data analytics initiative to assimilate and analyze data from various departments and community sources to improve resource allocation decisions (\$74,000).
- The **County Attorney** budget includes the full-year impact of a new county attorney hired during the middle of FY 2016-17 to focus on property foreclosures
- \$35,000 is included in the **Human Resources** budget for conference room technology upgrades.



Community Services

\$10.8 million

Guilford County's Community Service departments provide for orderly growth and development, encourage economic development and job creation, provide recreation outlets, and protect the environment. Community Services represents about 2% of total General Fund expenditures. Expenditures are expected to increase by \$37,000 from the FY 2016-17 budget.

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Manager	FY2018 Adopted	vs. FY17 Adopted	
						\$ chg	% chg
Department							
Cooperative Extension	\$466,822	\$597,604	\$1,644,777	\$626,175	\$643,464	\$45,860	7.7%
Culture & Libraries	\$1,827,807	\$1,844,077	\$1,844,077	\$1,844,077	\$1,844,077	\$0	0.0%
Economic Development	\$1,777,701	\$1,838,188	\$4,599,497	\$1,330,780	\$1,380,780	(\$457,408)	-24.9%
Parks	\$3,760,111	\$3,907,615	\$4,290,214	\$4,277,565	\$4,277,565	\$369,950	9.5%
Planning & Development	\$765,098	\$837,509	\$862,512	\$873,730	\$890,730	\$53,221	6.4%
Soil & Water Conservation	\$264,279	\$285,461	\$285,463	\$326,208	\$329,508	\$44,047	15.4%
Solid Waste	\$1,224,853	\$1,501,568	\$1,551,589	\$1,477,587	\$1,482,587	(\$18,981)	-1.3%
Total Expenditures	\$10,086,671	\$10,812,022	\$15,078,129	\$10,756,122	\$10,848,711	\$36,689	0.3%
Sources of Funds							
Federal & State Funds	\$1,252,838	\$950,160	\$1,222,692	\$988,130	\$988,130	\$37,970	4.0%
User Charges	\$957,500	\$1,255,159	\$1,282,719	\$1,149,764	\$1,150,364	(\$104,795)	-8.3%
Other	\$177,515	\$110,589	\$130,989	\$192,433	\$195,133	\$84,544	76.4%
Appropriated Fund Balance	\$0	\$0	\$20,000	\$0	\$0	\$0	0.0%
County Funds	\$7,698,818	\$8,496,114	\$12,441,729	\$8,425,795	\$8,515,084	\$18,970	0.2%
Sources of Funds	\$10,086,671	\$10,812,022	\$15,098,129	\$10,756,122	\$10,848,711	\$36,689	0.3%
Permanent Positions	43.500	45.750	47.750	49.000	49.000	3.250	7.1%

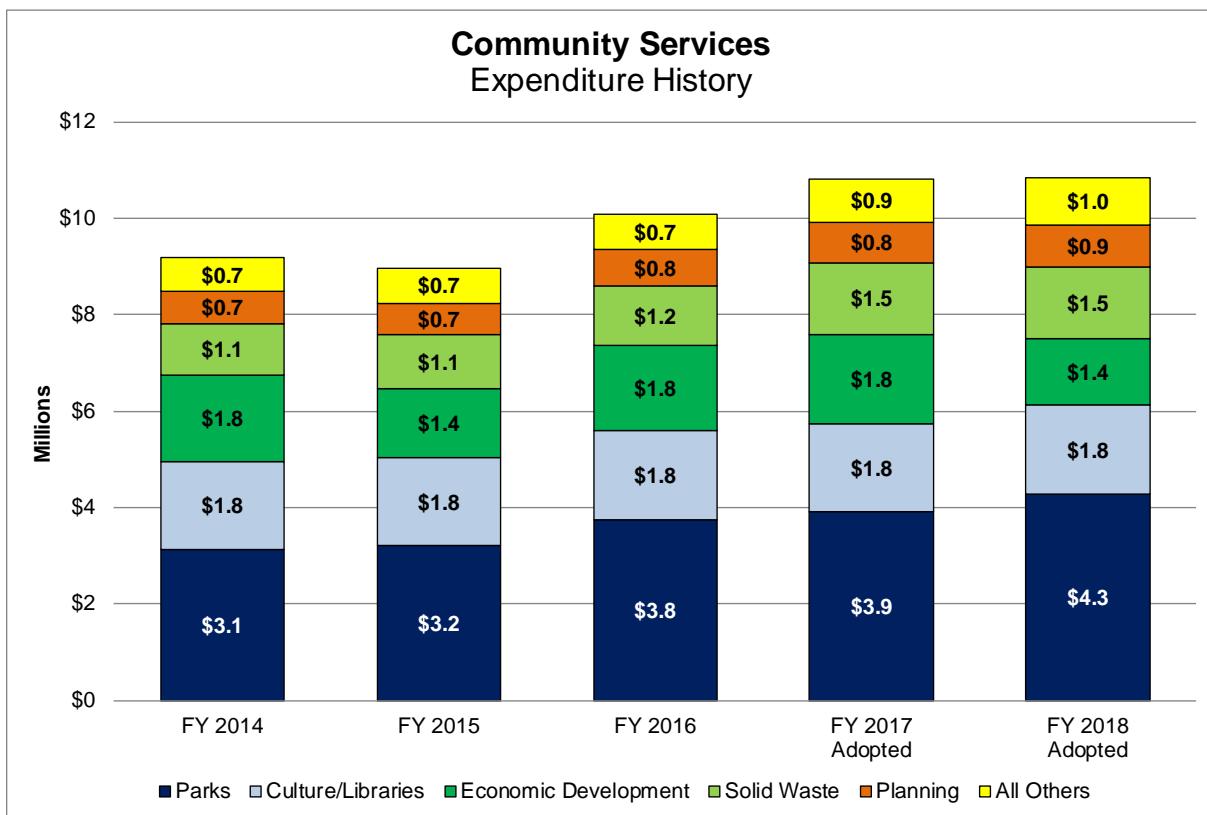
The **Parks & Open Space** budget will increase by approximately \$370,000 in FY 2017-18. Key changes in the department include one new Senior Grounds Technician position to assist with Passive Parks maintenance (position will be partially offset by a reduction in certain part-time expenses) and the transfer of transfer of one full-time position from Facilities to Parks. The budget also includes additional workers compensation insurance funds, building and grounds maintenance funds, and additional over- and part-time personnel expense to ensure adequate staff are available during high-service periods.

Other major changes in Community Services include:

- The **Cooperative Extension** budget will increase for 4-H, shared kitchen, agriculture, and other programs that were previously accounted for outside of the county's budget. Expenses for these programs are offset by fees, donations, or grants. The budget also includes funding for the county's share of a new Community/School Garden Coordinator position.
- The **Soil and Water** budget includes \$15,000 to increase a part-time Soil & Water Coordinator position to full-time to address service demands.
- The overall **Economic Development** budget will decrease by approximately \$457,000 due to a reduction in the amount of incentive grant payments expected to be made in FY 2017-18. Funds are included in this budget for the Guilford Economic Development Alliance and other community economic development agencies. A full list of approved allocations is

included on the Economic Development pages in the Community Services section of this document.

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



Non-Education Debt Repayment	\$13.9 million
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Total debt repayment expenditures in the FY 2017-18 budget are expected to be just over \$99.7 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 \$85.8 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 \$13.9 million will pay for all other debt-financed projects, including the Greensboro Detention Center, the BB&T Building purchase and renovation, parks and open space development, and other county facilities. This amount is about \$1 million less than the amount included in the FY 2016-17 budget.

GENERAL FUND REVENUES

General Fund revenues and appropriated fund balance for FY 2017-18 total \$608,414,000. This is \$7.8 million (+1.3%) more than the budget approved for FY 2016-17.

Summary of Sources of Funds						
	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Manager	FY2018 Adopted	vs. FY17 Adopted
					\$ chg	% chg
Property Tax	\$ 359,985,192	\$ 361,330,000	\$ 361,330,000	\$ 381,782,529	\$ 366,250,750	\$ 4,920,750 1.4%
Federal/State Funds	\$ 84,116,647	\$ 84,070,653	\$ 93,393,273	\$ 70,476,930	\$ 70,548,032	\$ (13,522,621) -16.1%
Sales Tax	\$ 80,325,845	\$ 80,280,000	\$ 80,280,000	\$ 84,830,000	\$ 85,546,675	\$ 5,266,675 6.6%
User Charges	\$ 38,738,103	\$ 36,989,904	\$ 37,410,988	\$ 39,259,030	\$ 39,708,553	\$ 2,718,649 7.3%
Investment Earnings	\$ 1,012,521	\$ 1,594,251	\$ 1,594,251	\$ 3,271,353	\$ 3,271,353	\$ 1,677,102 105.2%
Other	\$ 121,867,216	\$ 8,849,462	\$ 33,644,207	\$ 9,372,030	\$ 9,379,730	\$ 530,268 6.0%
Total Revenues	\$ 686,045,524	\$ 573,114,270	\$ 607,652,719	\$ 588,991,872	\$ 574,705,093	\$ 1,590,823 0.3%
Fund Balance	\$ (2,361,435)	\$ 27,485,437	\$ 37,430,342	\$ 33,429,907	\$ 33,708,907	\$ 6,223,470 22.6%
Total	\$ 683,684,089	\$ 600,599,707	\$ 645,083,061	\$ 622,421,779	\$ 608,414,000	\$ 7,814,293 1.3%

Revenue Neutral Tax Rate - Because the County has recently reassessed real property values, it must include in the budget, for comparison purposes, a statement of the revenue-neutral property tax rate for the budget. This is the rate that, when applied to the updated property values and after controlling for the average annual change in the tax base, will generate the same amount of revenue in FY 2017-18 had a property revaluation not occurred. The revenue neutral rate for FY 2017-18 is \$0.7305, a decrease of \$0.0245 from the FY 2016-17 tax rate of \$0.7550.

Calculating the Revenue-Neutral Tax Rate

North Carolina General Statute 159-11(e) defines the revenue-neutral rate as the rate that is estimated to produce revenue for the next fiscal year equal to the revenue that would have been produced for the next fiscal year by the current tax rate if no revaluation had occurred. The revenue-neutral tax rate is calculated as follows.

1. Determine a rate that would produce revenues equal to those produced for the current fiscal year.
2. Increase the rate by a growth factor equal to the average annual percentage increase in the tax base due to improvements since the last general revaluation.
3. Adjust the rate to account for any annexation, deannexation, merger, or similar event. (NOTE: This step does not apply to the general county rate, but does apply to the fire tax rates.)

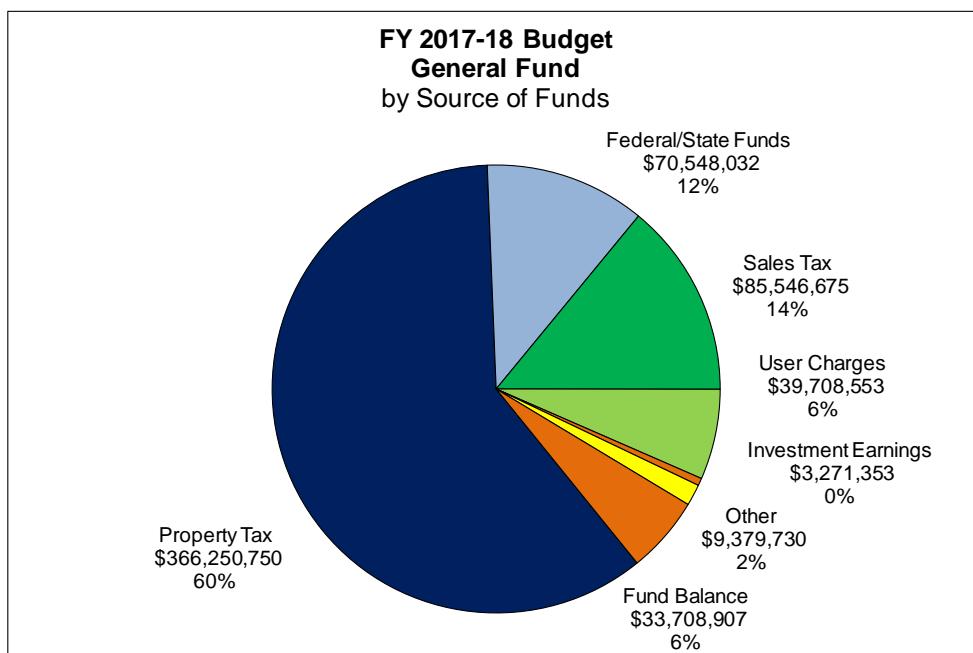
General Fund
Calculation of Revenue-Neutral Tax Rate per NCGS 159-11(e)

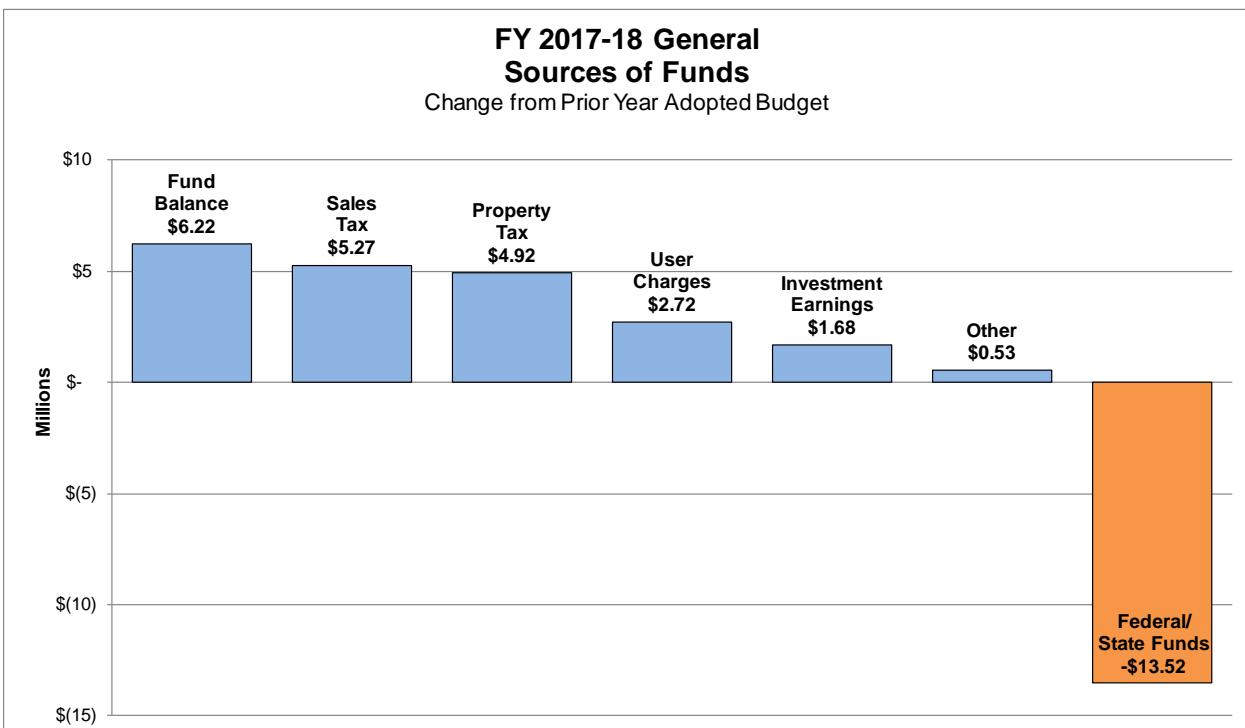
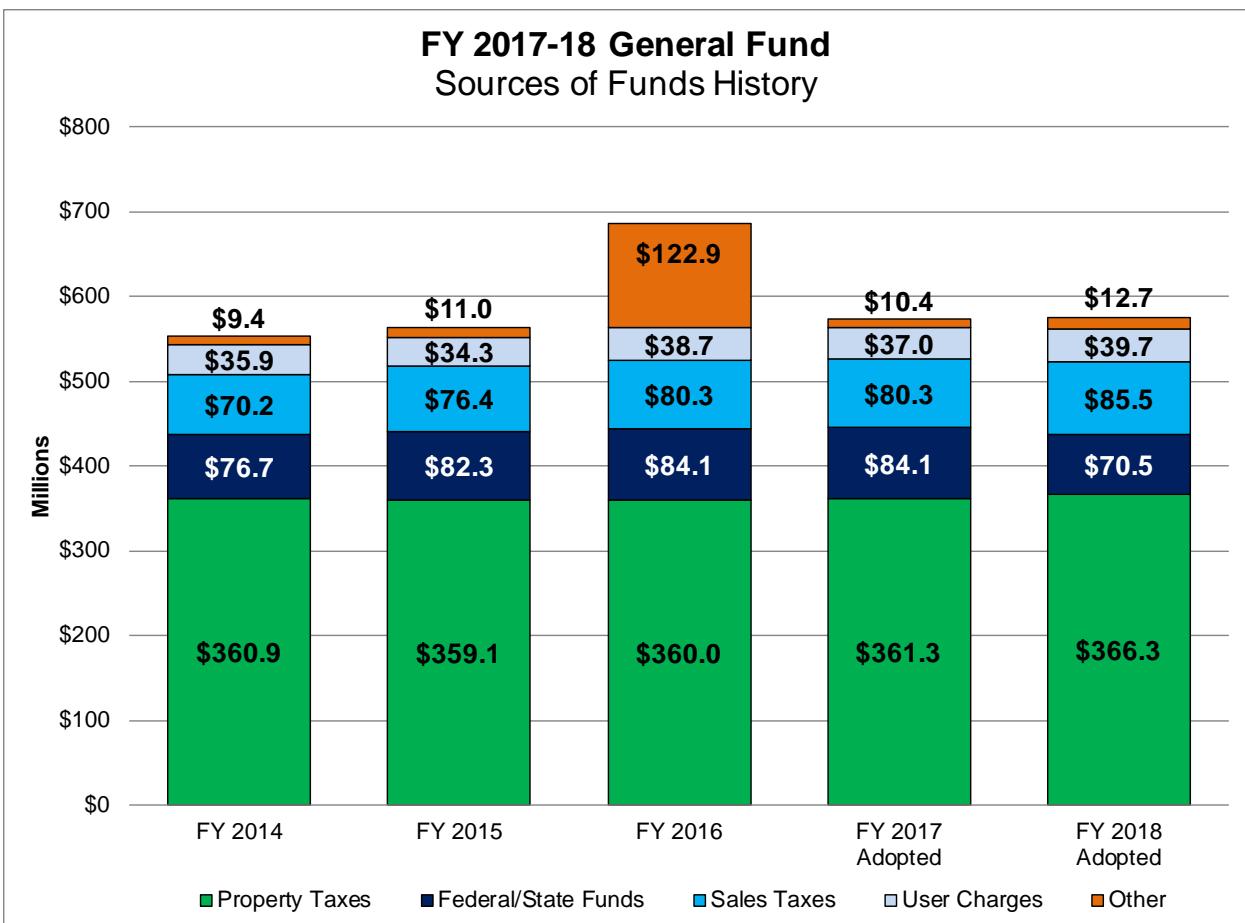
		Value	Tax Rate	Tax Levy
STEP 1	FY 2016-17 Values			
	Estimated assessed valuation	\$ 48,209,737,944	\$0.7550	\$363,983,521
STEP 2	FY 2017-18 New Values			<i>new rate to generate same \$</i>
	Estimated assessed valuation	\$ 50,541,506,355	\$0.7202	\$363,983,521
Increase rate by average annual growth since last general revaluation			1.43%	
Average regular annual growth				
REVENUE-NEUTRAL TAX RATE for FY 2017-18			\$0.7305	\$369,197,353
				Increase in tax levy over estimated actual final levy for FY 2016-17
				\$ 5,213,832
				Percentage increase in tax levy over estimated actual final levy for FY 2016-17
				1.43%

Property Tax Rate

The general county-wide **property tax rate** for FY 2017-18 is \$0.7305 for each \$100 of assessed valuation, equal to the revenue-neutral property tax rate and \$0.0245 cents lower than the FY 2016-17 general tax rate of \$0.7550 cents. 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 \$4.9 million.

Nearly nine of every ten dollars of revenue are generated from just three sources – property taxes (60%), federal and state funds (14%), and sales taxes (13%). Other revenues are generated by fees for various services, such as ambulance transportation and medical visits to Public Health clinics, investment earnings, and appropriations of fund balance.





Property Tax \$366.3 million

The property tax is the largest source of funds for Guilford County. Current year taxes (i.e., taxes paid in the year when due) are expected to generate \$363.7 million. Another \$2.6 million will come from payments made for taxes originally due in prior years. Each penny of property tax generates about \$4.9 million.

Estimating FY 2017-18 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 2012.

The total property tax base for FY 2017-18 is estimated to be \$50.54 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 5.1% higher than the value used to build the FY 2016-17 budget.

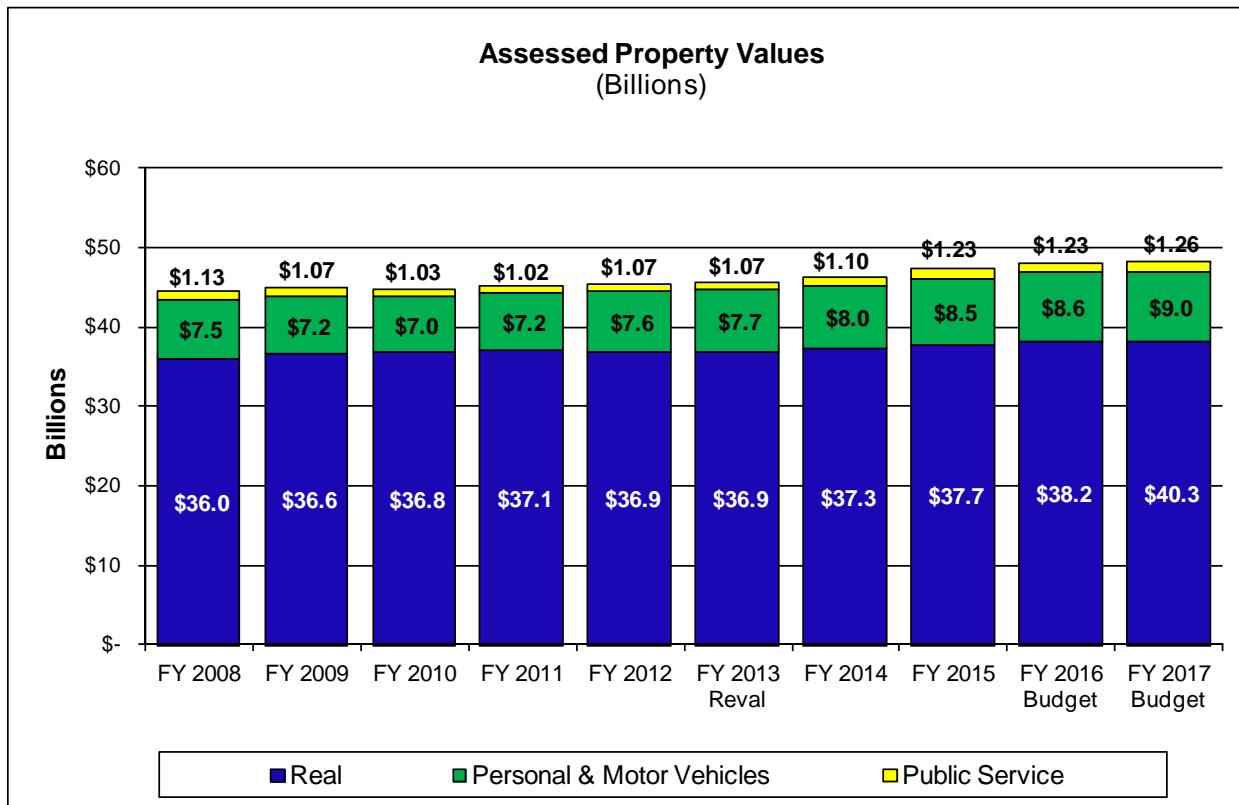
Assessed Property Values and General Tax Rates

Property values in billions

Fiscal Year	Tax Rate	Taxable Real Property	Personal Property & Motor Vehicles	Public Service Property	Total	% chg
2009	73.74	\$35.99	\$7.46	\$1.13	\$44.59	2.7%
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%
	P 75.50	\$38.15	\$8.81	\$1.25	\$48.21	1.8%
2018	R 73.05	\$40.32	\$8.96	\$1.26	\$50.54	5.1%

% change versus FY 2017 budgeted amounts

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



Property Tax Rate

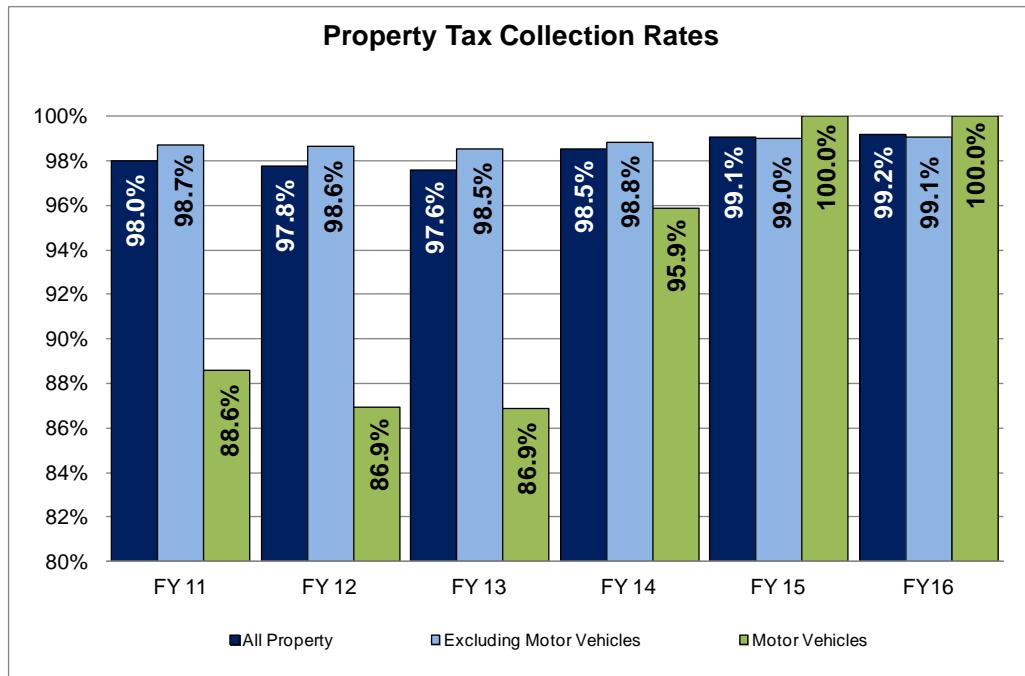
The FY 2017-18 budget is based on a general, county-wide property tax rate of **73.05 cents** for every \$100 of assessed property valuation – a decrease of 2.45 cents from the FY 2016-17 adopted rate. The tax rate is the revenue-neutral tax rate based on the county's most recent reappraisal of real 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 in a given year. In Guilford County, the overall collection rate in FY 2015-16 was 99.16%, slightly higher than FY 2013-14's overall collection rate of 99.06%. The overall collection rate for FY 2016-17 is estimated to equal or exceed FY 2015-16's rate.

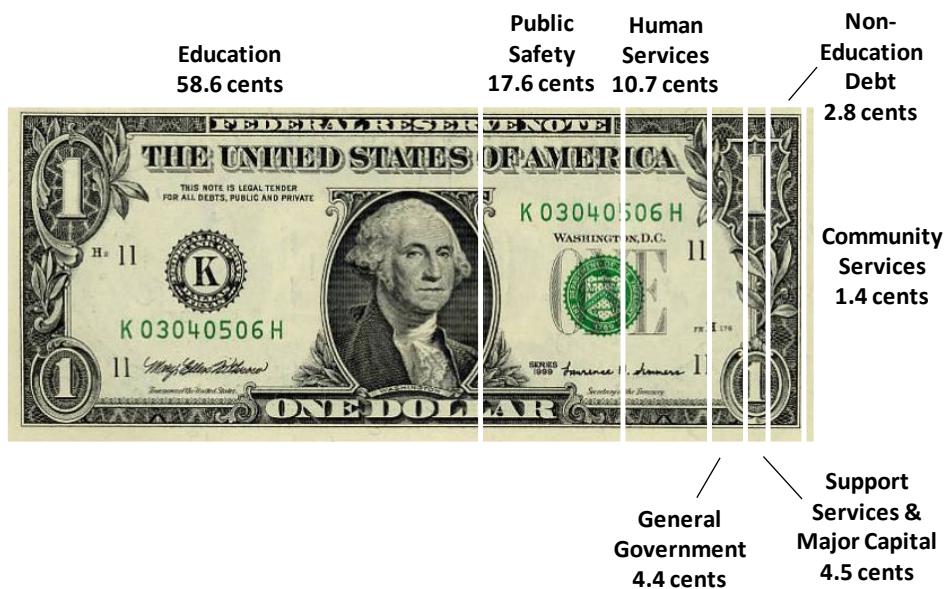
The FY 2017-18 budget assumes an overall collection rate of approximately 98.4%. This rate is slightly lower than the collection rate projected for FY 2016-17 to provide protection against unexpected changes in property values that could impact property tax revenues.

The county offers a discount of 0.5% on current year taxes paid by August 31. About 60% of property owners pay their tax bills by the discount deadline. The reduction in tax revenues as a result of this discount is approximately \$990,000.



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

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



Federal and State Funds

\$70.5 million

Federal and state funds represent about 12%, or \$70.5 million, of total revenues anticipated to be received in FY 2017-18. This represents a decrease of \$13.5 million (16.1%) from the amount of federal and state funds included in the FY 2016-17 adopted budget.

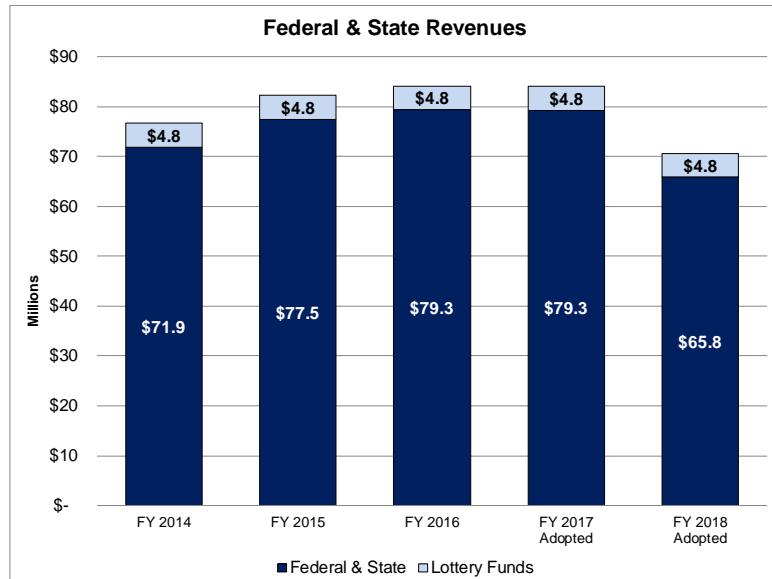
Human Services Reimbursements and Grants

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. Now, the state will pay the vendors directly, and the county will no longer receive the related reimbursement revenues. As a result, about \$16.5 million of revenue 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 2017-18 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 2017-18 budget includes \$2.7 million of ARRA subsidy revenue.

Sales Tax

\$85.5 million

Sales Tax revenues are budgeted at \$85.5 million for next fiscal year – an increase of nearly \$5.3 million from the FY 2016-17 budget. Sales Tax revenues account for about 14% of total county revenues.

Sales Tax Components & Distribution to Local Governments

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

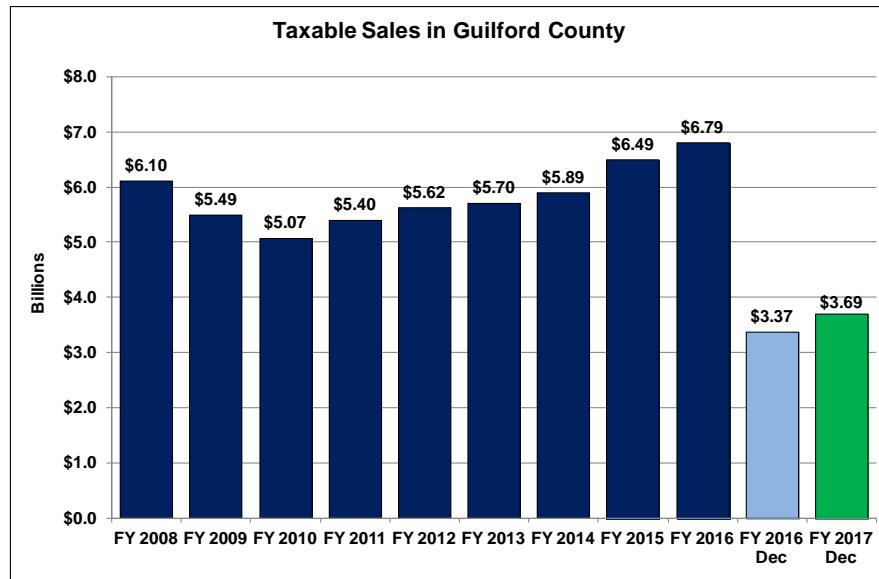
Sales tax revenues are collected by the state and later distributed to counties, less an administrative fee. The actual amount of sales tax revenues returned to the local governments in Guilford County depends on a number of factors, including Guilford County's share of the total state population, the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

FY 2017-18 Projections

Through January 2017, the latest month for which sales data are available from the state, taxable retail sales in Guilford County are up 9.5% over the same period last year. Actual sales tax revenues through the April 2017 distribution (seven of the twelve distributions the county receives annually), are up 4.7% over the same time 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 2017-18 budget for sales tax of \$85.5 million reflects a 2% increase over estimated actual receipts for FY 2016-17. This results in a 6.6% increase from budget to budget amounts.

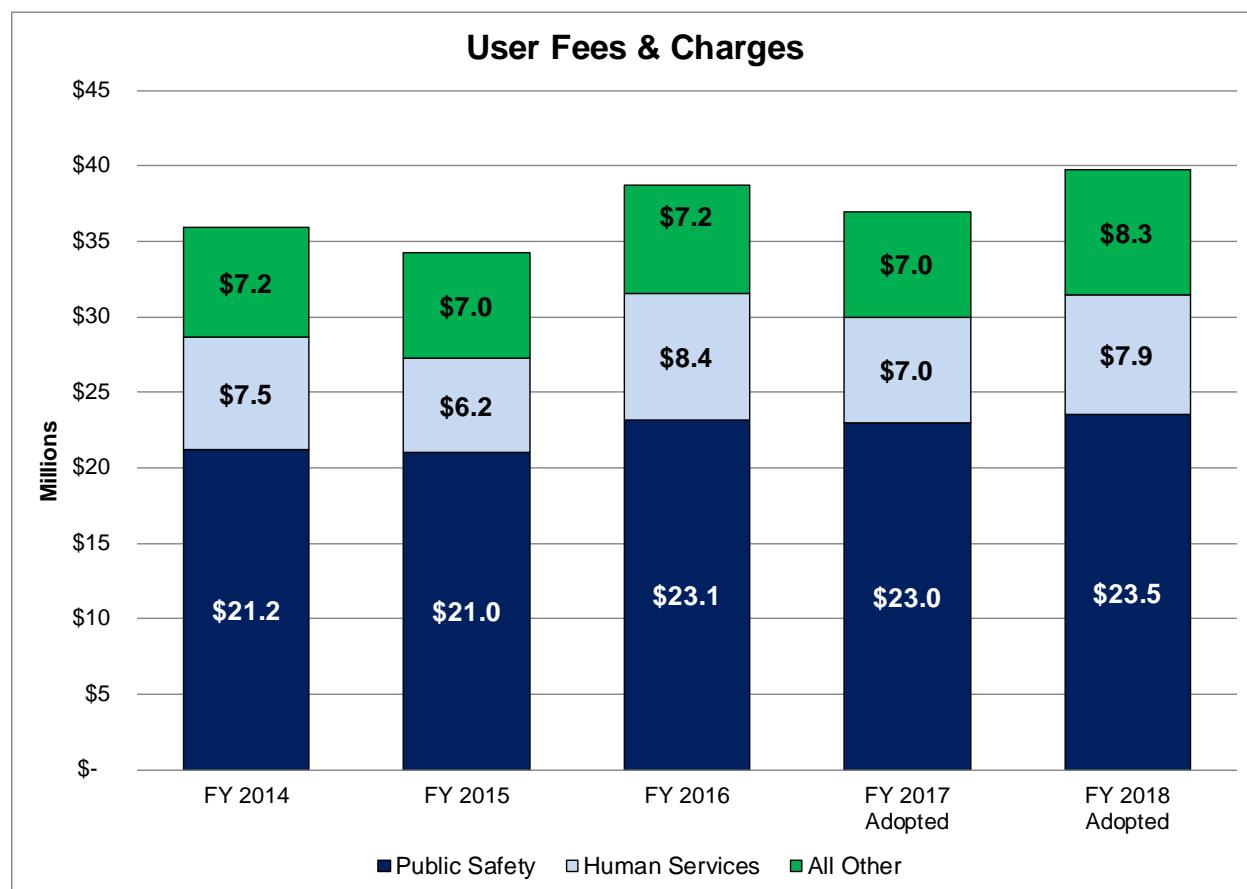


User Fees and Charges

\$39.7 million

County departments expect to generate approximately \$39.7 million from fees and other charges for services, such as fees for ambulance transportation and medical visits to the Health Department. Most user fees and charges are collected by Public Safety and Human Services departments. Other fees include inspections and permitting charges, fees received from the state for housing out-of-county inmates, fees paid to the Register of Deeds for various documents and transactions, and park fees. Revenue from user charges and fees accounts for 6% of total county revenues.

Total user fees and charges for FY 2017-18 are expected to be about \$2.7 million more than the amount adopted for the 2016-17 fiscal year. Human Services fee revenues, including Public Health Medicaid fees and fee changes for Environmental Health and Health Education programs, are anticipated to increase by \$880,000. Elections fees will increase by \$350,000 as a result of the number of municipal elections scheduled for FY 2017-18. Adjustments to the inspections and planning fee schedules will generate an additional \$160,000. Other significant increases include \$390,000 in fees for housing federal inmates; \$220,000 from improved collection rates on ambulance charges; and \$398,000 expected to be generated from additional ambulance trip charges as a result of adding ten new Emergency Medical Services positions.



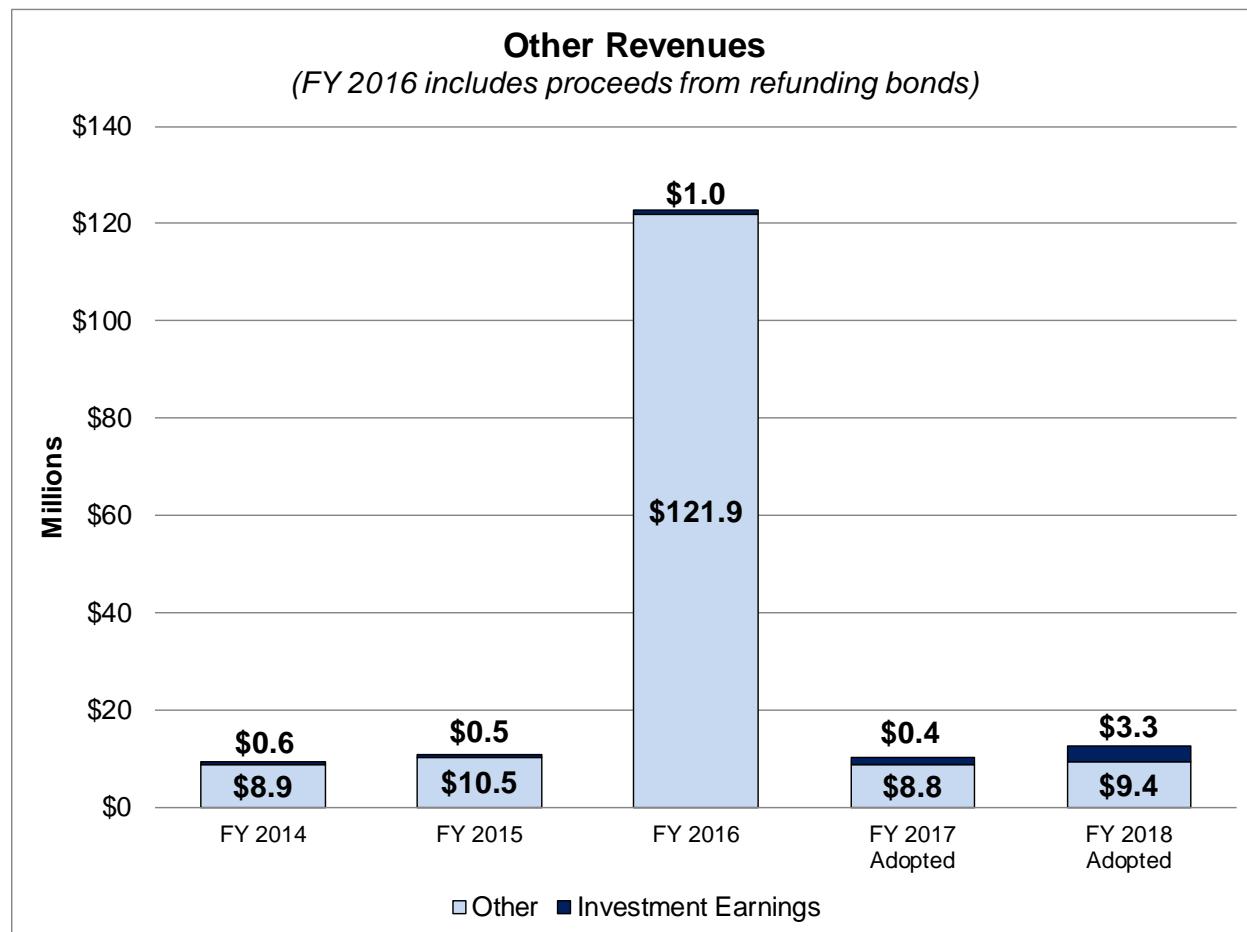
Other Revenues

\$12.7 million

Next year, Guilford County expects to receive approximately \$12.7 million in Other Revenues for the General Fund. These revenues are from a number of sources, including investment earnings, penalties for late payment of property taxes, certain taxes paid to the Register of Deeds, cable television franchise revenues, and grants and donations from various organizations.

Investment earnings are expected to increase by \$1.68 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.



Fund Balance (all General Fund sources)	\$33.7 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 2017-18 Budget

The FY 2017-18 General Fund budget includes a fund balance (from all sources) appropriation of \$33.7 million to help balance the budget – about \$6.2 million more than the amount needed to balance the adopted budget in FY 2016-17.

The amount of fund balance used to support **general county operations** is **\$23.9 million**, a decrease of more than \$2.1 million from the prior year's budget. An appropriation of this amount is expected to leave an unassigned fund balance at June 30, 2017 of approximately 13.3% -- above the state's recommendation of 8%, but lower than last year's 14.2%.

The 120departmental fund balances presented below, which can only be used for specific purposes, make up the rest of the total appropriated fund balance.

- **Public Health - \$479,031** to offset expenses in Medicaid and Environmental Health program areas.
- **Debt Repayment – Bond Premium Funds - \$8,584,504** 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 - \$405,893** 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.
- **Social Services – Adoption Incentive Program - \$159,000** of funds that must be used to support adoptions of children in the county's custody.
- **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 - \$6,200** of donations/grant funds to be used for purposes specified by the donors and grantors.
- **Register of Deeds (ROD) Automation Funds - \$24,279** of funds restricted for technology and automation enhancements for the ROD department. These funds are generated from a state-mandated set-aside of certain ROD fees.

FUND BALANCE COMPONENTS				
	Budget			
	FY 2016-17	FY 2017-18	% chg	
Total Fund Balance by Source and Planned Use				
General Amounts:				
General County Operations	\$ 26,011,370	\$ 23,900,000	-8.1%	
PLUS Amounts Restricted for Specific Uses:				
Debt Repayment - Bond Premium	\$ -	\$ 8,584,504	--	
Public Health - Medicaid programs, Hazardous Materials, Other	\$ 1,144,188	\$ 479,031	-58.1%	
Law Enforcement - Explorer Post Funds	\$ -	\$ 5,200	--	
Law Enforcement - Federal Forfeiture Funds	\$ 217,495	\$ 230,693	6.1%	
Law Enforcement - Unauth Substance Tax Funds	\$ 50,000	\$ 15,000	--	
Law Enforcement - Inmate Welfare Funds	\$ -	\$ 155,000	--	
Social Services - Adoption Incentive Program Funds	\$ -	\$ 159,000	--	
Animal Services - Shelter/Susie's Fund	\$ -	\$ 150,000	--	
Family Justice Center - Donations/Grants	\$ -	\$ 6,200	--	
Register of Deeds - Automation Funds	\$ 62,384	\$ 24,279	--	
	\$ 27,485,437	\$ 33,708,907	22.6%	

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 2017-18:

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.

Meet the needs of today's workforce by continuing to implement staff engagement strategies

- Continue employee biometric screening program and develop individual, departmental, and/or county-wide wellness plans based on results. (1.1.1)
- Offer creative and flexible benefit options that meet needs of employees and county. (1.1.1)
- Explore and implement telecommuting, flexible scheduling, and revised departmental operating hours as means to enhance citizen services and work-life balance for employees. (1.1.3)
- Develop and implement an employee service award program, an employee recognition program, and an employee appreciation event. (1.1.6)

Strive to be an “Employer of Choice” that attracts and retains competent and talented employees

- Offer competitive compensation and benefits, including a higher 2018 merit pool to recognize high performance. (1.2.3)

Promote fiscal responsibility, accountability, and stewardship

- Maintain AAA bond rating. (1.3.1)
- Develop sound short- and long-term operating budget and capital plans. (1.3.2)
- Establish departmental business plans. (1.3.3)

Provide leadership in community collaboration

- Establish paid internship program. (1.4.2)

Provide exceptional customer experience through transparent and accessible governance, coordinated county communications, and enhanced citizen education efforts

- Add a county communications officer position to coordinate internal and external communications. (1.5.2)
- Support county performance reporting and open data initiatives. (1.5.4)
- Provide a consistent citizen experience through an enhanced county brand. (1.5.6)

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.

Promote healthy behaviors and communities

- Develop a plan to expand and fund school medical services. (2.1.3)
- Develop a plan to address opiate and other substance abuse issues. (2.1.4)
- Address primary health issues identified in the 2016 Community Health Assessment. (2.1.8)

Support a system of quality mental health care

- Work with Sandhills to improve awareness and access to behavioral health services. (2.2.1)
- Establish more collaborative working relationship with Sandhills, county departments, and Guilford County Schools on mental health needs and issues. (2.2.2)

Protect our community's most vulnerable residents

- Develop strategies to reduce the number of children in foster care. (2.3.4)
- Increase outreach to veterans regarding services and benefits and establish a veterans advisory council. (2.3.5)

Support resident self-sufficiency

- Ensure timely and accurate processing of Medicaid eligibility. (2.4.1 a)
- Ensure timely and accurate processing of Food & Nutrition Services applications. (2.4.1 b)

Public Safety



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

Provide effective emergency response to public safety incidents

- Renovate Law Enforcement Center. (3.1.3 a-1)
- Implement rural fire study recommendations. (3.1.3 c-1)
- Develop and build Animal Services facility replacement. (3.1.3 d-1)
- Develop comprehensive service and strategic plan for Animal Services. (3.1.3 d-2)

Provide effective adult and youth detention services

- Plan for feasibility of expanded juvenile detention facility due to potential change in law. (3.2.1 a)
- Address physical and behavioral health needs of inmates including Stepping Up to address number of inmates with mental health issues. (3.2.2, 3.2.2. a)
- Support re-entry and offender accountability programs. (3.2.3)

Develop strategies to improve hiring and retention of public safety work force

Promote prevention, readiness, and resiliency

- Evaluate feasibility of establishing a Family Justice Center in High Point. (3.4.6)

Increase security at human services and other county facilities

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.

Grows local jobs

- Improve planning and permitting processes for businesses. (4.1.1)
- Support Guilford County Economic Development Alliance (GCEDA). (4.1.2)

Expand and diversify local and regional economies

- Support the Greensboro-Randolph Megasite. (4.3.1 a)
- Support Piedmont Triad International Airport Development. (4.3.1 b)
- Support downtown site development. (4.3.2)

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 of public education

- Establish a joint County/School capital facilities planning committee.
- Conduct jointly-funded school capital needs assessment. (5.1.2 a)
- Develop 10-year school capital funding model. (5.1.2 b)
- Explore coordination of capital plans with Guilford Technical Community College. (5.1.2 c)

Work with SAY YES Guilford to create a successful program

Recreation & Culture



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

Provide planned space for mixed-use active recreation spaces

- County/School shared use of parks and sports fields. (6.1.2 a)
- Development of Bryan Park (soccer, cross country, equestrian, lacrosse). (6.1.2 b)
- Repurposing of the County Farm (equestrian). (6.1.2 c)

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.

Plan for the County's future

- Work with the towns of Oak Ridge, Stokesdale, and Summerfield to determine feasibility of a regional water/sewer system in northwest Guilford County, as well as municipalities in other areas as needed. (7.1.1)
- Support development of county-wide gigabit broadband access. (7.1.2)

Finalize plan for optimization of county buildings and space

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

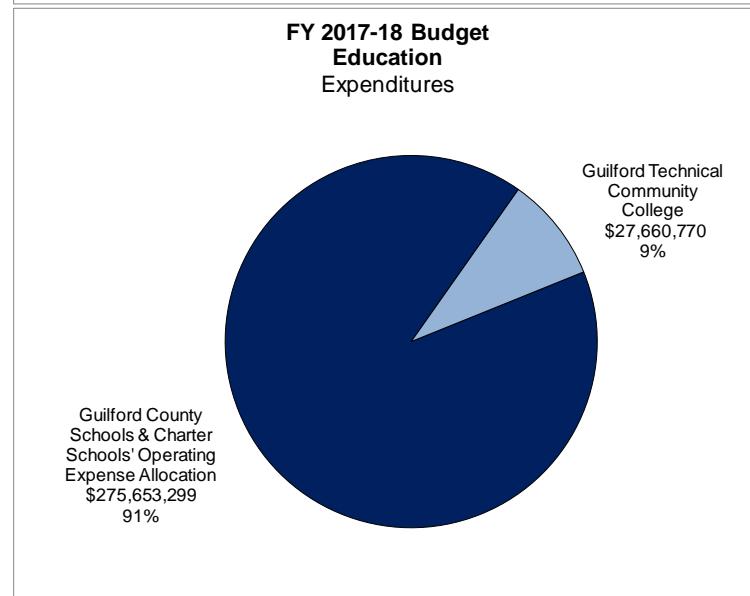
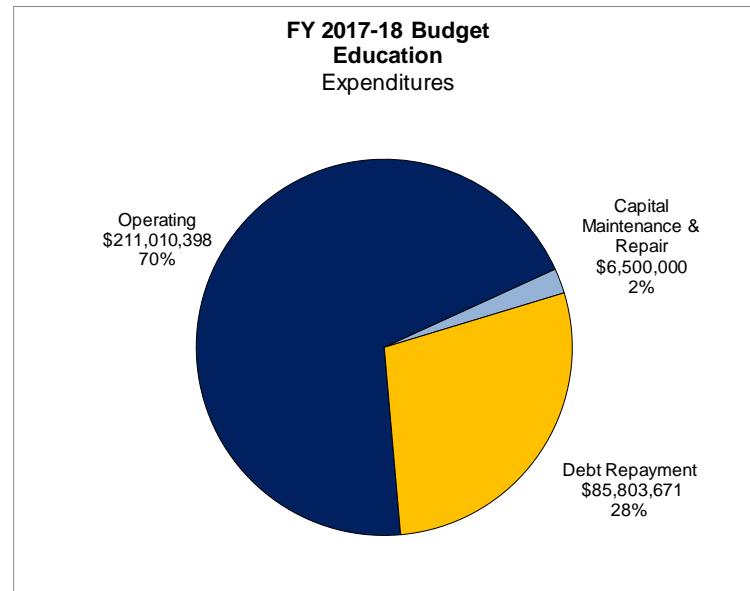
Expenditures

The FY 2017-18 Adopted Budget includes \$303.3 million for Education and Education Debt Repayment, an increase of approximately \$14.6 million or 5.0%. Education, including repayment of facility debt for the Guilford County Schools (GCS) and Guilford Technical Community College (GTCC), is Guilford County's largest expenditure, accounting for 50% of total general fund expenditures.

The FY 2017-18 Adopted Budget increases **operating funding for GCS by \$7.5 million and for GTCC by \$500,000**. For GCS, this appropriation increases the County's projected per pupil funding from \$2,419 to \$2,464.

The budget also includes capital maintenance and repair allocations of \$5.5 million for GCS and \$1.5 million for GTCC.

Education-related **debt repayment** is expected to increase by almost \$7.6 million in FY 2017-18, totaling \$85.8 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

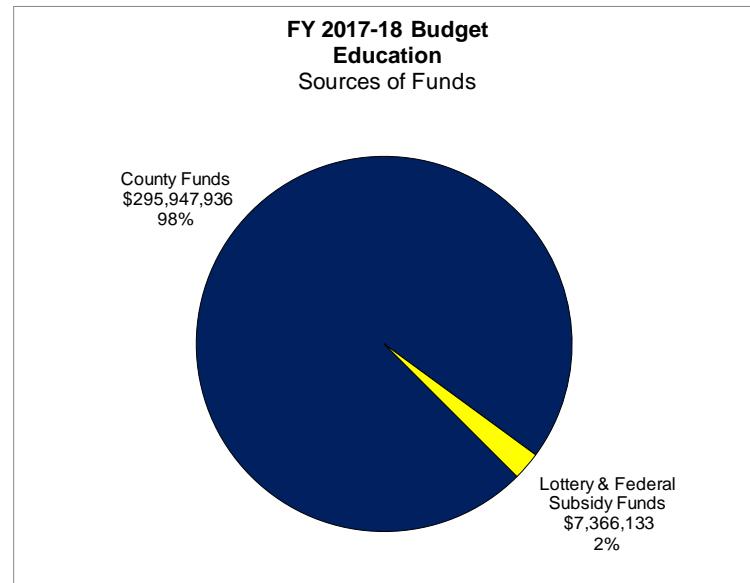


and community college capital needs including the remaining bonds approved under the 2008 referenda that were issued in April 2017. For more information on existing and future bond issues is included in the Debt Service section of this document.

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" (\$2.6 million) based on the cost of repaying ARRA-related debt.



	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	vs. FY17 Adopted	
						\$ chg	% chg
Guilford County Schools (GCS) including Operating Expense Allocations for Charter Schools							
Operating Expenses	\$183,360,398	\$188,360,398	\$188,360,398	\$193,860,398	\$195,860,398	\$7,500,000	4.0%
Capital Maintenance	\$5,000,000	\$6,000,000	\$6,000,000	\$6,500,000	\$5,000,000	-\$1,000,000	-16.7%
Debt Repayment	\$58,003,232	\$67,514,462	\$67,545,197	\$74,792,901	\$74,792,901	\$7,278,439	10.8%
Total	\$246,363,630	\$261,874,860	\$261,905,595	\$275,153,299	\$275,653,299	\$13,778,439	5.3%
Guilford Technical Community College (GTCC)							
Operating Expenses	\$14,350,000	\$14,650,000	\$14,650,000	\$15,150,000	\$15,150,000	\$500,000	3.4%
Capital Maintenance	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$0	0.0%
Debt Repayment	\$10,200,064	\$10,722,431	\$10,726,187	\$11,010,770	\$11,010,770	\$288,339	2.7%
Total	\$26,050,064	\$26,872,431	\$26,876,187	\$27,660,770	\$27,660,770	\$788,339	2.9%
Total Education	\$272,413,694	\$288,747,291	\$288,781,782	\$302,814,069	\$303,314,069	\$14,566,778	5.0%
Sources of Funds							
Federal & State Funds							
<i>Lottery Funds</i>	\$ 4,799,500	\$ 4,799,500	\$ 4,799,500	\$ 4,750,000	\$ 4,750,000	-\$49,500	-1.0%
<i>American Rec/Reinvest Act</i>	\$ 2,613,314	\$ 2,611,906	\$ 2,611,906	\$ 2,616,133	\$ 2,616,133	\$4,227	0.2%
<i>County Funds</i>	\$ 265,000,880	\$ 281,335,885	\$ 281,370,376	\$ 295,447,936	\$ 295,947,936	\$14,612,051	5.2%
Sources of Funds	\$ 272,413,694	\$ 288,747,291	\$ 288,781,782	\$ 302,814,069	\$ 303,314,069	\$14,566,778	5.0%

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

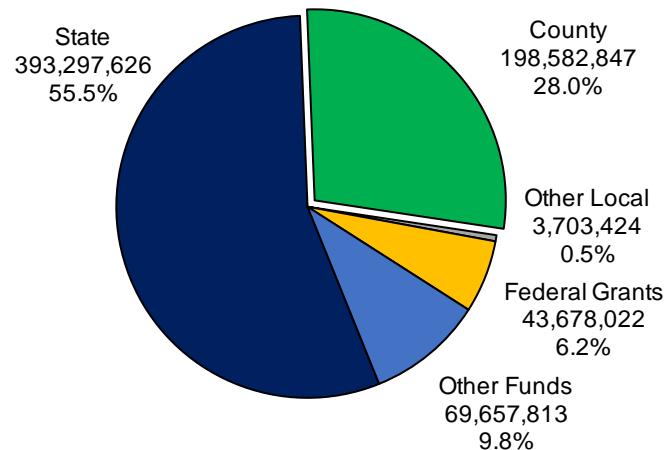
	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Guilford County Schools	246,363,630	261,874,860	261,905,595	275,153,299	275,653,299	13,778,439	5.3%
EXPENSE							
Operating Expenses	183,360,398	188,360,398	188,360,398	193,860,398	195,860,398	7,500,000	4.0%
Capital Maintenance	5,000,000	6,000,000	6,000,000	6,500,000	5,000,000	(1,000,000)	(16.7%)
Debt Repayment	58,003,232	67,514,462	67,545,197	74,792,901	74,792,901	7,278,439	10.8%
Total Expense	246,363,630	261,874,860	261,905,595	275,153,299	275,653,299	13,778,439	5.3%
REVENUE							
Federal & State Funds							
<i>Lottery Funds</i>	4,799,500	4,799,500	4,799,500	4,750,000	4,750,000	(49,500)	(1.0%)
<i>American Rec/Reinvest Act</i>	2,407,034	2,418,712	2,418,712	2,409,630	2,409,630	(9,082)	(0.4%)
County Funds	239,157,096	254,656,648	254,687,383	267,993,669	268,493,669	13,837,021	5.4%
Total Revenue	246,363,630	261,874,860	261,905,595	275,153,299	275,653,299	13,778,439	5.3%
County Funds	239,157,096	254,656,648	254,687,383	267,993,669	268,493,669	13,837,021	5.4%

DEPARTMENTAL PURPOSE

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

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

Guilford County Schools FY 2017-18
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 \$208,582,847 from Guilford County -- \$198,582,847 for operating expenses and \$10 million for capital needs.

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

FY 2018 ADOPTED BUDGET HIGHLIGHTS

- The FY 2018 Adopted Budget increases operating funding for the Guilford County Schools by \$7.5 million or 2.9% to a total of \$195,860,398. This appropriation increases the County's per pupil funding from \$2,419 to an \$2,464 or an additional 1.9% per pupil.
- A total of \$5.0 million is included for capital outlay for the Guilford County School System. This total represents a decrease of \$1,000,000 over FY 2017.
- The increase to the operating budget is at a level where the Guilford County Schools will receive approximately \$3.8 million or 2.2% and charter schools, which are funded by the school system based on the estimated per pupil amount, will receive an additional \$3.6 million or 24.3%.
- The 2018 Adopted Budget also includes \$74.8 million in debt service related to Guilford County Schools. This represents an increase of almost \$7.3 million or 10.8% and is due to the issuance of the remaining bonds for school capital projects.

County Allocation for Guilford County Schools					
	FY 2016-17		FY 2017-18		
	Adopted Budget		Adopted Budget	\$ Chg	% Chg
Operating Funds	\$ 188,360,398		\$ 195,860,398	\$ 7,500,000	3.98%
Capital Maintenance & Repair Funds	\$ 6,000,000		\$ 5,000,000	\$ (1,000,000)	-16.67%
Total County Funding	\$ 194,360,398		\$ 200,860,398	\$ 6,500,000	3.34%
Student Population (GCS + Charter)	77,855		79,477	1,622	2.1%
Per Pupil Operating Allocation	\$ 2,419		\$ 2,464	\$ 45	1.9%



BOARD OF EDUCATION'S
2017-2018
BUDGET REQUEST

A photograph showing several students in a classroom setting, all with their hands raised. In the foreground, a young girl with dark hair tied back is looking up at the teacher. Behind her, other students are also raising their hands. The background shows classroom furniture and decorations.

**#SOARTO
GREATNESS**



Letter of Transmittal

May 12, 2017

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

Dear Mr. Phillips:

In accordance with the provisions of GS 115C-429, the Board of Education has met its responsibility to determine the fiscal needs of the Guilford County Schools (GCS) and to prepare the budget request for the 2017-2018 school year.

This request represents our financial plan for, among other things, meeting growth in charter student enrollment; increases in retirement and health insurance rates; anticipated state salary increases and teaching positions to meet the new state-mandated lower class size.

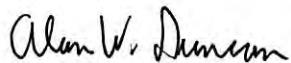
In preparing our 2017-18 budget, we approached budget development in a conservative and fiscally prudent manner. Prior to building our 2017-18 budget, our budget approach has caused us to make \$10.3 million of cuts and redirections at the very outset of the budgeting process. Those adjustments occurred at every school house and include trading teacher assistants for classroom teachers (\$4.6 million); increasing class-size in grades 6-12 (\$2.7 million); closing High School Ahead Academy (\$1.2 million); and redirecting dollars used for teacher retention incentives (\$1.8 million). These budget reductions are unfortunate, particularly when our students are striving to achieve educational excellence. While we have enjoyed success, there is much more work left to be done. In particular, the district needs to continue its work in improving early literacy development, raising expectations for all students while increasing student access to more rigorous course-work, and addressing implicit bias and racial disparities. And, while GCS has made significant improvements in high school graduation rates, now we must close the college and career preparation gap for more students. Our ability to do that work successfully has been and will continue to be severely affected without adequate funding. As a result, the Board of Education's budget recommendation for the 2017-18 fiscal year seeks additional funding to better meet the needs of our students and avoid additional reductions in staff and services.

The 2017-18 budget request includes a county appropriation of \$198.6 million for the Guilford County Schools' operating budget and \$10.0 million for the capital budget. The \$198.6 million is an increase of \$10.2 million, or 5.4%, over the 2016-17 county appropriation. This increase is made up of \$3.8 million for the anticipated growth in the enrollment of charter school students; salary and benefit increases of \$4.4 million (\$7.1 million reduced by the \$2.7 million realized by increasing class-size in grades 6-12) and \$2.0 million for the revision of House Bill 13 that was signed in to law on April 27, 2017. The revised House Bill 13 reduced class-size mandates in kindergarten through 3rd grade more than the original version of the bill. GCS met the requirements of the original bill by trading teacher assistant position (\$4.6 million) for teacher positions, however, additional cuts to meet the requirements of the final bill would be harmful to the students of our district.

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

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

With best personal regards, I am



Alan W. Duncan
Chairman

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MISSION & CORE VALUES

MISSION

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

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

CORE VALUES

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

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

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

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

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

MESSAGE FROM SUPERINTENDENT

April 4, 2017



Dr. Sharon L. Contreras
Superintendent
Guilford
County Schools

Dear Guilford County Board of Education Members:

Since my arrival, I have been working diligently with our schools, the community and my Transition Team to understand where our district has been so that informed decisions can be made about where we are going. What I know for certain is that our budget must reflect our priorities. We cannot say that we value the education of our children, yet fail to respond to the budgetary needs that influence their very learning. To do so is in direct contradiction to what we know is true – **actions, not words, reflect priorities.**

I am aware of the changes that have been made in the Guilford County Schools budget during the past decade. The budget has been cut by \$120 million, and 500 positions have been eliminated since 2008-2009. We've been making it, but if our vision is to ensure every student graduates ready for college or career, we must be willing to take a serious look at the budgetary needs of our 73,000 students and 10,000 employees.

Certainly, there are benefits to prudence. However, **we cannot make the mistake of being collectively unresponsive to the very real needs of our district and call it “fiscal responsibility.”** We desire to provide a world-class education to our students, and create a world-class experience for our teachers, administrators and support staff. We are the third largest district in North Carolina and the 47th largest of more than 14,000 throughout the United States. This means we require significant resources. We utilize 600 buses daily, serve 8 million school lunches per year, and have a growing inventory of technological needs to improve teaching, learning, management, safety and security. Our budget must expand because our vision and our needs are expanding.

To date, the average age of our school buildings is 51 years. North Carolina teacher pay ranks 41st in the nation, and principal pay ranks 50th. Despite these dismal rankings, we have some of the most effective and dedicated teachers and principals in the country – for now. When professionals feel overwhelmed and underappreciated, they become disillusioned. Disillusionment leads to change, and we are concerned that our most talented personnel will find other industries in which to offer their skills in order to improve their quality of life. If our most effective people choose to leave our district because we refuse to address these challenges with decisive action, our children will suffer.

Guilford County Schools celebrates many successes, including a nearly 90 percent graduation rate. If “world-class” is our standard, then we must direct our dollars as such. Our children deserve nothing less.

In the Interest of All Students,
Sharon L. Contreras, Ph.D.
Superintendent

EXECUTIVE SUMMARY

By the Numbers 2017-18

Total operating budget: \$639,261,919

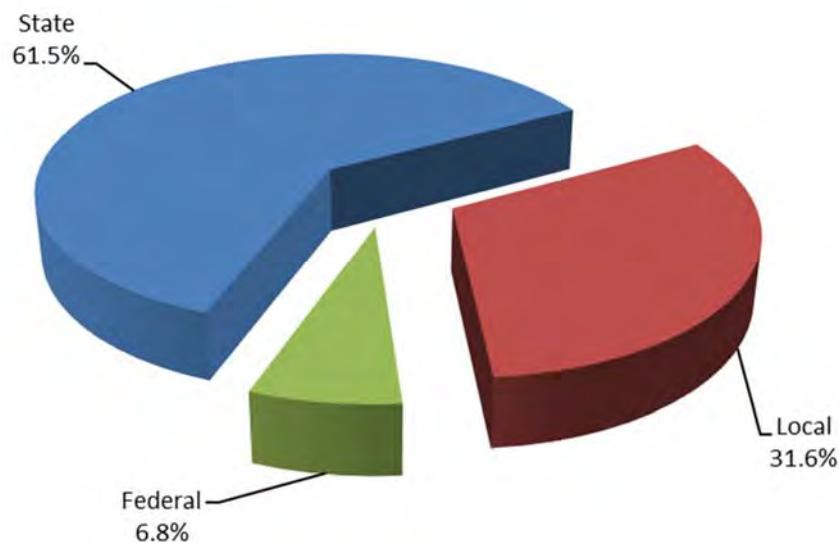
Excludes capital outlay, special revenue and enterprise funds. Special revenue funds are restricted in purpose and not intended for the general K-12 population in the district (i.e. NC Pre-K funds). GCS has two enterprise funds, child nutrition and ACES (After-School Care Enrichment Services).

Total budget: \$708,919,732 (*Includes capital outlay, special revenue and enterprise funds.*)

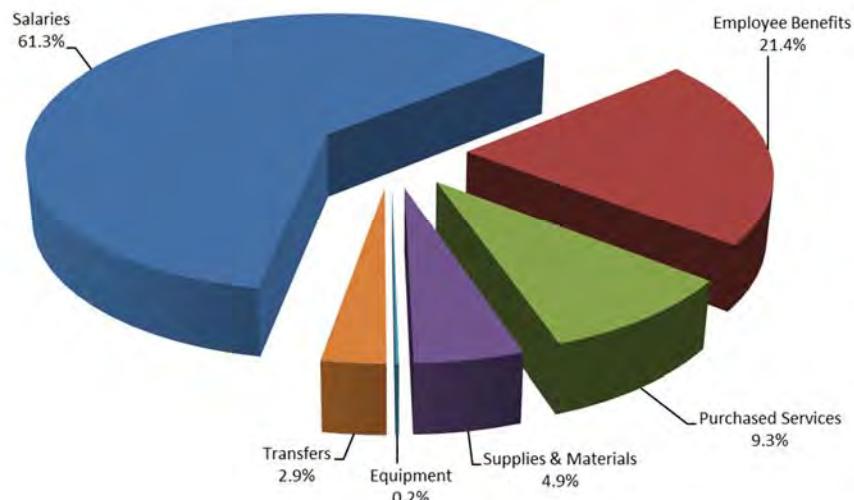
Projected student enrollment for 2017-18: 71,977. GCS is projecting enrollment be slightly more than the 2016-17 school year.

GCS Operating Budget

2017-18 Operating Budget (Projected) Revenues/Sources	
Where The Money Comes From	
State	\$393,297,626
Local	202,286,271
Federal	43,678,022
Total	\$639,261,919



2017-18 Operating Budget (Projected)	
Expenditures/Uses	
Where the Money Goes	
Salaries	\$392,043,697
Employee Benefits	136,797,132
Purchased Services	59,193,533
Supplies & Materials	31,612,940
Equipment	1,023,633
Transfers	18,590,984
Total	\$639,261,919



Budget Development Process

Serving as the district's financial plan, the budget aligns GCS resources with vision, mission, goals, and objectives. This budget recommendation for the 2017-18 school year, reflects that our priority is our people. Our people represent our greatest strength and our most critical competitive advantage. From our bus drivers and carpenters to our classroom teachers and clerical workers, our people make things happen for children.

Potential GCS Budget Increases

Following five years of relatively flat funding, the superintendent's recommended budget includes a request for additional funding from the County Commissioners for growth in charter school enrollment, & benefit increases and for changes in state mandated class-size in kindergarten through 3rd grade. This budget also reflects the redirection of dollars to address federal grants that are expiring in the coming fiscal year as well as eliminate the need to utilize the fund balance appropriated in the 2016-17 budget. The recommended budget also includes \$10 million in capital outlay for facilities.

Salary & Benefit Increases and Recruitment include:

- Increase of 5% in pay for teachers and other certified school based staff = \$3.4 million
- An average 6.5% increase for principals and assistant principals = \$500,000
- Classified staff to receive a 2% increase and a one-time bonus = \$600,000
- Increase in employer retirement and health insurance costs = \$2.6 million
- Increase class size in grades 6 through 12 = -\$2.7 million

Subtotal for salary & benefit increases and recruitment = \$4.4 million

School Personnel, Professional Services and Supplies & Materials – formerly grant funded include:

- Continuing work taking place through the Race to the Top-District federal grant that includes four components = \$950,000:
 - Personalized Learning
 - Guilford Parent Academy
 - African American Male Literacy Initiative
 - Virtual Middle School
- Transition to Teaching dollars used to recruit high performing employees for the classroom= \$291,000
- Redirecting local dollars formerly used for teacher recruitment incentives = -\$1.2 million

Subtotal for school personnel, professional services and supplies & materials – formerly grant funded = \$0

Fund balance appropriated for 2016-17 budget:

- Fund balance was appropriated in the 2016-17 budget to provide a salary increase to classified employees. A portion of this amount was utilized for a one-time bonus which is not anticipated to reoccur in 2017-18 = \$745,000
- Redirecting local dollars formerly used for teacher recruitment incentives = -\$600,000
- Transportation savings from closing a school = \$145,000

Subtotal for fund balance appropriated for 2016-17 budget = \$0

Growth in Charter School Enrollment:

- Growth in charter school enrollment (+951 charter school students) = \$3.8 million

Subtotal for growth in charter school enrollment = \$3.8 million

State-mandated class size in kindergarten through 3rd grade:

- Addition of 93 classroom teacher positions, 12 art/music/physical education teachers to lower class-size to new state mandates in kindergarten through 3rd grade = \$6.6 million
- Trading teacher assistant positions for teacher positions to meet class-size mandates = -\$4.6 million

Subtotal for state mandated class-size in Kindergarten through 3rd grade = \$2.0 million

2016 STRATEGIC PLAN CLOSEOUT

The district closed out its 2016 Strategic Plan this winter, and while many initiatives were completed successfully, several were put on hold or eliminated because of budget constraints.

Financial challenges played a key role, as the district had to make tough choices about how to fund some of the more ambitious initiatives. Regardless, the progress made and challenges faced will help inform the superintendent and her Cabinet as they begin to craft the next phase of Guilford County Schools' strategic plan and develop strategies to keep students on track for career and college success.

Some key successes include:

- A record high graduation rate of 89.4 percent with 11 schools posting perfect graduation rates of 100 percent and six more posting graduation rates of 90 percent or more;
- A narrowing of the graduation rate gap between various sub groups of students, with African-American students posting a graduation rate of 87.9 percent, an accomplishment noted by the Council of Great City Schools and other groups nationally;
- More students graduating high school having taken and succeeded in one or more college-level courses and exams (35.3 percent of graduating seniors);
- Students served 338,669 hours in 2016 by applying knowledge from their classrooms to help the community tackle “real world” problems like child hunger, energy conservation and homelessness.
- Students obtained 5,316 industry standard certifications through Career and Technical Education courses.

GCS also surpassed goals of parent satisfaction and participation as well as volunteer involvement. In 2016, 88 percent of parents indicated GCS keeps them informed, more than 36,000 people participated in Guilford Parent Academy events and more than 12,000 registered as users for GPA's online resources.

The district stalled on several academic goals, however. Student performance on state tests remains flat, while gaps between various student groups remain wide – and in some cases, are getting wider. The gap between African-American and white students on EOC composite grade-level proficiency has grown from 35.2 points to 36.1 points since 2013-14.

GCS is making gains in terms of student learning growth from one year to the next. In 2016, nearly 83 percent of all GCS schools met or exceeded expected growth, up from 80% in 2015 and above the state average of 73.6 percent.

The district's strong track record in tackling tough issues keeps Superintendent Sharon L. Contreras, Ph.D., optimistic as she looks to build on past successes and take on challenges the district has yet to overcome.

2016 STRATEGIC PLAN CLOSEOUT

“Today, our schools fall on a spectrum, with some excelling beyond state and national standards, and others still struggling. While there is much work to do to ensure all schools excel, I am pleased with this GCS team, as their willingness to grapple with our achievement gaps and to offer their expertise is precisely what is needed to foster Guilford County’s vision for a thriving educational community.”

Dr. Sharon L. Contreras, Superintendent

PERSONALIZED LEARNING

In Guilford County Schools, principals and teachers strive to create a personalized learning experience for every child. We honor the diversity of our students, including the varied ways and rates at which they learn by crafting lessons that lead students down individualized pathways to college and career readiness.

More than one-third of our seniors graduate having already passed one Advanced Placement, IB or college level course. Seniors also graduate with industry standard certifications that allow them to move directly from high school to well-paying jobs. Almost 90% of our students graduate on time, having completed a personalized journey that prepared them for an exciting future.

CHARACTER, SERVICE AND SAFETY

Responsibility. Respect. Kindness. Courage. Integrity. Self-Discipline. Perseverance. These are the ingredients that build students of strong character. These are the attributes exhibited by our students, who dedicate hundreds of hours as volunteers at their schools and in their communities. As a result of these unique opportunities, 26 percent of our seniors graduate with a GCS Service Learning Exemplary Award or Diploma.

Character also is reflected in the daily actions of our students, which creates a safer environment for teaching and learning. In 2016, more than 85 percent of fourth graders reported feeling safe in their schools. Eighty percent of parents feel that their child’s school is a safe place to learn. School suspensions have dropped by more than 2,000 incidents per year.

PARENT, FAMILY AND COMMUNITY

Parents choose Guilford County Schools for its robust array of excellent schools, academic programs and highly qualified teachers. Parents stay with Guilford County Schools because of the close partnerships we build with our families. Guilford Parent Academy engages our parents, families and community by sharing information and other resources through workshops, conferences, special events, free online resources, 24-7 online tutoring help and more. This year, more than 36,000 family members participated in a Guilford Parent Academy experience.

Family and other community members engage in partnerships in other ways. Almost a half-million hours were logged by our community volunteers this year. Guest readers, tutors, field trip coordinators and classroom assistants all partner to support the success of our students. Local businesses, foundations and individual donors added to this support by pledging more than \$470,000 in charitable and in-kind donations directly to the district or its schools.

2016 STRATEGIC PLAN CLOSEOUT

EDUCATOR AND ORGANIZATIONAL EXCELLENCE

Students and parents are not the only ones who think that Guilford County Schools is a great place to learn. Eighty-two percent of teachers rate Guilford County Schools as a good place to work and, overall, say they have high morale. Every year, we seek top talent from across the nation and start the school year fully staffed. At 14 percent, the teacher turnover rate in Guilford is lower than the state average and lower than nearby districts. We remain concerned, however, that as budget pressures continue to worsen, teacher turnover is increasing and staff morale is decreasing. We also need to ensure that educators in Guilford County Schools have numerous opportunities to grow professionally and to take on leadership roles. Hundreds of professional development workshops, conferences, coaching sessions and access to e-books all contribute to increased educator effectiveness. Great teachers and principals make great students and graduates.



STRATEGIC PLAN 2016 GOAL TRACKING

Academic Area		Target Goal	Baseline 2012-13	Performance 2013-14	Performance 2014-15	Performance 2015-16	Status as of 11/1/2016
I.A	Increase the percentage of students who graduate from high school in four years from 84.5 to 90 percent as measured by the North Carolina cohort graduation rate method.	90.0%	86.2%	88.5%	89.3%	89.4%	●
I.B	Increase the percentage of students who perform at proficient and advanced levels on State End of Grade Reading (EOG) and Math tests, grades 3-8, and Science tests, grades 5 and 8. [2013-14 is baseline.]						
	Proficient Level:						
	Reading Grades 3-8 GLP Proficiency	66.5%		52.1%	51.6%	52.0%	●
	Math Grades 3-8 GLP Proficiency	64.6%		49.2%	48.5%	50.6%	●
	Science Grades 5 & 8 GLP Proficiency	69.2%		60.3%	62.5%	67.3%	● ●
	Advanced Level:						
	Reading Grades 3-8 CCR Proficiency	58.8%		41.4%	41.0%	41.8%	●
	Math Grades 3-8 CCR Proficiency	59.1%		41.3%	40.6%	43.4%	●
	Science Grades 5 & 8 CCR Proficiency	61.6%		49.7%	53.4%	57.9%	● ●
I.C	Increase the percentage of high school students who perform at proficient and advanced levels on the composite Biology, Algebra I and English II End of Course tests. [2013-14 is baseline.]						
	Proficient Level:						
	Biology GLP Proficiency	69.0%		56.3%	53.3%	54.1%	●
	Math I GLP Proficiency	68.0%		60.0%	62.2%	62.8%	●
	English II GLP Proficiency	72.5%		61.8%	58.8%	59.2%	●
	Advanced Level:						
	Biology CCR Proficiency	63.5%		48.3%	45.7%	46.3%	●
	Math I CCR Proficiency	62.6%		46.2%	51.9%	53.3%	●
	English II CCR Proficiency	66.0%		53.1%	49.5%	50.9%	●
I.D	Increase the percentage of graduating seniors who complete a CTE Concentration course of study.	42.6%	39.6%	31.7%	32.7%	30.3%	●
I.E	Increase the number of industry standard certifications, including WorkKeys certificates, earned annually by Career and Technical Education (CTE) graduating seniors by 5 percent from 3,190 in 2011-12 to 3,350 by 2015-16.	3,350	4,388	4,667	5,410	5,316	●

I.F	Increase the percentage of graduating seniors who have earned at least one college credit (through AP, IB or equivalent college courses) while in high school.	35.0%	31.4%	33.1%	34.7%	35.3%	
I.F2	Increase the percentage of graduating seniors who earned a passing grade in at least one college course (passed an AP exam, passed an IB exam, or passed any college course with a D or better) while in high school.	36.8%	33.2%	35.0%	37.1%	37.6%	
I.G	Increase the percentage of middle school students (disaggregated by sub-group) who are on-track for graduation as defined in GCS's Race to the Top-District grant application. [2013-14 is baseline.]						
	All Students	57.2%	45.29%	44.25%	43.56%	44.22%	
	Asian Students	65.8%	55.24%	55.87%	54.50%	56.86%	
	African-American Students	44.9%	29.33%	27.78%	28.00%	28.54%	
	American Indian Students	50.1%	40.23%	35.00%	35.44%	25.00%	
	Hispanic Students	50.2%	35.62%	34.96%	32.73%	35.39%	
	Multi-Racial Students	57.1%	48.30%	45.66%	42.27%	41.43%	
	White Students	71.7%	65.72%	61.14%	63.49%	64.17%	
I.H	Increase the mean ACT composite score as measured by the state ACT administration during the 11th grade year from 18.0 to 20.0.	20.0	18.4	18.7	18.9	18.8	
I.I	Increase the percentage of graduating seniors who meet the minimum entrance requirements for the University of North Carolina system.	69.2%	56.0%	57.2%	61.5%	60.9%	
I.J	See Footnote #3						
I.K	Reduce gaps and disparities in performance between targeted subgroups on identified measures. [2013-14 is baseline.]						
	Reading 3-8 GLP Proficiency Gap: AA/W	-24.8		-36.2	-35.5	-35.5	
	Math 3-8 GLP Proficiency Gap: AA/W	-26.0		-37.3	-36.9	-36.8	
	EOC Composite GLP Proficiency Gap: AA/W	-24.9		-35.2	-30.3	-36.1	

- Met/Exceeded 2016 Goal
- Not Met 2016 Goal but Made Good Progress – On Track to Meet Goal
- Not Met 2016 Goal but Made Some Progress
- Not Met 2016 Goal – Not on Track to Meet Goal

FOOTNOTES

- 1 GLP Proficiency (Grade-Level Proficiency) scores for 2013-14 and 2014-15 are based on Levels 3-5 on the new 5-level scale.
- 2 CCR Proficiency (College-and-Career-Ready Proficiency) scores for 2013-14 and 2014-15 are based on Levels 4 and 5 on the new 5-level scale.
- 3 Given the 12-2-2014 Guilford County Board of Education resolution requesting that the NC General Assembly repeal the legislation establishing School Performance Grades, the strategic goal I.J about improving performance grades has been removed from the strategic plan.

Operational and Organizational Area	Target Goal	Baseline 2011-2012	Performance 2012-13	Performance 2013-14	Performance 2014-15	Performance 2015-16	Status as of 11/1/2016	
Character, Service and Safety								
II.A Increase the percentage of graduating seniors who earn a Service-Learning Exemplary Award or Diploma from 16 to 25 percent.	25.0%	16.0%	15.1%	17.9%	21.4%	26.0%		
II.C Increase student perception of safety in grades 4, 7, 9 and 11 as measured by annual student surveys.								
Grade 4	70.0%	65.0%	60.0%	83.7%	86.7%	85.90%		
Grades 7, 9, & 11	83.0%	78.0%	74.0%	77.9%	78.7%	79.20%		
II.D Increase the percentage of students in grades 7, 9 and 11 who indicate their schools provide a caring and safe environment as measured by an annual student survey	85.0%	81.0%	80.0%	78.2%	78.9%	79.0%		
II.E Increase the percentage of parents and community members who indicate that GCS schools are safe as measured by an annual public opinion poll.								
Parents	78.0%	75.0%	76.0%	83.0%	81.0%	80.0%		
Community Members	69.0%	64.0%	67.0%	70.0%	66.0%	66.0%		
II.F Decrease the number of out-of-school suspensions related to non-compliance (Rule No. 6) and discourteous acts (Rule No. 8) in the Student Code of Conduct by 10 percent as measured by the annual suspension report.	3,792	4,213	3,430	No reliable data due to PowerSchool issues	1,659	2,217		
II.G Decrease the number of overall out-of-school suspensions by 10 percent.	9,014	10,015	9,180	No reliable data due to PowerSchool issues	6,585	7,776		
Parent, Family and Community								
III.A Increase parent awareness of, and participation in, Guilford Parent Academy (GPA) programs (workshops, special events, conferences).	Increase parent awareness of, and participation in, Guilford Parent Academy (GPA) programs (workshops, special events, conferences).							
	Awareness	70.0%	63.0%	72.0%	75.0%	66.0%	70.0%	
	Participation	15,000	13,508	13,570	22,353	38,254	36,524	
III.B Increase use of GPA digital resources (online). (# user accounts)	10,000	3,302	5,843	7,817	10,013	12,207		
III.C Increase the number of volunteers active in GCS as well as the hours of service provided.	Increase the number of volunteers active in GCS as well as the hours of service provided.							
	# Volunteers (*changed reporting system)	12,000	15,765	21,918	11,100*	17,160	12,019	
	# Service Hours Provided		410,513	476,069	526,691	558,138	473,526	
III.D Increase the amount of charitable/in-kind donations received annually by GCS. (*Fund development focus shifted to support local Say Yes to Education initiative during 2015-2016.)	\$2 M	\$1.6 M	\$4.0 M	\$3.3 M	\$37.5 M*	\$470,319		
III.E Increase the percentage of GCS parents and community members who indicate that GCS keeps them informed (% of agree/strongly ratings.)	Increase the percentage of GCS parents and community members who indicate that GCS keeps them informed (% of agree/strongly ratings.)							
	Parents	86.0%	83.0%	85.0%	90.0%	87.0%	88.0%	
	Community Members	78.0%	75.0%	67.0%	72.0%	74.0%	69.0%	
III.F Improve the perception of GCS among parents and community members regarding the quality of education provided by GCS as measured by an annual public opinion poll. (% of good/very good ratings)	Improve the perception of GCS among parents and community members regarding the quality of education provided by GCS as measured by an annual public opinion poll. (% of good/very good ratings)							
	Parents	85.0%	82.0%	81.0%	86.0%	84.0%	82.0%	
	Community Members	78.0%	75.0%	67.0%	68.0%	69.0%	71.0%	

III.G	Improve parent and community perception regarding GCS responsiveness as measured by an annual public opinion poll. (% of good/very good ratings)							
Parents	75.0%	72.0%	75.0%	82.0%	79.0%	80.0%		
Community Members	65.0%	64.0%	64.0%	64.0%	71.0%	65.0%		
Educator and Organizational Excellence								
IV.A	Improve employee satisfaction levels with communications from their direct supervisors/ principals.	75%				74.4%	82.0%	
IV.B	Increase employee satisfaction levels with GCS as an employer; improve employee moral							
Biennial Employee Survey: Preferred place to work	85.0%	80.5%	81.0%	N/A	78.1%	N/A*		
Biennial Employee Survey: Have high morale	82.0%	78.5%	79.0%	N/A	78.5%	N/A*		
Biennial Teacher Working Conditions(TWC): Good place to work	85.4%	81.3%		81.3%		82.5%		
IV.C	Reduce the annual teacher turnover rate as measured/reported by the North Carolina Department of Public Instruction (NCDPI).	9.0%	11.7%	12.9%	13.2%	15.0%	14.0%	
IV.D	Reduce the annual certified personnel turnover rate in hard-to-staff schools as measured/reported by NCDPI. [Note: This includes turn-around schools.]	15.0%	19.0%	18.5%	19.0%	20.3%	N/A*	
IV.E	Fill 100 percent of teacher positions by the first day of school each year.		100.0%	100.0%	100.0%	100.0%	100.0%	
IV.F	Increase teacher and leader diversity.							
Teacher Diversity	35.0%	30.2%	30.6%	31.5%	33.2%	35.0%		
Leader Diversity	47.0%	42.0%	44.7%	48.2%	50.7%	21.0%		
IV.G	Increase Minority and Women Business Enterprise (MWBE) participation.							
MWBE 2008 Bond Construction	12.5%	28.6%	30.2%	30.1%	29.5%	29.3%		
MWBE 2012 QSCB Projects	12.5%	26.2%	19.3%	19.3%	19.5%	19.5%		
IV.H	Meet or exceed key performance indicators for all operational and support areas.	See selected CGCS KPI measures for operational areas.						

- Met/Exceeded 2016 Goal
- Not Met 2016 Goal but Made Good Progress - On Track to Meet Goal
- Not Met 2016 Goal but Made Some Progress
- Not Met 2016 Goal - Not on Track to Meet Goal

FOOTNOTES

- 1 Re. III.C: The previous volunteer database did not require volunteers to re-register each year, so the numbers reflected cumulative volunteers over time not current, active volunteers. The new volunteer database requires volunteers to register each year, so the new number reflects current, active volunteers.
Target goal was changed from 16,000 to 12,000 active volunteers.
- 2 Re. IV.B: The Annual Employee Survey was not administered during the spring of 2014 due to the administration of the Teacher Working Conditions Survey.
The Survey was administered again in Spring 2015. * Survey will be administered Spring 2017.
- 3 Re. IV.D: This metrics was calculated for teaching positions in Mission Possible Schools. This program is no longer operational.

Budgetary Assumptions



Enrollment

Enrollment projections are used to prepare the proposed expenditure budget. The 20th day enrollment for the fall of 2016 was 71,747, which reflects a decrease of 161 students from the previous year.

Personnel

Personnel needs are determined based on the enrollment projections and the personnel allotment formulas. The teacher allotment formulas meet state mandated maximum average class size requirements. The personnel allotment formulas indicated below were used in conjunction with the projected membership to determine the state-funded positions for fiscal year 2017-18:

- Principals - one per school with at least 100 ADM or at least seven state paid teachers or instructional support personnel
- Assistant Principals - one month of employment per 98.53 students in average daily membership (ADM) rounded to the nearest whole month
- Regular Classroom Teachers
 - Kindergarten 1 per 18 students
 - Grade 1 1 per 16 students
 - Grades 2-3 1 per 17 students
 - Grades 4-6 1 per 24 students
 - Grades 7-8 1 per 23 students
 - Grade 9 1 per 26.50
 Students
 - Grades 10-12 1 per 29 students
- Math/Science/Computer Teacher - one per county
- Teacher Assistants - The number of classes is determined by a ratio of 1:21. K – 2 TAs per every 3 classes; Grades 1-2 – 1 TA for every 2 classes; and Grade 3 – 1 TA for every 3 classes.
- Children with Special Needs - \$4,125.27 per funded child count (Child count is the lesser of the April 1 handicapped child count or 12.5% of the allotted ADM.)
- Preschool Handicapped – base funding of \$62,092 per LEA, remaining funds distributed

based on December 1 child count of ages 3, 4, and pre-K-5 (\$3,284.67) per child

- Academically or Intellectually Gifted - \$1,314.59 per child for 4% of ADM
- Career Technical Education - \$10,000 per LEA with the remainder distributed based on ADM in grades 8-12
- Instructional Support Personnel - one position per 218.55 ADM
- Non-instructional Support Personnel - \$245.85 per ADM; \$6,000 per Textbook Commission member for clerical assistants
- Central Office Administrators –2016-17 initial allotment.

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

Salaries

- New teachers will be paid \$35,000. NC continues to rank below the national average in teacher pay and now ranks 41st in the nation. The budget continues to offer larger increases to less experienced teachers, who are newer to the profession.
- Teacher salaries will increase an average of 5.0%.
- School administrators receive an average 6.5% increase to base salaries.
- Non-certified school personnel receive an average 2.0% salary increase.
- School administrators and noncertified personnel will also receive a one-time bonus.
- A two-year pilot program was created to pay teachers bonuses up to \$2,000 per year to eligible teachers of Advanced Placement (AP) and International Baccalaureate (IB) diploma program courses based on their students' performance on AP and IB tests.
- The budget maintains the 12 percent pay differential for National Board Certified teachers.

Budgetary Assumptions



Benefits

Employer's costs of benefits for 2017-18 were calculated using the following rates:

- Social Security Cost 7.65% of subject salaries
- Retirement Cost 16.67%+0.66% one time COLA of subject salaries
- Hospitalization \$5,880 per FTE per year
- Life Insurance \$ 0.58 per month per employee

Longevity

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

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

Years Completed Longevity Percentage

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

Non-personnel Items

The following guidelines were used for budgeting nonpersonnel items:

- Equipment, furniture and vehicle budgets are zero-based each year.
- New facilities and renovations of existing facilities are funded through the capital outlay budget request.
- Indirect cost is computed on applicable grant expenditures except contract services and purchase of equipment.

- The state allotment for textbooks is \$34.81 per ADM in grades K-12.
- The classroom material, instructional supplies, and equipment state allotment is \$30.12 per ADM plus \$2.69 per ADM in grades 8 and 9 for PSAT Testing.

Revenues/Sources	(A)	(B)	(C)	(D)	(E)	(F)
	Audited 2014-15	Audited 2015-16	Budget ¹ 2016-17	Budget Request 2017-18	Dollar Change (D-C)	Percent Change (E/C)
Other State Allocations	\$ 99,644	\$ 142,301	\$ -	\$ -	\$ -	0.00% ²
County Appropriation	179,360,398	183,360,399	188,360,398	198,582,847	10,222,449	5.43%
Participation Fee - Athletics	-	-	-	400,000	400,000	0.00%
Fines and Forfeitures	2,380,595	2,196,512	3,000,000	3,000,000	-	0.00%
Interest Earned on Investments	38,889	58,585	303,424	303,424	-	0.00%
Tuition and Fees - Regular	85,379	67,103	-	-	-	0.00% ²
Rental of School Property	115,485	98,527	-	-	-	0.00% ²
Contributions and Donations	500	625	-	-	-	0.00% ²
Miscellaneous Local Operating Revenue	391,043	261,696	-	-	-	0.00% ²
Disposition of School Fixed Assets	20,443	31,651	-	-	-	0.00% ²
Fund Balance Appropriated			1,207,241	-	(1,207,241)	-100.00%
Total Revenues/Sources	\$ 182,492,376	\$ 186,217,399	\$ 192,871,063	\$ 202,286,271	\$ 9,415,208	4.88%

¹ As amended @12/31/16.

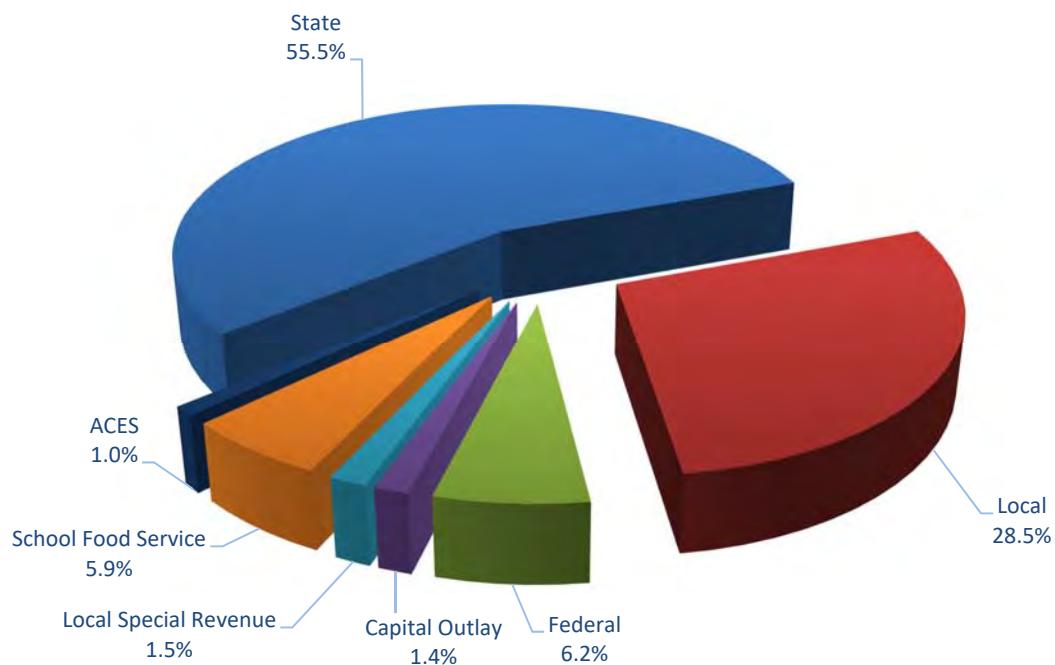
² Amounts are budgeted in the Special Revenue Fund in 2017-18.

2017-18 Budget Summary/Analysis by Fund



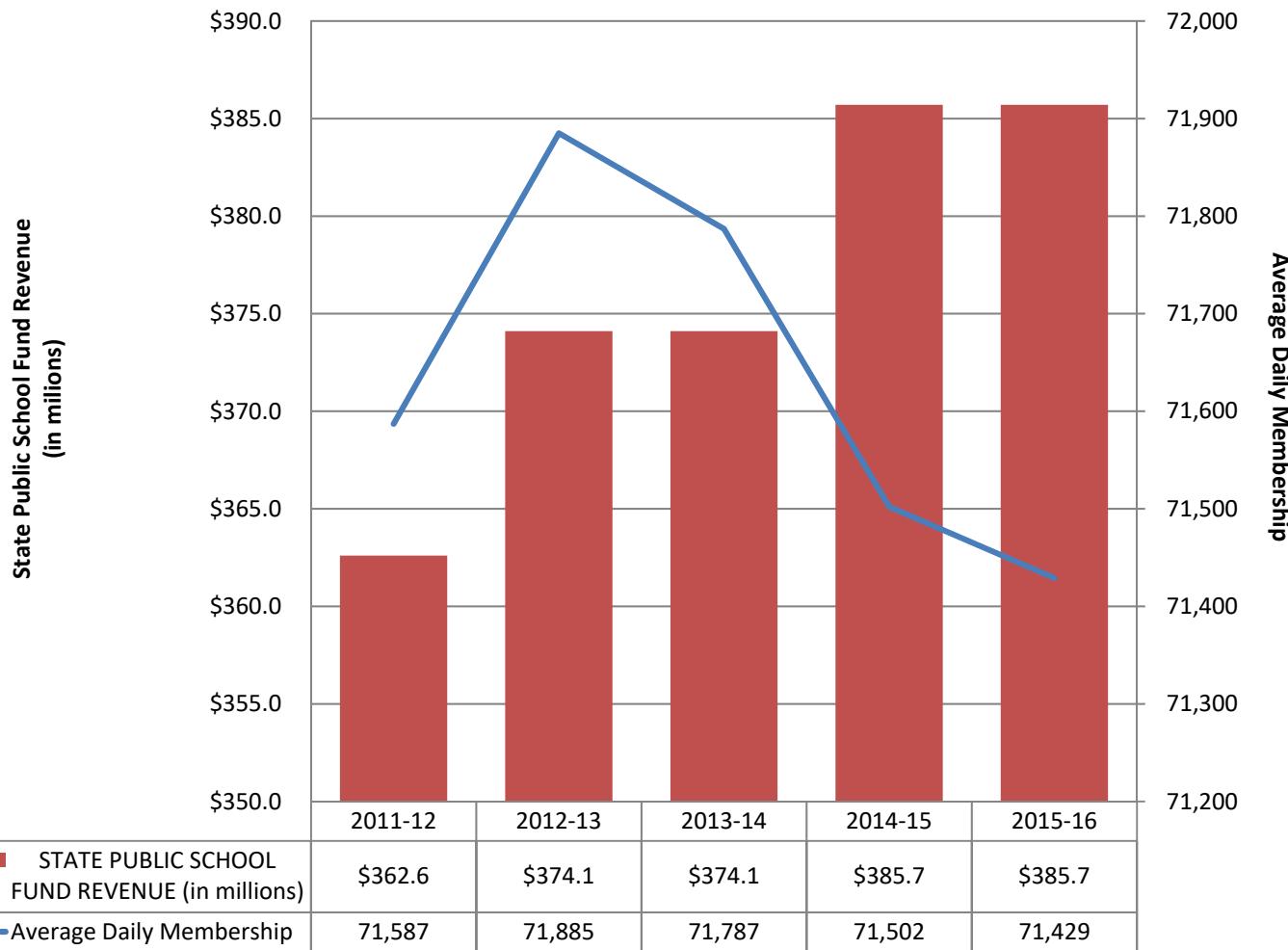
Description	(A) Audited 2014-15	(B) Audited 2015-16	(C) Budget ¹ 2016-17	(D) Budget Request 2017-18	(E) Dollar Change (D-C)	(F) Percent Change (E/C)
State Public School Fund	\$385,692,944	\$385,703,682	\$399,452,740	\$393,297,626	\$ (6,155,114)	-1.54%
Local Current Expense Fund						
County Appropriation	179,360,398	183,360,399	188,360,398	198,582,847	10,222,449	5.43%
Other Sources	3,131,978	2,857,000	5,510,665	3,703,424	(1,807,241)	-32.80%
Local Special Revenue Fund	27,719,284	20,762,822	28,457,631	10,857,577	(17,600,054)	-61.85%
Federal Grant Fund	46,735,027	42,785,647	64,888,024	43,678,022	(21,210,002)	-32.69%
Capital Outlay Fund						
Regular Projects	15,210,708	6,578,484	8,792,588	10,000,000	1,207,412	13.73%
Capital Improvement Plan (CIP)	19,006,703	21,412,580	113,519,044	-	(113,519,044)	-100.00%
School Food Service	40,089,448	41,553,690	39,994,692	41,872,322	1,877,630	4.69%
After School Enrichment Services	6,200,294	6,455,445	6,927,914	6,927,914	-	0.00%
Grand Total	\$723,146,784	\$ 711,469,749	\$ 855,903,696	\$ 708,919,732	\$ (146,983,964)	-17.17%

¹ As amended @12/31/16.



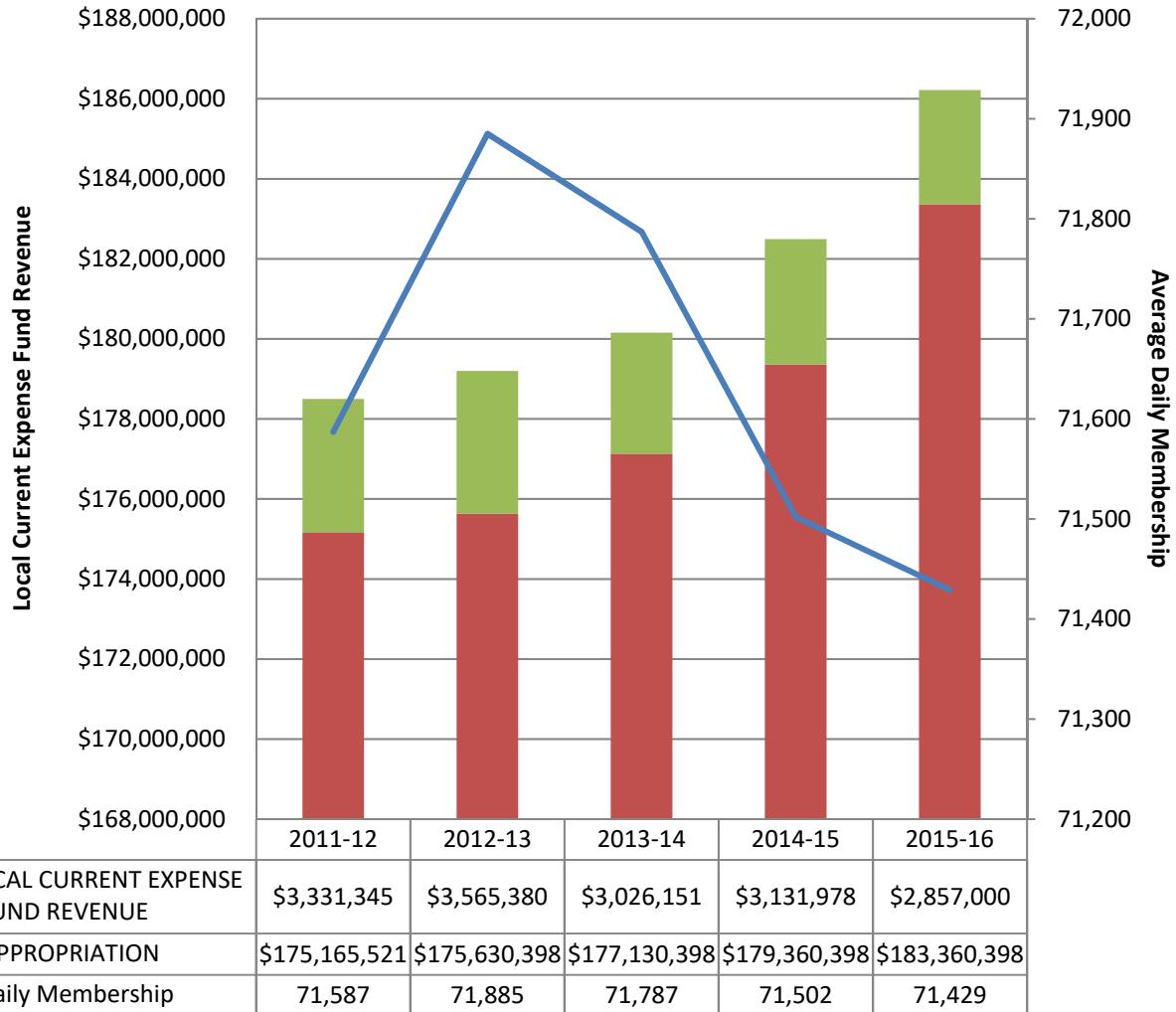
The State Public School Fund includes appropriations from the North Carolina Department of Public Instruction for the current operating expenditures of the public school system. Variations in state funding are generally due to growth in average daily membership (ADM) and legislated salary increases and/or employee benefit amount/rate adjustments. The narrative provided specifies the purpose for which each allotment category or program report code (PRC) is to be used and the allotment formulas used to develop 2017-18 state budget estimates. A tabular summary provides trend data based on audited figures for fiscal years 2014-15, 2015-16 and the unaudited budget for 2016-17. The footnotes contain additional information regarding some underlying assumptions associated with these revenue estimates.

State Public School Fund Revenue 2011-12 through 2015-16



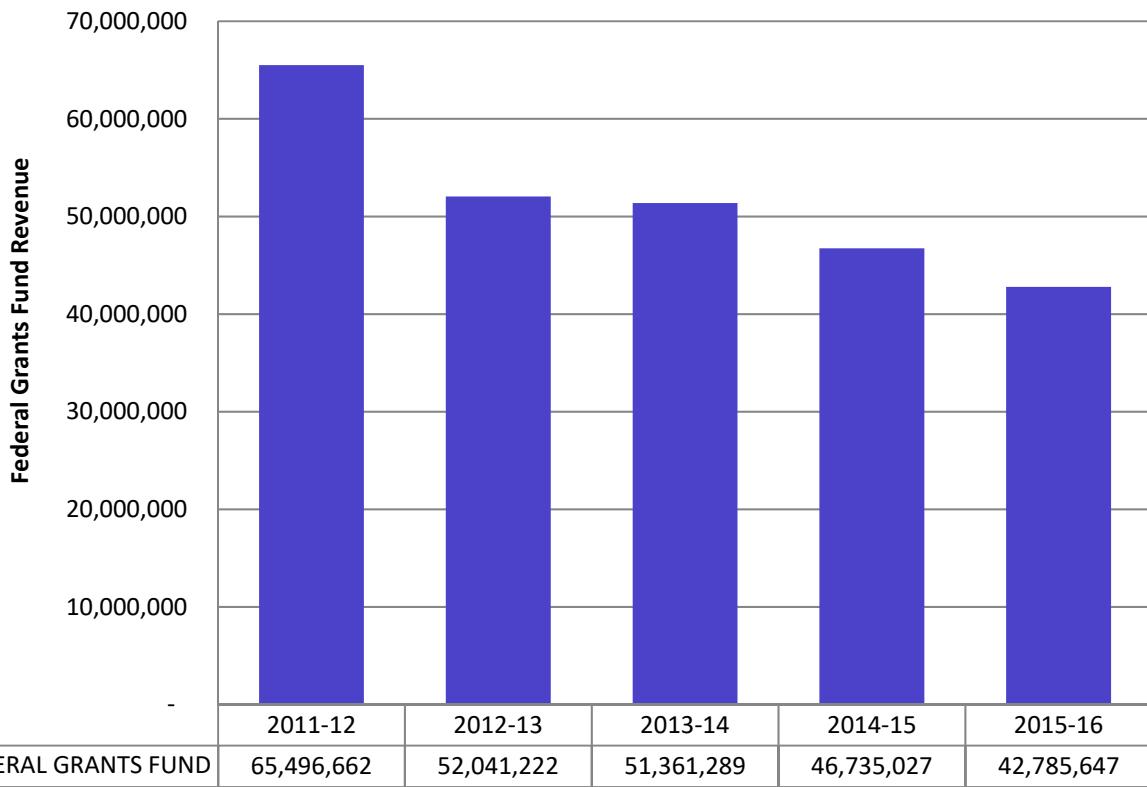
The Local Current Expense Fund is the general operating fund of the Board. This fund accounts for all financial resources except those that are required to be accounted for in another fund. The major revenue sources available in the Local Current Expense Funds include, but are not limited to, county appropriation; fines and forfeitures and interest earned on investments. The narrative provides an explanation of each major revenue source and a tabular summary of revenue projections. This summary provides trend data based on audited figures for fiscal years 2014-15, 2015-16 and the unaudited budget for 2016-17.

Local Current Expense Fund Revenue 2011-12 through 2015-16



The Federal Grant Fund includes appropriations for the expenditure of federal categorical grants made by the North Carolina Department of Public Instruction. Variations in federal funding are generally driven by the number of students within the targeted populations to be served (i.e., children with disabilities, children at risk of not meeting academic standards, children who reside in areas with high concentrations of poverty, etc.) and legislated salary increases and/or employee benefit amount/rate adjustments. The narrative provided specifies the purpose for which each grant or program report code (PRC) is to be used and the allotment formulas used to develop 2017-18 federal budget estimates. A tabular summary of these projections by PRC is included in the narrative. This summary provides trend data based on audited figures for fiscal years 2014-15, 2015-16 and the unaudited budget for 2016-17.

Federal Grants Fund Revenue 2011-12 through 2015-16

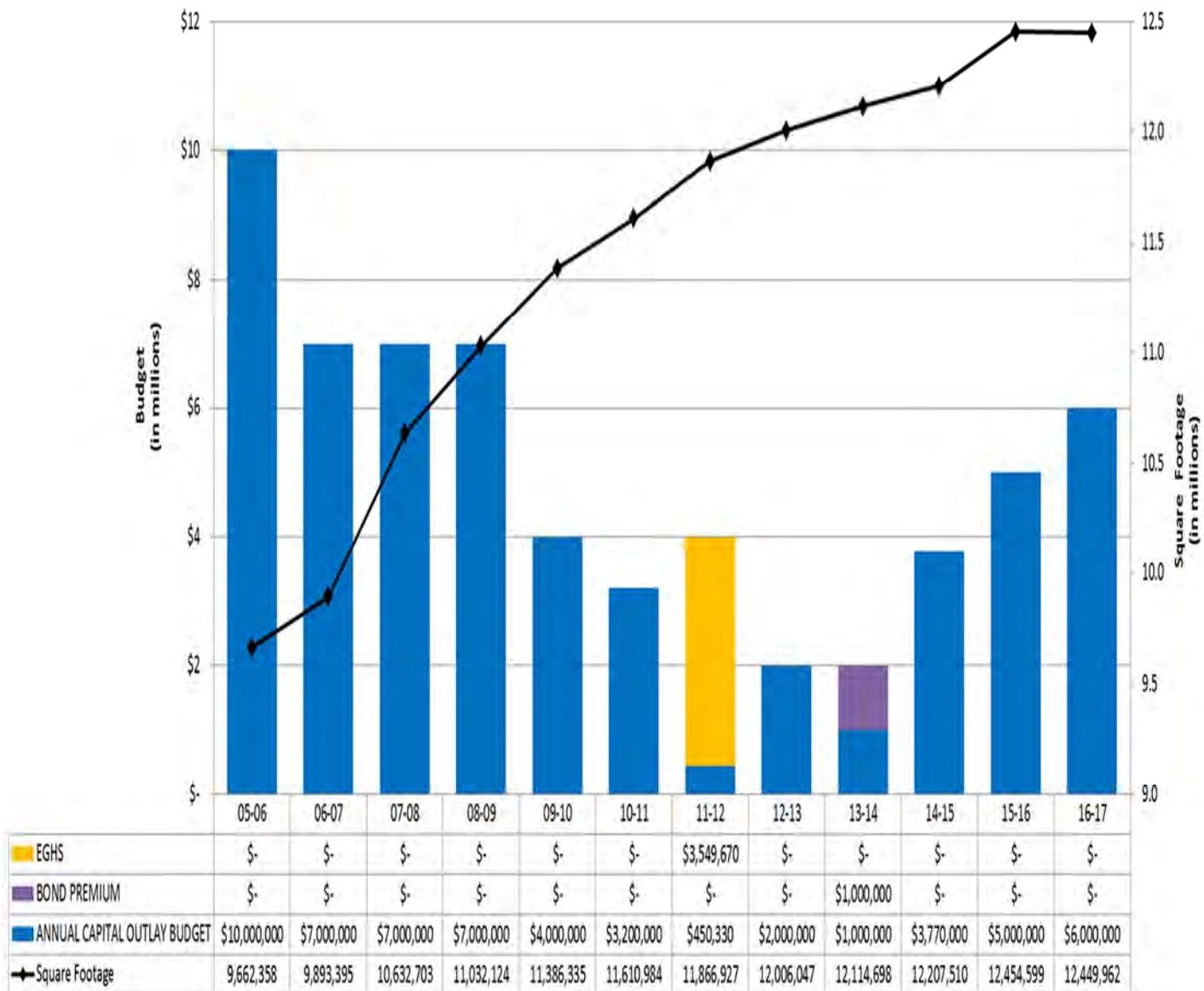


Major Revenue Sources 2017-18 Budget



The major revenue sources available in the Capital Outlay Fund include the county appropriation; proceeds of Guilford County bonds issued for school construction and state assistance. The narrative presented provides an explanation of each major revenue source. A tabular summary of projections by revenue source is included in the narrative. This summary provides trend data based on audited figures for fiscal years 2014-15, 2015-16 and the unaudited budget for 2016-17.

Annual GCS Capital Outlay Budget
Fiscal Years 2005-06 through 2016-17
 (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)



Major Revenue Sources 2017-18 Budget



The School Food Services Fund major revenues include meal charges as well as federal meal subsidies and donated commodities. The narrative provides an explanation of each major revenue source. A tabular summary of projections by revenue is included with the narrative. This summary provides trend data based on audited figures for fiscal years 2014-15, 2015-16 and the unaudited budget for 2016-17.

Fees charged to parents/guardians make up the major revenue in the After School Enrichment Services (ACES). The summary provided includes trend data based on audited figures for fiscal years 2014-15, 2015-16 and the unaudited budget for 2016-17.

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

State Public School Fund 2017-18 Budget Summary/ Analysis of Revenues/Sources and Expenditures/Uses



PRC	Program	(A)	(B)	(C)	(D)	(E)	(F)
		Audited 2014-15	Audited 2015-16	Budget ¹ 2016-17	Budget Request 2017-18	Dollar Change (D-C)	Percent Change (E/C)
001	Classroom Teachers	\$ 185,690,464	\$ 182,563,810	\$ 198,811,330	\$ 201,629,889	\$ 2,818,559	1.42%
002	Central Office Administration	2,286,175	2,293,897	2,267,474	2,267,474	-	0.00%
003	Non-Instructional Support Personnel	19,472,590	22,900,853	17,184,799	17,701,545	516,746	3.01%
005	School Building Administration	15,442,673	15,378,836	15,637,579	15,876,356	238,777	1.53%
007	Instructional Support	21,642,963	21,009,372	22,554,629	22,334,400	(220,229)	-0.98%
009	Non-Contributory Employee Benefits	4,887,403	3,277,590	-	-	-	0.00% ²
010	Dollars for Certified Personnel	2,991,891	3,000,000	-	-	-	0.00% ⁵
011	NBPTS Educational Leave	2,369	455	-	-	-	0.00% ²
012	Driver Training	1,195,581	988,298	1,365,658	1,365,658	-	0.00%
013	Career Technical Education - Months of Employment	19,336,425	19,215,398	21,140,162	20,752,900	(387,262)	-1.83% ³
014	Career Technical Education - Program Support Funds	1,554,203	1,748,005	946,629	961,674	15,045	1.59% ³
015	School Technology Fund	1,207,327	801,394	2,215,413		(2,215,413)	-100.00% ⁴
016	Summer Reading Camps	815,546	1,535,945	744,481		(744,481)	-100.00% ⁴
020	Program Enhancement Foreign Exchange	1,113,932	1,336,676	1,559,200		(1,559,200)	-100.00% ⁴
024	Disadvantaged Student Supplemental Funding	2,385,733	2,435,957	2,514,380	2,532,733	18,353	6.01%
027	Teacher Assistants	17,876,740	16,862,868	16,871,811	16,600,604	(271,207)	-8.78% ⁵
029	Behaviorial Support	221,376	153,462	153,870		(153,870)	-100.00% ⁶

State Public School Fund 2017-18 Budget Summary/ Analysis of Revenues/Sources and Expenditures/Uses



PRC	Program	(A) Audited 2014-15	(B) Audited 2015-16	(C) Budget ¹ 2016-17	(D) Budget Request 2017-18	(E) Dollar Change (D-C)	(F) Percent Change (E/C)
032	Children with Special Needs	38,890,733	39,353,644	40,150,517	40,153,151	2,634	0.01%
034	Academically/Intellectually Gifted	3,678,314	3,715,133	802,123	3,784,810	2,982,687	371.85%
041	FIE-Low Performing Schools	35,843	-	3,729,399		(3,729,399)	-100.00%
045	Compensation Bonus	298,511	5,342,187	-	-	-	0.00% ²
046	IB Test Fees	260,155	314,380	-	-	-	0.00% ⁷
054	Limited English Proficiency (LEP)	4,171,875	4,050,255	4,129,780	4,096,430	(33,350)	-0.81%
055	Learn & Earn	1,587,560	1,583,230	1,583,230		(1,583,230)	-100.00% ⁶
056	Transportation of Pupils	26,557,931	24,222,396	24,033,830	23,864,528	(169,302)	-0.70%
061	Classroom Materials/Instructional Supplies/ Equipment	27,880	1,929,035	2,168,881	2,198,196	29,315	1.35%
063	Special Program Funds - EC	2,553	-	-	-	-	0.00%
066	Assistant Principal Intern	65,925	50,686	51,258		(51,258)	-100.00% ⁸
067	Assistant Principal Intern-MSA	41,208	-	170,864		(170,864)	-100.00% ⁸
068	Alternative Programs and Schools	700,909	510,794	554,947	554,283	(664)	-0.12%
069	At-Risk Student Services	10,648,270	8,574,377	14,629,742	14,117,476	(512,266)	-3.50%
073	School Connectivity	400,784	372,960	416,400		(416,400)	-100.00% ⁶
085	Mclass Reading 3D	81,716	-	127,200		(127,200)	-100.00% ⁶
096	Special Position Allotment	100,441	-	-	-	-	0.00% ⁶
130	State Textbook Account	18,945	181,789	2,937,154	2,505,519	(431,635)	-14.70%
Total(s)		\$ 385,692,944	\$ 385,703,682	\$ 399,452,740	\$ 393,297,626	\$ (6,155,114)	-1.54%

¹ As amended @ 12/31/16.

² Funds allotted based on actual expenditures.

³ 2015-16 audited amounts and 2016-17 budget reflect conversion of months of employment funds to program support.

⁴ ABC transfer required in 2017-18.

⁵ Effective July 1, 2014, local education agencies are no longer allowed to transfer funds into this program report code from teacher assistant funding.

⁶ Allotment not included on 2017-18 planning allotment.

⁷ Category no longer funded.

⁸ Allotment will be made for eligible individuals working on a master's degree in a school administration program and serving in an approved intern program.

State Public School Fund 2017-18 Budget Allotment Explanations



Classroom Teachers (PRC 001)

\$201,629,889

This allotment makes up over 50% (51.27%) of the revenue received from the state for 2017-18. It provides guaranteed funding for salaries for classroom teachers. To qualify as a classroom teacher and to be charged against this allotment, an individual must spend a major portion of the school day providing classroom instruction and shall not be assigned to administrative duties in either the central office or school offices.

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

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

Class Size Requirements

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

***Session Law 2013-363 House Bill 112, Sections 3.3(a) and (d)** Notwithstanding G.S. 115C-301 or any other law, local school administrative units shall have the maximum flexibility to use allotted

teacher positions to maximize student achievement in grades 4-12. Class size requirements in grades K-3 shall remain unchanged.

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

Central Office Administration (PRC 002)

\$2,267,474

Allotment provides funds for salaries and benefits for central office administration. For 2017-18, the allotment is 0.58% of the total state revenue. This category is used to pay for personnel including:

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

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

Non-Instructional Support (PRC 003)

\$17,701,545

Allotment provides funding for non-instructional support personnel and associated benefits. These funds may be used at the central office or at individual schools and make up 4.49% of the total state allotment. The funds may be used for:

- Clerical Assistants
- Custodians
- Liability Insurance
- Substitutes

State Public School Fund 2017-18 Budget

Allotment Explanations



- Textbook Commission – Clerical Assistant Funds are distributed on the basis of \$244.42 per ADM, plus \$6,000 per Textbook Commission member for clerical assistance.

School Building Administration (PRC 005)

\$15,876,356

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

Instructional Support (PRC 007)

\$22,334,400

Allotment provides for salaries for certified instructional support personnel to implement locally designed initiatives which provide services to students who are at risk of school failure as well as the students' families. It is the intent of the General Assembly that the positions must be used first for counselors, then for social workers and other instructional support personnel which have a direct instructional relationship to students or teachers to help reduce violence in the public schools. They shall not be used as administrators, coordinators, supervisors, or directors. These positions are allotted on the basis of one per 218.55 allotted ADM.

Non-Contributory Employee Benefits (PRC 009)

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

NBPTS Educational Leave (PRC 011)

Allotment provides funding for substitutes for teachers who are being tested to become nationally board certified teachers. Eligible expenditures are

covered as reported through the Uniform Education Reporting System. Funds are received as expenses are incurred.

Driver Training (PRC 012)

\$1,365,658

Allotment provides funding for the expenses necessary to install and maintain a course of training and instructing eligible persons in the operation of motor vehicles. Each LEA must serve all students enrolled in a public or private high school (including charter schools) within the LEA boundaries who have not previously enrolled in the program. All available funds are distributed to LEAs based \$194.34 per ninth grade ADM, including private, charter and federal schools.

Career Technical Education – Months of Employment (PRC 013)

\$20,752,900

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

Career Technical Education – Program Support Funds (PRC 014)

\$961,674

Allotment provides funding to assist LEAs in expanding, improving, modernizing, and developing quality vocational education programs. Each LEA is eligible for a base amount of \$10,000. Remaining funds are distributed based on \$33.10 per allotted ADM in grades 8-12.

School Technology Fund (PRC 015)

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

State Public School Fund 2017-18 Budget

Allotment Explanations



Summer Reading Camps (PRC 016)

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

Program Enhancement Foreign Exchange (PRC 020)

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

Disadvantaged Student Supplemental Funding (PRC 024)

\$2,532,733

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

Indian Gaming Fund (PRC 025)

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

Teacher Assistants (PRC 027)

\$16,600,604

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

Behavioral Support (PRC 029)

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

Children with Special Needs (PRC 032)

\$40,153,151

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

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

Funds for Community Residential Centers and Developmental Day Centers are allotted in PRC 063, Children with Disabilities – Special Funds. Allotment is based on Children with Disabilities headcount, ages 5-21. \$4,093.14 per funded child count. Child count is comprised of the lesser of the April 1 handicapped child count or 12.5% of the allotted ADM. For Pre-K, each LEA receives a base of \$62,368 and the remainder is distributed based on December 1 headcount child count of ages 3, 4, and Pre-K 5 at \$3,255.52 per child.

Academically/Intellectually Gifted (PRC 034)

\$3,784,810

Funds allocated for academically or intellectually gifted students may be used only (1) for academically or intellectually gifted students; (2) to implement the plan developed under G.S. 115C-150.7; (3) for children with special needs; or (4) in accordance with an accepted school improvement plan, for any purpose so long as that school demonstrates it is providing appropriate services to academically or intellectually gifted students assigned to that school in accordance with the local plan developed under G.S. 115C-150.7. Funds cannot be used for Special

State Public School Fund 2017-18 Budget Allotment Explanations



Needs, unless moved with an ABC transfer. Each LEA receives \$1,310.82 per child for 4% of their allotted ADM, regardless of the number of children identified as academically or intellectually gifted in the LEA.

Limited English Proficiency (LEP) (PRC 054)

\$4,096,430

Allotment provides additional funding to LEAs and Charter Schools with students who have limited proficiency in English. Each LEA will receive a base of a teacher assistant (\$32,804) and the remainder is based 50% on the number of LEP students (\$396.18) and 50% on a LEA's concentration of LEP students (\$4,340.92).

Learn and Earn (PRC 055)

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

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

Transportation of Pupils (PRC 056)

\$23,864,528

Allotment provides funding for all transportation related expenses for "yellow bus" use for eligible school age (K-12) students for travel to and from school and between schools. Examples of these expenses are contract transportation, transportation personnel (other than director, supervisor and coordinator), bus drivers' salaries, benefits, fuel and other costs as defined in the Uniform Chart of Accounts. Allotment is based on a "budget rating" funding formula using the following factors: pupils

transported; total eligible operating expenditures (local and state funds); number of buses operated. The initial allotment shall consist of a portion of the projected final allotment. The initial allotment will be adjusted within available funds, by December 1. This adjustment is derived from establishing a final budget rating, calculated annually from the three factors cited above.

Classroom Materials/Instructional Supplies and Equipment (PRC 061)

\$2,198,196

Allotment provides funds for instructional materials and supplies, instructional equipment and testing support. Funds for instructional materials, supplies and equipment are distributed based on \$30.05 per allotted ADM. Funds for each student to take the Preliminary Scholastic Aptitude Test (PSAT) are allotted based on \$2.69 per allotted ADM in grades 8 and 9.

Assistant Principal Intern (PRC 066)

Assistant Principal Intern - MSA (PRC 067)

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

Alternative Schools (PRC 068)

\$554,283

Expenditures for alternative schools funded from At Risk Student Services (PRC 069)

State Public School Fund 2017-18 Budget Allotment Explanations



At-Risk Student Services (PRC 069)

\$14,117,476

Allotment provides funding to identify students likely to drop out and to provide special alternative instructional programs for these at-risk students. Also provides funding for summer school instruction and transportation, remediation, alcohol and drug prevention, early intervention, safe schools and preschool screening. These funds may not be used to supplant dropout prevention programs funded from other state and federal sources. Each LEA receives the dollar equivalent of one resource officer (\$37,838) per high school. Of the remaining funds, fifty-percent is distributed based on ADM (\$88.93 per ADM) and fifty-percent is distributed based on number of poor children, per the federal Title 1 Low Income poverty data (\$347.68 per poor child). Each LEA receives a minimum of the dollar equivalent of two teachers and two instructional support personnel, including benefits (\$263,716).

School Connectivity (PRC 073)

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

mClass Reading 3d (PRC 085)

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

Special Position Allotment (PRC 096)

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

State Textbook Account (PRC 130)

\$2,505,519

Allotment provides funding for the purchase of textbooks. Funds for Textbooks are distributed based on allotted ADM (\$41.29 per ADM) in grades K-12.



**Local Current Expense Fund 2017-18 Budget
Expenditures/Uses by Object Codes**



Description	(A)	(B)	(C)	(D)	(E)	(F)
	Audited 2014-15	Audited 2015-16	Budget ¹ 2016-17	Budget Request 2017-18	Dollar Change (D-C)	Percent Change (E/C)
Salaries	\$ 93,538,651	\$ 91,283,552	\$ 92,568,327	\$ 93,573,633	1,005,306	1.09%
Employee Benefits	30,427,685	32,730,736	30,899,501	33,258,103	2,358,602	7.63%
Purchased Services	35,126,144	36,699,848	39,618,658	41,617,324	1,998,666	5.04%
Supplies & Materials	13,629,050	11,865,627	14,938,643	15,207,315	268,672	1.80%
Capital Outlay	163,586	147,396	38,910	38,911	1	0.00%
Transfers	10,620,128	12,713,436	14,807,024	18,590,985	3,783,961	25.56%
Total Expenditures/Uses	\$ 183,505,244	\$ 185,440,595	\$ 192,871,063	\$ 202,286,271	\$ 9,415,208	4.88%

¹ As amended @12/31/16.

Local Current Expense Fund 2016-17 Budget Expenditures/Uses by Purpose Function Codes



Purpose Function Code	Description	(A) Audited 2014-15	(B) Audited 2014-16	(C) Budget ¹ 2016-17	(D) Budget Request 2017-18	(E) Dollar Change (D-C)	(F) Percent Change (E/C)
5000	Instructional Programs						
5100	Regular Instructional Services	\$ 56,305,429	\$ 57,474,276	\$ 56,644,027	\$ 58,029,853	\$ 1,385,826	2.45%
5200	Special Populations Services	9,918,370	12,124,015	8,879,943	8,981,684	\$ 101,741	1.15%
5300	Alternative Programs and Services	4,082,993	3,423,506	3,661,320	4,461,638	\$ 800,318	21.86%
5400	School Leadership Services	15,882,153	14,703,750	16,654,940	17,290,742	\$ 635,802	3.82%
5500	Co-Curricular Services	4,246,494	4,449,355	4,511,249	4,566,867	\$ 55,618	1.23%
5800	School-Based Support Services	14,093,058	13,605,486	14,865,401	15,037,033	\$ 171,632	1.15%
	Subtotal Instructional Programs (5000)	104,528,497	105,780,388	105,216,880	108,367,817	3,150,937	2.99%
6000	Systemwide Support Services						
6100	Support & Development Services	3,304,562	3,572,102	2,918,320	3,559,288	\$ 640,968	21.96%
6200	Special Populations Support & Development Services	1,921,212	2,078,264	1,267,702	1,292,142	\$ 24,440	1.93%
6300	Alternative Programs & Services Support & Development Services	170,651	223,645	225,200	364,643	\$ 139,443	61.92%
6400	Technology Support Services	8,062,987	8,284,600	7,890,359	8,347,590	\$ 457,231	5.79%
6500	Operational Support Services	42,504,695	41,333,074	47,796,138	47,890,612	\$ 94,474	0.20%
6600	Financial & Human Resource Services	6,331,060	5,436,651	6,584,030	7,031,643	\$ 447,613	6.80%
6700	Accountability Services	1,264,480	1,378,380	1,267,774	1,295,473	\$ 27,699	2.18%
6800	Systemwide Pupil Support Services	960,590	1,041,774	900,112	1,420,224	\$ 520,112	57.78%
6900	Policy, Leadership & Public Relations Services	3,804,975	3,556,567	3,973,400	4,101,567	\$ 128,167	3.23%
	Subtotal Supporting Services (6000)	68,325,212	66,905,057	72,823,035	75,303,182	2,480,147	3.41%

Local Current Expense Fund 2016-17 Budget Expenditures/Uses by Purpose Function Codes



Purpose Function Code	Description	(A) Audited 2014-15	(B) Audited 2015-16	(C) Budget ¹ 2016-17	(D) Budget Request 2017-18	(E) Dollar Change (D-C)	(F) Percent Change (E/C)
7000	Ancillary Services						
7100	Community Services	11,697	4,833	12,250	12,250	\$ -	0.00%
7200	Nutrition Services	19,711	36,870	12,875	12,037	\$ (838)	-6.51%
		_____	_____	_____	_____	_____	_____
	Subtotal Community Services (7000)	31,408	41,703	25,125	24,287	(838)	-3.34%
		_____	_____	_____	_____	_____	_____
8000	Non-Programmed Charges						
8100	Payments to Other Govt. Units and Indirect Cost Assessments	10,586,929	12,601,601	14,682,024	18,465,985	\$ 3,783,961	25.77%
8400	Interfund Transfers	33,198	111,835	125,000	125,000	\$ -	0.00%
	Subtotal Non-Programmed Charges (8000)	10,620,127	12,713,436	14,807,024	18,590,985	3,783,961	25.56%
		_____	_____	_____	_____	_____	_____
	Total Expenditures/Uses	\$ 183,505,244	\$ 185,440,595	\$ 192,871,063	\$ 202,286,271	\$ 9,415,208	4.88%

¹ As amended @12/31/16.

Federal Grant Fund 2017-18 Budget Summary/Analysis of Revenues/Sources and Expenditures/Uses



PRC	Program	(A)	(B)	(C)	(D)	(E)	(F)
		Audited 2014-15	Audited 2015-16	Budget ¹ 2016-17	Budget Request 2017-18	Dollar Change (D-C)	Percent Change (E/C)
017	Career Technical Education - Program Improvement	\$ 936,995	\$ 1,066,923	\$ 1,019,458	\$ 1,019,458	\$ -	0.00%
026	McKinney-Vento – Homeless Assistance Act	36,224	80,052	110,711	-	(110,711)	-100.00% ²
049	IDEA VI-B Pre-School	374,158	341,417	292,161	292,161	-	0.00%
050	ESEA Title I –Basic Program	24,624,350	23,991,898	35,988,300	24,578,613	(11,409,687)	-31.70% ³
053	Child Nutrition Equipment	-	-	46,113	-	(46,113)	-100.00%
058	CT Capacity Building	3,000	(50)	-	-	-	-
060	IDEA Title VI-B	14,282,723	13,902,960	20,918,833	14,960,265	(5,958,568)	-28.48% ³
082	State Improvement Grant	14,480	43	18,564	-	(18,564)	-100.00% ²
100	Reward School Mini-Grants	(896)	896	-	-	-	-
103	Title II - Improving Teacher Quality	2,053,265	1,697,834	2,952,923	1,963,615	(989,308)	-33.50% ³
104	Title III - Language Acquisition	663,132	656,667	1,690,685	798,699	(891,986)	-52.76% ³
105	Title I - School Improvement	1,016,354	182,624	1,452,263	-	(1,452,263)	-100.00% ²
111	Title III - Language Acquisition - Significant Increase	-	82,214	148,328	65,211	(83,117)	-56.04% ³
114	Children with Disabilities - Risk Pool	282,052	210,120	-	-	-	-
117	ESEA Title I School Improvement	799,283	344,630	79,054	-	(79,054)	-100.00% ²
118	IDEA-VI-B Special Needs Targeted Assistance	119,024	224,236	103,337	-	(103,337)	-100.00% ²

Federal Grant Fund 2017-18 Budget Summary/Analysis of Revenues/Sources and Expenditures/Uses



PRC	Program	(A)	(B)	(C)	(D)	(E)	(F)
		Audited 2014-15	Audited 2015-16	Budget ¹ 2016-17	Budget Request 2016-17	Dollar Change (D-C)	Percent Change (E/C)
119	IDEA-Targeted Assistance for Preschool Grant	4,086	3,183	67,293	-	(67,293)	-100.00%
143	ARRA - School Improvement 1003 (G)	879,488	-	-	-	-	-
154	Governor's Teacher Network	345,237	-	-	-	-	-
156	Race to the Top ARRA	(21,142)	-	-	-	-	-
158	Race to the Top Recruitment Incentive	282,996	-	-	-	-	-
159	Race to the Top STEM	40,218	-	-	-	-	-
	Total(s)	\$ 46,735,027	\$ 42,785,647	\$ 64,888,024	\$ 43,678,022	\$ (21,210,002)	-32.69%

¹ As amended @ 12/31/16.

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

³ 2017-18 budget will be amended to reflect carryover amounts after June 30,2017.

Federal Grant Fund 2017-18 Budget Grant Descriptions



Career Technical Education – Program Improvement

Grant (PRC 017)

\$1,019,458

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

Career Technical Education – Federal Tech Prep Grant (PRC 023)

Funds are provided to guide students into a course of study leading from high school preparation to the Associate Degree from local community colleges. (Grant term = 12 months; grant type = state plan)

McKinney-Vento – Homeless Assistance Act

(PRC 026)

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

Title IV - Safe and Drug-Free Schools and Communities Grant (PRC 048)

Funds are provided to prevent violence and to implement prevention, early identification, intervention drug programs and safe schools. (Grant term = 27 months; project period = 12 months; grant type = state application)

IDEA VI-B Pre-School Grant (PRC 049)

\$292,161

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

three through five. (Grant term = 27 months; project period = 27 months; grant type = state plan)

ESEA Title I –Basic Program Grant (PRC 050)

\$24,578,613

Provides financial assistance through State educational agencies (SEAs) to local educational agencies (LEAs) and public schools with high numbers or percentages of poor children to help ensure that all children meet challenging State academic content and student academic achievement standards.

Child Nutrition Equipment (PRC 053)

A one-time United States Department of Agriculture appropriation to assist Child Nutrition Programs in purchasing equipment that will be used in the preparation and service of school meals.

IDEA Title VI-B Grant (PRC 060)

\$14,960,265

Funds to assist local education agencies in providing special education and related services to children with disabilities ages 3 through 21.

IDEA VI-B Children with Disabilities – Targeted Assistance (PRC 070)

Coordinated Early Intervening Services (CEIS) is used to develop and implement coordinated, early intervening services, which may include interagency financing structures, for students in kindergarten through grade 12 (with a particular emphasis on students in kindergarten through grade 3) who have not been identified as needing special education or related services but who need additional academic and behavioral support to succeed in a general education environment. IDEA federal regulations mandates 15% of an LEA, charter school, or state-operated program's total annual IDEA allocation (PRC 049 and 060) is set-aside for any LEA, charter school or state-operated program with significant disproportionality based on race and ethnicity with respect to the identification of children with disabilities including particular impairment; the placement in particular educational settings of children; and the incidence, duration and types of

Federal Grant Fund 2017-18 Budget Grant Descriptions



disciplinary actions, including suspension and expulsions.

State Improvement Plan (PRC 082)

State Improvement Grant - Funds support the implementation of researched-based practices in reading/writing and/or mathematics using sites and centers established by grant recipients .

Rewards School Mini-Grants (PRC 100)

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

Title II - Improving Teacher Quality (PRC 103)

\$1,963,615

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

Title III - Language Acquisition Grant (PRC 104)

\$798,699

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

ESEA Title I – School Improvement Grant (PRC 105)

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

Education Technology - Formula (PRC 107)

This grant provides funds to improve student academic achievement through the use of technology in schools; to assist all students in becoming technologically literate by the end of eighth grade; and to encourage the effective integration technology with teacher training and curriculum development to establish successful research-based

instructional methods. (Grant term = 27 months; grant type = 50% formula, 50% competitive)

Title III - Language Acquisition Grant – Significant Increase (PRC 111)

\$65,211

Children with Disabilities – Risk Pool (PRC 114)

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

ESEA Title I School Improvement (PRC 117)

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

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

The purposes of the Individuals with Disabilities Education Act (IDEA) are to: (1) ensure that all children with disabilities have available to them a free appropriate public education which emphasizes special education and related services designed to meet their unique needs; (2) ensure that the rights of children with disabilities and their parents or guardians are protected; (3) assist States, localities, educational service agencies and Federal agencies to provide for the education of all children with

Federal Grant Fund 2017-18 Budget Grant Descriptions



disabilities; and (4) assess and ensure the effectiveness of efforts to educate children with disabilities. The Assistance for Education of All Children with Disabilities Program (IDEA, Part B) provides grants to States, and through them to LEAs, to assist them in meeting these purposes. (Grant term = 27 months; project period = 27 months; grant type = state plan)

IDEA Targeted Assistance for Pre-School (PRC 119)

The Individuals with Disabilities Education Act 2004 provides funds to local education agencies specific areas of need for students with disabilities. These targeted areas include professional development and support around activities to improve Child Find programs, early childhood transitions, early childhood outcomes, and improving preschool LRE opportunities for handicapped preschoolers.

ARRA – Title I (PRC 141)

Funds are provided to supplement schools with an especially high concentration of children from low-income families. The U.S. Department of Education determines the district's allotment and grants funds based on the weighted child count. (Grant term = 27 months; grant type = formula)

ARRA – School Improvement 1003 (PRC 143)

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

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

To recognize and reward teachers who can help advance Race to the Top (RttT)-funded educational remodeling efforts across the state.

ARRA – Race to the Top (PRC 156)

Funds provided under the American Recovery and Reinvestment Act (ARRA) to create comprehensive strategies for addressing four key areas of reform that

drive school improvement: adopting international benchmarked standards and assessments that prepare students for success in college and workplace; recruiting, developing, retaining and rewarding effective teachers and principals; building data systems that measure student success and inform teachers and principals how they can improve their practices; turning around the lowest-performing schools. North Carolina is one of only 12 recipients nationwide

Race to the Top Recruitment Incentive (PRC 158)

In accordance with North Carolina's Race to the Top (RttT) Grant, an incentive award will be distributed as compensation to certified personnel in lowest-achieving schools that meet performance criteria.

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

Grant Types:

Direct

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

State Application

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

State Plan

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

Competitive

The State Board approves the application and selection processes.

***Capital Outlay Fund 2017-18 Budget
Summary/Analysis of Revenues/Sources***



Revenues/Sources	(A)	(B)	(C)	(D)	(E)	(F)
	Audited 2014-15	Audited 2015-16	Budget ¹ 2016-17	Budget Request 2017-18	Dollar Change (D-C)	Percent Change (E/C)
Public School Building Capital Fund	\$ -	\$ 3,194	\$ 563,656	\$ -	\$ (563,656)	-100.00% ²
Lottery Distribution	-	-	60,064	-	(60,064)	-100.00% ²
LEA Purchase of School Buses	1,918,004	1,120,332	2,367,396	-	(2,367,396)	-100.00% ²
County Appropriation	5,177,295	4,627,672	17,973,545	10,000,000	(7,973,545)	-44.36% ²
Insurance Proceeds	3,545	827,286	3,671,007	-	(3,671,007)	-100.00% ²
County Bond Proceeds	19,006,703	21,412,580	97,675,964	-	(97,675,964)	-100.00%
QSCB Bonds (ARRA)	8,111,864	-	-	-	-	0.00%
Total Revenues/Sources	\$ 34,217,411	\$ 27,991,064	\$ 122,311,632	\$ 10,000,000	\$ (112,311,632)	-91.82%

¹ As amended @12/31/16

² 2017-18 budget will be amended to reflect carryover amount after June 30, 2017

**Capital Outlay Fund 2017-18 Budget Summary/Analysis of
Expenditures/Uses by Purpose Function Codes/Categories**



	(A)	(B)	(C)	(D)	(E)	(F)
	Audited 2014-15	Audited 2015-16	Budget ¹ 2016-17	Budget Request 2017-18	Dollar Change (D-C)	Percent Change (E/C)
Regular Instructional Services	53,546	69,167	2,042,674	1,940,000	(102,674)	-5.03%
Alternative Programs and Services	10,946	-	659	-	(659)	-100.00%
Co-Curricular Services	87,309	69,000	74,268	60,000	(14,268)	-19.21%
Technology Support Services	-	-	-	-	-	0.00%
Operational Support Services	11,387,822	10,157,221	20,809,017	7,000,000	(13,809,017)	-66.36%
Financial & Human Resource Services	-	-	-	-	-	0.00%
Systemwide Pupil Support Services	1,115,389	716,939	2,641,011	1,000,000	(1,641,011)	-62.14%
Policy, Leadership & Public Relations Services	-	-	54,699	-	(54,699)	-100.00%
Payments to Other Governmental Units	-	-	1,744,700	-	(1,744,700)	-100.00%
Subtotal Regular Capital Outlay	12,655,012	11,012,327	27,367,028	10,000,000	(15,567,629)	-56.88%
Capital Improvement Plan (CIP) Projects	\$ 21,244,628	\$ 17,376,260	\$ 94,944,604	\$ -	\$ (94,944,604)	-100.00%
Total Capital Outlay	\$ 33,899,640	\$ 28,388,587	\$ 122,311,632	\$ 10,000,000	\$ (110,512,233)	-90.35%

¹ As amended @ 12/31/16

School Food Services Fund 2017-18 Budget Summary of Revenues and Expenditures



	(A)	(B)	(C)	(D)	(E)	(F)
	Audited 2014-15	Audited 2015-16	Budget ¹ 2016-17	Budget Request 2017-18	Dollar Change (D-C)	Percent Change (E/C)
Operating Revenues						
Food Sales	\$ 6,687,428	\$ 6,426,749	\$ 6,112,000	\$ 6,265,000	\$ 153,000	2.50%
Total operating revenues	\$ 6,687,428	\$ 6,426,749	\$ 6,112,000	\$ 6,265,000	\$ 153,000	2.50%
Operating Expenses						
Food costs						
Purchased food	\$ 17,746,001	\$ 17,550,184	\$ 18,530,000	\$ 19,030,000	\$ 500,000	2.70%
Donated commodities	2,085,508	2,396,871	-	-	-	0.00%
Salaries and benefits	16,452,313	17,503,101	16,069,250	16,649,350	580,100	3.61%
Materials and supplies	230,774	174,784	2,046,250	2,256,250	210,000	10.26%
Repairs and maintenance					-	0.00%
Equipment Acquisitions	386,977	503,753	500,000	500,000	-	0.00%
Contracted services	374,038	427,028	413,170	645,700	232,530	56.28%
Capital outlay	-	-	536,022	591,022	55,000	10.26%
Indirect costs	1,920,475	2,236,606	1,900,000	2,200,000	300,000	15.79%
Other	893,362	761,363	-	-	-	0.00%
Total operating expense	\$ 40,089,448	\$ 41,553,690	\$ 39,994,692	\$ 41,872,322	\$ 1,877,630	4.69%
Operating loss	\$ (33,402,020)	\$ (35,126,941)	\$ (33,882,692)	\$ (35,607,322)	\$ (1,724,630)	5.09%
Non-Operating Revenues						
Federal reimbursements	31,279,259	33,392,018	30,850,000	32,440,000	1,590,000	5.15%
Federal commodities	2,085,508	2,396,871	3,018,192	3,151,822	133,630	4.43%
Interest revenue	1,097	12,689	14,500	15,500	1,000	6.90%
Indirect Cost Allocated					-	0.00%
Disposition of School Fixed Asset	-	-	-	-	-	0.00%
Other	126,340	47,899	-	-	-	0.00%
Total nonoperating revenues	\$ 33,492,204	\$ 35,849,477	\$ 33,882,692	\$ 35,607,322	\$ 1,724,630	5.09%
Excess of revenues under expenditures	90,184	722,536	-	-	-	-
Transfer from other fund	33,199	32,466	-	-	-	-
Capital contributions	390,041	19,000	-	-	-	-
Change in net assets	\$ 513,424	\$ 774,002	\$ -	\$ -	\$ -	-

¹ As amended @ 12/31/16

After School Care Enrichment (ACES) Fund 2017-18 Budget Summary of Revenues and Expenditures



	(A)	(B)	(C)	(D)	(E)	(F)
	Audited 2014-15	Audited 2015-16	Budget ¹ 2016-17	Budget Request 2017-18	Dollar Change (D-C)	Percent Change (E/C)
Operating Revenue						
After school enrichment fees	\$ 6,067,992	\$ 6,510,245	\$ 6,585,000	\$ 6,585,000	\$ -	0.00%
Other	60,028	45,362	2,500	2,500	\$ -	0.00%
Total operating revenues	\$ 6,128,020	\$ 6,555,607	\$ 6,587,500	\$ 6,587,500	\$ -	0.00%
Operating Expenses						
Purchased food	\$ 204,622	\$ 193,487	\$ 270,806	\$ 270,806	\$ -	0.00%
Salaries and benefits	5,407,087	5,679,553	5,913,992	5,913,992	\$ -	0.00%
Materials and supplies	295,673	267,835	316,249	316,249	\$ -	0.00%
Depreciation	-	-	-	-	\$ -	0.00%
Contracted services	57,016	63,814	227,086	227,086	\$ -	0.00%
Indirect costs	153,918	174,932	199,781	199,781	\$ -	0.00%
Other	82,278	75,824	-	-	\$ -	0.00%
Total operating expense	\$ 6,200,594	\$ 6,455,445	\$ 6,927,914	\$ 6,927,914	\$ -	0.00%
Operating loss	\$ (72,574)	\$ 100,162	\$ (340,414)	\$ (340,414)	\$ -	0.00%
Non-Operating Revenues						
Fund Balance Appropriated	\$ -	\$ -	\$ 340,414	\$ 340,414	\$ -	0.00%
Total nonoperating revenues	\$ -	\$ -	\$ 340,414	\$ 340,414	\$ -	0.00%
Excess of revenues over expenditures	\$ (72,574)	\$ 100,162	\$ -	\$ -	\$ -	0.00%

¹ As amended @ 12/31/16

Special Revenue Fund 2017-18 Budget Revenue/Sources



Revenues/Sources	(A)	(B)	(C)	(D)	(E)	(F)
	Audited 2014-15	Audited 2015-16	Budget ¹ 2016-17	Budget Request 2017-18	Dollar Change (D-C)	Percent Change (E/C)
ROTC	497,073	446,015	490,000	490,000	-	0.00%
Medicaid Administrative Claim (MAC) Outreach/Reimbursement Program	4,420,692	3,890,349	1,450,000	1,450,000	-	0.00%
Indian Education Grant	59,370	52,191	52,191	52,191	-	0.00%
Summer Instruction Grant	-	6,049	-	-	-	0.00%
Race to the Top	7,101,847	4,139,011	16,256,168	1,769,252	(14,486,916)	-89.12%
Partnerships in Character Education Grant	-	-	-	-	-	0.00%
Teacher Incentive Fund III	5,032,799	2,381,889	882,499	-	(882,499)	-100.00%
Teaching American History-Building Bridges	-	-	-	-	-	0.00%
Transition To Teaching Grant	49,962	-	-	-	-	0.00%
NASA Enhancing Earth System Grant	-	-	-	-	-	0.00%
Transition To Teaching Grant-STEM Academy	494,531	408,556	321,210	-	(321,210)	-100.00%
Tuition and Fees - Regular	-	-	62,126	62,126	-	0.00%
Singapore Math Pilot Program	40,073	28,733	52,636	-	(52,636)	-100.00%
NC Child Development Pre-K Grant	3,734,780	3,742,608	3,744,280	3,744,280	-	0.00%
Teacher of Year	150	-	11,042	-	(11,042)	-100.00%
School Impact Grant	57,765	106,198	-	-	-	0.00%
Communities in Schools Greensboro	62,814	97,360	-	-	-	0.00%

Special Revenue Fund 2017-18 Budget Revenue/Sources



Revenues/Sources	(A)	(B)	(C)	(D)	(E)	(F)
	Audited 2014-15	Audited 2015-16	Budget ¹ 2016-17	Budget Request 2017-18	Dollar Change (D-C)	Percent Change (E/C)
Time Warner Grant	61,870	60,550	60,451		(60,451)	-100.00%
Leadership Project	-	-	4,030		(4,030)	-100.00%
Character Education	58,319	45,312	121,260		(121,260)	-100.00%
Commitment to Excellence	160,710	128,268	66,790		(66,790)	-100.00%
Confucius Classroom Program	18,614	20,357	67,484		(67,484)	-100.00%
Other Restricted Donations	2,392,022	1,427,229	1,525,736		(1,525,736)	-100.00%
Sales Tax Refund	-	-	100,000	100,000	-	0.00%
Gas/Mileage - Activity Buses and Vans	-	-	19,055	19,055	-	0.00%
Miscellaneous - Parking Stickers	-	-	6,938	6,938	-	0.00%
Disposition of Fixed Assets	-	-	35,000	35,000	-	0.00%
Rental of School Property	-	-	39,332	39,332	-	0.00%
Miscellaneous Revenue	-	-	49,815	49,815	-	0.00%
Indirect Cost Allocated	-	-	3,039,588	3,039,588	-	0.00%
Total Revenues/Sources	\$27,719,284	\$20,762,822	\$28,457,631	\$10,857,577	\$ (17,600,054)	-61.85%

¹ As amended @ 12/31/16

A photograph of a cheerleader with curly hair, wearing a blue and white cheerleader outfit with a yellow bow in her hair. She is holding two large blue and gold pom-poms. The background shows a brick building and some trees.

SOAR TO GREATNESS

ANNUAL REPORT 2016



MISSION

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



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

CORE VALUES

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

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

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

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

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



2016

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Letter from Superintendent

Transitions offer a unique opportunity to examine deficits, enhance best practices, identify strengths and elevate an organization's vision.



What a joy it is to be a part of an important transition for Guilford County Schools – one that involves a powerful, collective push from being “good” to becoming “great.”

Over the past few months, I have spoken to many of our students, teachers, parents, staff members and community leaders and have been delighted to learn that we are not content with simply being good. Our district is committed to being among the few who dare for greatness!

I firmly believe in the power of the collective, and have assembled a Transition Team comprised of some of the most brilliant minds in the areas of student achievement, equity, talent development, organizational effectiveness and learning optimization. Our children deserve nothing less. Their challenges are nuanced, which requires that we implement solutions that are personalized and targeted so that every single child in Guilford County Schools has an opportunity to fulfill his or her potential.

Today, our schools fall on a spectrum, with some excelling beyond state and national standards, and others still struggling. The goal of our incoming school board, as it was with their predecessors, is to rally around every school, particularly those that are the most challenged, to find strategic and creative ways to meet the needs of our diverse staff, faculty and student body.

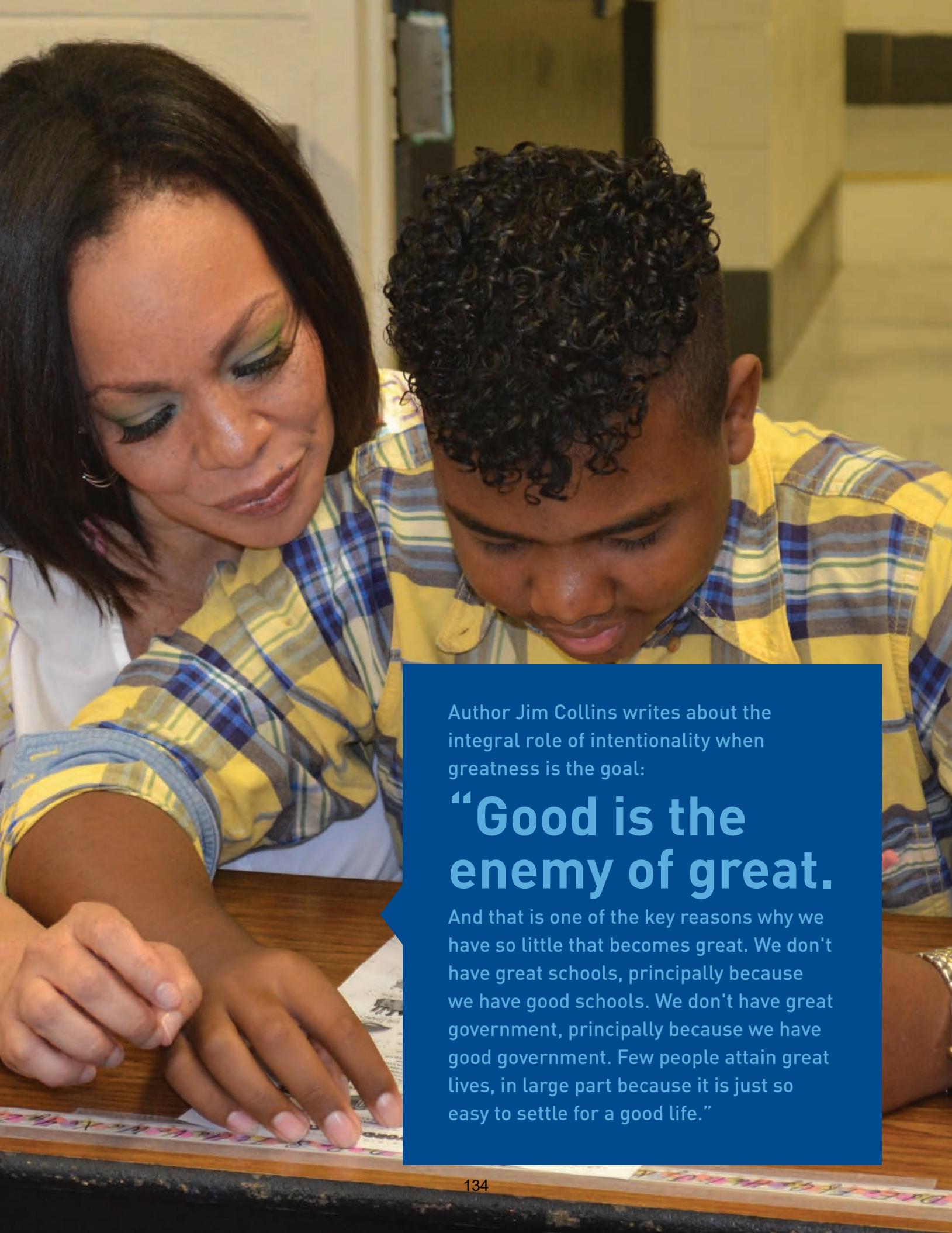
I could not be more pleased with this GCS team, as their willingness to grapple with our achievement gaps and to offer their expertise is precisely what is needed to foster Guilford County’s vision for a thriving educational community.

Our children’s futures are full of promise, and it is our job to educate and prepare them to be ushered into the world, fully equipped to contribute their strengths and talents in ways that are authentic, meaningful and profoundly fulfilling. We can do this by emphasizing the infinite possibilities available to them, and by providing them with the resources and support to pursue those possibilities. Our children need us to be “all in.”

Together, we can soar to greatness.

Sharon L. Contreras

Sharon L. Contreras, Ph.D.
Superintendent



Author Jim Collins writes about the integral role of intentionality when greatness is the goal:

“Good is the enemy of great.

And that is one of the key reasons why we have so little that becomes great. We don't have great schools, principally because we have good schools. We don't have great government, principally because we have good government. Few people attain great lives, in large part because it is just so easy to settle for a good life.”

GCS By The Numbers



STUDENTS

K-12 student count for 2016-17:

71,747

PreK-13 student count for 2016-17:

73,306

2016-17 student demographics (20th Day)

- American Indian - 0.42%
- Asian - 6.25%
- Black - 40.62%
- Hispanic - 15.15%
- Multi-Racial - 4.01%
- Pacific Islander - 0.15%
- White - 33.4%

Number of advanced learners:

13,792

Number of special education students:

10,733

Number of students who are homeless:

2,640

Student poverty rate:

62.3%

Number of languages/dialects spoken:

105

Top Five Foreign Languages Spoken:

Spanish, Arabic, Hindi, Vietnamese and Karen

Graduation rate (2016):

89.4%

TRANSPORTATION

597 buses

2,972 bus routes

39,713 stops made each day

51,970.95 miles traveled daily

700+ bus drivers



SCHOOL NUTRITION

5,476,044 breakfasts served in 2015-16, a 6.5% increase from 2014-2015

8,041,007 lunches served in 2015-16, a 1% increase

619,327 after-school snacks served, a 10% increase

40,546 breakfasts served this summer, a 72% increase from June/July 2015

92,174 lunches served this summer, a 34% increase

780 School Nutrition Services employees

EMPLOYEES AND SCHOOLS

Full-Time Personnel: **9,228**

Total personnel: **10,105**

Number of new teachers trained in summer 2016 through GCS Induction and Success: **342**

Number of AP courses offered: **30**

Number of magnet programs:

54 programs at 45 schools

Number of CTE courses:

187 courses at 50 schools

Number of minutes read through GCS

Reads 20 since 2014-15: **269,161,272+**



FACILITIES

340 school and administrative buildings

127 schools

12,287,138 square feet of facilities

48 cents per square foot funding for maintenance

7 current HVAC projects

30,000 completed work orders in 2015-16

51 years: average age of district buildings



TECHNOLOGY

26,000 desktop computers

18,000 tablets (PACE 1:1)

5,000 lap tops

11,000 phones

1,700 mounted projectors

4,700 TVs

35,000 help desk tickets processed each year

(Numbers are approximate.)

Guilford County Quick Facts

517,600

residents

\$45,050

median household
income

17.3%

persons below
poverty level

12.7%

language other
than English
spoken at home

33.7%

bachelor's degree
or higher

645.70

land in
square miles

11

cities and towns

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

Personalized Learning

**“You’ll be on your way up!
You’ll be seeing great
sights! You’ll join the high
fliers who soar to high
heights!” Dr. Seuss**

In Guilford County Schools, leaders and teachers strive to create a personalized learning experience for every child. We honor the diversity of our students, including the varied ways and rates at which they learn by crafting lessons that lead students down individualized pathways to college and career readiness. From a 6th grade math teacher working with students to track their own learning progressions to a high school biology teacher guiding her students in conducting research on the brain, our students are expanding their knowledge and future opportunities.

More than one-third of our seniors graduate having already passed one Advanced Placement, IB or college level course. Seniors graduate with industry standard certifications that allow them to immediately move into well-paying jobs. Almost 90% of our students graduate on time, having completed a personalized journey that prepared them for an exciting future. More than ever before, a Guilford County Schools education is a gateway to success.



Record-breaking Graduation Season

GCS celebrated another record-breaking graduation season with an 89.4 percent graduation rate, 11 schools with graduation rates at 100 percent, six others with a graduation rate of 95 percent or higher, and students leaving GCS with offers of more than \$160.8 million in scholarships, not including the last-dollar tuition scholarships offered by Say Yes to Education Guilford.

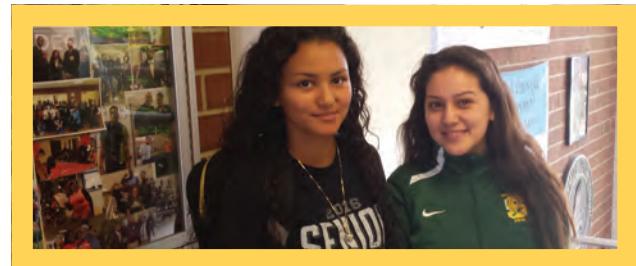


Before leaving GCS, many students thanked the district for preparing them to succeed as they move from classroom to college, career and life.

Salutatorian **Johnny Powell** and **Emmanuel Kelly** both set off for Harvard University after graduating from Southeast High in 2016. The two credit advanced placement courses for helping them grow as students and for helping them find their passions as they begin their college careers.



Daisy Arguello and **Wendy Dominguez** both came to GCS in middle school, without knowing English, but in 2016 they graduated from Smith High in the top 20 percent of their senior class. The two friends say the support and care of their teachers was critical in their success, particularly when applying to colleges since they both were the first high school graduates in their families.



SCHOOLS WITH 100% GRADUATION RATES

Academy at Central
Academy at Smith
Early College at Guilford
Middle College at Bennett
Middle College at GTCC-Greensboro
Middle College at GTCC-High Point

Middle College at N.C. A&T
Middle College at UNCG
Penn-Griffin School for the Arts
STEM Early College at N.C. A&T
Weaver Academy

SCHOOLS WITH 95% + GRADUATION RATES

Greensboro College Middle College (98.7)
Northern High (98.4)
Middle College at GTCC-Jamestown (97.4)
Northwest High (96.9)
Southwest High (95.5)
Southeast High (95.1)



The Early College at Guilford



Dudley High



Steven M. Cozart



Southern High FFA Horse Judging Team

SCHOOL RECOGNITIONS

- The Early College at Guilford was named a National Blue Ribbon School by the Department of Education.
- GCS had 14 high schools on the 2016 Washington Post's America's Most Challenging High Schools list. GCS schools also took 3 of the top 10 spots in the state; The Early College at Guilford made the paper's Public Eilte list.
- Three high schools among the top 10 in the state are on the U.S. News and World Report 2016 Best High Schools list and 12 schools recognized overall.
- Six high schools completed the 2015-16 school year ejection free in all sports (Ben L Smith, Eastern, Grimsley, Northeast, Southern, and Southwest)
- Dudley High won the state 4A football championship.
- National Schools of Character: Brooks Global Studies, Oak Hill Elementary and Southeast High
- State Schools of Character: Haynes-Inman Education Center, Oak Hill Elementary and Southeast High
- Kiyoshi Carter, Western High, was named one of School Band and Orchestra Magazine's 50 Directors Who Make a Difference.
- John Phillips, Brooks Global Studies, was named the N.C. Science, Mathematics and Technology Education Center's Outstanding K-8 Educator.
- Fabian Reid, eighth-grade math teacher at Northeast Middle, was recognized as one of the most creative teachers in the country by The Henry Ford Teacher Innovator Awards.
- Steven M. Cozart, visual arts teacher at Weaver Academy, received the 2016 Dorothea Lange-Paul Taylor Prize from the Center for Documentary Studies at Duke University.
- Montlieu Academy of Technology, the district's first one-to-one technology school, was named an Apple Distinguished School, becoming one of approximately 200 schools across the country.
- Dudley High received the Hubert B. Humphrey Jr. Award, given annually for the most improved school, from the Z. Smith Reynolds Foundation.
- Northwest High students took fourth place in the North Carolina Association for Scholastic Activities Art Showcase. Winning students are: Savannah Raines (drawing), Ian Mayes (painting), Mary Frank (collage), Luke Johnson (computer-generated), Christian Pierce (sculpture), Kendall Balton (photography), Raymond Kim (mixed media) and Nathan Royall (printmaking).
- The Southern High FFA Horse Judging Team received a silver emblem plaque at the National FFA Competition in Indianapolis, Ind., in October. The National FFA Horse Evaluation is a competitive event that tests students' ability to select and evaluate horses. Team members are: Dominick Griffin, Amilia Schimmel, Abby Bruce (2016 graduate) and Michaela Green (2016 graduate).

INCREASES IN SCHOOL GROWTH

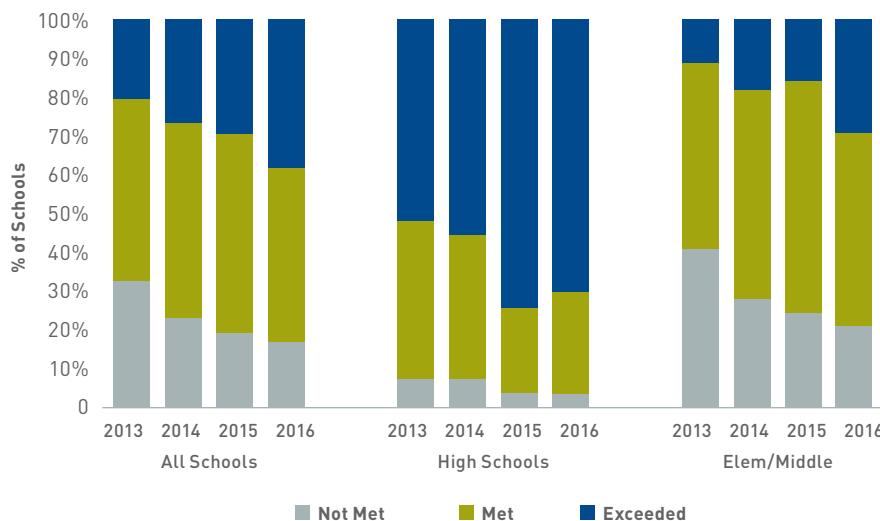
Nearly 83% of all GCS schools met or exceeded expected growth in 2016.

- Up from 80% of GCS schools in 2015
- 73.6% of all schools in North Carolina met or exceeded growth
- Percentage of GCS schools that exceeded growth increased from 29.1% in 2015 to 38.5% in 2016

Expected Growth is roughly the equivalent to a year's worth of growth/learning for a year of instruction.

- Meeting expected growth means students learned about a year's worth of information
- Exceeding expected growth means they learned more than a year's worth.

GCS School Growth from 2013 to 2016



COOL TO BE SMART

A celebration of students passing a combination of at least five AP or IB exams or five qualifying college courses with a B or above while in high school.

5,541

Total Students Potentially Eligible

778

Total Students Who Met Criteria

12.4%

Increased from 659 qualifiers from the class of 2015 (out of 5,320)

203

Students from the class of 2016 passed 10 or more AP/IB exams or qualifying college courses (compared to 189 in 2015 and 170 in 2014)

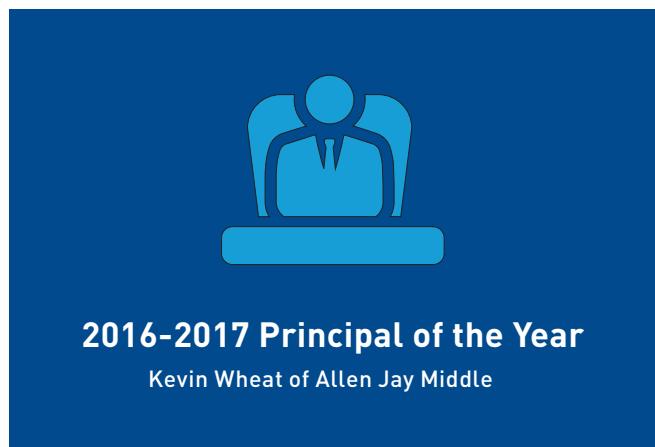
**GCS:
A GATEWAY
TO SUCCESS**

45
magnet and choice
schools with 54
programs

Students can study
Science, Technology,
Engineering and
Mathematics

(STEM),
aviation, Spanish
immersion, health
sciences, Montessori
and more

187
Career and
Technical
Education (CTE)
courses in
50 schools



Rookie Teacher of the Year: [Amanda Pickett, Sternberger Elementary](#)
The Rosalyn Tanner Orr Mentor of the Year: [Brandy Robinson-Laws, Andrews High](#)

EMPLOYEES OF THE MONTH

January 2016 – [Bernadette Darby](#)
 February 2016 – [Daniel Ivers](#)
 March 2016 – [Tammy White](#)
 April 2016 – [Ann Brooks](#)

May 2016 – [Kristie Altvater](#)
 June 2016 – [Shannon Wicker](#)
 July 2016 – [Julie Kimsey](#)
 August 2016 – [Sharon McCleese](#)

September 2016 – [Del Pickard](#)
 October 2016 – [LaToya Murphy](#)
 November 2016 – [Todd Moore](#)
 December 2016 – [Ken Bailey](#)

CTE
 programs include
 Cisco Security, Computer
 Programming Engineering &
 Design, Automotive Technology,
 Animal Science Horticulture,
 Health Science, Early Childhood
 Education, Culinary Arts &
 Hospitality and many more.

2
 nationally
 recognized visual
 and performing-arts
 high schools

30
 different Advanced
 Placement (AP) courses
 offered districtwide

Challenging
 International
 Baccalaureate
(IB)
 programs at four
 GCS high schools

Academic Goals

STRATEGIC PLAN 2016 GOAL TRACKING

Academic Area		Target Goal	Baseline 2012-13	Performance 2013-14	Performance 2014-15	Performance 2015-16	Status as of 11/1/2016
I.A	Increase the percentage of students who graduate from high school in four years from 84.5 to 90 percent as measured by the North Carolina cohort graduation rate method.	90.0%	86.2%	88.5%	89.3%	89.4%	●
I.B	Increase the percentage of students who perform at proficient and advanced levels on State End of Grade Reading (EOG) and Math tests, grades 3-8, and Science tests, grades 5 and 8. [2013-14 is baseline.]						
	Proficient Level:						
	Reading Grades 3-8 GLP Proficiency	66.5%		52.1%	51.6%	52.0%	●
	Math Grades 3-8 GLP Proficiency	64.6%		49.2%	48.5%	50.6%	●
	Science Grades 5 & 8 GLP Proficiency	69.2%		60.3%	62.5%	67.3%	●
	Advanced Level:						
	Reading Grades 3-8 CCR Proficiency	58.8%		41.4%	41.0%	41.8%	●
	Math Grades 3-8 CCR Proficiency	59.1%		41.3%	40.6%	43.4%	●
	Science Grades 5 & 8 CCR Proficiency	61.6%		49.7%	53.4%	57.9%	●
I.C	Increase the percentage of high school students who perform at proficient and advanced levels on the composite Biology, Algebra I and English II End of Course tests. [2013-14 is baseline.]						
	Proficient Level:						
	Biology GLP Proficiency	69.0%		56.3%	53.3%	54.1%	●
	Math I GLP Proficiency	68.0%		60.0%	62.2%	62.8%	●
	English II GLP Proficiency	72.5%		61.8%	58.8%	59.2%	●
	Advanced Level:						
	Biology CCR Proficiency	63.5%		48.3%	45.7%	46.3%	●
	Math I CCR Proficiency	62.6%		46.2%	51.9%	53.3%	●
	English II CCR Proficiency	66.0%		53.1%	49.5%	50.9%	●
I.D	Increase the percentage of graduating seniors who complete a CTE Concentration course of study.	42.6%	39.6%	31.7%	32.7%	30.3%	●
I.E	Increase the number of industry standard certifications, including WorkKeys certificates, earned annually by Career and Technical Education (CTE) graduating seniors by 5 percent from 3,190 in 2011-12 to 3,350 by 2015-16.	3,350	4,388	4,667	5,410	5,316	●
I.F	Increase the percentage of graduating seniors who have earned at least one college credit (through AP, IB or equivalent college courses) while in high school.	35.0%	31.4%	33.1%	34.7%	35.3%	●
I.F2	Increase the percentage of graduating seniors who earned a passing grade in at least one college course (passed an AP exam, passed an IB exam, or passed any college course with a D or better) while in high school.	36.8%	33.2%	35.0%	37.1%	37.6%	●

I.G	Increase the percentage of middle school students [disaggregated by sub-group] who are on-track for graduation as defined in GCS's Race to the Top-District grant application. [2013-14 is baseline.]	All Students	57.2%	45.29%	44.25%	43.56%	44.22%	●
	Asian Students	65.8%	55.24%	55.87%	54.50%	56.86%	●	●
	African-American Students	44.9%	29.33%	27.78%	28.00%	28.54%	●	●
	American Indian Students	50.1%	40.23%	35.00%	35.44%	25.00%	●	●
	Hispanic Students	50.2%	35.62%	34.96%	32.73%	35.39%	●	●
	Multi-Racial Students	57.1%	48.30%	45.66%	42.27%	41.43%	●	●
	White Students	71.7%	65.72%	61.14%	63.49%	64.17%	●	●
I.H	Increase the mean ACT composite score as measured by the state ACT administration during the 11th grade year from 18.0 to 20.0.	20.0	18.4	18.7	18.9	18.8	●	●
I.I	Increase the percentage of graduating seniors who meet the minimum entrance requirements for the University of North Carolina system.	69.2%	56.0%	57.2%	61.5%	60.9%	●	●
I.J	See Footnote #3							
I.K	Reduce gaps and disparities in performance between targeted subgroups on identified measures. [2013-14 is baseline.]	Reading 3-8 GLP Proficiency Gap: AA/W	-24.8		-36.2	-35.5	-35.5	●
	Math 3-8 GLP Proficiency Gap: AA/W	-26.0		-37.3	-36.9	-36.8	●	●
	EOC Composite GLP Proficiency Gap: AA/W	-24.9		-35.2	-30.3	-36.1	●	●

● Met/Exceeded 2016 Goal

● Not Met 2016 Goal but Made Good Progress - On Track to Meet Goal

● Not Met 2016 Goal but Made Some Progress

● Not Met 2016 Goal - Not on Track to Meet Goal

FOOTNOTES

1 GLP Proficiency [Grade-Level Proficiency] scores for 2013-14 and 2014-15 are based on Levels 3-5 on the new 5-level scale.

2 CCR Proficiency [College-and-Career-Ready Proficiency] scores for 2013-14 and 2014-15 are based on Levels 4 and 5 on the new 5-level scale.

3 Given the 12-2-2014 Guilford County Board of Education resolution requesting that the NC General Assembly repeal the legislation establishing School Performance Grades, the strategic goal I.J about improving performance grades has been removed from the strategic plan.

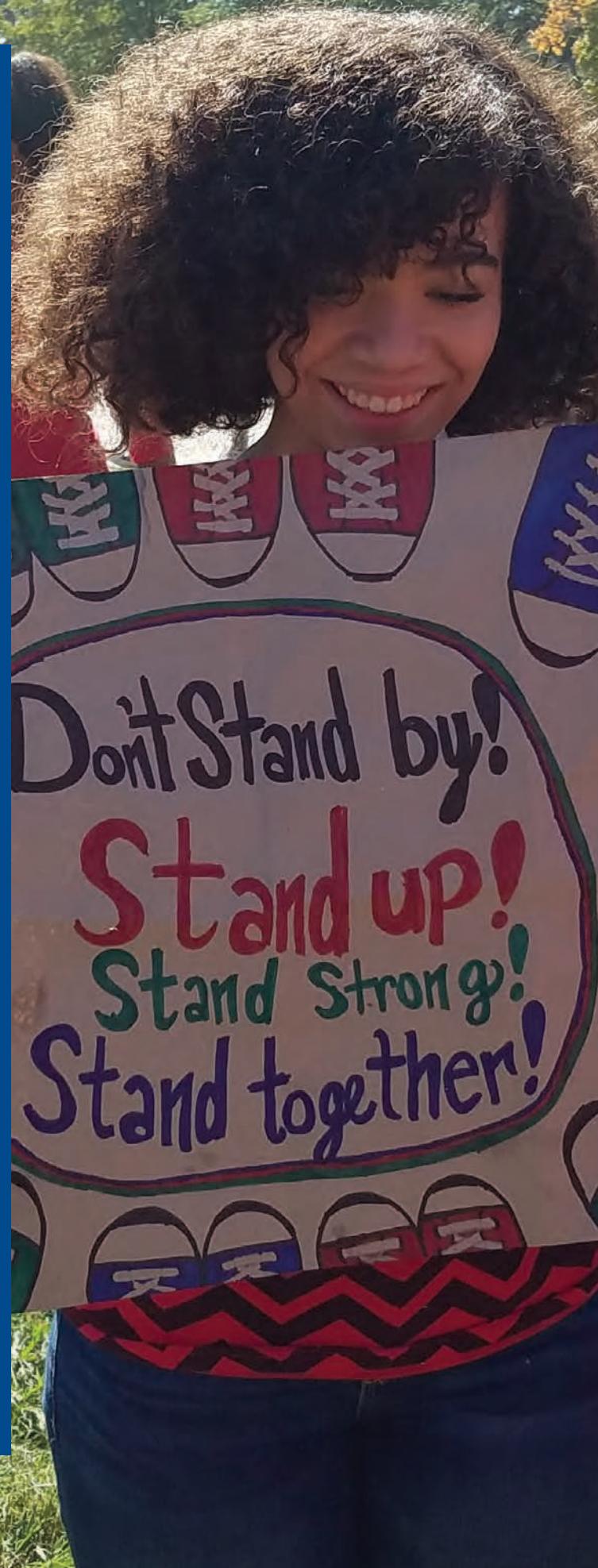


Character, Service and Safety

**“Refuse to be average.
Let your heart soar as high
as it will.” A.W. Tozer**

Responsibility. Respect. Kindness. Courage. Integrity. Self-Discipline. Perseverance. These are the ingredients that build students of strong character. These are the attributes of our students who dedicate hundreds of hours to volunteering at their schools and in their communities resulting in 26% of our seniors graduating with a GCS Service-Learning Exemplary Award or Diploma.

Student character is reflected in the daily actions of our student body creating a safer environment for teaching and learning. Over 85% of fourth graders reported feeling safe in their schools. Eighty percent of parents feel that their child's school is a safe place to learn. School suspensions have dropped by over 2,000 incidents per year. Guilford County Schools is a place where students, parents and employees can achieve their goal of graduating students with both intelligence and character.



Students and Staff Making a Difference



- **The GCS Character Development Team** led the district in a year-long service-learning experience to address food insecurity across the community. As a result, schools collected more than 17,000 pounds of canned goods and opened four new school food pantries across the district. Additionally, in June of 2016, Guilford County went from number 1 in the nation for food insecurity to number 9.
- **100 percent of the 57 ACES programs** provided opportunities for students to make a difference in their community through quality service-learning experiences
- The ACES Program received the Character.org Promising Practices Recognition for providing the College and Career Exploration Guest Reader Experience in all 57 ACES programs. ACES leaders presented the character-development components of this experience at the organization's national conference.
- **6 high schools completed the 2015-16 school year ejection free in all sports** (Smith, Eastern, Grimsley, Northeast, Southern and Southwest)
- **1,461 seniors received service-learning recognition**, which is equivalent to 26% of the graduating class, exceeding the 2016 Strategic Plan Goal.
- **GCS increased the number of State and National Schools of Character.** New State Schools of Character include Haynes-Inman Education Center, Oak Hill Elementary and Southeast High. Three additional schools received Honorable Mention recognition and three schools, Brooks Global Education Center, Oak Hill Elementary and Southeast High went on to be recognized as National Schools of Character by Character.org. To date, GCS has 10 State Schools of Character and seven National Schools of Character.
- Increased the number of GCS school programs recognized for innovative character education practices by Character.org. To date, **GCS has 65 Promising Practice winners**.
- The GCS Homeless Education Office hosted its **7th Annual Jump Start Summer Academic Program for students experiencing housing instability**. This camp focused on STEM-related learning activities with engaging field lessons and other healthy living learning experiences. High school students also used this as a leadership opportunity by serving as junior counselors. This year, 130 students attended, marking the highest attendance total to date. GCS serves approximately 2,640 homeless students.

COOL TO SERVE

A celebration of students who contributed at least 100 hours of servicing learning.

1,461

A record number of students contributed at least 100 hours of service to our community

814

More than half of that group, 814 students, received Service-Learning Diplomas for giving 250 hours or more of service

647

Students earned Service-Learning Exemplary Awards for giving at least 100 hours of service



This is the most service awards any class has earned since the program started in 2010

\$31 million

In the past six years, high school students have contributed more than 1.4 million hours of service, worth more than \$31 million dollars

338,669

Students this year completed 338,669 hours of service-learning, the most of any year since the program began

YEAR OF GIVING

FEBRUARY

GCS schools celebrated National Random Acts of Kindness week by hosting food drives for Backpack Beginnings. Schools collected more than 9,000 lbs. of food to start new food pantries at two GCS schools.

APRIL

Middle College at GTCC-Greensboro students filled and donated "snackpacks" to elementary school pantries to help combat food insecurity during the summer months.

JANUARY

EP Pearce Elementary students celebrated their successful fundraising campaign for the United Way. The school has raised more than \$10,000 for the United Way for the past three years, winning the organization's Spirit of North Carolina Award.

MARCH

Archer Elementary fifth-graders combined science and service when they cleaned up the stream near their school alongside students from UNC-Greensboro. Afterwards, students wrote a bio-essay to estimate the health of the stream.

MAY

DaJonae Stanback, a 5th grade student at Vandalia Elementary, used her birthday to raise money and host a "Thanksgiving 2.0" event to help feed the local homeless population.

SAFETY IS A PRIORITY

The School Safety Office is committed to providing safe schools for our students, parents and employees on a daily basis. We continue to monitor and assess opportunities for improvement. We also provide professional development training to ensure that in an emergency, staff are prepared to respond. We are committed to strengthening our partnership with our local law enforcement personnel and emergency responders, allowing for quick responses, coordinated efforts and enhanced communications.

- 100% installation of “Panic Alarms” at traditional schools
- 100% Safe School Plans received and reviewed
- 100% GCS schematic diagrams submitted to the North Carolina Emergency Management for future vetting with our local emergency responders
- Ensured professional development for principals, assistant principals and SROs (School Resource Officers) - Parent Student Reunification/ Critical Incident Training was conducted
- Coordinated Executive level ICS (Incident Command System) training for Cabinet personnel
- Coordinated and facilitated a countywide GCS administrators and emergency responders’ joint symposium. Members from the Riverview Garden School District in Ferguson, MO and Saint Louis University, disclosed lessons learned involving the civil unrest there.
- Coordinated and facilitated the 2016 annual joint SRO and Administrator luncheon. The theme for the symposium was “Creating a Common Vision for K-12 Security.”
- Streamlined the 2016-17 Crisis Management and Emergency Handbook to mitigate, prepare for and respond to a critical event

ALL STUDENTS CAN SUCCEED

Positive Behavior Interventions and Supports (PBIS) is a three-tiered process of providing instruction and support to promote the behavioral success of all students. This organization helps schools get the right supports to the right students and ensures that all students are supported.

In **Tier I**, all students are explicitly taught positive behavioral expectations organized under the district’s identified character traits and all teachers use a consistent approach to discipline. In **Tier II**, the school provides supplemental behavioral skill interventions usually in small groups to students who need it. In **Tier III**, student centered planning is used to develop customized interventions with frequent progress monitoring. There are 43 elementary schools, 11 middle schools and 2 high schools implementing supports in a tiered process.

JUNE

Allen Middle students spent the end of the year creating and giving soft pillows to residents of Woodland Place, an assisted living facility. The students continued the project into the summer break.

AUGUST

GCS expanded its service-learning initiative into middle schools this year. Supported by local Rotary Clubs, four pilot schools are engaging in lessons designed to develop skills that support classroom instruction and service-learning experiences.

OCTOBER

Northern High's freshman class volunteered for 10 service-learning projects around the community including, Kathleen Clay Library, Camp Carefree, Out of the Garden, Peacehaven Farms, McNair Elementary, Northern Elementary and more.

DECEMBER

Health Science students at Page High collected and wrapped bears for patients in Cone Health’s pediatric emergency department.

JULY

During the summer of 2016, 175 GCS leaders partnered with 14 community agencies through 70 service-learning experiences to increase community access to healthy nutritious meals. GCS leaders contributed over 700 hours of service which equates to \$15,029 of an economic impact. Since 2012, GCS has served over 3,687 hours of totaling an economic impact of \$83,939.

SEPTEMBER

GCS schools celebrated World Character Day with a variety of events recognizing the importance of developing character strengths such as resilience, kindness, grit, courage and integrity.

NOVEMBER

Shadybrook Elementary students collected hundreds of socks to donate to Open Door Ministries and as part of a care package for local shelters.

Operational and Organizational Goals

STRATEGIC PLAN 2016 GOAL TRACKING

Operational and Organizational Area		Target Goal	Baseline 2011-12	Performance 2012-13	Performance 2013-14	Performance 2014-15	Performance 2015-16	Status as of 11/1/2016
Character, Service and Safety								
II.A	Increase the percentage of graduating seniors who earn a Service-Learning Exemplary Award or Diploma from 16 to 25 percent.	25.0%	16.0%	15.1%	17.9%	21.4%	26.0%	●
II.C Increase student perception of safety in grades 4, 7, 9 and 11 as measured by annual student surveys.								
	Grade 4	70.0%	65.0%	60.0%	83.7%	86.7%	85.90%	●
	Grades 7, 9, & 11	83.0%	78.0%	74.0%	77.9%	78.7%	79.20%	●
II.D	Increase the percentage of students in grades 7, 9 and 11 who indicate their schools provide a caring and safe environment as measured by an annual student survey.	85.0%	81.0%	80.0%	78.2%	78.9%	79.0%	●
II.E Increase the percentage of parents and community members who indicate that GCS schools are safe as measured by an annual public opinion poll.								
	Parents	78.0%	75.0%	76.0%	83.0%	81.0%	80.0%	●
	Community Members	69.0%	64.0%	67.0%	70.0%	66.0%	66.0%	●
II.F	Decrease the number of out-of-school suspensions related to non-compliance (Rule No. 6) and discourteous acts (Rule No. 8) in the Student Code of Conduct by 10 percent as measured by the annual suspension report.	3,792	4,213	3,430	No reliable data due to PowerSchool issues	1,659	2,217	●
II.G	Decrease the number of overall out-of-school suspensions by 10 percent.	9,014	10,015	9,180	No reliable data due to PowerSchool issues	6,585	7,776	●

● Met/Exceeded 2016 Goal

● Not Met 2016 Goal but Made Good Progress - On Track to Meet Goal

● Not Met 2016 Goal but Made Some Progress

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Parents, Family and Community

“Believe in people, they fly for a day. Teach them to believe in themselves, they soar for a lifetime.”

A.D. Posey

Parents choose Guilford County Schools for the array of excellent school choices, academic programs and highly qualified teachers. Parents stay with Guilford County Schools because of the close partnerships we build with our families. Guilford Parent Academy engages our parents, families and community through workshops, special events, free online resources, conferences and more. This year, more than 36,000 family members participated in a Guilford Parent Academy experience.

Family and other community members engage in partnerships in other ways. Almost a half-million hours were logged by our community volunteers this year! Guest readers, tutors, field trip coordinators and classroom assistants all partner to support the success of our students. Local businesses, foundations and individual donors added to this support by pledging more than \$470,000 in charitable and in-kind donations directly to the district.

Additionally, significant donations were made to the Say Yes to Education initiative to ensure that all eligible graduating seniors receive last-dollar tuition scholarships to attend college. Our parents, families and community partner with our schools to help all students soar to greatness.

#GCSSoarToGreatness



Keeping Parents and the Community Informed & Engaged

Guilford Parent Academy (GPA) provides information and training on a variety of topics for parents, grandparents and family members caring for children and young people in Guilford County Schools. GPA also offers free 24-hour online tutoring for students and for moms and dads who need an academic refresher.

In its fifth year, GPA is designed to help parents help their children succeed at school and in life. GPA is leading the way for parent engagement and people are taking note on a local, state and national level. To date, when accounting for all programs and events completed since the start of GPA, participation totals exceed 120,000.

GPA has free online resources, available 24 hours a day, seven days a week.

PRICELESS VALUE & COMMITMENT

In 2015-16, more than 12,000 volunteers donated their time and talent to build confidence and character in our students, providing a growth experience for schools and students. Those volunteers contributed a total of 473,526 hours of service. Their time is priceless, and at the national value of an hour of volunteer time, their service totals \$11,156,272.56.

GPA Testimonials

"The GPA Grassroots Parent Coordinator program has revolutionized my involvement and interaction with my child's school. Over the past year, I have learned so much about how to partner with my child's school to help ensure her success. More importantly, I've been privileged to share the information I've learned with other parents as well." **Natasha Pace, Grassroots Parent Coordinator**

"Hundreds of Latino families of St. Mary's Church are very grateful for GPA in offering the Parent Academy on the Go. Many of these families have work schedules that do not allow them time to attend GCS educational sessions during the work week. By offering it on a Sunday evening and in Spanish, their children now have a level playing field with their curriculum studies."

Angel Guerrero, Male Involvement Chair for the Guilford County Council of PTAs

VOLUNTEERS OF THE MONTH FOR 2016

January 2016

Hunter Haith, Washington Montessori

February 2016

Israilita Jones, Madison Elementary

March 2016

Sandra Schultz, Newcomers School

April 2016

Shirrell Williams, Aycock Middle

May 2016

Ricky Morton, Various Schools

June 2016

Travis Helms, Southeast High

October 2016

Michelle Ball, Claxton Elementary

November 2016

Tracie Peebles, Sedalia Elementary

December 2016

Kent Birge, The Middle College at UNCG

Opinion Poll

PARENT TRENDS

GCS Strategic Plan Measures	2009	2010	2011	2012	2013	2014	2015	2016
GCS keeps me informed (% agree, strongly agree)	74%	75%	80%	83%	85%	90%	87%	88%
GCS schools are safe (% agree, strongly agree)	69%	68%	78%	75%	76%	83%	81%	80%
GCS is responsive to requests (% agree, strongly agree)	67%	64%	66%	72%	75%	82%	79%	80%
GCS is doing a good job using taxpayer money to educate children (% agree, strongly agree)	49%	50%	53%	63%	67%	67%	69%	69%
Quality of education (good, very good)	80%	81%	82%	82%	81%	86%	84%	82%

COMMUNITY TRENDS

GCS Strategic Plan Measures	2009	2010	2011	2012	2013	2014	2015	2016
GCS keeps me informed (% agree, strongly agree)	61%	62%	55%	75%	67%	72%	74%	69%
GCS schools are safe (% agree, strongly agree)	49%	59%	52%	64%	67%	70%	66%	66%
GCS is responsive to requests (% agree, strongly agree)	51%	52%	47%	64%	64%	64%	71%	65%
GCS is doing a good job using taxpayer money to educate children (% agree, strongly agree)	43%	40%	40%	48%	58%	58%	55%	54%
Quality of education (good, very good)	62%	68%	67%	75%	67%	68%	69%	71%



Changing Lives Through Partnerships



WFMY Team renovates Media Center at Sedgefield Elementary

Since 2012, WFMY News 2 has partnered with GCS to inspire elementary students with a love of reading through Read 2 Succeed, a high-energy weekly program that has reached nearly 65,000 young students in Guilford and surrounding counties. WFMY morning show personalities present an interactive show at schools that connects literacy to the real world and strengthens the message that reading should be a daily habit at every age.

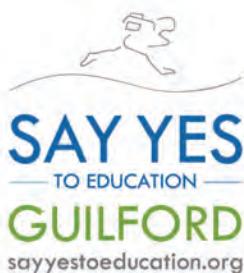
In addition, WFMY renovates a GCS media center each year for its Make A Difference Day project. For the fifth year of this event, WFMY staff members spent the day at Sedgefield Elementary, where they cleaned and painted, organized and shelved books and even landscaped around the building.

Under a \$888,116 grant for a principal preparation program, Guilford County Schools partnered with High Point University to begin offering a Principal Leadership Academy to prepare principals to be transformational leaders.

Guilford County Schools is fortunate to have supportive faith leaders and houses of worship as partners. The Faith Partnership Initiative galvanizes the faith community and invites them to work with the district to eliminate barriers in the lives of students. The work we collectively do to nurture, teach and support our children will prepare them to wholly contribute to society as informed, capable citizens, no matter their background, ethnicity or socioeconomic status. The work has included adopting schools, providing books, reading buddies and donating items for food pantries.

“Turn around the ‘m’ in me to make a ‘w’ and it’s we. We have to do the work and be on the frontline. The superintendent is our quarterback and calls the plays.”

Rabbi Fred Guttman, Temple Emanuel and Community Partner



GCS is proud to work alongside Say Yes to Education Guilford to provide new opportunities for students. In 2016, more than 4,000 GCS graduates were eligible for last-dollar tuition scholarships through Say Yes. In 2017, GCS and Say Yes will move to the next phase of the program by launching a post-secondary planning system in 12 GCS schools. The system is designed to match students with services that can help them be successful in their journey from classroom to college, career and life.

Operational and Organizational Goals

STRATEGIC PLAN 2016 GOAL TRACKING

Operational and Organizational Area		Target Goal	Baseline 2011-12	Performance 2012-13	Performance 2013-14	Performance 2014-15	Performance 2015-16	Status as of 11/1/2016
III.A	Increase parent awareness of, and participation in, Guilford Parent Academy (GPA) programs (workshops, special events, conferences).							
	Awareness	70.0%	63.0%	72.0%	75.0%	66.0%	70.0%	●
	Participation	15,000	13,508	13,570	22,353	38,254	36,524	●
III.B	Increase use of GPA digital resources (online). [# user accounts]	10,000	3,302	5,843	7,817	10,013	12,207	●
III.C	Increase the number of volunteers active in GCS as well as the hours of service provided.							
	# Volunteers (*changed reporting system)	12,000	15,765	21,918	11,100*	17,160	12,019	●
	# Service Hours Provided	415,000	410,513	476,069	526,691	558,138	473,526	●
III.D	Increase the amount of charitable/in-kind donations received annually by GCS. (*Fund development focus shifted to support local Say Yes to Education initiative during 2015-2016.)	\$2 M	\$1.6 M	\$4.0 M	\$3.3 M	\$37.5 M*	\$470,319	●
III.E	Increase the percentage of GCS parents and community members who indicate that GCS keeps them informed (% of agree/strongly ratings.)							
	Parents	86.0%	83.0%	85.0%	90.0%	87.0%	88.0%	●
	Community Members	78.0%	75.0%	67.0%	72.0%	74.0%	69.0%	●
III.F	Improve the perception of GCS among parents and community members regarding the quality of education provided by GCS as measured by an annual public opinion poll. (% of good/very good ratings)							
	Parents	85.0%	82.0%	81.0%	86.0%	84.0%	82.0%	●
	Community Members	78.0%	75.0%	67.0%	68.0%	69.0%	71.0%	●
III.G	Improve parent and community perception regarding GCS responsiveness as measured by an annual public opinion poll. (% of good/ very good ratings)							
	Parents	75.0%	72.0%	75.0%	82.0%	79.0%	80.0%	●
	Community Members	65.0%	64.0%	64.0%	64.0%	71.0%	65.0%	●

● Met/Exceeded 2016 Goal

● Not Met 2016 Goal but Made Good Progress - On Track to Meet Goal

● Not Met 2016 Goal but Made Some Progress

● Not Met 2016 Goal - Not on Track to Meet Goal

FOOTNOTES

Re. III.C: The previous volunteer database did not require volunteers to re-register each year, so the numbers reflected cumulative volunteers over time not current, active volunteers. The new volunteer database requires volunteers to register each year, so the new number reflects current, active volunteers. Target goal was changed from 16,000 to 12,000 active volunteers.

Educator and Organizational Excellence

**“One can never consent
to creep when one feels
an impulse to soar.”**

Helen Keller

Students and parents are not the only ones who think that Guilford County Schools is a great place to learn. Eighty-two percent of teachers rate Guilford County Schools as a good place to work and, overall, have high morale. Every year, our Human Resources department seeks out top talent from across the nation and starts the school year fully staffed. At 14 percent, the teacher turnover rate in Guilford is lower than the state average and lower than nearby districts.

Educators in Guilford County Schools have numerous opportunities to grow professionally and to take on leadership roles. Hundreds of professional development workshops, conferences, coaching sessions and access to e-books all contribute to increased educator effectiveness. Great teachers and principals make great students and graduates.



TEACHERS IN EVERY CLASSROOM

Professional Development**1,106**

Professional Development (PD) sessions offered as of December 2016

27,611

Registrants for PD sessions

187

Literacy specific sessions

4,926

Continuing Education Units (CEU) awarded

Induction and Success - Building the Capacity of New Teachers**342**

Attended Orientation Training

191

Attended Mentor Training

100%

of classroom teacher vacancies filled by Day 1 of school for eight years in a row.

2,374

Elementary School Teachers

1,179

Secondary Teachers

1,243

Other Classroom Teachers

1,138

Teacher Assistants

342

New teachers trained in the summer of 2016 through GCS Induction and Success

774

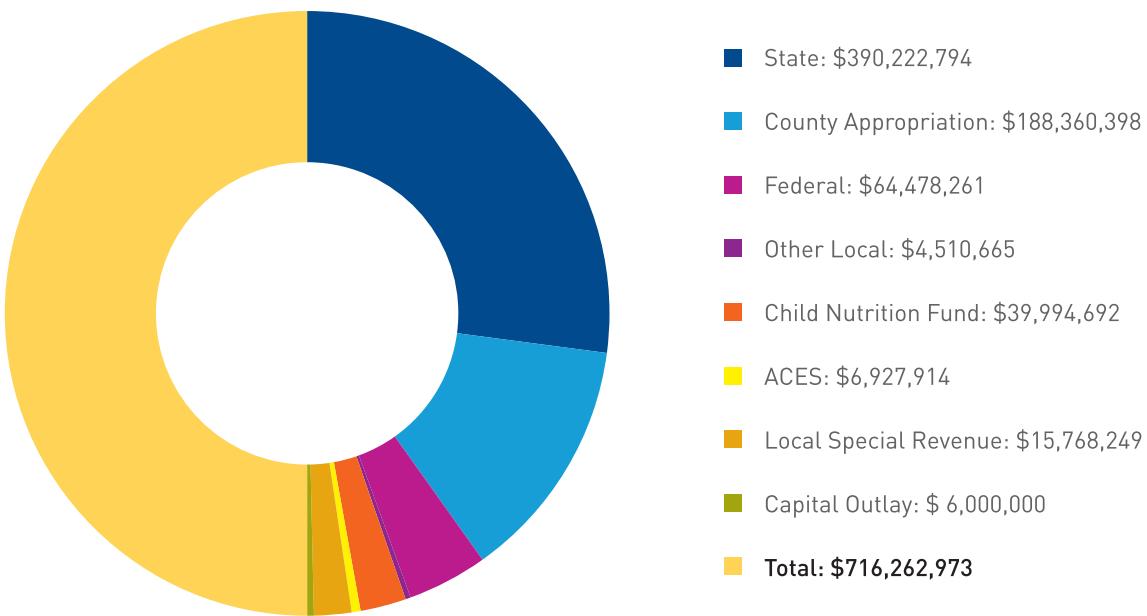
National Board Certified Teachers, ranking GCS 9th highest in the country.



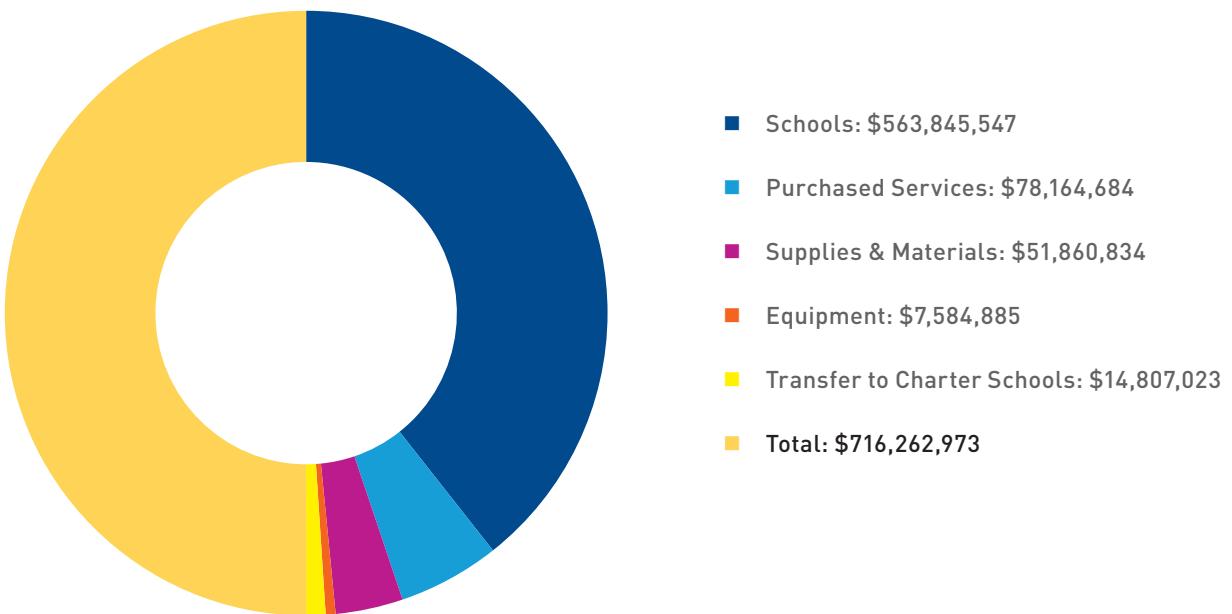
2016-17 Budget

Counting Every Dollar

REVENUES/SOURCES



EXPENDITURES/USES



2016 Construction Update

Construction Contracts

\$362,515,457

Design Contracts

\$25,243,074

Total

\$387,758,531



2016 CONSTRUCTION PROJECTS COMPLETED:

Dudley High School – Traffic Improvements
 Northwood Elementary School – Kitchen Expansion
 Northwest High School – Traffic Improvements
 Allen Jay Middle School – Roof Replacement
 Southeast High School – Roof Replacement
 Southeast High School – Tennis Courts

2016 CONSTRUCTION PROJECTS IN PROGRESS

Bluford Elementary School – Renovations & Additions
 High Point Central High School – Renovations & Additions
 Hunter Elementary School – Replacement School
 Smith High School – Physical Education Improvements
 Western High School – Physical Education Improvements
 Guilford Middle School – Replacement School
 Southern Guilford High School – Replacement Stadium/Restroom/Concession Building

Operational and Organizational Goals

STRATEGIC PLAN 2016 GOAL TRACKING

Operational and Organizational Area		Target Goal	Baseline 2011-12	Performance 2012-13	Performance 2013-14	Performance 2014-15	Performance 2015-16	Status as of 11/1/2016
Educator and Organizational Excellence								
IV.A	Improve employee satisfaction levels with communications from their direct supervisors/ principals.	75%				74.4%	82.0%	●
IV.B Increase employee satisfaction levels with GCS as an employer; improve employee morale.								
	Biennial Employee Survey: Preferred place to work	85.0%	80.5%	81.0%	N/A	78.1%	N/A*	●
	Biennial Employee Survey: Have high morale	82.0%	78.5%	79.0%	N/A	78.5%	N/A*	●
	Biennial Teacher Working Conditions (TWC): Good place to work	85.4%	81.3%		81.3%		82.5%	●
IV.C	Reduce the annual teacher turnover rate as measured/ reported by the North Carolina Department of Public Instruction (NCDPI).	9.0%	11.7%	12.9%	13.2%	15.0%	14.0%	●
IV.D	Reduce the annual certified personnel turnover rate in hard-to-staff schools as measured/ reported by NCDPI. [Note: This includes turn-around schools.]	15.0%	19.0%	18.5%	19.0%	20.3%	N/A*	●
IV.E	Fill 100 percent of teacher positions by the first day of school each year.	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	●
IV.F	Increase teacher and leader diversity.							
	Teacher Diversity	35.0%	30.2%	30.6%	31.5%	33.2%	35.0%	●
	Leader Diversity	47.0%	42.0%	44.7%	48.2%	50.7%	21.0%	●
IV.G	Increase Minority and Women Business Enterprise (MWBE) participation.							
	MWBE 2008 Bond Construction	12.5%	28.6%	30.2%	30.1%	29.5%	29.3%	●
	MWBE 2012 QSCB Projects	12.5%	26.2%	19.3%	19.3%	19.5%	19.5%	●
IV.H	Meet or exceed key performance indicators for all operational and support areas.	See selected CGCS KPI measures for operational areas.						

● Met/Exceeded 2016 Goal

● Not Met 2016 Goal but Made Good Progress - On Track to Meet Goal

● Not Met 2016 Goal but Made Some Progress

● Not Met 2016 Goal - Not on Track to Meet Goal

FOOTNOTES

Re. IV.B: The Annual Employee Survey was not administered during the spring of 2014 due to the administration of the Teacher Working Conditions survey. The Survey was administered again in Spring 2015. * Survey will be administered Spring 2017.

Re. IV.D: This metric was calculated for teaching positions in Mission Possible Schools. This program is no longer operational.

Soaring to Greatness

“No one can prepare you for what heights you will soar until you spread your wings.” Author Unknown

Guilford County Schools is undergoing a transition that offers the district a unique opportunity to examine the past, observe the present and plan for the future.

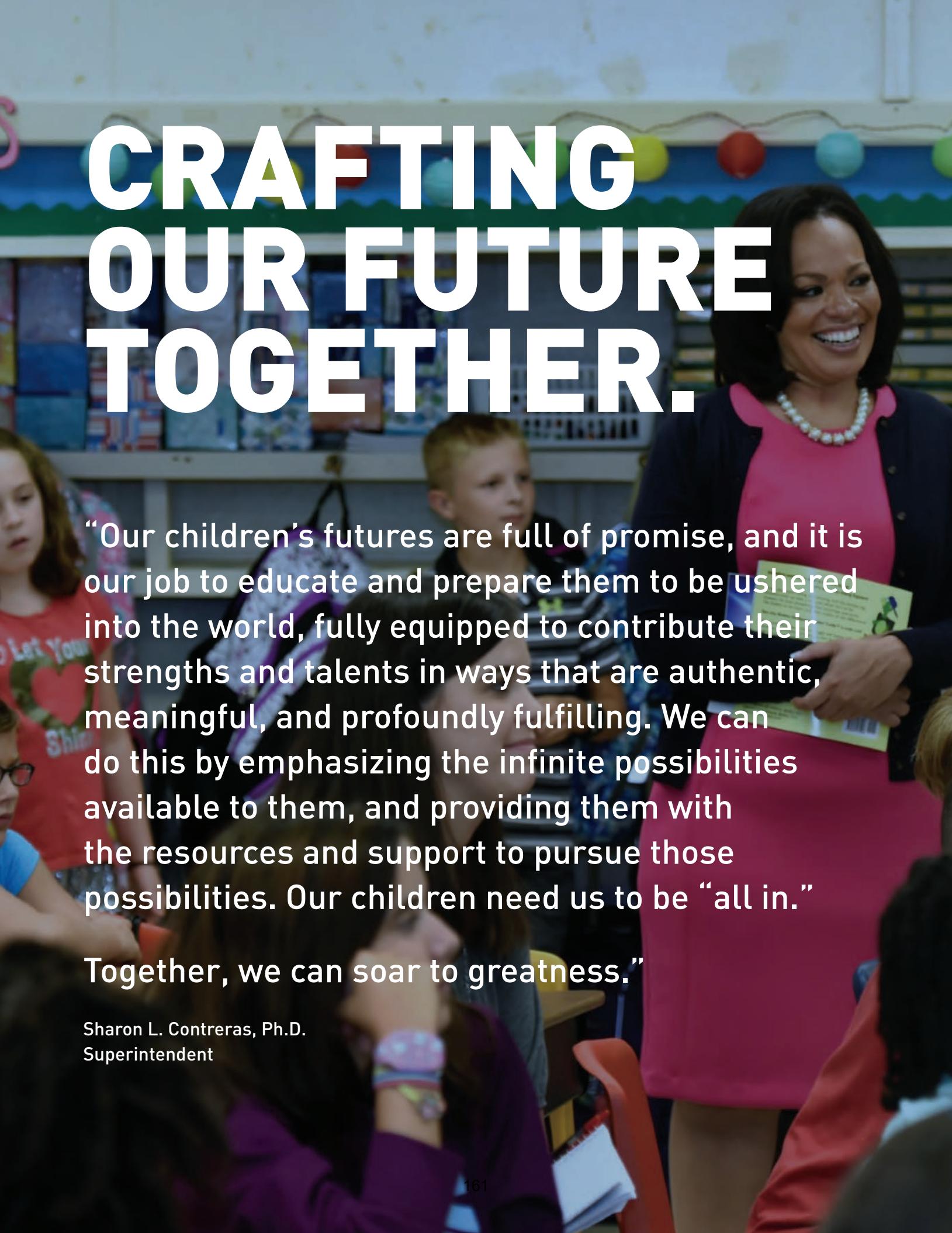
The district has a new superintendent and new school board members and makeup. The 2016 Strategic Plan also has been completed. The district must now position itself to soar to greatness and become a world-class district offering a world-class education to all students. Working hand-in-hand, the district will shape better futures for students and the community.

Leading this effort is the new superintendent of Guilford County Schools, Dr. Sharon L. Contreras. Accustomed to navigating transitions, she is the first woman, first person of Latina heritage, and the second African-American Superintendent of Guilford County Schools. A former teacher and principal, she is an advocate for providing high-quality education to all children and brings more than 25 years of experience in multiple states to our district.

“What I have learned is that providing 100 percent of our students with a high-quality education requires focus and effort from the entire community. I am committed to doing my part through focused, engaged and strategic leadership,” says Dr. Contreras.



CRAFTING OUR FUTURE TOGETHER.

A photograph of a teacher with dark hair and a pearl necklace, wearing a pink top and a dark cardigan, smiling and holding several books. She is in a classroom with children and colorful decorations in the background.

“Our children’s futures are full of promise, and it is our job to educate and prepare them to be ushered into the world, fully equipped to contribute their strengths and talents in ways that are authentic, meaningful, and profoundly fulfilling. We can do this by emphasizing the infinite possibilities available to them, and providing them with the resources and support to pursue those possibilities. Our children need us to be “all in.”

Together, we can soar to greatness.”

Sharon L. Contreras, Ph.D.
Superintendent



SUPERINTENDENT LAUNCHES LISTEN AND LEARN TOUR

The Listen and Learn Tour was the First Initiative Launched by the Superintendent. The tour was designed to give students, parents, staff and the community an opportunity to share with the superintendent those things they thought worked and didn't work. Attendees also were able to give the superintendent advice in leading a district with 71,000 plus students and more than 10,000 employees.

Dr. Contreras and members of the Board of Education hosted 11 sessions and the superintendent has attended numerous community events, listening and learning from thousands as they shared their likes, concerns, hopes and dreams.

Feedback from the sessions were recorded and will be used to develop the district's 2020 strategic plan. Results from the online survey will be released in January 2017 and will also be used to develop the plan.



SCHOOL VISITS ARE A PRIORITY FOR SUPERINTENDENT

The Superintendent Plans to Visit All 127 Schools. For the past 25 years, she has been either a teacher, principal, chief academic officer, interim superintendent or superintendent, so she knows first hand the hard work of educating our children. The school visits allow her to see and better understand the quality of our education, ask questions and encourage students to do and be their very best.

As of December 2016, Dr. Contreras visited 67 schools. She started her journey in GCS on August 22, 2016.



TRANSITION TEAM

Transition Team Works to Identify GCS' Strengths and Opportunities for Improvement. Dr. Contreras has enlisted the support of local educators, parents, business leaders, community members and national experts to form the Transition Team. Under the leadership of co-chairs, Dr. Harold L. Martin Sr., Chancellor of North Carolina A&T State University and Dr. James Merrill, Superintendent of Wake County Public School System, the team will make recommendations for sustaining and building on the district's strengths while addressing challenges and leveraging opportunities for higher levels of performance.

The Transition Team consists of four subcommittees: Student Achievement; School Choice, Equity & Excellence; Talent Development; and Organizational Effectiveness for Optimal Learning.

Recommendations from the Transition Team will help shape priorities for GCS' 2020 Strategic Plan.





SUPERINTENDENT THANKS OUTGOING BOARD OF EDUCATION

Guilford County Schools appreciates the great work, sacrifice and support that the outgoing board members demonstrated.

Photo ID: Back Row (L to R)
 Alan Duncan, Linda Welborn,
 Rev. Amos Quick, Jeff Belton,
 Keith McCullough, Darlene Garrett,
 Dr. Sharon L. Contreras, Deena Hayes
 Seated: Dr. Sandra Alexander,
 Dr. Nancy Routh, Rebecca Buffington
 Not Pictured: Ed Price



GCS WELCOMES INCOMING BOARD

Guilford County Schools looks forward to working closely with the board to improve the lives of students and shape a better future for the community.

Guilford County Board of Education members, districts and contact information

- T. Dianne Bellamy Small, District 1** (336 580 4655, bellamysmall@gcsnc.com)
- Anita Sharpe, District 2** (336 294 5238, sharpeaw@hotmail.com)
- Pat Tillman, District 3** (336 580 9270, tillmap@gcsnc.com)
- Linda Welborn, District 4** (336 674 8504, welborl@gcsnc.com)
- Darlene Garrett, District 5** (336 643 6070, dygarr@aol.com)
- Wes Cashwell, District 6** (336 690 9517, cashwew@gcsnc.com)
- Byron Gladden, District 7** (336 690 9610, gladdeb@gcsnc.com)
- Deena Hayes, District 8** (336 690 9516, hayesd@gcsnc.com)
- Alan W. Duncan, At-Large** (336 645 3320, aduncan@mullinsduncan.com)
- Superintendent Sharon L. Contreras, Ph.D.** (336 370 8992, superintendent@gcsnc.com)

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www.gcsnc.com

712 N. Eugene Street
Greensboro
North Carolina
27401



GCS BY THE NUMBERS

STUDENTS

K-12 student count for 2016-17: **71,747**

PreK-13 student count for 2016-17:

73,306

2016-17 Student Demographics (20th Day)

- American Indian - 0.42%
- Asian - 6.25%
- Black - 40.62%
- Hispanic - 15.15%
- Multi-Racial - 4.01%
- Pacific Islander - 0.15%
- White - 33.4%

Number of Advanced Learners: **13,792**

Number of Special Education students:

10,733

Number of students in transition: **2,640**

Student poverty rate: **62.3%**

Number of languages/dialects spoken: **105**

Top Five Foreign Languages Spoken:
Spanish, Arabic, Hindi, Vietnamese
and Karen

Graduation Rate (2016): **89.4%**



FACILITIES

340 school and administrative buildings

127 schools

12,287,138 square feet of facilities

48 cents per square foot funding for maintenance

7 current HVAC projects

30,000 completed work orders in 2015-16

51 years: average age of district buildings

EMPLOYEES AND SCHOOLS

Full-Time Personnel: **9,228**

Total personnel: **10,105**

Number of new teachers trained in summer 2016 through GCS Induction and Success: **283**

Number of AP courses offered: **30**

Number of magnet programs:
54 programs at 46 schools

Number of CTE courses:
187 courses at 50 schools

Number of minutes read through GCS Reads 20 since 2014-15:
269,161,272



TECHNOLOGY

26,000 desktop computers

18,000 tablets (PACE 1:1)

5,000 laptops

11,000 phones

1,700 mounted projectors

4,700 TVs

35,000 help desk tickets processed each year

(Numbers are approximate.)



TRANSPORTATION

597 buses

2,972 bus routes

39,713 stops made each day

51,970.95 miles traveled daily

700+ bus drivers



SCHOOL NUTRITION

5,476,044 breakfasts served in 2015-16, a 6.5% increase from 2014-2015

8,041,007 lunches served in 2015-16, a 1% increase

619,327 after-school snacks served, a 10% increase

40,546 breakfasts served this summer, a 72% increase from June/July 2015

92,174 lunches served this summer, a 34% increase

780 School Nutrition Services employees



In compliance with federal laws, Guilford County Schools administers all educational programs, employment activities and admissions without discrimination because of race, religion, national or ethnic origin, color, age, military service, disability, marital status, parental status, or gender, except where exemption is appropriate and allowed by law.

Sharon L. Contreras, Superintendent; Keith McCullough, District 1; Ed Price, District 2; Darlene Garrett, District 3; Alan W. Duncan, Chairman, District 4; Linda Welborn, District 5; Jeff Belton, District 6; Rebecca Buffington, District 7; Deena A. Hayes, District 8; Amos L. Quick III, Vice Chairman, District 9; Dr. Sandra Alexander, At-Large; Dr. Nancy Routh, At-Large

**Guilford County Schools
is proud of each of our
nearly 72,000 K-12 students
and 10,200 employees.**

Their hard work and dedication to educational excellence have propelled GCS to the top, leading to state and national recognition in academics, character education, athletics and more.



GUILFORD COUNTY SCHOOLS – A PROUD STATE AND NATIONAL LEADER:

DISTRICT HONORS:

- A Say Yes to Education Community
- National District of Character
- North Carolina District of Character
- Profiles in Courage Award from the Council of the Great City Schools
- 2013, 2014, 2015 and 2016 United Way Spirit of North Carolina Award
- During the past six years, state championships in football, basketball, men's and women's indoor and outdoor track, tennis, golf, wrestling, lacrosse and swimming

STANDOUT SCHOOLS:

- In 2016, GCS' graduation rate reached an all-time high of **89.4%**
- **Eleven high schools achieved 100% graduation rates.** An additional 11 schools, including seven traditional high schools, had graduation rates above 90%
- **14** high schools on the 2016 Washington Post's **America's Most Challenging High Schools** list. GCS schools also took 3 of the top 10 spots in the state; The Early College at Guilford made the paper's Public Elite list.
- Three high schools among the top 10 in the state on the U.S. News and World Report 2016 **Best High Schools** list and 12 schools recognized overall
- The Early College at Guilford was named the **best high school in North Carolina** by Niche, a research company. Nine other GCS schools made the top 100.
- **10 State Schools of Character** since 2014 and one **National School of Character**

- The state's first **Advanced Placement Capstone program**
- One school named **2015 Magnet School of Excellence** by Magnet Schools of America
- Two schools named **Title I Reward Schools** by the state Board of Education

TOP EDUCATORS:

- North Carolina **Teacher of the Year** in 2013 and **Principal of the Year** in 2012
- **782** National Board Certified Teachers – ranking **ninth in the country**
- One educator who was named a Global Learning Fellow and who received the **NEA Foundation Award for Teaching Excellence**
- One of only 11 districts nationally to partner with **100Kin10**, a commitment to preparing and licensing 150 STEM teachers by 2020.

SUPERIOR STUDENTS:

- **16** semi-finalists for the 2015-16 **National Merit Scholarship**; at least two winners
- **29** students selected for 2016 **Governor's School of North Carolina**, the nation's oldest statewide summer residential program for academically gifted students
- Six student-athletes to received the **Heart of a Champion award** in 2016
- Members of the Class of 2016 received the **Morehead-Cain scholarship, Duke Trinity Scholarship, Parks Scholarship and Gates-Millennium Scholarship**.

#SOARTO GREATNESS

GCS STUDENTS ARE...

- ✓ Performing at Carnegie Hall, Disney World and the Vatican
- ✓ Earning more than \$160 million in college scholarships in 2016
- ✓ Presenting at the 2015 National Service Learning Conference in Washington, D.C.
- ✓ Winning state championships for real-world design and engineering
- ✓ Reading more than 10 million minutes every month, and collecting books to help other students do the same
- ✓ Building energy-efficient electric cars and competing in the Shell Eco-Marathon
- ✓ Having their artwork displayed in the halls of Congress
- ✓ Qualifying to compete for the International Science Olympiad
- ✓ Taking virtual classes in middle school to accelerate their math skills

...GCS AND PROUD.

We are proud of our staff, students, families and community. From the first day of pre-kindergarten through graduation day, we are focused on our mission: **Guilford County students will graduate as responsible citizens prepared to succeed in higher education, or in the career of their choice.**

PERSONALIZING LEARNING

GCS is a national leader in personalizing programs to meet the needs of our diverse student body:



- 46 magnet and choice schools with 54 programs
Students can study Science, Technology, Engineering and Mathematics (STEM), aviation, Spanish immersion, health sciences, Montessori and more
- 187 Career and Technical Education (CTE) courses in 50 schools
CTE programs include culinary arts, business, nursing, computers and automotive technology, among others
- Two nationally recognized visual and performing-arts high schools
- Nationally recognized programs for students with autism, developmental, physical or intellectual disabilities, and other needs

- **POINT OF PRIDE:** A \$35.2 million federal grant puts tablet computers in the hands of nearly 19,000 middle school students and staff. The PACE project allows students to personalize learning.

ADVANCED ACADEMICS

GCS students are achieving educational excellence. Each is prepared to succeed in a globally competitive world, benefiting from a district that offers challenging and exciting programs and courses:



- More challenging courses for academically gifted students and a separate school for very advanced learners
- 30 different Advanced Placement (AP) courses offered districtwide
- Challenging International Baccalaureate (IB) programs at four GCS high schools
- Graduates from the class of 2016 passed a total of 6,869 AP and IB exams; and earned a B or better in 1,846 qualifying college courses.
- 35.5 percent of the Class of 2016 passed at least one AP/IB exam or college course while in high school
- In 2016, 203 graduates passed at least 10 AP or IB exams and/or qualifying college courses

- **POINT OF PRIDE:** In 2016, 778 graduates qualified for Cool To Be Smart, a celebration of students passing a combination of at least five AP or IB exams or five qualifying college courses with a B or above while in high school

CHARACTER AND SERVICE

GCS knows today's young people must be citizens of the world, as well as leaders in their own community. We focus on educating the whole child, linking learning with meaningful action.



- In the past five years, students have completed more than 1.4 million service-learning hours, or more than \$31 million in economic impact
- GCS was named a 2013 National District of Character and the 2013 North Carolina District of Character
- All 127 schools focus on a monthly character trait, from courage to perseverance to self-respect
- Since 2012, more than 60 GCS programs have been recognized as Promising Practice recipients
- In 2016, three State Schools of Character and one National School of Character were named from GCS, totaling 10 State Schools of Character and seven National Schools of Character since 2014.

- **POINT OF PRIDE:** In 2016, more than 1,400 graduates qualified for Cool to Serve, a celebration of students who record at least 100 hours of service learning.

GUILFORD COUNTY SCHOOLS
2017-18 BUDGET DEVELOPMENT CALENDAR

Department/Individual with Primary Responsibility	Completion Date	Activity
Finance	November 2016	Finance presents to Cabinet 2017-18 GCS allotment formulas
Council	January 2017	Council reviews prior year budget development process and proposed budget development calendar/process for 2017-18
Superintendent/Finance/ Human Resources	TBD	Budget discussion with Principals' Advisory Council
Facilities	January 27, 2017	Present DRAFT projections to Cabinet & release draft projections to Principals for review.
Facilities	February 1, 2017	Principals feedback on draft projections due to Facilities
BOE	February 4, 2017	Winter Retreat (agenda will include 2017-18 draft budget calendar)
Cabinet	February 6, 2017	Recommendation of 2017-18 allotment formulas to be used in school workbooks
Cabinet/Council	February 6, 2017	Finalize 2017-18 allotment formulas and trade guidelines
Operations-Facilities/Planning	February 10, 2017	Release 2017-18 student enrollment projections
Federal Programs	February 10, 2017	Confirm Title I schools for 2017-18 based on preliminary CEP data
Finance	February 13, 2017	Finance completes Weighted Student Formula (WSF) calculations and enters WSF dollars in site-based allotment workbooks for schools
Human Resources	February 13, 2017	Complete review/testing of site-based allotment workbooks for schools
Superintendent/Finance/ Human Resources	TBD	Budget discussion with Teachers' Advisory Council
Human Resources	February 16, 2017 - at Principal Meeting <i>(tentative)</i>	HR present allotment information to Regional Superintendents, Regional Executive Directors and Principals at their scheduled Principal meetings. Presentation will include not only the tools to be used but information about allotments from the allotment stakeholders (<i>i.e. explanation of base allotments as well as Title I, CTE, AL, ESL, SW, and grant funding</i>). We will also provide instructions for Principals to begin meetings with their school leadership to determine priorities prior to receiving their allotments.
Human Resources	February 15, 2017	Finalize and distribute 2017-18 site-based allotment workbooks to schools
Human Resources	February 15, 2017	Notification sent to principals/BOE/cabinet that workbooks are available and significant changes, if any, from prior year workbooks/allotments
Principals Regional Superintendents	February 22, 2017	Deadline for schools to review their allotment plans with Regional Superintendents and/or Executive Directors for approval via site-based allotment workbooks
Human Resources	February 27 - March 10, 2017	Finalize site-based allotment workbooks with Regional Superintendents/Executive Directors and Principals in group meetings at Washington Street computer lab. Appropriate allotment stakeholders (<i>i.e. Title I, CTE, ESOL, Magnet, etc.</i>) will be available for questions as well.

GUILFORD COUNTY SCHOOLS
2017-18 BUDGET DEVELOPMENT CALENDAR

Department/Individual with Primary Responsibility	Completion Date	Activity
Council Cabinet	February 28, 2017	Prioritized request for capital outlay items due to Finance
Finance	Mid to late February 2017	Finance completes fund balance projections for 2016-17
BOE BOCC	March 2017 (TBD)	Joint meeting(s) of the Board Of Education (BOE) and Board of County Commissioners (BOCC) or BOE and BOCC appointed budget subcommittees are scheduled to discuss factors impacting the 2017-18 budget request and, if available, preliminary 2017-18 budget numbers/calculations
Superintendent CFO	March 2017 (TBD)	Superintendent and CFO meet with County Manager and County Budget Management & Evaluation Director to discuss GCS budget request and recommendations
NCDPI	March 2017 (TBD)	NCDPI releases 2017-18 Governor's Recommended Allocations
Human Resources Academic Services	March 13 - March 17, 2017	HR/Academic Services complete Art/Music/PE teacher assignment schedules and HR posts final school staffing plans
Human Resources	March 17, 2017	Complete (1) processing site-based trades/purchases submitted by schools; (2) releasing positions created by trades/purchases; and (3) updating positions in HRMS (<i>i.e., changes in subject/grade level assignments</i>)
Human Resources	March 20, 2017	List of Choice employees released to HR staffing personnel - (staff whose positions were eliminated at their current site)
Human Resources	March 20, 2017	2017-18 PS-32 process reopened – any further 2017-18 position changes processed via PS-32s versus site-based allotment workbooks
HR	March 15, 2017	Choice Fair - Job Fair for licensed staff seeking a transfer
HR	March 15 - April 28, 2017	Transfer Period
NCDPI	tbd	NCDPI releases 2017-18 Federal Planning Allotments
HR	March 15, 2017 forward	Choice Teacher Assignment Identification Period
Superintendent	April 4, 2017	Superintendent presents 2017-18 Budget Message and Budget Request to (BOE) [statutory deadline for this activity is May 1]
BOE	April 5 - May 8, 2017	Additional budget work sessions scheduled, if/as needed, during this timeframe
Cabinet	April 10, 2017 & April 17, 2017	Planning meetings for April 21, 2016 budget work session with BOE
BOE	April 19, 2017	BOE has budget work session to review 2017-18 budget request
BOE	April 27, 2017	BOE conducts a public hearing on the 2017-18 budget request at regularly scheduled board meeting
BOE	May 2017	BOE holds 2017-18 line-item review session

GUILFORD COUNTY SCHOOLS
2017-18 BUDGET DEVELOPMENT CALENDAR

Department/Individual with Primary Responsibility	Completion Date	Activity
BOE	May 9, 2017	BOE adopts 2017-18 budget at regularly scheduled board meeting
BOE	May 15, 2017	Statutory deadline for BOE to submit 2017-18 budget request to BOCC
County Manager	June 2016 (TBD)	County Manager presents 2017-18 budget message and recommended budget to the BOCC
BOCC	June 2016 (TBD)	BOCC has work session(s) to review BOE budget request
BOCC	June 2016 (TBD)	BOCC conducts public hearing on the 2017-18 budget
BOCC	June 2016 (TBD)	BOCC adopts 2017-18 Budget Ordinance
BOE	June 29, 2017	BOE approves an Interim Budget Resolution if the BOCC has not adopted a 2017-18 Budget Ordinance on or before July 1 and/or the state has not adopted a continuing resolution or a final budget for 2017-18 on or before July 1
BOCC	On or before July 1, 2017	Statutory deadline for BOCC to adopt the 2017-18 Budget Ordinance
BOE	TBD	BOE approves final 2017-18 budget
BOE	TBD	BOE approves 2017-18 Budget Resolution

GUILFORD COUNTY SCHOOLS
2017-18 WSF Funds Distribution - Projected Enrollment

(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)	(S)
School Number	School Name	2017-18 Projected Enrollment Adjusted for Weaver	Identified Students January 2017	2017-18 Projected Free & Reduced Count	2017-18 Projected Non-Free & Reduced Count	2017-18 ELL Enrollment	2017-18 Instructional Supply \$	2017-18 LOCAL Staff Development \$	2017-18 Local Equity \$	2017-18 Local Instructional Supply \$	2017-18 Local Staff Development \$	2017-18 Local Office of the Principal \$	2017-18 Local Level I&II \$	2017-18 Total Weighted Student Formula Using CEP	50% of Protected Instructional Supply Allotment	50% of LOCAL Staff Development Allotment	Balance of 50% of WSF \$ Allotment	Total to be included on Workbooks
		(C*D)	(C-E)											(H+I+J+K+L+M+N)	(O*.5)	(I*.50)	((O*.50)*P-Q))	(P+Q+R)
304	Alamance Elementary	497	24.55%	122	375	9	7,132	988	2,712	17,740	1,523	540	1,558	32,193	3,566	494	12,036.50	16,097
307	Alderman Elementary	380	48.60%	185	195	87	6,393	885	2,431	15,900	1,365	484	1,396	28,854	3,197	443	10,788.00	14,427
310	Allen Jay Elementary	404	51.43%	208	196	143	7,093	982	2,697	17,642	1,515	537	1,549	32,015	3,547	491	11,970.00	16,008
311	Allen Jay Ms A Preparatory Academy	100	44.22%	44	56	-	1,551	215	590	3,857	331	117	339	7,000	776	108	2,617.00	3,500
322	Archer Elementary	422	53.77%	227	195	107	7,282	1,009	2,769	18,113	1,555	551	1,590	32,869	3,641	505	12,289.00	16,435
328	Bessemer Elementary	452	71.84%	325	127	66	8,104	1,122	3,082	20,157	1,731	613	1,770	36,579	4,052	561	13,676.50	18,290
331	Bluford Elementary	326	65.10%	212	114	14	5,553	769	2,112	13,812	1,186	420	1,213	25,065	2,777	385	9,371.50	12,533
334	Brightwood Elementary	541	53.19%	288	253	48	8,920	1,235	3,392	22,187	1,905	675	1,948	40,262	4,460	618	15,053.50	20,131
337	Brooks Global Studies	419	23.66%	99	320	6	5,982	828	2,274	14,878	1,277	453	1,306	26,998	2,991	414	10,094.00	13,499
340	Monticello-Brown Summit Elementary	388	41.77%	162	226	20	6,050	838	2,301	15,048	1,292	458	1,321	27,308	3,025	419	10,210.00	13,654
343	Claxton Elementary	585	21.30%	125	460	33	8,377	1,160	3,185	20,835	1,789	634	1,829	37,809	4,189	580	14,136.00	18,905
346	Colfax Elementary	593	21.80%	129	464	35	8,513	1,179	3,237	21,174	1,818	644	1,859	38,424	4,257	590	14,366.00	19,212
349	Cone Elementary	421	73.20%	308	113	57	7,562	1,047	2,875	18,809	1,615	572	1,651	34,131	3,781	524	12,761.00	17,066
361	Erwin Montessori	281	38.55%	108	173	25	4,369	605	1,661	10,867	933	331	954	19,720	2,185	303	7,373.00	9,860
364	Fairview Elementary	399	70.34%	281	118	96	7,284	1,009	2,770	18,118	1,556	551	1,591	32,879	3,642	505	12,293.00	16,440
366	Falkener Elementary	556	69.34%	386	170	134	10,116	1,401	3,847	25,162	2,160	765	2,209	45,660	5,058	701	17,071.50	22,830
370	Florence Elementary	690	18.66%	129	561	48	9,804	1,358	3,728	24,384	2,094	742	2,141	44,251	4,902	679	16,544.50	22,126
373	Foust Elementary	315	61.92%	195	120	70	5,554	769	2,112	13,815	1,186	420	1,213	25,069	2,777	385	9,373.00	12,533
376	Frazier Elementary	314	52.65%	165	149	62	5,316	736	2,021	13,221	1,135	402	1,161	23,992	2,658	368	8,970.00	11,996
382	Gibsonville Elementary	508	30.93%	157	351	16	7,526	1,042	2,862	18,719	1,607	569	1,644	33,969	3,763	521	12,700.50	16,985
385	Gillespie Park Elementary	224	74.01%	166	58	14	3,964	549	1,507	9,860	847	300	866	17,893	1,982	275	6,690.00	8,947
388	General Greene Elementary	516	21.96%	113	403	6	7,303	1,011	2,777	18,165	1,560	553	1,595	32,964	3,652	506	12,325.00	16,482
400	Guilford Elementary	509	45.24%	230	279	73	8,256	1,143	3,139	20,535	1,763	625	1,803	37,264	4,128	572	13,932.50	18,632
403	Hampton Elementary	297	71.85%	213	84	42	5,316	736	2,021	13,221	1,135	402	1,161	23,992	2,658	368	8,970.00	11,996
409	Hunter Elementary	471	61.71%	291	180	135	8,437	1,168	3,208	20,984	1,802	638	1,842	38,079	4,219	584	14,237.00	19,040
412	Irving Park Elementary	576	44.62%	257	319	85	9,333	1,292	3,549	23,213	1,993	706	2,038	42,124	4,667	646	15,749.50	21,062
418	Jamestown Elementary	410	42.49%	174	236	29	6,446	893	2,451	16,033	1,377	488	1,408	29,096	3,223	447	10,878.50	14,548
423	Jefferson Elementary	644	37.41%	241	403	91	10,122	1,402	3,849	25,176	2,162	766	2,210	45,687	5,061	701	17,081.50	22,844
424	Jesse Wharton Elementary	483	22.79%	110	373	11	6,887	954	2,619	17,130	1,471	521	1,504	31,086	3,444	477	11,622.50	15,543
427	Johnson Street Global Studies	315	51.02%	161	154	39	5,200	720	1,977	12,935	1,111	394	1,136	23,473	2,600	360	8,776.50	11,737
430	Jones Elementary	700	36.80%	258	442	4	10,555	1,462	4,013	26,252	2,254	799	2,305	47,640	5,278	731	17,811.50	23,820
436	Joyner Elementary	302	50.00%	151	151	38	4,967	688	1,889	12,355	1,061	376	1,085	22,421	2,484	344	8,383.00	11,211
439	Kirkman Park Elementary	258	70.03%	181	77	29	4,559	631	1,733	11,338	974	345	996	20,576	2,280	316	7,693.00	10,288
448	Lincoln Middle	130	27.10%	35	95		1,875	260	713	4,663	400	142	409	8,462	938	130	3,163.50	4,231
451	Lindley Elementary	509	39.96%	203	306	44	7,955	1,102	3,025	19,787	1,699	602	1,737	35,907	3,978	551	13,425.00	17,954</td

GUILFORD COUNTY SCHOOLS
2017-18 WSF Funds Distribution - Projected Enrollment

(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)	(S)
School Number	School Name	2017-18 Projected Enrollment Adjusted for Weaver	Identified Students January 2017	2017-18 Projected Free & Reduced Count	2017-18 Projected Non-Free & Reduced Count	2017-18 ELL Enrollment	2017-18 Instructional Supply \$	2017-18 LOCAL Staff Development \$	2017-18 Local Equity \$	2017-18 Local Instructional Supply \$	2017-18 Local Staff Development \$	2017-18 Office of the Principal \$	2017-18 Local Level I&II \$	2017-18 Total Weighted Student Formula Using CEP	50% of Protected Instructional Supply Allotment	50% of LOCAL Staff Development Allotment	Balance of 50% of WSF \$ Allotment	Total to be included on Workbooks
		(C*D)	(C-E)											(H+I+J+K+L+M+N)	(O*.5)	(I*.50)	((O*.50)*P-Q))	(P+Q+R)
580	Union Hill Elementary	496	60.59%	301	195	73	8,542	1,183	3,248	21,246	1,824	646	1,865	38,554	4,271	592	14,414.50	19,277
583	Vandalia Elementary	214	52.32%	112	102	10	3,476	481	1,322	8,646	742	263	759	15,689	1,738	241	5,866.00	7,845
586	Washington Elementary	339	63.98%	217	122	5	5,710	791	2,171	14,203	1,219	432	1,247	25,773	2,855	396	9,636.00	12,887
598	Wiley Elementary	288	78.57%	226	62	22	5,195	719	1,975	12,921	1,109	393	1,134	23,446	2,598	360	8,766.00	11,723
Total Elementary		31,759	13,567	18,192	3,496	505,444	69,997	192,195	1,257,167	107,943	38,247	110,379	2,281,372	252,722	34,999	852,966	1,140,686	
311	Allen Jay Ms A Preparatory Academy	295	44.22%	130	165	6	4,772	661	1,814	11,868	1,019	361	1,042	21,537	2,386	331	8,052.00	10,769
313	Southern Middle	748	43.84%	328	420	73	12,380	1,714	4,708	30,792	2,644	937	2,704	55,879	6,190	857	20,892.50	27,940
316	Allen Middle	654	55.10%	360	294	52	11,322	1,568	4,305	28,162	2,418	857	2,473	51,105	5,661	784	19,107.50	25,553
325	Swann Middle	578	52.67%	304	274	30	9,818	1,360	3,733	24,419	2,097	743	2,144	44,314	4,909	680	16,568.00	22,157
341	Brown Summit Middle	245	5.39%	13	232		3,213	445	1,222	7,992	686	243	702	14,503	1,607	223	5,422.50	7,252
367	Ferndale Middle	651	53.75%	350	301	76	11,330	1,569	4,308	28,181	2,420	857	2,474	51,139	5,665	785	19,120.00	25,570
391	Penn-Griffin School For The Arts	440	40.28%	177	263	21	7,049	976	2,680	17,533	1,505	533	1,539	31,815	3,525	488	11,895.00	15,908
397	Guilford Middle	588	43.55%	256	332	37	9,614	1,331	3,656	23,913	2,053	727	2,100	43,394	4,807	666	16,224.50	21,697
402	Hairston Middle	651	71.04%	462	189	90	12,255	1,697	4,660	30,482	2,617	927	2,676	55,314	6,128	849	20,681.00	27,657
415	Jackson Middle	484	67.23%	325	159	52	8,895	1,232	3,382	22,124	1,900	673	1,942	40,148	4,448	616	15,010.50	20,074
421	Jamestown Middle	1,060	31.87%	338	722	35	16,229	2,247	6,171	40,365	3,466	1,228	3,544	73,250	8,115	1,124	27,387.00	36,625
427	Johnson Street Global Studies	136	51.02%	69	67	7	2,290	317	871	5,697	489	173	500	10,337	1,145	159	3,865.00	5,169
437	Kernodle Middle	771	13.47%	104	667	14	10,664	1,477	4,055	26,524	2,277	807	2,329	48,133	5,332	739	17,996.00	24,067
442	Kiser Middle	855	42.65%	365	490	33	13,819	1,914	5,255	34,371	2,951	1,046	3,018	62,374	6,910	957	23,320.50	31,187
448	Lincoln Middle	588	27.10%	159	429	5	8,712	1,206	3,313	21,668	1,861	659	1,903	39,322	4,356	603	14,702.00	19,661
460	Eastern Middle	972	40.80%	397	575	52	15,647	2,167	5,950	38,917	3,342	1,184	3,417	70,624	7,824	1,084	26,405.00	35,312
463	Mendenhall Middle	750	33.52%	251	499	36	11,630	1,611	4,422	28,927	2,484	880	2,540	52,494	5,815	806	19,626.50	26,247
487	Northeast Middle	732	48.88%	358	374	35	12,212	1,691	4,644	30,375	2,608	924	2,667	55,121	6,106	846	20,609.00	27,561
488	Northern Middle	847	13.87%	118	729	10	11,717	1,623	4,455	29,142	2,502	887	2,559	52,885	5,859	812	19,772.50	26,443
493	Northwest Middle	1,073	7.84%	84	989	10	14,330	1,984	5,449	35,642	3,060	1,084	3,129	64,678	7,165	992	24,182.00	32,339
550	Southeast Middle	973	24.55%	239	734	12	14,251	1,974	5,419	35,446	3,043	1,078	3,112	64,323	7,126	987	24,049.00	32,162
565	Southwest Middle	1,163	26.84%	312	851	88	17,609	2,439	6,696	43,798	3,761	1,332	3,846	79,481	8,805	1,220	29,716.50	39,741
592	Welborn Middle	436	62.08%	271	165	24	7,731	1,071	2,940	19,228	1,651	585	1,688	34,894	3,866	536	13,046.00	17,447
Total Middle		15,690	5,770	9,920	798	247,489	34,274	94,108	615,566	52,854	18,725	54,048	1,117,064	213,478	33,539	767,002	558,532	
319	Andrews High	840	55.72%	468	372	53	15,307	2,120	5,820	38,071	3,269	1,158	3,343	69,088	7,654	1,060	25,830.50	34,544
355	Dudley High	1,393	56.26%	784	609	82	25,440	3,523	9,674	63,276	5,433	1,925	5,556	114,827	12,720	1,762	42,932.00	57,414
358	Eastern High	1,223	37.23%	455	768	59	20,070	2,779	7,632	49,919	4,286	1,519	4,383	90,588	10,035	1,390	33,869.50	45,294
391	Penn-Griffin School For The Arts	150	40.28%	60	90		2,479	343	942	6,165	529	188	541	11,187	1,240	172	4,182.50	5,594
394	Grimsley High	1,701	27.93%	475	1,226	44	26,288	3,641	9,996</td									

GUILFORD COUNTY SCHOOLS
2017-18 WSF Funds Distribution - Projected Enrollment

(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)	(S)
School Number	School Name	2017-18 Projected Enrollment Adjusted for Weaver	Identified Students January 2017	2017-18 Projected Free & Reduced Count	2017-18 Projected Non-Free & Reduced Count	2017-18 ELL Enrollment	2017-18 Instructional Supply \$	2017-18 LOCAL Staff Development \$	2017-18 Local Equity \$	2017-18 Instructional Supply \$	2017-18 Local Staff Development \$	2017-18 Local Office of the Principal \$	2017-18 Local Level I&II \$	2017-18 Total Weighted Student Formula Using CEP	50% of Protected Instructional Supply Allotment	50% of LOCAL Staff Development Allotment	Balance of 50% of WSF \$ Allotment	Total to be included on Workbooks
534	Dean B Pruette Scale Academy	-	60.61%	-	-	1	4	1	2	11	1	-	1.0	20.0	2	1	7.50	10
	Total ALT 2 and 3	313		121	192	3	4,760	659	1,811	11,842	1,016	360	1,039	21,487	2,380	330	8,034	10,744
	Total All	71,835		26,911	44,924	5,685	1,139,131	157,753	433,157	2,833,309	243,272	86,194	248,766	5,141,582	659,299	95,279	2,271,701	2,570,791

*includes adjustment for Weaver students



BOARD OF EDUCATION 2017-18 BUDGET REQUEST

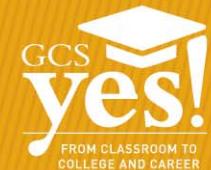
MAY 15, 2017



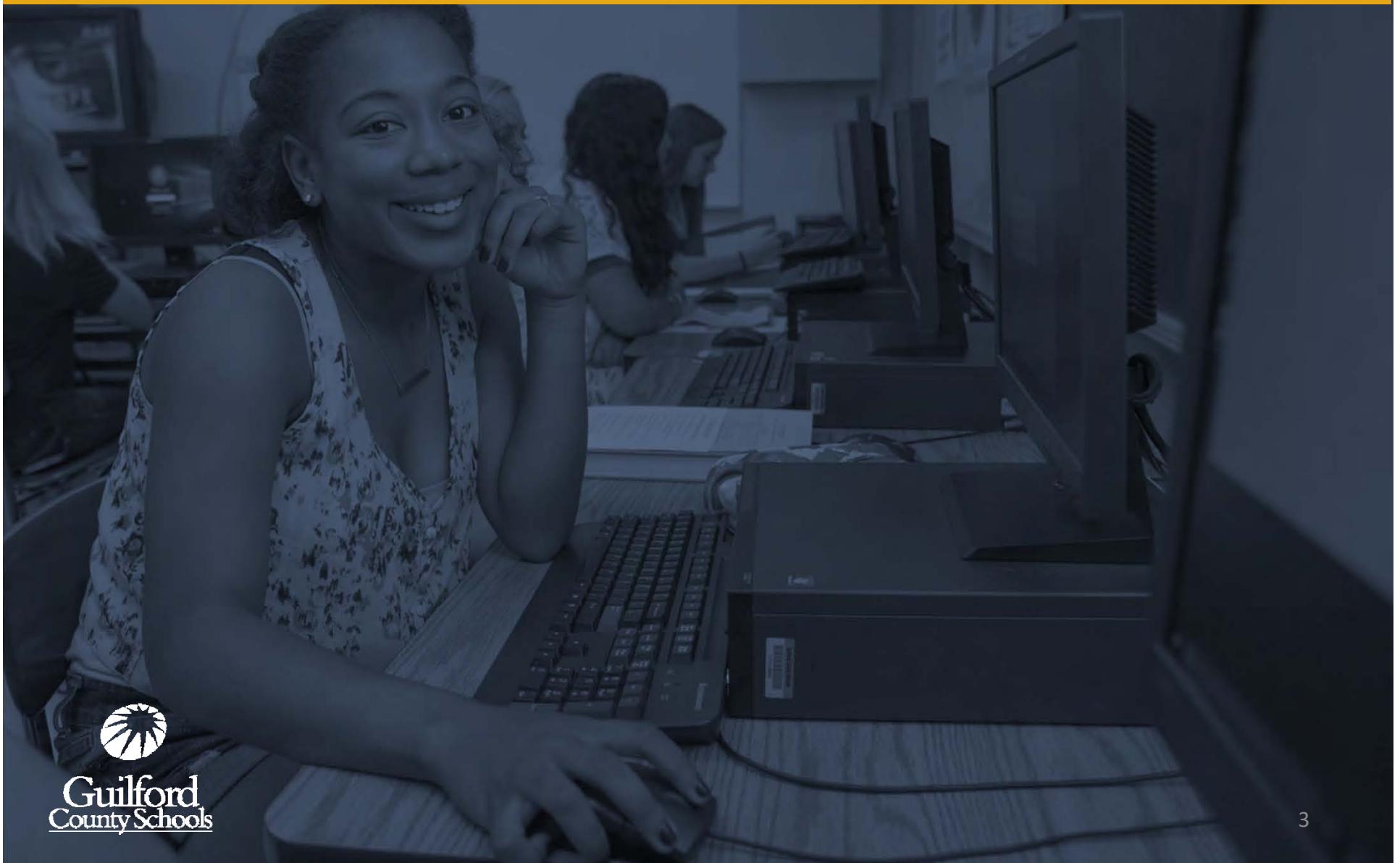
**MISSION: GUILFORD COUNTY STUDENTS WILL
GRADUATE AS RESPONSIBLE CITIZENS PREPARED
TO SUCCEED IN HIGHER EDUCATION, OR IN THE
CAREER OF THEIR CHOICE.***

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

VISION: ACHIEVING EDUCATIONAL EXCELLENCE



2017-18 Budget Assumptions





CLASS-SIZE MAXIMUMS IN GRADES K-3

	Details	Costs
HB 1030 (effective in 2018-19)	District-wide max = state allotment Individual class max = state allotment +3	\$16.6 million
HB 13 (signed by Governor on 04/27/2017)	District-wide max = 20 students per class Individual class max = 23 students per class	\$6.6 million



SALARY & BENEFIT COSTS INCREASES

GOVERNOR'S BUDGET PROPOSAL

	Details	Costs
School Administrator Salaries	Average increase of 6.5%	\$0.5 million
Teacher Salaries	Average increase of 5.0%	\$3.4 million
Classified Staff Salaries	Increase of 2% + one-time bonus	\$0.6 million
Health Insurance	Recommended rate of \$5,880/FTE	\$0.9 million
Retirement Rate	Recommended rate of 16.67% + 0.66% one-time COLA	\$1.7 million
	Total	\$7.1 million

2017-18 Budget Assumptions



CHARTER SCHOOL ENROLLMENT

	Details	Costs
Charter School Enrollment	Projected increase of 951 students	\$3.8 million
Anticipated total payments to charter schools in 2017-18		\$18.5 million

2017-18 Budget Assumptions

6



Dollars and Cents



STATE FUND

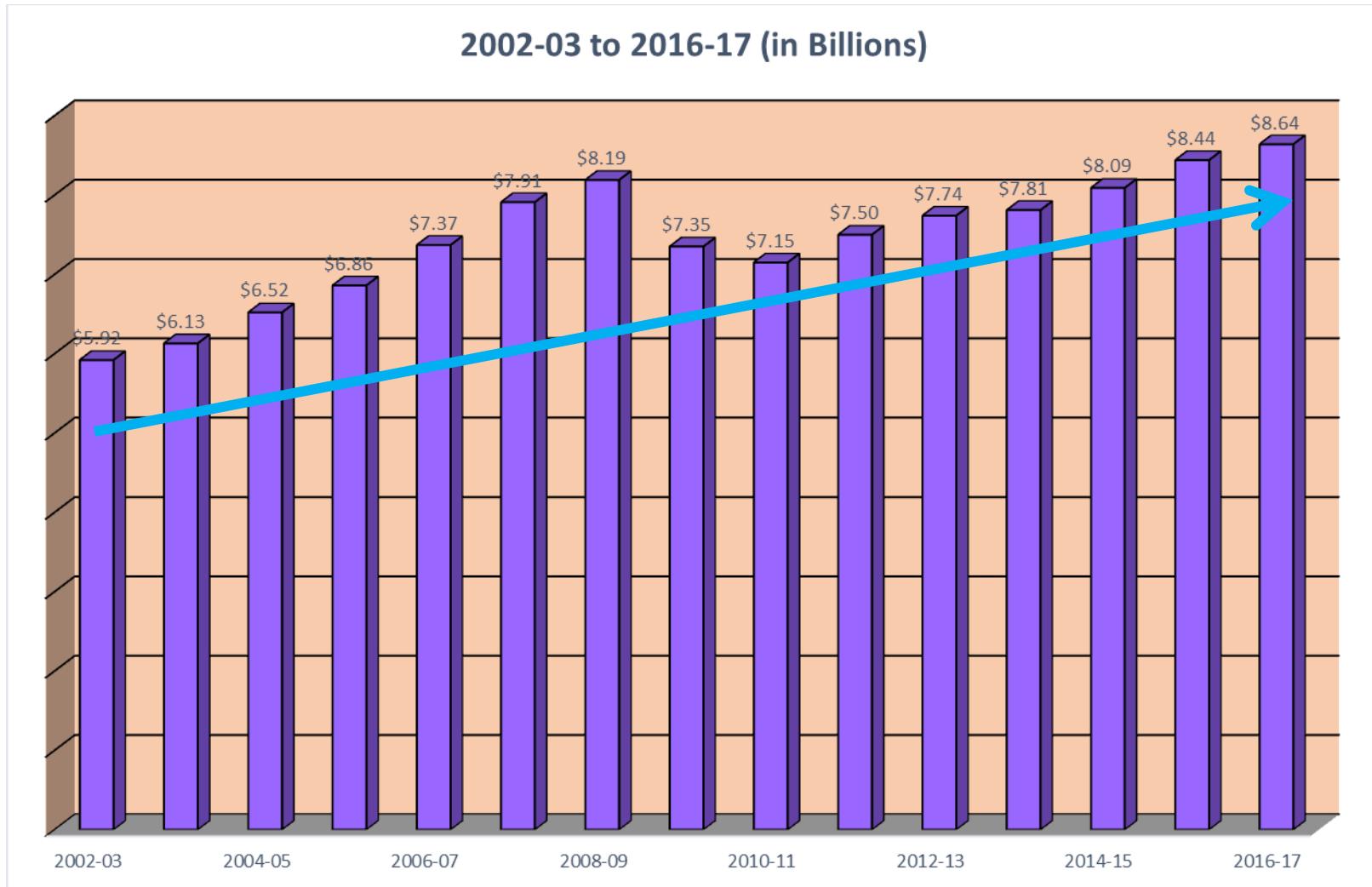
2017-18 Projected Initial State Fund Budget = \$393,297,626
2016-17 Initial State Fund Budget = \$390,222,794

- State fund budget built using allotment formulas provided by NC Department of Public Instruction. Formulas not updated to reflect Governor's recommended budget.
- 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
 - 2016-17 allotted ADM = 71,710
 - 2017-18 allotted ADM = 71,977 (+267)

STATE FUND



Funding increased from \$5.92 billion in 2002-03 to \$8.64 billion in 2016-17.

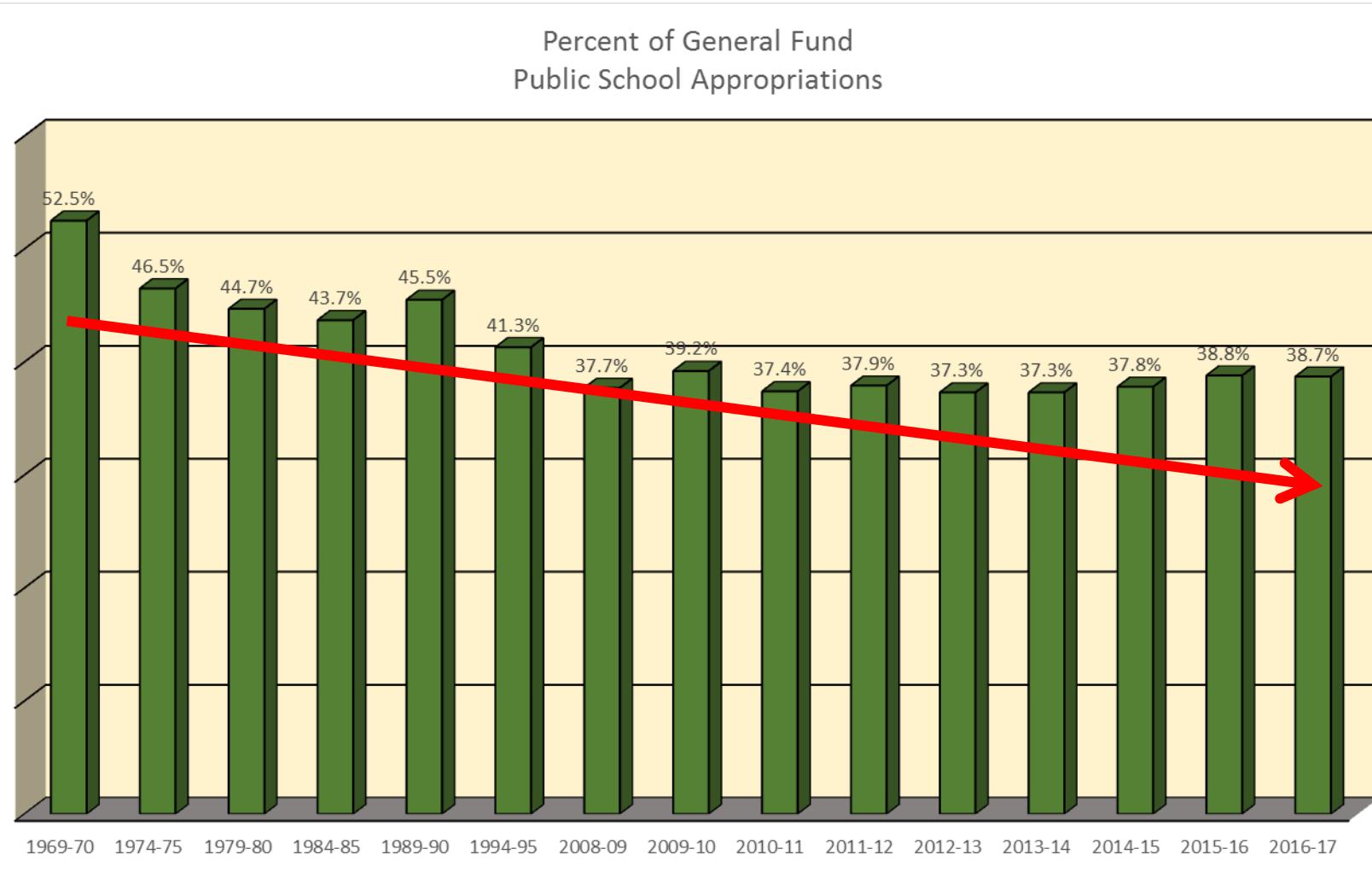


Source: Highlights of the North Carolina Public School Budget, February 2017
<http://www.ncpublicschools.org/docs/fbs/resources/data/highlights/2017highlights.pdf>

STATE FUND



Since 1970, the Public School's share of the State's General Fund has decreased by 13.8%



Source: Highlights of the North Carolina Public School Budget, February 2017
<http://www.ncpublicschools.org/docs/fbs/resources/data/highlights/2017highlights.pdf>

STATE FUND

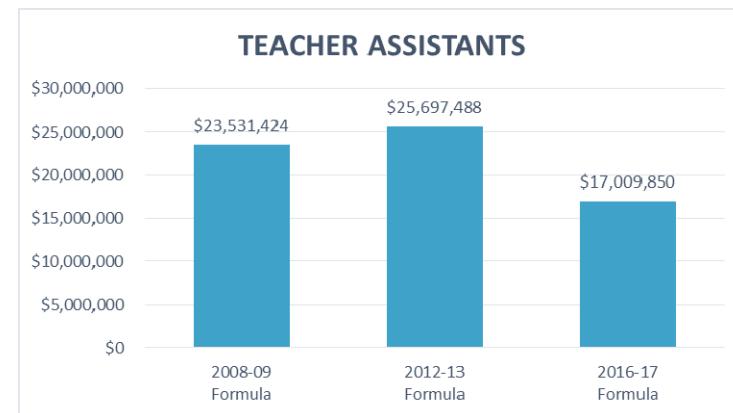
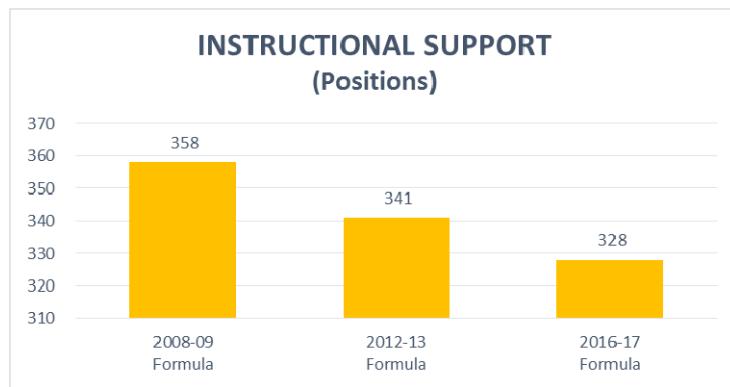
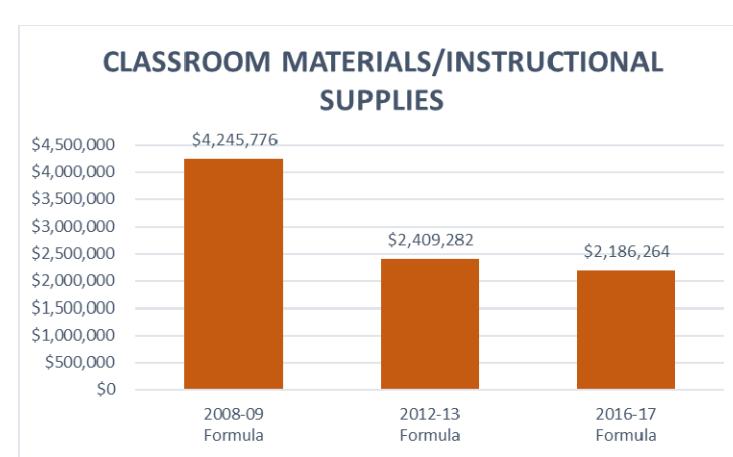
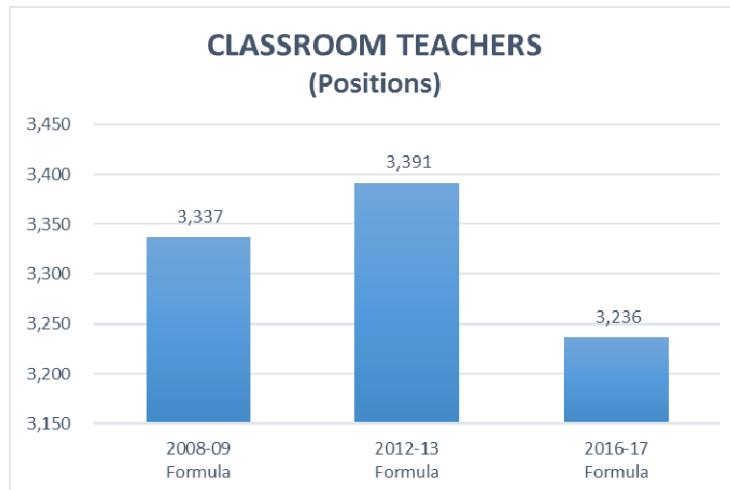


When we apply the state funding formulas that were in place in prior years to the FY 2016-17 allotted ADM, the impact to GCS is as follows:

	2008-09 vs. 2016-17			2012-13 vs. 2016-17		
	Positions	Amount	Change	Positions	Amount	Change
INSTRUCTIONAL PERSONNEL AND SUPPORT SERVICES						
CLASSROOM TEACHERS	(101.71)	(\$6,360,579)	-3.05%	(155.84)	(\$9,745,235)	-4.60%
TEACHER ASSISTANTS		(\$6,521,574)	-27.71%		(\$8,687,638)	-33.81%
INSTRUCTIONAL SUPPORT	(30.25)	(\$2,097,125)	-8.44%	(12.50)	(\$866,434)	-3.67%
PRINCIPALS	(2.00)	(\$168,448)	-1.59%	(2.00)	(\$168,448)	-0.79%
ASSISTANT PRINCIPALS	(16.91)	(\$1,186,596)	-18.86%	(16.91)	(\$1,186,596)	-23.23%
CLASSROOM MATERIALS/INSTRUCTIONAL SUPPLIES/EQUIPMENT		(\$2,059,511)	-48.51%		(\$223,018)	-9.26%
TEXTBOOKS		(\$1,854,421)	-38.51%		\$1,938,321	189.55%
SUPPORT						
NONINSTRUCTIONAL SUPPORT PERSONNEL		(\$2,100,386)	-10.70%		\$765,863	4.57%
CATEGORICAL PROGRAMS						
MENTOR POSITIONS (DOLLAR ALLOTMENT)		(\$605,670)	-100.00%		\$0	0.00%
STAFF DEVELOPMENT		(\$424,215)	-100.00%		\$0	0.00%
TOTAL		(\$23,378,524)			(\$18,088,960)	

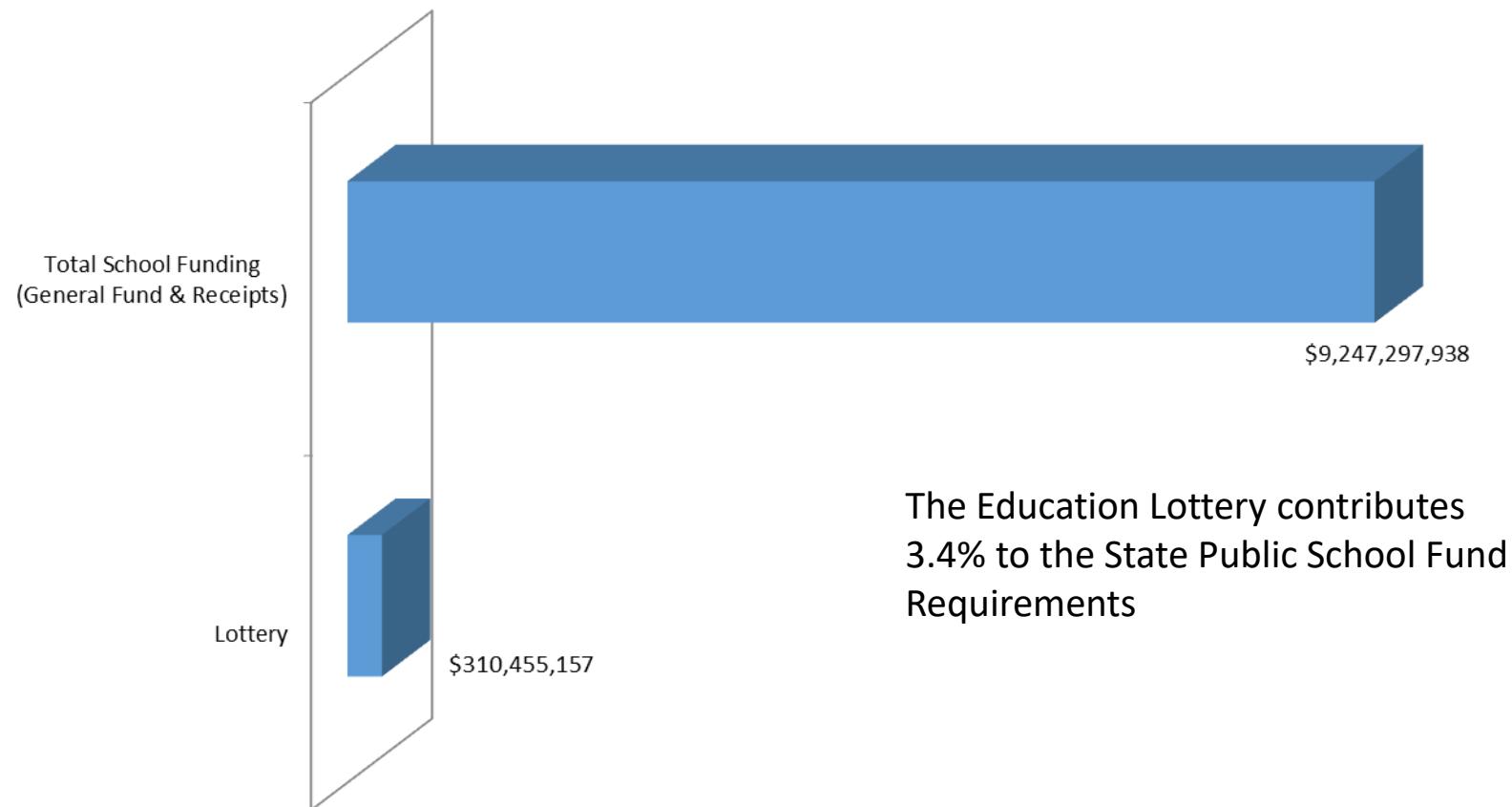


When we apply the state funding formulas that were in place in prior years to the FY 2016-17 allotted ADM, the impact to GCS is as follow:





How Schools Are Funded in North Carolina



Source: Highlights of the North Carolina Public School Budget, February 2017
<http://www.ncpublicschools.org/docs/fbs/resources/data/highlights/2017highlights.pdf>

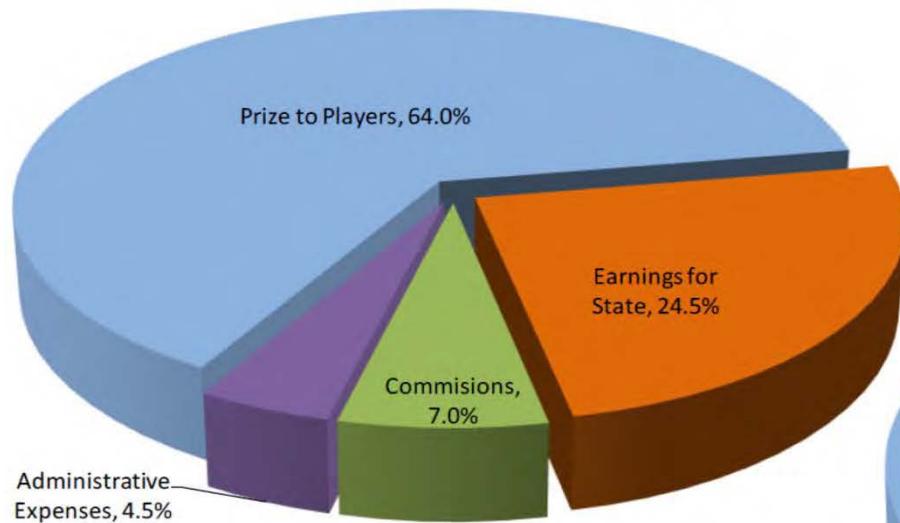
STATE FUND

13



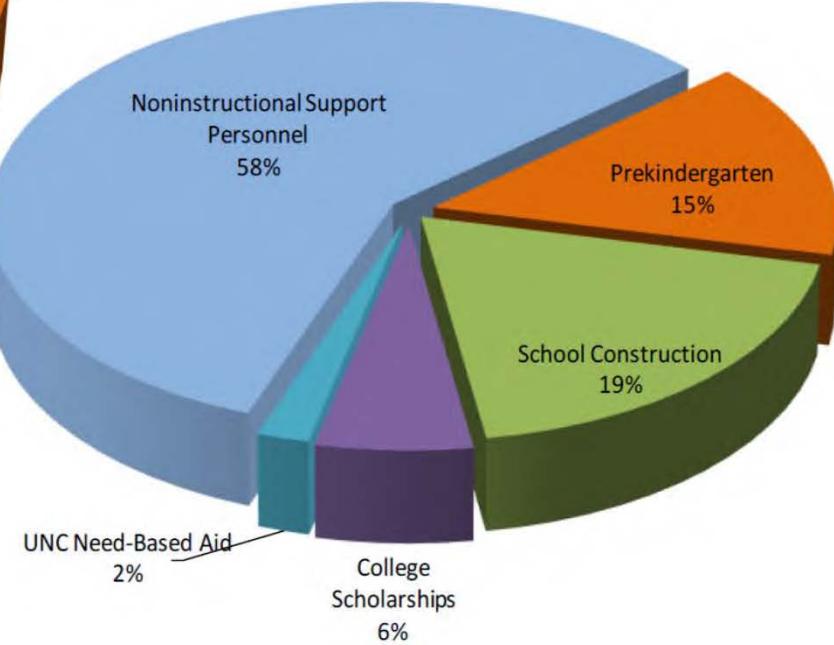
2015 – 16 Lottery Revenue Distributions

Allocation of Expenses FY 2016



Total Operating revenue for the Education Lottery in first 10 months of FY 2016 was \$1.99 billion

Distribution



Source: Highlights of the North Carolina Public School Budget, February 2017
<http://www.ncpublicschools.org/docs/fbs/resources/data/highlights/2017highlights.pdf>

STATE FUND

14



LOCAL CURRENT EXPENSE FUND

2017-18 Recommended Local Fund = **\$202,286,271**

Operating Request from County Commissioners = \$198,582,847

\$188,360,398 = 2016-17 county appropriation

+ 10,222,450 = increase requested for 2017-18

\$198,582,847 = 2017-18 county appropriation requested

Requested per-pupil amount for 2017-18 = \$2,499

(using NCDPI's 2017-18 allotted ADM, including charter schools)

Other Local Sources = \$3,703,424

LOCAL FUND

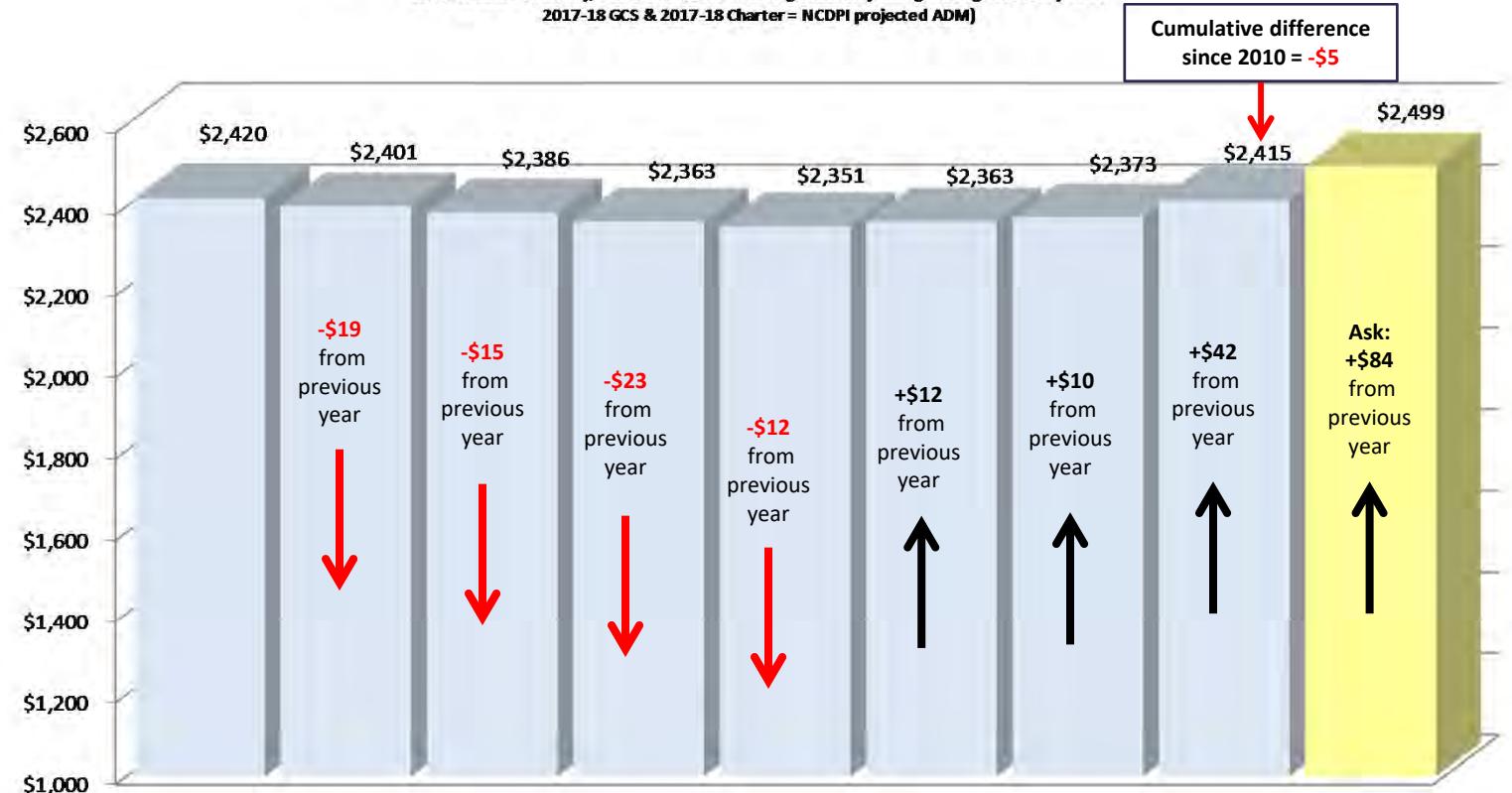
15



Guilford County Schools
Per Pupil County Appropriation for Local Current Expense Fund

Fiscal Years 2009-10 thru 2017-18

(2009-10 through 2015-16 GCS = final ADM per NCDPI; 2009-10 thru 2015-16 Charter = Average monthly billing
 2016-17 GCS = 20th day; 2016-17 Charter = Average monthly billing through February 2017
 2017-18 GCS & 2017-18 Charter = NCDPI projected ADM)

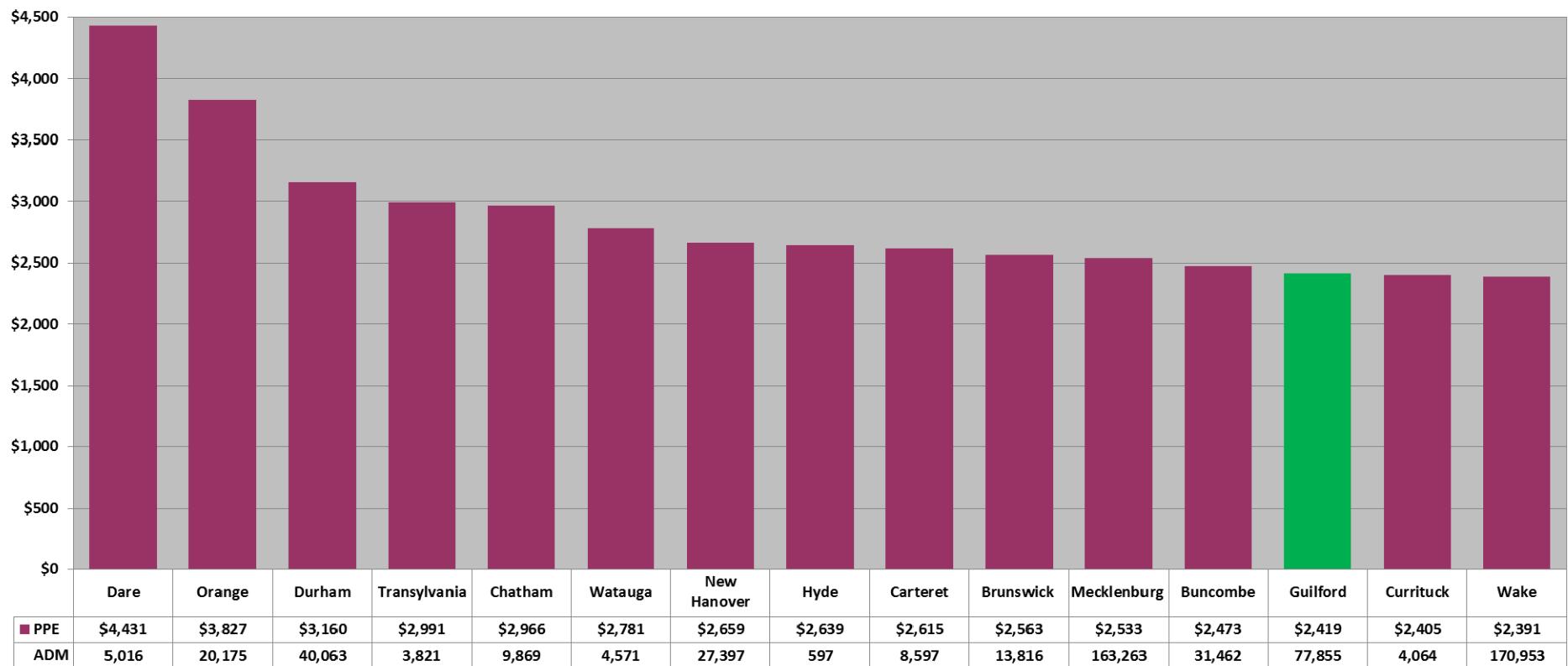


	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
County Appropriation	\$175,165,521	\$175,165,521	\$175,165,521	\$175,630,398	\$177,130,398	\$179,360,398	\$183,360,398	\$188,360,398	\$198,582,847
Guilford County Schools	70,710	71,227	71,587	71,885	71,787	71,502	71,908	71,747	71,977
Charter Schools	1,678	1,740	1,840	2,442	3,543	4,393	5,347	6,255	7,500
Total	72,388	72,967	73,427	74,327	75,330	75,895	77,255	78,002	79,477
Per Pupil Appropriation Amount	\$2,420	\$2,401	\$2,386	\$2,363	\$2,351	\$2,363	\$2,373	\$2,415	\$2,499

LOCAL FUND



2016-17 Per Pupil Expenditure and Average Daily Membership Data
Top 15 Per Pupil Expenditure Counties in NC
(Source: NC Association of County Commissioners
2016-17 Budget and Tax Rate Survey)



Source: North Carolina Association of County Commissioners : 2016-17 Budget & Tax Survey: Current Expense / (ADM + Charter)

LOCAL FUND

17



LOCAL CURRENT EXPENSE FUND

Requested increase in county appropriation = **\$10,222,450**

Growth in charter school enrollment	\$ 3,783,961
Salary & benefit increases	\$ 7,078,821
HB13 – final version requires an additional \$2 million	<u>\$2,000,000</u>
Total	\$ 12,862,782
Less: Increase class-size by one in grades 6-12	<u>(\$ 2,640,332)</u>
Requested increase	<u>\$ 10,222,450</u>

LOCAL FUND

18



FEDERAL GRANTS FUND

2016-17 Actual Federal Allotment = \$43,678,022

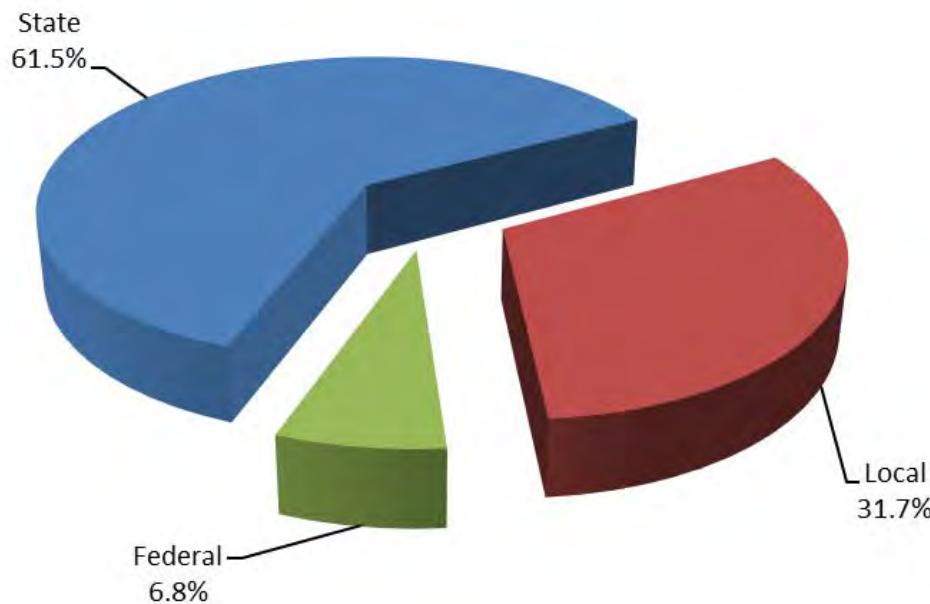
- 2017-18 federal planning allotments from NCDPI are not yet scheduled to be released.
- Due to changes in allowance for state set-asides, budgeting Title I funds at 90% of 2016-17 allotment.

FEDERAL FUND

19



2017-18 Operating Budget (Projected) Revenues/Sources	
Where The Money Comes From	
State	\$393,297,626
Local	202,286,271
Federal	43,678,022
Total	\$639,261,919

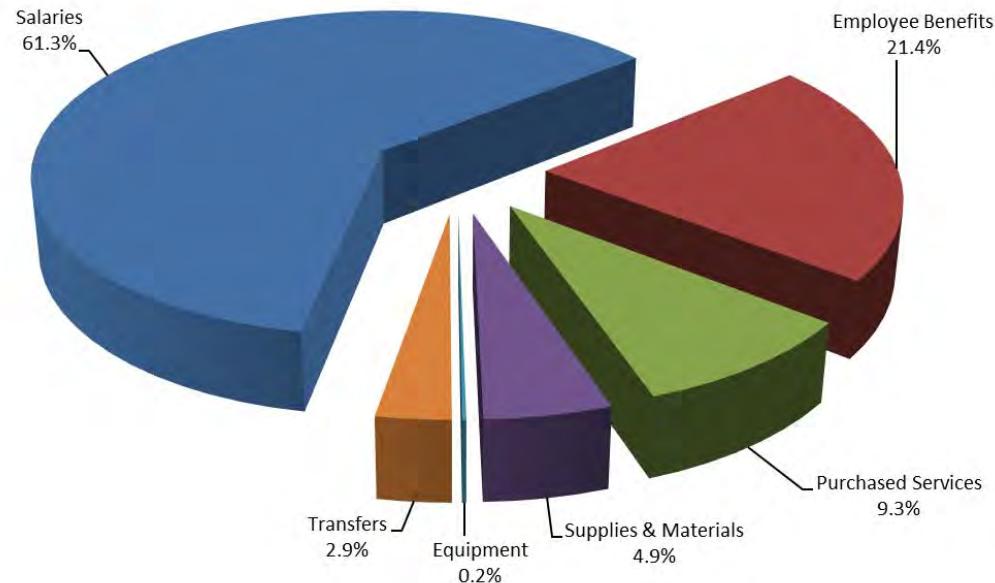


OPERATING BUDGET

20



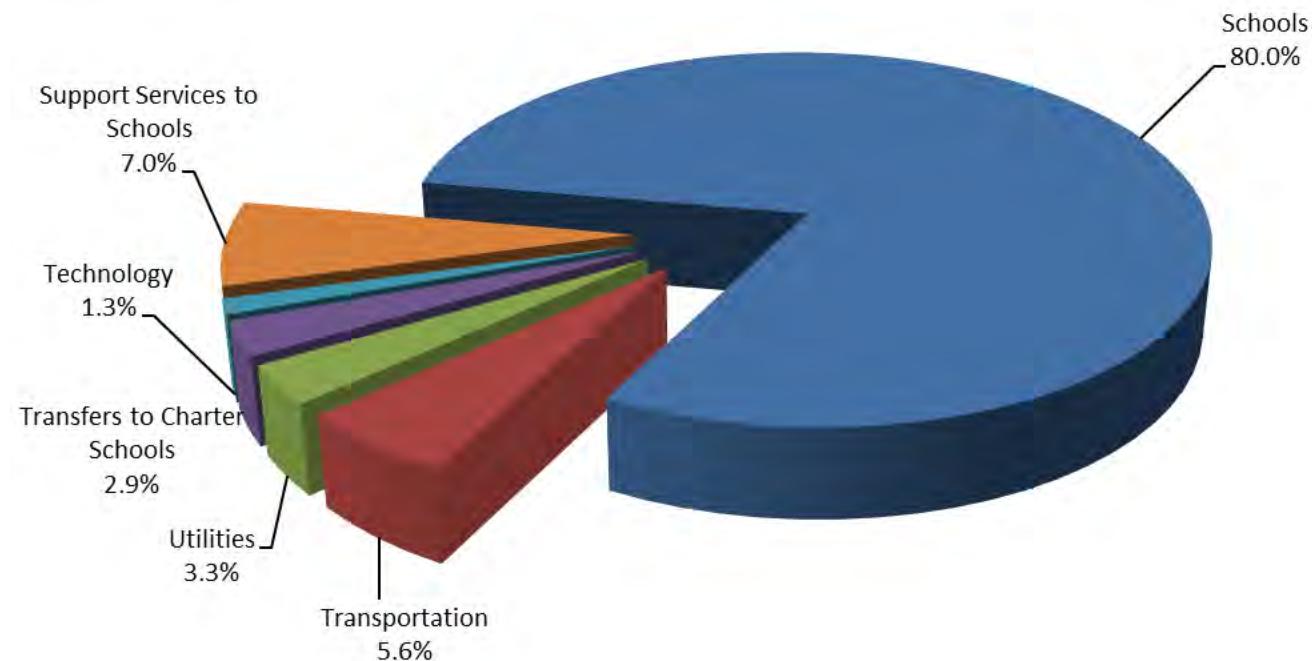
2017-18 Operating Budget (Projected)	
Expenditures/Uses	
Where the Money Goes	
Salaries	\$392,043,697
Employee Benefits	136,797,132
Purchased Services	59,193,533
Supplies & Materials	31,612,940
Equipment	1,023,633
Transfers	18,590,984
Total	\$639,261,919



OPERATING BUDGET



Summary of Operating Budget (Projected)	
Schools	511,126,503
Transportation	35,855,122
Utilities	20,778,266
Transfers to Charter Schools	18,465,984
Technology	8,230,732
Support Services to Schools	44,805,312
Total	\$639,261,919

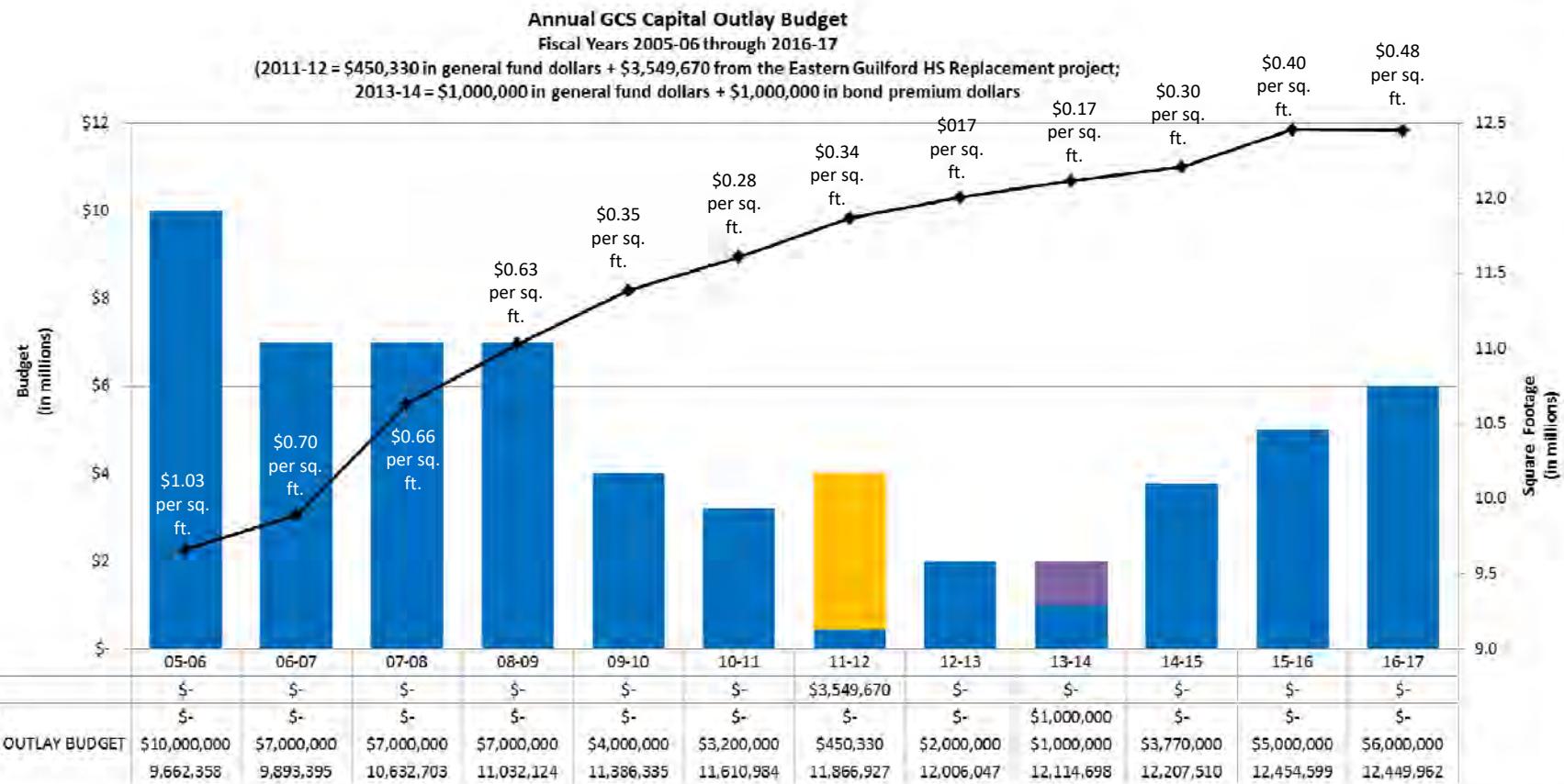


OPERATING BUDGET

22



Capital Request from County Commissioners = \$10,000,000



CAPITAL OUTLAY



2017-18 BUDGET RECOMMENDATION

Funding Sources	Proposed Budget
State Fund	\$393,297,626
Local Fund	\$202,286,271
Federal Fund	\$43,678,022
Capital Outlay Fund	\$10,000,000
Child Nutrition	\$41,872,322
ACES Fund	\$6,927,914
Special Revenue Fund	\$10,857,577
Total 2017-18 Recommended Budget	\$708,919,732

TOTAL BUDGET

24



NEXT STEPS:

- BOE conducts budget work session(s) (*one scheduled for April 19, 2017 at 11:30 a.m.*) and hold public hearing (*scheduled for April 27, 2017 BOE meeting*)
- BOE holds line-item review (TBD)
- BOE adopts 2016-17 budget request (*scheduled for May 9, 2017*)
- BOE submits 2016-17 budget request to BOCC (*no later than May 15, 2017*)
- BOCC has work session(s) to review budget
- BOCC adopts 2017-18 Budget Ordinance (*on or before July 1 statutory deadline*)
- BOE approves Interim Budget Resolution if BOCC has not adopted a 2017-18 Budget Ordinance on or before July 1 and/or the state has not adopted a final budget for 2017-18 before July 1
- BOE approves final 2017-18 budget and 2017-18 Budget Resolution

CALENDAR

25



QUESTIONS?



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

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Guilford Tech. Comm. College	26,050,064	26,872,431	26,876,187	27,660,770	27,660,770	788,339	2.9%
EXPENSE							
Operating Expenses	14,350,000	14,650,000	14,650,000	15,150,000	15,150,000	500,000	3.4%
Capital Maintenance	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	0	0.0%
Debt Repayment	10,200,064	10,722,431	10,726,187	11,010,770	11,010,770	288,339	2.7%
Total Expense	26,050,064	26,872,431	26,876,187	27,660,770	27,660,770	788,339	2.9%
REVENUE							
Federal & State Funds							
American Rec/Reinvest Act	206,280	207,281	207,281	206,503	206,503	(778)	(0.4%)
County Funds	25,843,784	26,665,150	26,668,906	27,454,267	27,454,267	789,117	3.0%
Total Revenue	26,050,064	26,872,431	26,876,187	27,660,770	27,660,770	788,339	2.9%
County Funds	25,843,784	26,665,150	26,668,906	27,454,267	27,454,267	789,117	3.0%

DEPARTMENTAL PURPOSE

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

The Community College's Board of Trustees requested a total budget of \$17,393,447 from Guilford County for FY 2018 (\$15,376,447 in operating funds and \$2,017,000 in capital outlay funds). This request is \$1,243,447 or 7.7% higher than the FY 2016-17 Adopted Budget.

FY 2018 ADOPTED BUDGET HIGHLIGHTS

- The FY 2018 Adopted Budget increases operating funding for the community college by \$500,000 or 3.4% to a total of \$15,150,000. 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 continues the \$1.5 million of capital funding from the county's general fund to maintain the college's facilities.
- The 2018 Adopted Budget also includes approximately \$11 million in debt service related to GTCC. This represents an increase of almost \$289,000 or 2.7% due to the issuance 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.

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

February 24, 2017

Mr. Michael Halford
Budget Management and Evaluation Director
Guilford County
301 W. Market Street, Suite 301
Greensboro, NC 27402

Re: 2017-18 County Budget Proposal

Dear Michael:

Attached is GTCC's 2017/18 budget request as approved by our Board of Trustees on February 16, 2017. This represents our assessment of the College's needs for operations and maintenance of existing facilities. The operating budget totals \$15,376,447, an overall increase of 5%, or \$726,447 over the current fiscal year.

Almost half of our request (2.4%) is attributed to the Center for Advanced Manufacturing, scheduled to open mid-year. Therefore we are only requesting one half of our remaining need. We anticipate requesting the other half in 2018/19.

The \$119,953 salary and benefit rate increases not funded during 2015-2017 is a direct result of implementing a new salary plan based on recommendations from an independent compensation study. For example, we were having a great deal of difficulty attracting and retaining police officers. We are projecting a 2% cost of living adjustment next year. 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. The \$18,000 increase for replacement vehicles is so that we may continue replacing two vehicles per year (one police car and one general maintenance vehicle). The amount in our existing budget (\$20,000) is no longer sufficient to purchase replacement vehicles.

The 2017/18 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, CPA
Vice President, Business & Finance/CFO

cc: Randy Parker

GUILFORD TECHNICAL COMMUNITY COLLEGE
2017-18 County Operating Budget Request

2016-17 Operating Budget	\$ 14,650,000
<u>Additional Needs 2017-18</u>	
Salary and benefit increases not funded during 2015-17	\$ 119,953
Estimated 2% COLA for 2017-18	124,014
Projected medical and retirement rate increases	59,884
Utility rate increases	37,591
Insurance rate increases	10,640
Scheduled rent increases	10,537
Replacement vehicle increase	18,000
Additional needs w/o Center for Applied Manufacturing	\$ 380,619
One-half of remaining needs for the Center for Applied Manufacturing	345,828
Total Increase Requested	\$ 726,447
Total 2017-18 Operating Needs	\$ 15,376,447
 Annual Capital Projects (see list on reverse)	 \$ 2,017,000
Total 2017-18 Budget Request	\$ 17,393,447
	7.7%

Guilford Technical Community College

FY 2017-18 Physical Plant LCO - Proposed Projects	<u>Projected Cost</u>
Replace roof - Applied Technologies Building	\$ 312,000
Replace/upgrade BAS system at Applied Technologies Building	250,000
Grounds equipment storage building at GSO Campus	250,000
Connect to Jamestown water supply	250,000
Replace roof - Koury Building	240,000
Repair failing exterior wall coverings at H1 and H3 - HP Campus	215,000
New electronic billboard signs at GSO, HP and JT campuses	200,000
Repair rear cat walk at Medlin Campus Center	150,000
Replace walkway adjacent to Machinery Hall	75,000
Install water side economizer - GSO Campus Central Energy Plant	<u>75,000</u>
Total for FY 17-18 LCO / Physical Plant	\$ 2,017,000



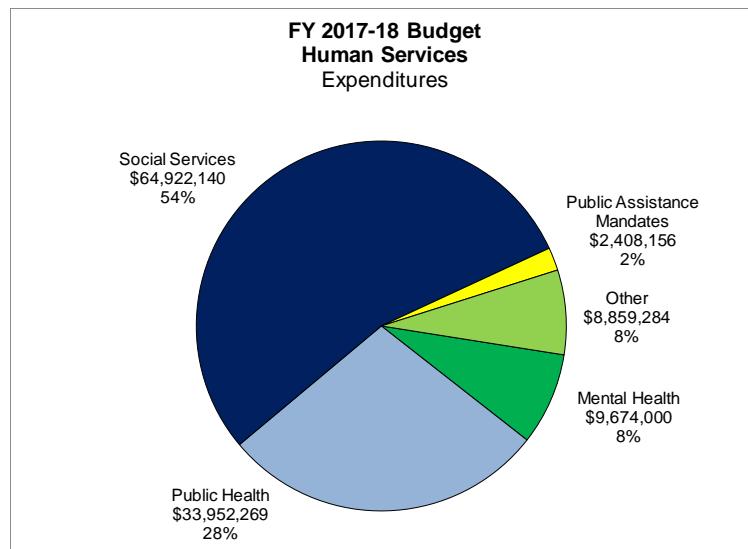
Human Services

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

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

Expenditures

Guilford County's FY 2017-18 Adopted Budget includes approximately \$119.8 million for Human Services expenditures in FY 2017-18, a decrease of roughly \$12.5 million or 9.5% from FY 2016-17. Net County funding will still increase by approximately \$757,000 or 1.6% while Federal & State funding will decrease by \$13.8 million or 18.9% due to the state paying day care vendors directly starting in early FY 2017-18. Human Services is the second largest service area after Education and accounts for approximately 19.7% 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.

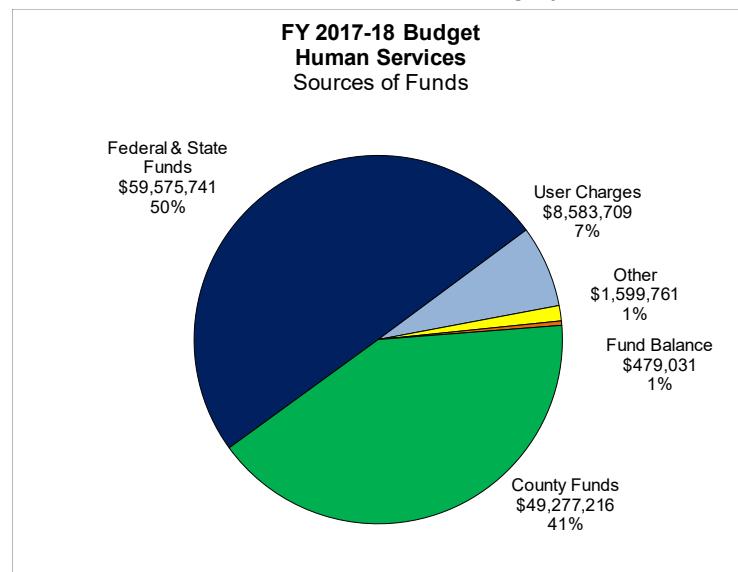
The Social Services expenditure budget has decreased by approximately \$13.7 million or 17.4%. This reduction is primarily attributable to the transition of daycare vendor payments to the state through NC FAST. Despite the overall decrease, \$2.6 million was added for Foster Care and the HCCBG Care Management Program was moved over from Public Health. This budget also includes \$75,000 to support the establishment of a Child Medical Exam Program that will be delivered on-site at the Family Justice Center. Social Services received seven new positions as well: one new Foster Care Program recruiter was added in response to a roughly 62% increase in the number of children in Foster Care and six Eligibility Caseworkers and one Eligibility Supervisor were added for CIP and LIEAP eligibility processing as it transitions back in-house in FY 2017-18. The cost of CIP/LIEAP positions will be offset by the funds already budgeted for contract costs associated with prior external administration of the program.

The Public Health expense budget increased by approximately \$1.4 million or 4.2% in FY 2017-18. Most of the overall increase for Public Health is directly attributable to the addition of four 12-month school nurses and one 12-month school nurse supervisor for school health services; these positions which will bring the nurse to student ratio down from 1 nurse for every 2,211 students to approximately 1 nurse for every 1,938 students. One Environmental Health Specialist was also added to improve the inspection rates of restaurants, pools, and other facilities. 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 decrease slightly in FY 2017-18.

Revenues

For 2017-18, total Human Services revenues have decreased by \$12.4 million or 9.5% due primarily to the transition of daycare administration to the state. Federal & State Revenues support 50% of the Human Services Budget while County Funds support 41%, User Charges 7%, and Other Revenues and Fund Balance 1% each.



	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Manager	FY2018 Adopted	vs. FY17 Adopted
					\$ chg	% chg
Department						
Child Support Enforcement	\$5,911,919	\$6,275,096	\$6,278,229	\$6,309,612	\$6,309,612	\$34,516 0.6%
Coordinated Services	\$1,498,394	\$1,269,639	\$1,382,271	\$1,269,731	\$1,279,331	\$9,692 0.8%
Mental Health	\$9,674,000	\$9,674,000	\$9,674,000	\$9,674,000	\$9,674,000	\$0 0.0%
Public Assistance Mandates	\$5,568,775	\$2,663,173	\$2,663,173	\$2,408,156	\$2,408,156	(\$255,017) -9.6%
Public Health	\$30,106,801	\$32,587,816	\$33,473,895	\$33,820,477	\$33,952,269	\$1,364,453 4.2%
Social Services	\$72,835,425	\$78,580,101	\$87,287,881	\$64,763,141	\$64,922,140	(\$13,657,961) -17.4%
Transportation	\$1,471,593	\$1,307,466	\$1,709,603	\$1,270,341	\$1,270,341	(\$37,125) -2.8%
Veterans Services*	\$117,104	\$0	\$92	\$0	\$0	\$0 n/a
Total Expenditures	\$127,184,011	\$132,357,291	\$142,469,144	\$119,515,458	\$119,815,849	(\$12,541,442) -9.5%
* included in Social Services beginning in FY2017						
Sources of Funds						
Federal & State Funds	\$72,800,352	\$73,472,636	\$81,921,948	\$59,575,741	\$59,629,741	(\$13,842,895) -18.8%
User Charges	\$9,049,217	\$7,699,024	\$8,003,882	\$8,583,709	\$8,603,709	\$904,685 11.8%
Other	\$1,508,285	\$1,454,027	\$1,695,049	\$1,599,761	\$1,599,761	\$145,734 10.0%
Fund Balance	\$1,153,705	\$1,144,188	\$1,293,122	\$479,031	\$638,031	(\$506,157) -44.2%
County Funds	\$42,672,452	\$48,587,416	\$49,555,143	\$49,277,216	\$49,344,607	\$757,191 1.6%
Sources of Funds	\$127,184,011	\$132,357,291	\$142,469,144	\$119,515,458	\$119,815,849	(\$12,541,442) -9.5%
Permanent Positions	1,099.200	1,101.200	1,112.200	1,138.450	1,124.450	23.250 2.1%

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

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



BUDGET SUMMARY

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Child Support Enforcement	5,911,919	6,275,096	6,278,229	6,309,612	6,309,612	34,516	0.6%
Child Support Enforcement	5,911,919	6,275,096	6,278,229	6,309,612	6,309,612	34,516	0.6%
EXPENSE							
Personnel Services	5,451,874	5,759,904	5,759,904	5,761,175	5,761,175	1,271	0.0%
Supplies & Materials	64,431	79,743	83,830	91,974	91,974	12,231	15.3%
Other Services & Charges	395,614	435,449	434,495	456,463	456,463	21,014	4.8%
Total Expense	5,911,919	6,275,096	6,278,229	6,309,612	6,309,612	34,516	0.6%
REVENUE							
Intergovernmental	6,126,362	6,115,105	6,115,105	6,251,167	6,305,167	190,062	3.1%
Charges for Services	62,583	50,252	50,252	50,252	50,252	0	0.0%
Miscellaneous Revenues	59,479	54,000	54,000	54,000	54,000	0	0.0%
Total Revenue	6,248,423	6,219,357	6,219,357	6,355,419	6,409,419	190,062	3.1%
County Funds	(336,505)	55,739	58,872	(45,807)	(99,807)	(155,546)	(279.1%)
Positions	91.85	92.85	92.85	93.85	93.85	1.00	1.1%

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 2018 GOALS & OBJECTIVES

- The agency would like to continue to use technology to increase efficiency through the use of the imaging system and the acquisition and use of dual monitors.
- The agency would also like to encourage staff development and improve customer service by offering new training opportunities.

FY 2018 ADOPTED BUDGET HIGHLIGHTS

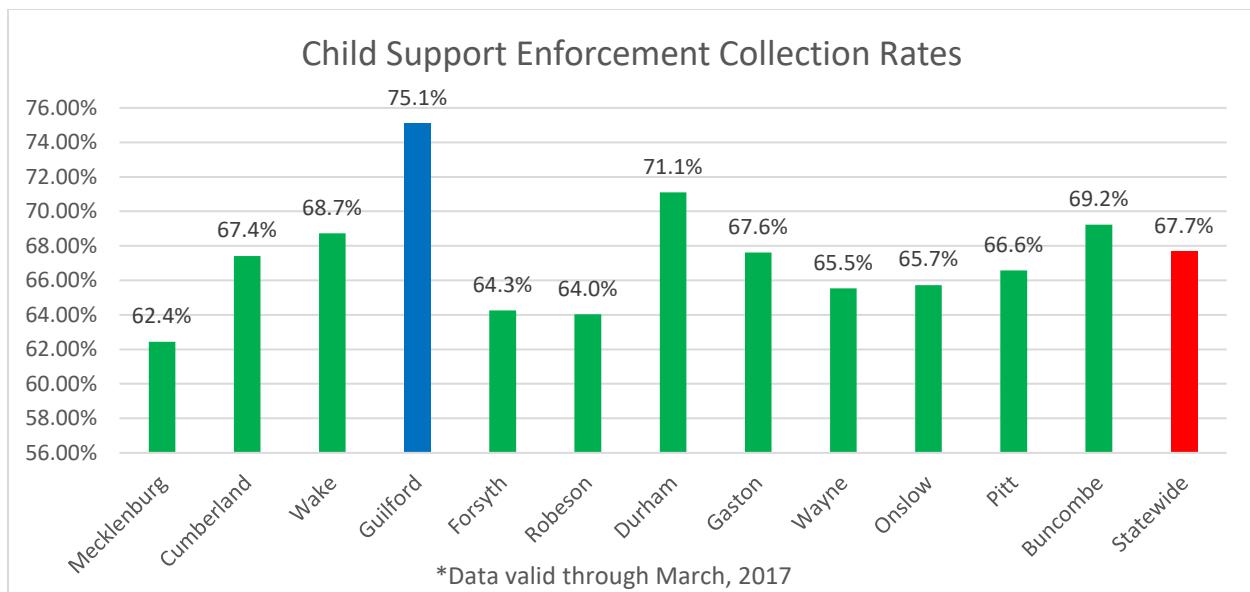
- The FY 2018 Adopted expense budget increased by \$34,516 or 0.6% over FY 2017 Adopted. Most of this increase is driven by personnel services and other services and charges.
- Personnel Services increased in the FY 2018 Adopted budget by \$1,271. This increase is due to normal personnel adjustments and changes such as the annual merit pool as well as reductions in longevity and worker's compensation due to staff turnover. The adopted budget also includes the addition of a Fiscal/Admin Officer position for \$38,044, of a cost of \$12,935 for the county in FY 2018 including benefits. This position will be responsible for managing fiscal reports, audits, and 1571 monthly expense reports. The 1571 monthly expense reports must be submitted to the State for compliance, and are required to receive Federal funding and federal incentive money.
- Supplies and Materials increased by \$12,231 or 15.3%. Of the increase, \$6,000 or about 7.5% is due to anticipated printing and office supply needs which are necessary to accommodate an increase in the length of Child Support applications from 4-5 pages long to 23-24 pages long, as now required by the State of North Carolina. Each applicant is given a copy of the application. Also, there is a net increase of \$6,231 in small computer equipment to purchase dual monitors for staff per the County's Technology Plan; these monitors are anticipated to improve productivity.
- Other Services & Charges has increased \$21,014, or 4.8%. A \$4,000 increase in Routine Building Maintenance/Repairs is due to a general increase in the county's janitorial contract; this contract is managed by Facilities and then distributed to departments. Postage & Delivery is held at the FY 2017 funding level despite due to the anticipated increase in postage costs associated with the increase in child support application length, and thus weight. Other increases are due to with costs associated with on-boarding new hires, staff training requirements and needs, annual software maintenance agreements, and newly federally mandated background check requirements.
- The overall revenue budget for FY 2018 is estimated to increase by \$190,062, or 3.1%. The largest revenue source in the budget, IV-D Administration, is a federal grant that reimburses the County at a rate of 66% for eligible expenditures. Because of increases in the department's budget, this line item has increased as well, though it is limited by the State of North Carolina is keeping 15% of the incentive funds this year which reduces the actual increase in revenues realized by counties.

FY 2017 SIGNIFICANT ACCOMPLISHMENTS

- The department collected \$35,107,470 during FY 2016-17. Approximately 98% of the collections were disbursed directly to families.
- The agency maintains the largest current support collection rate when compared to the 12 largest counties in the State.
- The Department's implementation of the Compass Pilot software system last year continues to increase the efficiency of the program by providing a document management system in an electronic document environment.
- The Agency created a new position for a NC FAST coordinator to provide assistance with the NC FAST triggers and errors in an effort to help with the backlog and to increase the cases under order.

KEY PERFORMANCE MEASURES

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
Child Support Enforcement					
Collection Rate	75.1	75	75	75	75
Cases Under Order	83	83	83	83	86
Paternity Establishment Rate	102.5	101	101	101	101
Payment to Arrears	70.2	70	70	70	70
	\$	\$	\$	\$	\$
Total Collections	35,107,470	35,050,000	35,000,000	35,000,000	35,000,000
Total Caseload	20,501	20,700	20,700	20,700	20,700
Total Caseload per FTE	220	222	222	222	222
Total Caseload per Agent	427	431	431	431	431



FUTURE OPPORTUNITIES & CHALLENGES

- Agency revenues will decrease due to House Bill 940 Section 12E.7, passed July 1, 2015, that allows the state DHHS to retain 15% of the Federal incentives monies. The Counties statewide will receive 85% of the Federal incentives.
- The agency will place an increased emphasis on working with the unemployed and underemployed by directing noncustodial parents to resources in the community and by increasing the department's knowledge of available resources in the surrounding areas.
- 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 numerous trigger errors in our ACTS system.

COORDINATED SERVICES

Clarence Grier, Deputy County Manager

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

Healthy People

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

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Coordinated Services-Administration	38,445	34,829	44,379	34,921	44,521	9,692	27.8%
Coordinated Services-General Services	363,900	165,500	165,500	165,500	165,500	0	0.0%
Coordinated Services-JCPC Services	1,096,049	1,069,310	1,172,392	1,069,310	1,069,310	0	0.0%
Coordinated Services	1,498,394	1,269,639	1,382,271	1,269,731	1,279,331	9,692	0.8%
EXPENSE							
Personnel Services	6,607	5,995	5,995	6,087	6,087	92	1.5%
Supplies & Materials	1,941	0	0	0	0	0	0.0%
Other Services & Charges	1,489,846	1,263,644	1,376,276	1,263,644	1,273,244	9,600	0.8%
Total Expense	1,498,394	1,269,639	1,382,271	1,269,731	1,279,331	9,692	0.8%
REVENUE							
Intergovernmental	1,219,563	1,153,276	1,244,516	1,153,276	1,153,276	0	0.0%
Miscellaneous Revenues	606	150	150	150	150	0	0.0%
Total Revenue	1,220,170	1,153,426	1,244,666	1,153,426	1,153,426	0	0.0%
County Funds	278,224	116,213	137,605	116,305	125,905	9,692	8.3%
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 2018 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 FY 2017 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 2017 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 and uses those proposals to develop a recommended funding plan that is presented to the County Board of Commissioners during the budget development process. The Board of Commissioners is responsible for final adoption of the JCPC funding plan as the funding is distributed through the county.

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

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 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.

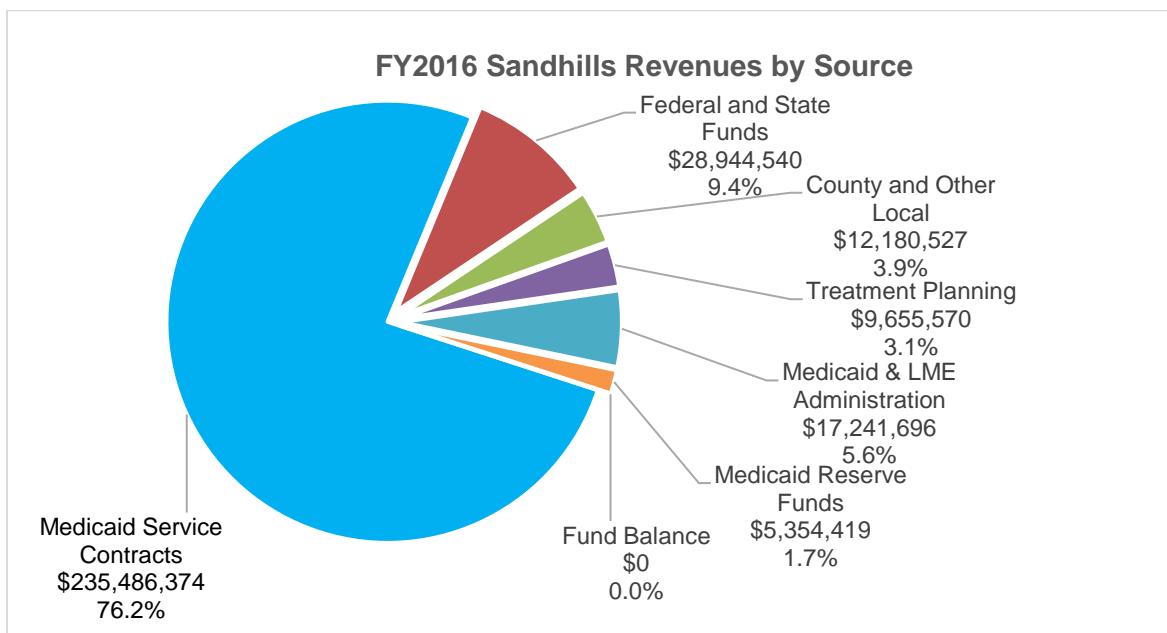
FY 2018 ADOPTED BUDGET HIGHLIGHTS

- The FY 2018 Adopted budget remains unchanged from FY 2017 Adopted as the Sandhills Center has not requested any changes in funding.
- Level funding sustains the current level of crisis/psychiatric services for consumers and families in Guilford County.

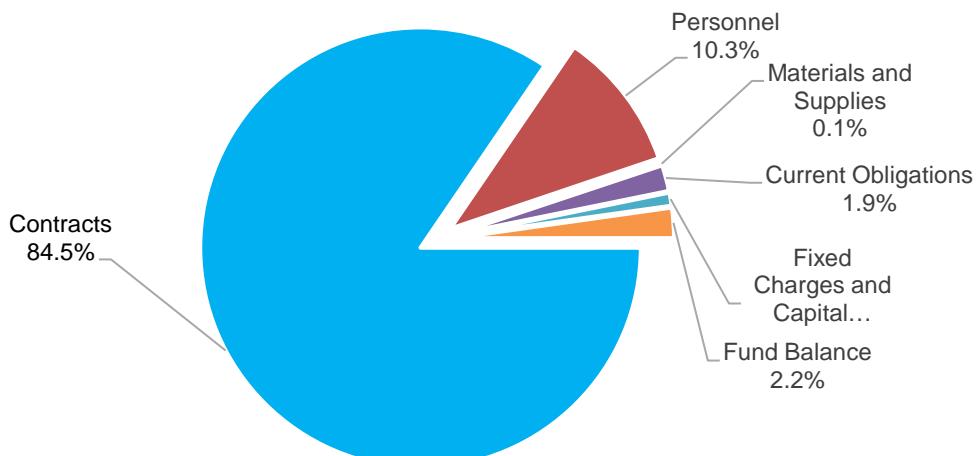
- County Funding helps to support Sandhills' 24-hour County Walk-In/ Crisis Service and The Guilford County Substance Abuse Treatment Center on Wendover Avenue.

FY 2017 SIGNIFICANT ACCOMPLISHMENTS

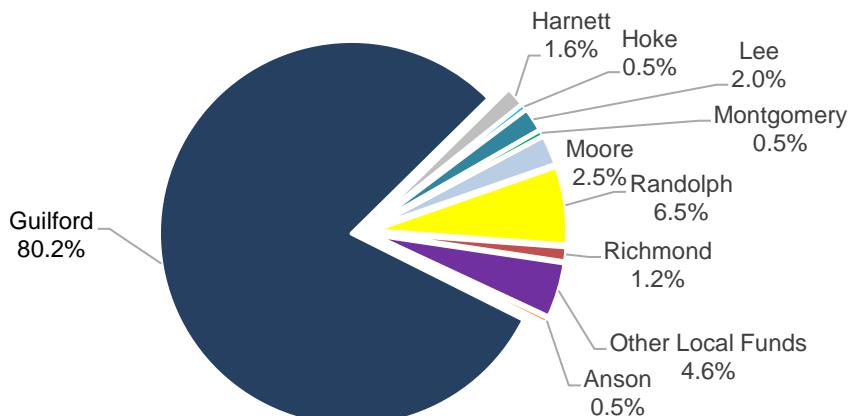
- Sandhills continues to maintain a strong local presence in Guilford County.
- Guilford County holds 4 of 23 Board of Directors positions on the Sandhills Center Board.
- Continue to assist service providers with process of getting necessary credentials.
- Continue monitoring standards for claims, appeals, 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



FY2016 Sandhills Expenses by Source



FY2016 Sandhills Revenue Contribution by County



Adult Drug Treatment Court

The Courts target adult offenders who present with a long history of addiction and the need for treatment and judicial oversight. The Court uses a team based approach, led 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 OTP (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

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Adults	2,516,698	2,642,797	2,642,797	2,387,780	2,387,780	(255,017)	(9.6%)
Families	46,295	20,376	20,376	20,376	20,376	0	0.0%
Medicaid	3,005,782	0	0	0	0	0	0.0%
Public Assistance Mandates	5,568,775	2,663,173	2,663,173	2,408,156	2,408,156	(255,017)	(9.6%)
EXPENSE							
Human Services Assistance	5,568,775	2,663,173	2,663,173	2,408,156	2,408,156	(255,017)	(9.6%)
Total Expense	5,568,775	2,663,173	2,663,173	2,408,156	2,408,156	(255,017)	(9.6%)
REVENUE							
Intergovernmental	3,005,382	0	0	0	0	0	0.0%
Total Revenue	3,005,382	0	0	0	0	0	0.0%
County Funds	2,563,393	2,663,173	2,663,173	2,408,156	2,408,156	(255,017)	(9.6%)

DEPARTMENTAL PURPOSE

This group of expenditures reflects the local budgets for certain mandated public assistance programs. The following two programs encompass the public assistance mandates budget:

- The **Special Assistance to Adults** program primarily provides cash assistance for low-income elderly adults in adult care homes or other residential settings, and also for adults age 18-64 with disabilities who are in domiciliary care facilities and meet state eligibility requirements for Special Assistance. The county has budgeted \$2,663,173 for its share of the estimated cost of this service. Funding is based upon the most recent State estimate provided to the county
- 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 2018, 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. Moving forward from FY 2017, funds for this program will be included in Social Service's budget.

PUBLIC HEALTH

Merle Green, Public Health Div. Director

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

Healthy People

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



BUDGET SUMMARY

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Public Health-Administration	2,548,983	2,122,038	2,426,979	2,090,207	2,090,203	(31,835)	(1.5%)
Public Health-Community Health	8,440,972	9,074,486	9,002,523	9,151,746	9,225,699	151,213	1.7%
Public Health-Clinical Health	10,325,343	12,045,120	12,594,026	12,812,734	12,812,735	767,615	6.4%
Public Health-Environmental Health	3,332,197	3,461,858	3,461,991	3,624,584	3,682,422	220,564	6.4%
Public Health-Allied Health	5,132,761	5,568,351	5,655,377	5,826,084	5,826,089	257,738	4.6%
Public Health-Ph Preparedness	326,545	315,963	332,999	315,123	315,121	(842)	(0.3%)
Public Health	30,106,801	32,587,816	33,473,895	33,820,477	33,952,269	1,364,453	4.2%
EXPENSE							
Personnel Services	25,369,535	26,941,809	26,827,501	27,681,456	27,805,995	864,186	3.2%
Supplies & Materials	1,662,914	2,056,800	2,450,441	2,336,735	2,339,756	282,956	13.8%
Other Services & Charges	3,063,051	3,372,895	3,894,551	3,590,277	3,594,509	221,614	6.6%
Human Services Assistance	73,192	171,312	187,097	168,009	168,009	(3,303)	(1.9%)
Capital	18,619	45,000	114,305	44,000	44,000	(1,000)	(2.2%)
Other	(80,510)	0	0	0	0	0	0.0%
Total Expense	30,106,801	32,587,816	33,473,895	33,820,477	33,952,269	1,364,453	4.2%
REVENUE							
Licenses and Permits	695,386	685,250	685,250	653,970	663,970	(21,280)	(3.1%)
Intergovernmental	6,605,118	6,701,336	7,017,384	7,460,672	7,460,672	759,336	11.3%
Charges for Services	8,036,125	6,728,410	7,033,268	7,650,875	7,660,875	932,465	13.9%
Appropriated Fund Balance	1,153,705	1,144,188	1,152,456	479,031	479,031	(665,157)	(58.1%)
Other Financing Sources	660	0	0	0	0	0	0.0%
Miscellaneous Revenues	827,122	772,412	960,784	934,664	934,664	162,252	21.0%
Total Revenue	17,318,115	16,031,596	16,849,142	17,179,212	17,199,212	1,167,616	7.3%
County Funds	12,788,686	16,556,220	16,624,753	16,641,265	16,753,057	196,837	1.2%
Positions	389.75	389.75	391.75	395.00	397.00	7.25	1.9%

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 2018 GOALS & OBJECTIVES

- Continue appropriate actions related to health protection and disease management.
- Maintain in-home services for disabled children (CAP/C) and disabled adults (CAP/DA) and manage the waiting lists for services as funding allows.
- Seek to increase the number of School Nurses on a graduated schedule in order to reduce the nurse to student ratio from the current 1:2200 nearer the generally accepted standard of 1:750.

- Maintain high percentage of children \leq 24 months of age who receive required childhood immunizations at 98% by sponsoring various outreach and patient education activities.
- Increase timeline compliance with wastewater system inspection requirements.
- Maintain visibility of health promotion and disease prevention messages by participating in public school and university seminars, recreation center activities, community health fairs, faith-based conferences, and other appropriate venues.
- Comply with the requirement for filing birth certificates within 3 days, and death certificates within 5 days of receipt.

FY 2018 ADOPTED BUDGET HIGHLIGHTS

- Overall, the FY 2018 Adopted Budget increased by \$1,364,453 or 3.8% over FY 2017 Adopted. Despite this increase, because both revenues and expenditures are higher than FY 2017 Adopted, County funding for Public Health only increased \$196,837 or 1.2% with the remaining increases off-set by other revenue sources.
- FY 2018 Adopted revenues increased by \$1,147,616 or 7.3% due to increases in intergovernmental revenues and charges for services as well as Miscellaneous revenues. In addition, appropriated MedMax fund balance was reduced by \$665,157 or 58.1% to better reflect actual expenditures in MedMax programs.
- Personnel increased by \$864,186 or 3.2% due primarily to County-wide merit and the addition of four 12-month nurses and one school nurse supervisor for school health services, one Environmental Health Specialist, and adjustments in over- and part-time salaries to better reflect actual expenditures in prior years. Part-time salaries also decreased to reflect the filling of full-time positions thereby reducing the need for part-time staff. The additional nurses will reduce the nurse to student ratio from 1 nurse for every 2,211 students to approximately 1 nurse for every 1,938 students.
- Supplies & Materials increased by \$282,956 or 13.8%. The majority of the increase is in Lab Supplies and reflects grant funding as well as increasing demand for laboratory services. Supplies for the new positions are also included in this total.
- Other Service & Charges increased by \$221,614 or 6.6% primarily because of an increase in medical services associated with grant funding as well as anticipated increases in advertising, software licenses, and education.
- Human Services Assistance decreased \$3,303 or 1.9% over FY 2017 Adopted due to alignment of these accounts with actual and projected expenditures. While expenditures in this category are largely reimbursable by the State and other non-County sources, there have been large variances in prior years due to these services not be widely utilized. Capital also decreased to reflect planned purchases in accordance with the County's multi-year major equipment plan.
- Other FY 2018 Adopted Budget changes include a change in the Evans-Blount Clinic operations in which the doctor at the clinic will assume operating costs for the clinic and the addition of a contracted doctor through Wake Forest University for infectious diseases to be funded for the same amount as the clinic operation (\$0 net change, \$143,451 funding

shifted from clinic to doctor's contract); increases in environmental health fees for plan review for and inspections of regulation facilities including pools, wells, and water systems (\$79,710 increase in revenues); and increases in fees for Smart Girls health education trainings and curriculums (\$1,900 increase in revenues). In addition, a 0.75 FTE grant funded position will be eliminated and the funds used to contract for the services instead due to challenges filling the position (\$0 net change).

FY 2017 SIGNIFICANT ACCOMPLISHMENTS

- During FY 2017 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 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.
- Our patient medical services divisions (clinical and dental) both experienced an increase in patient volume over the past 12 months, with many successful interventions aimed at improving the health status of individual patients.
- Our geriatric outreach departments 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 introduction of the School Health Aide (CNA) program in schools where the program was piloted...
- 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 improved client experiences as well as diagnostic capabilities.

KEY PERFORMANCE MEASURES

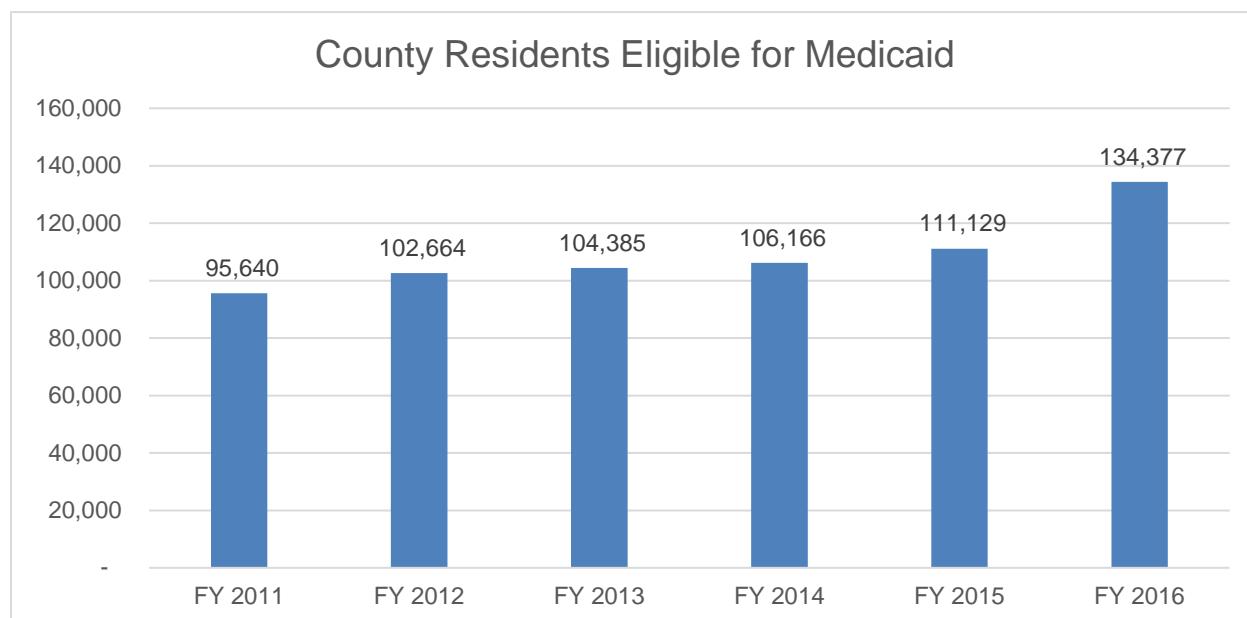
	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	FY19 Target
Adult Health					
Community Alternative Program for Disabled Adults -(CAP/DA) served/ waiting list	350	370	310/75	310/75	310
Community Alternative Program for Disabled Children - (CAP/C) served/ waiting list	30	49+	49+/0	49+/0	49
School Health Nurse / Student Ratio	1:2,214	1:2,211	1:2,211	1:2,211	1:750
Newborn Home Visiting	5,000	5,000	5,500	5,000	5,000

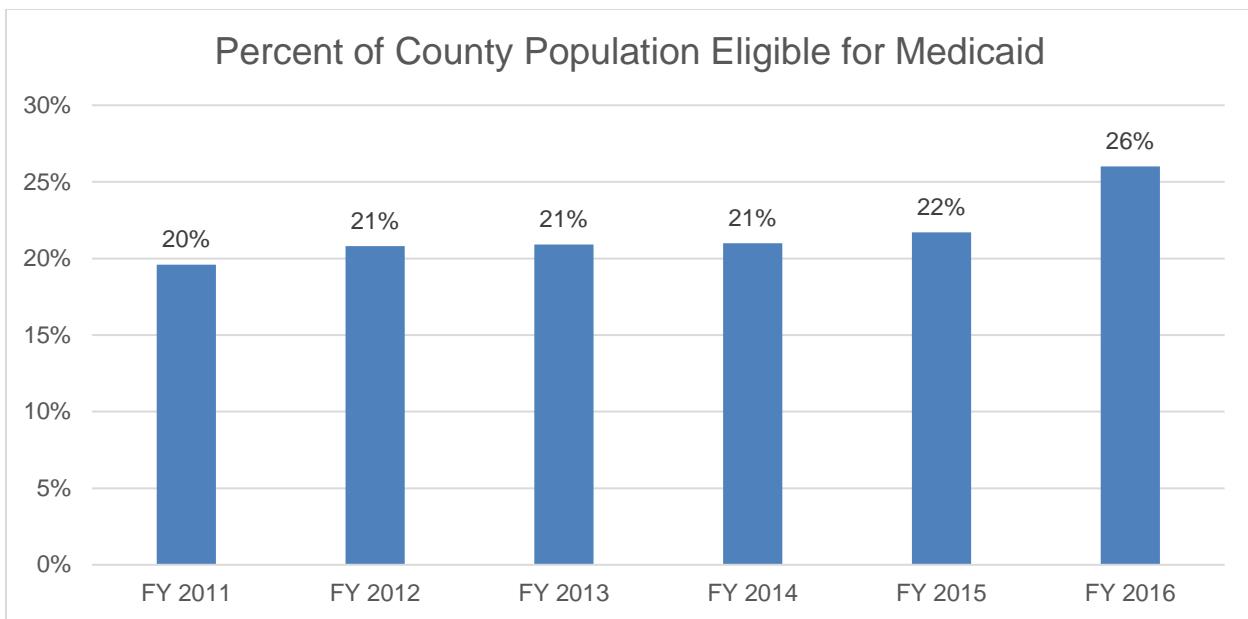
	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
Clinical Services					
General Clinical Visits Completed	27,088	27,000	27,250	27,500	27,500
Dental Visits Completed	6,762	5,814	6,762	6,762	6,762
Laboratory Tests Performed	200,096	196,810	200,096	200,096	200,096
Prescriptions Filled by Pharmacy	48,444	62,252	62,000	62,000	62,000
% of Children 24 Month of Age or Below Receiving Required Childhood Immunizations (State Goal is 85%)	67%	98%	86%	90%	90%
Women, Infant and Children (WIC) % of "Base Caseload" within County (State Mandated 97%)	93%	97%	100%	100%	100%
Maternity Clients Visit Counts	11,384	11,500	11,500	11,500	10,000
Family Planning Patient Visit Counts	13,348	13,500	13,500	13,500	13,000
Communicable Disease					
STD Clients that Obtain Clinical Services	12,057	12,000	12,250	12,500	12,500
Tuberculosis Cases	20	17	16	16	17
Reportable Communicable Diseases Reported	5,542	5,600	5,600	5,600	5,600
Refugee Clients Assisted within Clinic	7,000	8,000	7,000	7,000	6000
Refugees Health Assessments Completed	573	500	300	300	300
Refugees Health Assessments Completed within State Mandated 90 Day Timeframe	100%	100%	100%	100%	100%
Food and Lodging					
Required Food and Lodging Inspections Conducted	5,073	5,123	5,174	5,174	5,226
Compliance with Required Inspections by Establishments	75%	80%	90%	90%	92%
Reported Food-Borne Illnesses	99	95	94	94	94
Restaurant Employees attended Servsafe	100	64	75	75	75
Restaurant Employees Successfully Completing Serve Safe	68%	65%	70%	70%	75%
Water Quality Program					
Required Wastewater System Inspections (Pump Systems) Conducted	256	466	600	600	650
Compliance with Required Wastewater System Inspections	26%	48%	61%	61%	66%
Health Education					
Teen Girls Reached Through Teen Pregnancy Prevention Efforts	1,203	840	800	800	800
Citizens Contacted Through STD Outreach Activities	500	600	600	600	600

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
Citizens Tested During STD Outreach Activities	6,566	4,450	4,450	4,450	4,450
Citizens That Tested Positive for Any STD Through Health Ed Outreach Program	7%	5%	5%	5%	5%
Media Contacts Made to Promote Public Health Prevention Goals and Messaging	4,821	4,500	4,500	4,500	4,500
Vital Records					
Average Number of Days for Death Registration (Filed Within 5 Days)	7.2	7.2	6.8	6.8	5
Average Number of Days for Birth Registration (Filed Within 5 Days)	4.1	4.1	3.75	3.75	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.





FUTURE OPPORTUNITIES & CHALLENGES

- As a new Federal government administration takes office and potentially changes health care practices, PH will continue to monitor and adjust to any changes that impact the delivery of services to our Medicaid populations, uninsured, children, pregnant mothers, and other special 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 have to address health related issues daily...
- Inspections of food establishments, ground water, health hazards will continue to be an area of focus.
- 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 environmental 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, GSO, 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

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Social Services-Administration	43,271,813	49,041,043	48,602,764	46,344,123	46,344,121	(2,696,922)	(5.5%)
Social Services-Family Supportive Services	27,402,330	27,349,048	36,092,178	15,745,512	15,904,512	(11,444,536)	(41.8%)
Social Services-Older Adults	2,133,945	2,143,514	2,526,043	2,622,006	2,622,007	478,493	22.3%
Social Services-Community Alternatives	15,000	15,000	15,000	15,000	15,000	0	0.0%
Social Services-County Financial Assistance	12,337	31,496	51,896	36,500	36,500	5,004	15.9%
Social Services	72,835,425	78,580,101	87,287,881	64,763,141	64,922,140	(13,657,961)	(17.4%)
EXPENSE							
Personnel Services	34,891,036	38,480,418	38,089,267	38,890,873	38,890,871	410,453	1.1%
Supplies & Materials	188,034	159,392	241,796	237,965	237,966	78,574	49.3%
Other Services & Charges	5,385,679	7,425,678	7,910,993	5,354,391	5,513,391	(1,912,287)	(25.8%)
Human Services Assistance	32,242,477	32,514,613	41,045,825	20,279,912	20,279,912	(12,234,701)	(37.6%)
Capital	128,200	0	0	0	0	0	0.0%
Total Expense	72,835,425	78,580,101	87,287,881	64,763,141	64,922,140	(13,657,961)	(17.4%)
REVENUE							
Intergovernmental	54,803,654	58,554,243	66,227,133	43,659,312	43,659,312	(14,894,931)	(25.4%)
Charges for Services	230,100	204,112	204,112	203,612	203,612	(500)	(0.2%)
Appropriated Fund Balance	0	0	140,666	0	159,000	159,000	0.0%
Miscellaneous Revenues	619,796	627,465	680,115	610,947	610,947	(16,518)	(2.6%)
Total Revenue	55,653,551	59,385,820	67,252,026	44,473,871	44,632,871	(14,752,949)	(24.8%)
County Funds	17,181,875	19,194,281	20,035,855	20,289,270	20,289,269	1,094,988	5.7%
Positions	597.50	599.50	610.50	618.50	618.50	19.00	3.2%

DEPARTMENTAL PURPOSE

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

- The **Economic Services** division of Social Services assists all families in becoming self-supporting through financial assistance, counseling, community support, teaching skills

for daily living, and employment. It administers numerous Federal economic assistance programs, including access to safe child care for families.

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

In previous years, the County's **Medical Assistance** Program has been included in the Public Assistance Mandates section of the budget. 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 2018 GOALS & OBJECTIVES

- Continue to focus on the seven (7) DHHS Consolidation priorities identified by the Board of County Commissioners:
 - Monitor the consolidated DHHS call center
 - Develop a centralized customer care center (portal of entry)
 - Continue the DHHS new employee orientation and in-service training for staff
 - Develop and implement a centralized DHHS intake process for Aging Service
 - Continue to review DHHS Children's Services for opportunities to strengthen services provided to families
 - Review DHHS contracts for improved rates and services
 - Monitor the consolidated DHHS purchasing process
- Continue to monitor and transition all eligibility activities and Children's Services to the NC FAST system
- Continue to utilize technology to maximize efficiency and effectiveness of agency.

- Continue partnership/collaboration with Family Justice Center
- Continue in the Elder Justice Committee (formerly G.A.I.N) to assure protection of rights for adults who may be at risk for abuse, neglect and exploitation.
 - *Goal 1:* Ensure the safety and rights of older and vulnerable and disabled adults providing services needed to prevent abuse, neglect and exploitation by promoting awareness through community outreach and collaboration.
 - *Goal 2:* Prepare Guilford County for an aging population.
 - *Goal 3:* Empower older adults, their families and other consumers to make informed decisions and to easily access existing health and long term care options.
 - *Goal 4:* Enable older adults to age in their place of choice with appropriate services and supports.

FY 2018 ADOPTED BUDGET HIGHLIGHTS:

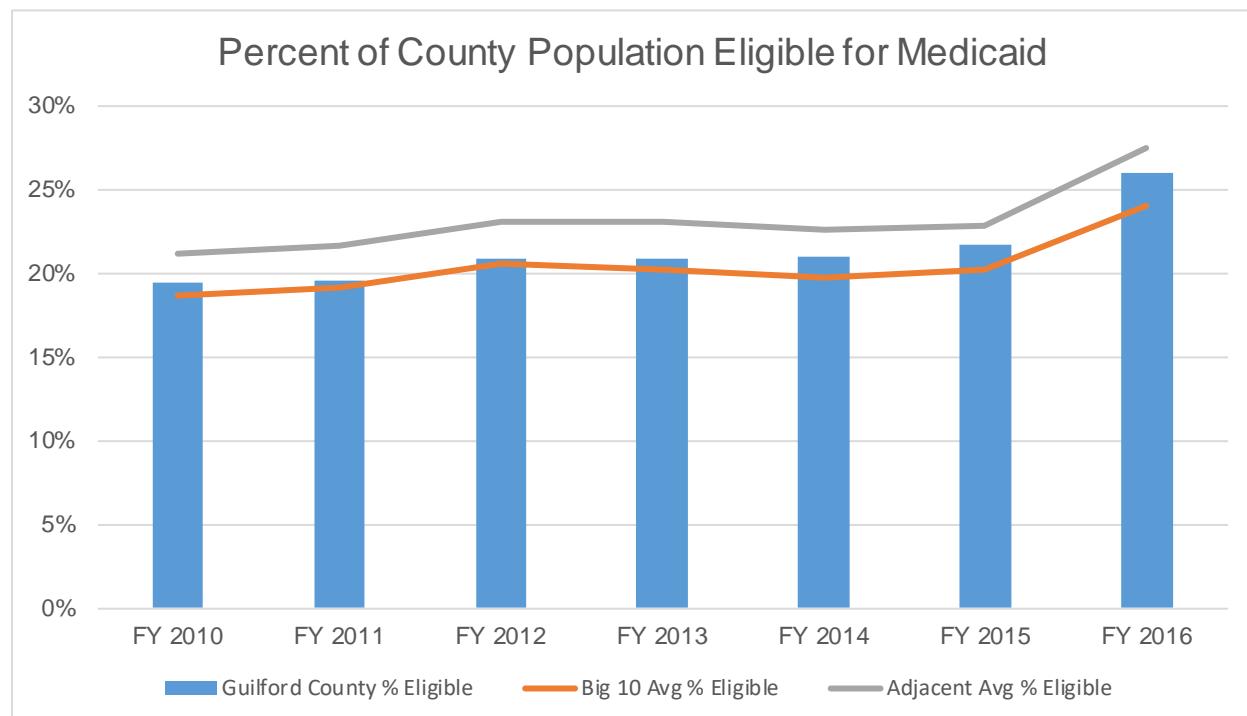
- The FY 2018 Adopted Budget includes \$75,000 that will be used to support the establishment of a Child Medical Exam Program to ensure the health, safety and well-being of children that have experienced domestic violence, sexual abuse and neglect. This program will provide timely medical evaluations by Moses Cone medical professionals. These medical services, which are essential to the Law Enforcement and Social Services investigative process, will be delivered on-site at the Family Justice Center.
- The FY 2018 Adopted Budget shows a \$13.7 million or 17.4% reduction in total expense and a \$14.8 million or 24.8% reduction in total revenue. This is mainly attributable to the transition of daycare vendor payments to the state through NC FAST.
- Another important item to note is the final withdrawal of Non-Emergency Medicaid Transportation funds, \$3.03 million, for partial year administration while the transition of vendor payments was being finalized in FY 2017.
- The \$1.1 million or 5.7% increase in net county funds is mainly attributable to the addition of funds for Foster Care, \$2.6 million, and the transition of the HCCBG Care Management Program from Public Health to Social Services
- The FY 2018 Adopted Budget also includes \$49,360 in funding with \$12,340 in offsetting revenue for a Foster Care Program recruiter. The addition of this position is in response to a roughly 62% increase in the number of children in foster care over the past five years. This position will allow the department to explore more cross-training options and expand training offerings to nights and weekends to meet community needs.
- The FY 2018 Adopted budget also reflects the conversion of CIP and LIEAP eligibility processing from external to internal through the addition of 6 Eligibility Caseworkers and 1 Eligibility Supervisor. These positions will be added at a total cost of \$323,981; funding for these positions already exists in budgeted funds previously used for contracted administration of this program.

FY 2017 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
- Economic Services is in the process of completing a manual conversion of child daycare services in to NC FAST. Staff have completed NC FAST training and conversion of daycare records shall be completed by April 2017, which will result in the state taking over payments to daycare vendors
- The Children's Services Division had the highest number of adoptions in the state (106) for FY 2017 and have licensed over 23 new foster homes
- Successful transition of Non-Emergency Medicaid Transportation vendor payments to the state

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

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 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	63	63	25-30
Adult Homes caseload per SW	19	20	22	22	12
Adult Protective Service apps per SW	28	38	50	50	-
Adult Protective Service caseload per SW	16	16	26	26	12
In-Home Aide Caseload per SW	40	40	40	40	40
In-Home Aide/Adult Day Care Initial Visit Timeliness (Goal: 100% of assignments within 7 business days)	100%	100%	100%	100%	100%
Children, Youth & Families					
Foster Care caseload per SW	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	2,723	2,700	2,700	demand
Average FNS recertification cases per month	N/A	3,536	3,500	3,500	demand
Percent of FNS applications processed timely	N/A	96%	96%	98%	95%
Percent of FNS recertification cases processed timely	N/A	94%	96%	96%	95%
Average Medicaid recertification cases per month	N/A	6,092	6,000	6,000	Demand

Note: Effective November 2014, Medicaid application and recertification was moved to NC FAST and old statistics are no longer applicable. Processing time in the new system takes up to 2 hours vs. 30 minute average in the previous system.

FUTURE OPPORTUNITIES & CHALLENGES

- Changes to Affordable Care Act and Medicaid based on current decisions at state and federal level.

TRANSPORTATION

Myra Thompson, Transportation Director

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

Healthy People

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



BUDGET SUMMARY

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Transportation-Human Serv	1,471,593	1,307,466	1,709,603	1,270,341	1,270,341	(37,125)	(2.8%)
Transportation-Human Serv	1,471,593	1,307,466	1,709,603	1,270,341	1,270,341	(37,125)	(2.8%)
EXPENSE							
Personnel Services	952,713	724,201	754,201	735,341	735,340	11,139	1.5%
Supplies & Materials	98,825	14,000	10,407	8,000	8,001	(5,999)	(42.9%)
Other Services & Charges	3,409,870	529,000	535,596	473,000	473,000	(56,000)	(10.6%)
Human Services Assistance	2,306	0	0	0	0	0	0.0%
Capital	0	40,265	409,399	54,000	54,000	13,735	34.1%
Other	(2,992,121)	0	0	0	0	0	0.0%
Total Expense	1,471,593	1,307,466	1,709,603	1,270,341	1,270,341	(37,125)	(2.8%)
REVENUE							
Intergovernmental	1,037,985	948,676	1,317,810	1,051,314	1,051,314	102,638	10.8%
Charges for Services	25,023	31,000	31,000	25,000	25,000	(6,000)	(19.4%)
Miscellaneous Revenues	621	0	0	0	0	0	0.0%
Total Revenue	1,063,629	979,676	1,348,810	1,076,314	1,076,314	96,638	9.9%
County Funds	407,964	327,790	360,793	194,027	194,027	(133,763)	(40.8%)
Positions	18.00	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 2018 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 2018 ADOPTED BUDGET HIGHLIGHTS

- The FY 2018 Adopted Budget shows a decrease in total expense of \$37,125 or 2.8% from FY 2017 Adopted. This is primarily attributable to a large reduction (\$60,000) in the amount budgeted for vehicle fuel.
- The FY 2018 Adopted Budget also shows an increase in Total Revenue of \$96,638 or 9.9%. This difference can mainly be traced back to a large increase in the amount budgeted for federal grants (\$102,638).

KEY PERFORMANCE MEASURES

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
Transportation					
Trips	187,534	148,338	174,814	180,000	222,000
Bus Tickets	31,620	35,000	35,000	37,000	40,000
Gas Vouchers	31,863	27,500	33,496	35,000	37,000
Taxi Vouchers	150	210	0	0	0
Cost per trip	\$26.52	\$26.52	\$26.52	\$26.52	\$26.52

FUTURE OPPORTUNITIES & CHALLENGES

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



Public Safety

Several departments in Guilford County work to protect and ensure the safety of Guilford County residents and visitors. The County addresses public safety in a variety of ways, whether is it through the provision of emergency medical transportation in times of crisis, animal control services or the enforcement of criminal and civil laws and ordinances. All of Guilford County's public safety activities are organized to safeguard our residents' and visitors' well-being.

Public Safety expenditures include:

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

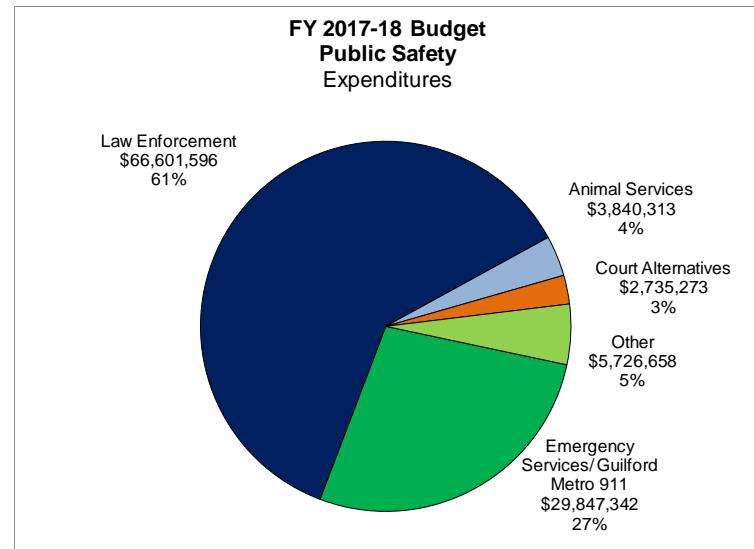
Expenditures

Guilford County will spend a total of \$108.8 million for Public Safety in FY 2017-18, an increase of approximately \$3.6 million or 3.2% over the FY 2016-17 Adopted Budget, though the net increase in County funds will be only approximately \$1.1 million or 1.4%. Public Safety accounts for approximately 18% of the total expenditures for the county.

The FY 2017-18 budget aligns Law Enforcement budgets more closely with actual expenditures to better identify efficiencies. It also includes funds for equipment maintenance and replacement at the Greensboro and High Point Detention Centers, and to replace 37 vehicles at the end of their service life.

The Emergency Services (ES) FY 2018 budget is increasing by approximately \$1.32 million or 4.6% due to a combination of annualizing two Community paramedic positions added in the FY 2017 Adopted budget; increasing calls for service requiring additional over- and part-time staff and supplies; the addition of 5 EMTs and 5 Paramedics to increase system capacity; and an increase in the County's share of emergency 911 calls to Guilford-Metro 911 resulting in an increase in the County's share of that budget. The ES budget also includes funds for replacement ambulances and other vehicles to enable the department to remain on track with its fleet maintenance plans. Revenues also increased overall as service demand has increased.

The share of calls to the Guilford-Metro 911 Emergency Communications Center (GM911) for County services increased from 37% in calendar year 2015 to 38% in 2016. Consequently, the County's share of net GM911 expenses will increase in FY 2016-17 by approximately \$30,000. 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.



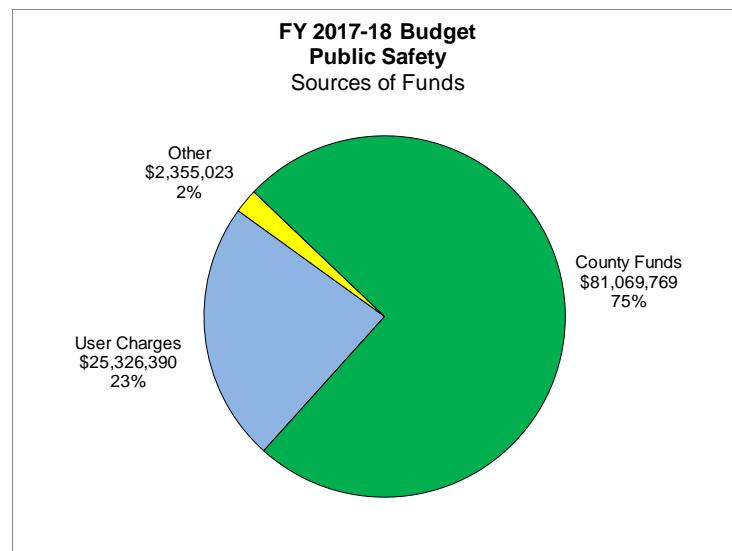
The Animal Services budget increased by approximately \$124,000 as the County continues to align the Animal Shelter budget with actual expenditures. Most of the increase is due to the addition of Susie's Fund to the Adopted Budget; other expenses decreased from FY 2017 adopted. FY 2017-18 will be the second full year of County operation of the shelter.

The Family Justice Center (FJC) FY 2018 budget increased by \$102,814 from FY 2017 Adopted due primarily to the addition of one Client Services Navigator position. While opening a second FJC location in High Point with an estimated annual operating cost of \$75,000 is being considered, it was not included in the FY 2018 budget.

The Security FY 2017-18 Adopted 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.



	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Manager	FY2018 Adopted	vs. FY17 Adopted
						\$ chg
						% chg
Department						
Animal Services	\$2,731,739	\$3,715,947	\$3,987,823	\$3,840,313	\$3,840,313	\$124,366
Court Alternatives	\$2,397,193	\$2,649,448	\$2,521,592	\$2,735,273	\$2,735,273	\$85,825
Emergency Services	\$25,685,291	\$28,529,509	\$29,503,390	\$29,459,503	\$29,847,342	\$1,317,833
Family Justice Center	\$234,916	\$277,312	\$294,358	\$316,946	\$380,126	\$102,814
Inspections	\$2,052,426	\$2,213,658	\$2,214,827	\$2,352,929	\$2,352,929	\$139,271
Law Enforcement	\$66,263,756	\$65,125,442	\$69,501,514	\$66,481,596	\$66,601,596	\$1,476,154
Other Protection	\$1,423,037	\$1,041,327	\$991,333	\$1,017,947	\$1,017,947	(\$23,380)
Security	\$1,617,122	\$1,839,403	\$1,870,364	\$1,975,656	\$1,975,656	\$136,253
Total Expenditures	\$102,405,480	\$105,392,046	\$110,885,201	\$108,180,163	\$108,751,182	\$3,359,136
						3.2%
Sources of Funds						
Federal & State Funds	\$1,021,971	\$572,912	\$1,173,688	\$880,769	\$880,769	\$307,857
User Charges	\$24,010,125	\$23,733,126	\$23,821,792	\$24,924,467	\$25,326,390	\$1,593,264
Other	\$1,549,097	\$855,167	\$888,490	\$912,161	\$912,161	\$56,994
Fund Balance	\$1,486,579	\$267,495	\$1,078,073	\$442,093	\$562,093	\$294,598
County Funds	\$74,337,708	\$79,963,346	\$83,923,158	\$81,020,673	\$81,069,769	\$1,106,423
Sources of Funds	\$102,405,480	\$105,392,046	\$110,885,201	\$108,180,163	\$108,751,182	\$3,359,136
						3.2%
Permanent Positions	1,042.150	1,045.150	1,045.400	1,082.400	1,046.400	1.250
						0.1%

ANIMAL SERVICES

Drew Brinkley, 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

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Animal Services-Animal Shelter	1,720,382	2,550,099	2,778,477	2,713,150	2,713,151	163,052	6.4%
Animal Services-Animal Control	1,011,357	1,165,848	1,209,346	1,127,162	1,127,162	(38,686)	(3.3%)
Animal Services	2,731,739	3,715,947	3,987,823	3,840,313	3,840,313	124,366	3.3%
EXPENSE							
Personnel Services	1,115,282	2,291,138	2,127,138	2,443,223	2,443,221	152,083	6.6%
Supplies & Materials	315,644	394,468	537,752	402,364	402,366	7,898	2.0%
Other Services & Charges	1,228,305	1,000,341	1,283,250	964,726	964,726	(35,615)	(3.6%)
Capital	72,508	30,000	39,683	30,000	30,000	0	0.0%
Total Expense	2,731,739	3,715,947	3,987,823	3,840,313	3,840,313	124,366	3.3%
REVENUE							
Charges for Services	933,701	914,960	914,960	880,382	880,382	(34,578)	(3.8%)
Appropriated Fund Balance	0	0	233,637	150,000	150,000	150,000	0.0%
Miscellaneous Revenues	285,403	74,850	74,850	62,850	62,850	(12,000)	(16.0%)
Total Revenue	1,219,104	989,810	1,223,447	1,093,232	1,093,232	103,422	10.4%
County Funds	1,512,634	2,726,137	2,764,376	2,747,081	2,747,081	20,944	0.8%
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 2018 GOALS & OBJECTIVES

- Continue the agreement to operate the SPOT program.
- Continue the County's partnership with Project Bark.
- Seek options for replacing the existing county Animal Shelter complex including identification of a new site and preliminary design in FY 2018.
- 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

FY 2018 ADOPTED BUDGET HIGHLIGHTS

- Overall, the Adopted FY 2018 Animal Services budget has remained largely unchanged from FY 2017 Adopted with a slight increase of only \$20,944 or 0.8% in County Funds due to the addition of \$150,000 from Susie's Fund fund balance for medical services for animals at the shelter. Other than this addition, the Animal Services budget decreased from FY 2017 Adopted.
- Revenue increased by \$103,422 or 10.4% at the Animal Shelter to better reflect revenues received in FY 2017 to date as well as year-end projections. Shelter revenues decreased by \$46,578 or 4.7% from FY 2017; the increase is due to the addition of \$150,000 from Susie's Fund for medical services.
- Personnel Services increased by \$152,083 or 6.6% due primarily to an increase in regular salaries due to re-classing of positions and the addition over- and part-time salaries at the Shelter to reflect demand as well as a combination of regular County-wide merit across the department.
- Supplies & Materials decreased from FY 2017 Adopted by \$7,898 or 2.0% due primarily to adjustments in computer purchase funds per the County's Technology plan as well as other reductions to align budgets with expenditures. The reductions were off-set by transfers from Other Services & Charges to Supplies & Materials at the Shelter to reflect actual expenditures.
- Other Services & Charges decreased by \$35,615 or 3.6% from FY 2017 Adopted as a result of general alignment of budgets with actual expenditures as well as the addition of the Susie's Fund budget.

FY 2017 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.

KEY PERFORMANCE MEASURES

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
Animal Control					
Dispatched Calls	14,061	14,100	14,000	14,000	demand
Dispatched Calls per Officer	1,406	1,410	1,400	1,400	demand
Calls for Animals Running Loose	3,123	2,950	3,000	3,000	demand
Trips to Animal Shelter	2,734	2,975	2,975	2,975	demand
Animal Bite Cases	644	660	650	650	demand
Positive Rabies Reports	9	10	15	15	demand
Animal Shelter					
Average Daily Population	n/a	550	425	425	425
Animals Adopted	1849	2900	3000	3000	3000
Animals Rescued	561	1250	1500	1500	1500

FUTURE OPPORTUNITIES & CHALLENGES

- Combining animal control and shelter operations will require time to fully integrate operations but is anticipated to allow better tracking and coordination of operation of both functions through physical co-location, centralized administration, and easier sharing of information.
- The shelter population is currently at manageable levels, but current facility is often near or at capacity. A replacement shelter is anticipated to provide a more efficient facility layout that will improve operations and capacity without significantly increasing staffing, reduce the cost of maintenance, and provide more permanent facility space for animal control officers.

- There is currently strong community support for the animal shelter due in part to the transition from UAC. This support includes both monetary and in-kind donations of supplies such as food, and is a significant benefit to the County; maintaining it in future could be challenging but beneficial.

COURT ALTERNATIVES

Doug Logan, Director

15 Lockheed Court, Greensboro, NC 27409 (336) 641-2600

Public Safety

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BUDGET SUMMARY

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Court Alternatives-Detention Services	2,397,193	2,649,448	2,521,592	2,735,273	2,735,273	85,825	3.2%
Court Alternatives	2,397,193	2,649,448	2,521,592	2,735,273	2,735,273	85,825	3.2%
EXPENSE							
Personnel Services	1,698,076	2,034,817	1,875,817	1,964,619	1,964,619	(70,198)	(3.4%)
Supplies & Materials	249,836	235,164	237,568	362,316	362,316	127,152	54.1%
Other Services & Charges	425,892	376,967	402,438	368,338	368,338	(8,629)	(2.3%)
Capital	23,389	2,500	5,769	40,000	40,000	37,500	1,500.0%
Total Expense	2,397,193	2,649,448	2,521,592	2,735,273	2,735,273	85,825	3.2%
REVENUE							
Intergovernmental	77,880	70,500	70,500	74,435	74,435	3,935	5.6%
Charges for Services	2,576,518	2,601,521	2,601,521	2,600,000	2,600,000	(1,521)	(0.1%)
Miscellaneous Revenues	973	693	693	200	200	(493)	(71.1%)
Total Revenue	2,655,371	2,672,714	2,672,714	2,674,635	2,674,635	1,921	0.1%
County Funds	(258,178)	(23,266)	(151,122)	60,638	60,638	83,904	(360.6%)
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 alternatives to detention through community supervision programs that promote education, healthy lifestyles and positive choices for youth and their families.

FY 2018 GOALS & OBJECTIVES

- The primary departmental goal is to affect positive change in the youth and families served by Guilford County Juvenile Detention/Court Alternatives.
- Guilford Juvenile Detention Center (GJDC) will accomplish its mission in a secure, orderly, and structured environment which is maintained by well-trained, competent staff

administering the “Model of Care” program, an accountability-based behavior management model comprised of comprehensive educational and recreational programs.

- Court Alternatives will continue to offer Community Outreach & Gang Awareness programs throughout Guilford County Schools and the community at-large.
- Our agency will be committed to operating efficiently, effectively, and with accountability for the resources provided.

FY 2018 ADOPTED BUDGET HIGHLIGHTS

- The Court Alternatives FY 2018 Adopted expense budget will increase by \$85,825 or 3.2% to accomplish a planned major equipment upgrade and purchase equipment for detention officers. This increase is primarily offset by additional revenue in the form of subsidies for supervising out-of-county youth, and some personnel decreases.
- Current subsidy daily rates remain stable at \$122 for in-county youth and \$244 for out-of-county youth.
- The GJDC will continue to operate as a regional facility with the capability of serving additional counties outside of our designated catchment area (GJDC averaged 20-22 juveniles daily from out-of-county in FY 2016). The increased expenditures resulting from expanded intake of juveniles in crisis is offset by increased revenues from state reimbursements and federal child nutrition funding.

FY 2017 SIGNIFICANT ACCOMPLISHMENTS

- Ongoing staff training and re-certifications, which reinforce safety & security as a top priority, resulted in no major incidents occurring at GJDC this fiscal year.
- Successfully completed an agency audit of all staff files to ensure they were complete and in compliance with NC Juvenile Justice Commission requirements.
- Successfully completed an administrative review with the NC Department of Public Instruction (NCDPI), monitored by the United States Department of Agriculture (USDA). The review measured departmental compliance in the following areas: meal eligibility, access, reimbursement, benefit issuance, meal counting and claims, dietary specifications and nutrition standards, meal patterns, food safety, civil rights, local wellness policies, accountability and record-keeping, financial management, and procurement. Positive audit findings resulted in reimbursement of 40% of departmental expenditures dedicated to purchasing food & provisions for GJDC youth.
- Upgraded teaching technology in all classrooms through funding support from Guilford County Schools.
- Monitored legislation that may raise the age of juvenile jurisdiction.
- Provided facility tours for organizations and families as a community service, to assist with early interventions & preventions for misguided youth.

- Developed a 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

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
Total admissions	642	632	632	632	632
Guilford County admissions	275	261	261	261	261
Admissions from outside Guilford County	367	371	371	371	371
Total bed stays	13,615	12,437	12,437	12,437	12,437
Cost per bed day	\$188	\$216	\$216	\$216	\$216
Average length of stay	22	20	20	20	20
Average daily population	38	34	34	34	34

FUTURE OPPORTUNITIES & CHALLENGES

- NC Senate Bill 146** changes the age jurisdiction from 16 to 18, which is anticipated to significantly increase the juvenile population served by the GJDC. A facility expansion is not anticipated to be necessary to accommodate Guilford County juveniles; however, if Guilford County continues to serve out-of-county youth, an expansion of bed space and staff will be necessary. With these added expenditures, there is a potential for increased revenue related to these statutory changes.

EMERGENCY SERVICES

James L. Albright, Director

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

Public Safety

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BUDGET SUMMARY

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Emergency Services-Administration	1,388,233	1,540,538	1,736,123	1,681,640	1,681,640	141,102	9.2%
Emergency Services-Emergency Management	510,996	546,334	724,613	990,222	990,222	443,888	81.2%
Emergency Services-Communications	3,375,972	3,719,606	3,705,946	3,831,343	3,820,894	101,288	2.7%
Emergency Services-Garage	322,376	299,258	298,440	337,605	337,605	38,347	12.8%
Emergency Services-Medical	17,789,843	19,538,889	20,118,404	19,965,505	20,363,794	824,905	4.2%
Emergency Services-Fire	2,297,871	2,884,884	2,919,864	2,653,188	2,653,187	(231,697)	(8.0%)
Emergency Services	25,685,291	28,529,509	29,503,390	29,459,503	29,847,342	1,317,833	4.6%
EXPENSE							
Personnel Services	16,047,238	17,708,390	17,506,190	18,334,745	18,733,032	1,024,642	5.8%
Supplies & Materials	1,855,577	1,823,202	1,948,828	1,942,850	1,942,850	119,648	6.6%
Other Services & Charges	6,814,290	7,431,492	7,860,659	7,829,908	7,819,460	387,968	5.2%
Capital	968,510	1,566,425	2,187,713	1,352,000	1,352,000	(214,425)	(13.7%)
Other	(325)	0	0	0	0	0	0.0%
Total Expense	25,685,291	28,529,509	29,503,390	29,459,503	29,847,342	1,317,833	4.6%
REVENUE							
Intergovernmental	101,551	75,000	146,458	76,000	76,000	1,000	1.3%
Charges for Services	14,989,251	15,095,279	15,183,945	15,529,793	15,928,081	832,802	5.5%
Other Financing Sources	4,694	15,000	15,000	15,000	15,000	0	0.0%
Miscellaneous Revenues	112,898	135,000	135,000	150,000	150,000	15,000	11.1%
Total Revenue	15,208,395	15,320,279	15,480,403	15,770,793	16,169,081	848,802	5.5%
County Funds	10,476,896	13,209,230	14,022,987	13,688,710	13,678,261	469,031	3.6%
Positions	245.00	247.00	247.25	247.25	257.25	10.25	4.1%

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 2018 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 2017.
- Continue to strive for increased efficiency and effectiveness with regards to Fire and Life Safety Inspections throughout the county.
- Continue to provide efficient and effective pre-hospital care for the victims of injury or illness within Guilford County, while evaluating the role of Guilford County EMS as a mobile integrated healthcare practice provider. The transition from traditional fee for service to population health management has begun, and will require some additional resources in FY 2018 and departmental focus in development of a community paramedicine program. We sincerely hope for contracts to be signed this year for some of these activities.

FY 2018 ADOPTED BUDGET HIGHLIGHTS

- Overall, the net Emergency Services budget increased by \$479,480 or 3.6% over FY 2017 Adopted. While both revenues and expenses increased in the FY 2018 requested 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 means growth in expenses has been faster than in revenues.
- Revenues increased by \$848,802 or 5.5% with most of increase due to a general growth in demand for and use of ambulance services. New leases of radio tower space in the county for cell phone antennas have also increased by approximately \$15,000 as the result of new towers at Northeast and Hagan-Stone Parks being completed and fully activated.
- Personnel services increased by \$1,024,642 or 5.8% due to a combination of County-wide merit; increases in overtime and part-time salaries to reflect actual hours worked; the annualizing of two community paramedic positions added in FY 2017; and the addition of five EMT and five paramedic positions to increase system capacity. The cost of the ten new positions will be offset by additional revenues. As in prior years, the department continues to use a combination of full- and part-time staff to meet 24/7 staffing demands as well as to meet increased call volume.
- Supplies & Materials increased \$119,648 or 6.6% over FY 2017 Adopted as a result of increases in medical supplies due to rising costs; small office furniture & equipment for replacement office furniture and other small equipment; and for machinery & equipment for tools for the ES garage, emergency preparedness kits, and similar equipment. These increases were offset by decreases in other accounts to better align budgets with actual expenditures.
- Services & Charges increased by \$387,968 or 5.2% due primarily to a combination of increases in software due to licensing for the County's emergency notification system; 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).

FY 2017 SIGNIFICANT ACCOMPLISHMENTS

- The Emergency Management Division was the first local emergency management program in North Carolina to receive the EM Accreditation Program (EMAP) designation. Guilford County is the first county in NC, other than NCEM to go through this rigorous evaluation of our EM program. The initial report indicates that the program is compliant with 64 of 64 nationally recognized standards in Emergency Management.
- The Emergency Management Division coordinated or participated in 19 multi-agency exercises evaluating the community’s ability to respond to and recover from major emergencies.
- The Emergency Management Division activated the Emergency Operations Center 3 times and utilized WebEOC on 18 incidents and planned events to coordinate response and recovery activities with partner agencies.
- The Emergency Management Division supported the update process of 90 Continuity of Operations Plans, and other supporting plans in Emergency Management.
- Emergency Management successfully implemented a new community-wide and employee notification system through a multiagency partnership with the City of Greensboro and the City of High Point.
- During calendar year 2016, the EMS Division responded to 69,012 incidents with greater than 75,000 unit responses and transported more than 45,896 patients to local healthcare facilities. EMS admin responded to over 1,000 incidents. EMS also provided coverage to special events including the Wyndham Golf Tournament, Greensboro Grasshoppers games, the High Point Furniture Market, and numerous events at the Greensboro Coliseum and Greensboro Aquatics Center.
- Emergency Services also continued the search for a temporary maintenance facility to replace the current facility on an interim basis until a master facility can be funded and built. That facility was located, and a lease began in March 2017. The facility will allow for a safer work environment immediately for staff, and with increased productivity anticipated. Full programmatic design was completed on the proposed new facility, and the County is finalizing a suitable location.
- EMS also signed an agreement 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. The intent of the program is to decrease admissions for patients with congestive heart failure (CHF), while improving quality of life. The program has been featured on several local news outlets ([MyFox8](#) and [WFMY](#)), and with a small patient subset has been able to demonstrate significant savings (13 patients over 6 months resulted in \$462,000 in readmission avoidance).
- Continued to enhance patient outcome of cardiac emergencies and cardiac arrest incidents with the implementation of a comprehensive program of education and induced

hypothermia. Given the national average for resuscitation of cardiac arrest victims is ~5%, Guilford County's rate of successful resuscitation was nearly 40%.

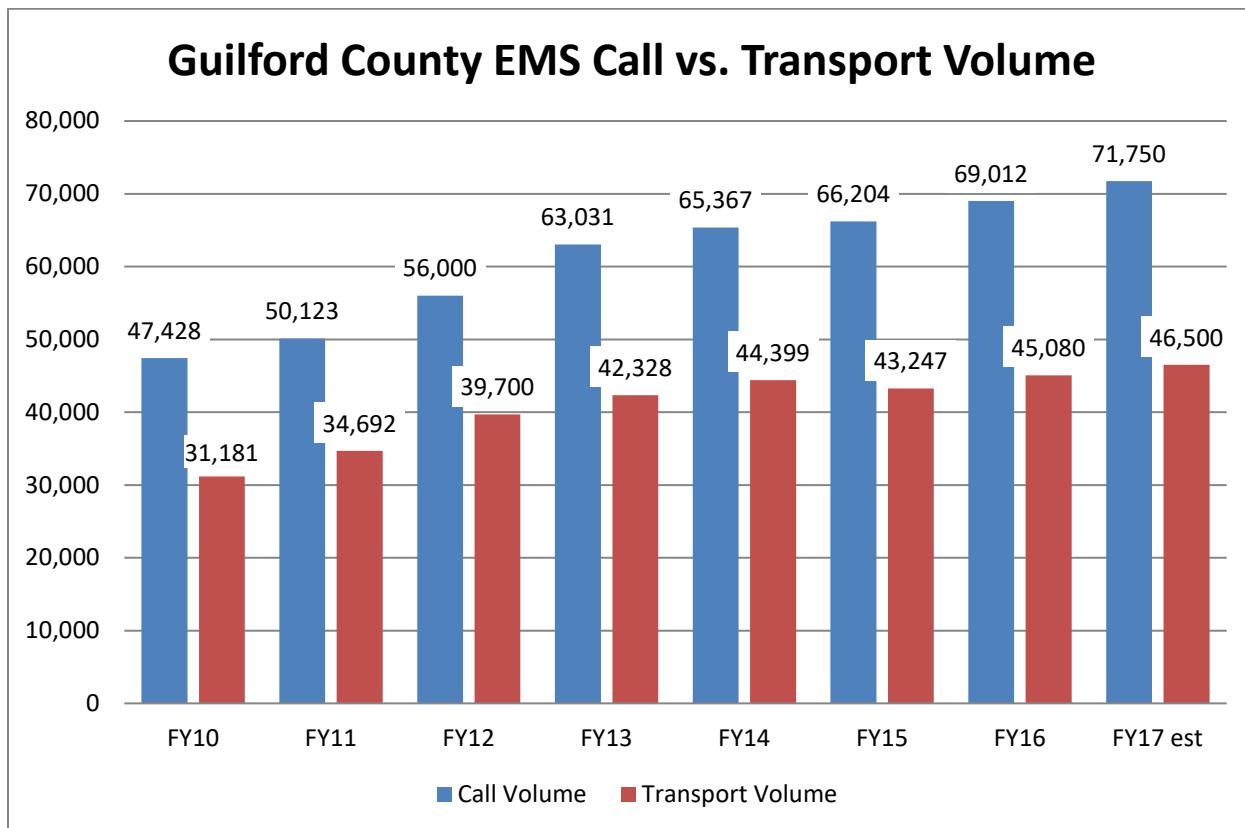
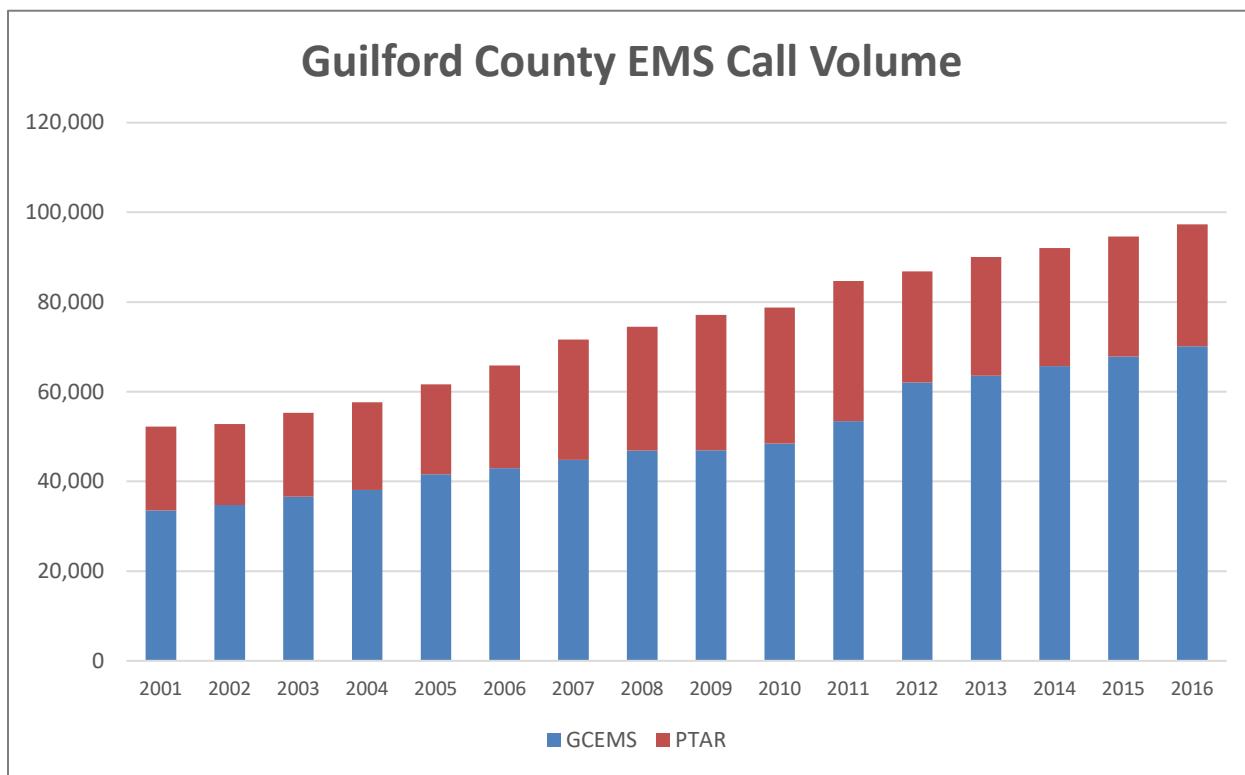
- Fire Inspections staff conducted greater than 4,500 inspections during calendar year 2016. This currently represents a compliance rate of >95% with the state mandate for CY16. Plans examination of new construction and up fit of existing building stock totaled >200 with acceptance testing of all fire protection systems resulted in 499 additional inspections, which is clearly trending as an increase. During CY 16 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.

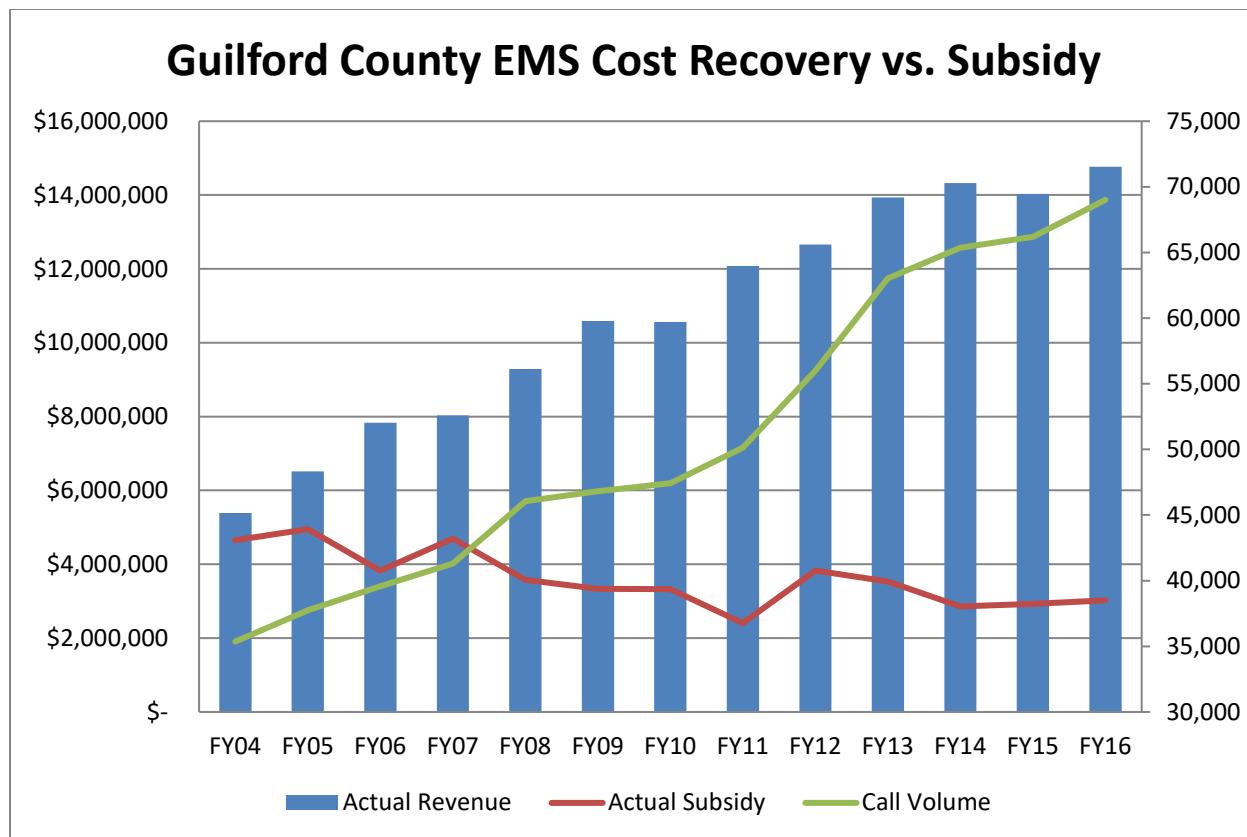
KEY PERFORMANCE MEASURES

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 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

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
Number of outside entities that requested and received disaster planning assistance	27	20	20	20	10
Number of training events for emergency partners and community preparedness	24	25	20	20	20
Percent of attendees of preparedness trainings or events that feel better prepared	100%	100%	100%	100%	100%
Percent of Emergency Management Accreditation Standard Compliance standards the County is in compliance with each FY	70%	100%	100%	100%	100%
Maintenance					
Number of vehicles maintained	110	110	114	115	demand
Percent of time emergency vehicles are available for duty	95%	92%	96%	96%	95%
Percent of preventative maintenance done on schedule	98%	93%	99%	99%	95%
Percent of repairs successfully completed on first vehicle visit	99%	99%	99%	99%	99%
Percent of critical vehicle failure (Critical vehicle failure takes place during an emergency response; calculated on a basis of a 100,000 miles traveled)	<0.05%	<0.05%	<0.05%	<0.05%	<0.05%
Stretcher failure incidents per 1000 patients transported (minimizing patient accidents in transport)	<0.01%	<0.01%	<0.01%	<0.01%	<0.01%
Emergency Medical Services					
Number of continuing education training hours offered by training staff	4,000	4,000	4,200	4,400	4,000
Number of Paramedic Academy graduates	12	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%

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
EMS Cardiac Arrest Survival Rate to ED Discharge	32%	32%	35%	35%	35%
Fire Marshall					
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
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 continued impacts of economic conditions, population growth, increased demands for services, aging population and congested roadways will affect Emergency Services' delivery capabilities. The growth in EMS call volume continues to increase at a level that is outstripping our ability to build capacity. 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.
- The Emergency Management Division projects a sharp increase in the amount of planning support requests from facilities seeking assistance with disaster planning. This is due to lessons learned from the March 2014 ice storm and regulatory changes from the Centers for Medicaid and Medicare (CMS). The potential exists for over 2,000 project hours associated with plan reviews and coordination.
- 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 and increased call demand, equipment cost, and training requirements, the demands on the current service delivery model are being challenged. Most areas of Guilford County have transitioned from a purely volunteer delivery model to a small paid staff supplemented by volunteers. The challenge remains the funding for expansion of the paid component, while continuing to expand the rapidly declining volunteer side.

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

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Family Justice Center	234,916	277,312	294,358	316,946	380,126	102,814	37.1%
Family Justice Center	234,916	277,312	294,358	316,946	380,126	102,814	37.1%
EXPENSE							
Personnel Services	215,854	260,208	259,118	293,796	353,795	93,587	36.0%
Supplies & Materials	5,608	3,500	13,751	7,700	9,801	6,301	180.0%
Other Services & Charges	13,454	13,604	21,489	15,450	16,530	2,926	21.5%
Total Expense	234,916	277,312	294,358	316,946	380,126	102,814	37.1%
REVENUE							
Appropriated Fund Balance	5,570	0	11,540	6,200	6,200	6,200	0.0%
Miscellaneous Revenues	35,820	0	500	2,000	2,000	2,000	0.0%
Total Revenue	41,390	0	12,040	8,200	8,200	8,200	0.0%
County Funds	193,526	277,312	282,318	308,746	371,926	94,614	34.1%
Positions	3.00	4.00	4.00	4.00	5.00	1.00	25.0%

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 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 are dedicated to providing consolidated and coordinated legal, social, and health services to families in crisis.

FY 2018 GOALS & OBJECTIVES

- Continue providing public access to coordinated, streamlined services that support victims of domestic violence, sexual assault, child abuse, and elder abuse.
- Continue community outreach efforts through multiple forms of media marketing, including, but not limited to, radio, in-person training and education, participation in community events and programming, and social media outlets.
- Continue to engage organizations and citizens throughout the County in building a diverse network of support and expanding community partnerships for victims of violence and abuse.
- Implement Camp HOPE America, an evidenced-based camp for children who have experienced domestic violence.
- Assist in coordinating efforts to expand victim's access to onsite legal services at the FJC.

FY 2018 ADOPTED BUDGET HIGHLIGHTS

- The FY 2018 adopted budget shows an increase in total expenditures of 37.1%, or \$102,814, over the FY 2017 adopted budget. The primary drivers include the addition of a Client Services Navigator position, to meet increasing demands for service, and provisional expenditures for victims, their families and professional partners.
- The FY 2018 FJC budget includes a new accounting entity dedicated to tracking revenue and expenditures associated with its Camp HOPE program, whose inaugural session will be held in August 2017.
- Staff will continue to explore and evaluate the feasibility of expanding Family Justice Center operations into High Point, though funding was not included in the adopted budget.

FY 2017 SIGNIFICANT ACCOMPLISHMENTS

- FY 2016 was the first year of operations for the Family Justice Center. In total, over 5,000 individuals and families sought services onsite at the Center. During FY 2017, we project over 6,000 persons served during our second year of operation.
- Guilford County FJC was 1 of 12 sites selected nation-wide as a Camp HOPE America readiness grant recipient from the Verizon Foundation. Camp HOPE is an evidenced-based summer camp program for children who have been impacted by domestic and sexual violence.
- NACo Achievement Award recipient in the Criminal Justice and Public Safety category.

- The FJC sponsored Elder Justice Committee was 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 its work to prevent elder abuse and exploitation.
- Collaborated with Elon University School of Law in developing an emergency legal services program for victims of domestic and sexual violence seeking help at the FJC.
- Continued implementation of a robust volunteer program, securing student interns and community-based volunteers to support FJC operations and administrative needs. On average, volunteers provided 60 hours of support per week, totaling nearly 3,000 hours of service annually.
- Conducted community outreach and education for 50 agencies and organizations, reaching a total of 2,500 people.
- Expanded number of partnerships with community-based organizations from 17 to 45+ agencies.

KEY PERFORMANCE MEASURES

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
Clients Served at Center	5,000	6,000	6,000	6,000	pending
Community Education Presentations & Trainings	70	50	50	50	pending
Total Persons Reached through Education, Training & Outreach	2,750	2,500	2,500	2,500	pending

FUTURE OPPORTUNITIES & CHALLENGES

The statistics and incidences of family violence remain high in Guilford County. The Family Justice Center will continue to work on creating systemic change that will positively impact how victims of crime are served and supported. Systemic change happens gradually and takes time. Strong collaborative efforts continue as we complete our second year of operations, serving over 10,000 individuals and families since our inception on June 15, 2015.

Ongoing work in regards to 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

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Communicatns-Metro 911 Center	2,541,546	2,876,576	2,876,576	2,916,313	2,905,864	29,288	1.0%
EXPENSE							
Other Services & Charges	2,541,546	2,876,576	2,876,576	2,916,313	2,905,864	29,288	1.0%
Total Expense	2,541,546	2,876,576	2,876,576	2,916,313	2,905,864	29,288	1.0%
REVENUE							
County Funds	2,541,546	2,876,576	2,876,576	2,916,313	2,905,864	29,288	1.0%

- 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 2018 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.

- Transition 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. 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 2018 ADOPTED BUDGET HIGHLIGHTS

- The Guilford Metro 911 budget increased by \$29,288 or 1.0% over FY 2017 Adopted due to an increase in the County's share of 911 calls as well as general increases in staffing as well as capital costs associated with system maintenance and building improvements.

FY 2017 SIGNIFICANT ACCOMPLISHMENTS

- Continued implementation and capacity of Text-to-911 services.
- Implemented broadcasting of the GM911 computer dispatch feed to Twitter allow more rapid, real-time dissemination of information to the public.
- Added Triad Park Tower Site to assist with radio and paging reception in the western part of the county.
- Integrated Greensboro's Public Safety IT into a new, City-funded division to centralize IT support and functions for City public safety.
- Upgraded network and server infrastructure in the GM911 center including installation of server arrays with flash storage as well as 10Gbps network cards and 40Gbps switches to improve network speeds which has improved dispatch console performance and overall system reliability.

KEY PERFORMANCE MEASURES

	2014		2015		2016	
	Calls	% Share	Calls	% Share	Calls	% Share
Call Breakdown by Agency						
Guilford County						
Emergency Medical Services	73,736		76,356		79,591	
Fire	12,318		12,835		13,535	
Sheriff	66,541		65,167		67,332	

County Total	152,595	35%	154,358	37%	160,458	38%
City of Greensboro						
Fire	32,210		33,133		36,003	
Police	249,065		227,734		222,021	
City Total	281,275	65%	260,867	63%	258,024	62%
Overall Total	433,870		415,225		418,482	

* 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.
- *P25 Digital Radio Transition:* The City and County are in partnership on replacing the 800 MHz radio system which is reaching obsolescence. This multi-year transition began in FY 2013 and will hopefully include regional partnerships to share costs and services. Currently there are annual upgrades being done to include new equipment and tower sites which are needed to improve system coverage and capabilities.
- *Staffing & Retention:* Staffing at a 911 center is always a challenge. In 2013, 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%. 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

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Inspections	2,052,426	2,213,658	2,214,827	2,352,929	2,352,929	139,271	6.3%
Inspections	2,052,426	2,213,658	2,214,827	2,352,929	2,352,929	139,271	6.3%
EXPENSE							
Personnel Services	1,993,004	2,157,608	2,157,608	2,246,929	2,246,929	89,321	4.1%
Supplies & Materials	14,236	11,750	12,763	32,600	32,600	20,850	177.4%
Other Services & Charges	45,186	44,300	44,456	48,400	48,400	4,100	9.3%
Capital	0	0	0	25,000	25,000	25,000	0.0%
Total Expense	2,052,426	2,213,658	2,214,827	2,352,929	2,352,929	139,271	6.3%
REVENUE							
Licenses and Permits	863,422	780,000	780,000	1,256,561	1,256,561	476,561	61.1%
Charges for Services	54,620	45,818	45,818	46,957	46,957	1,139	2.5%
Miscellaneous Revenues	30	215	215	100	100	(115)	(53.5%)
Total Revenue	918,072	826,033	826,033	1,303,618	1,303,618	477,585	57.8%
County Funds	1,134,354	1,387,625	1,388,794	1,049,311	1,049,311	(338,314)	(24.4%)
Positions	26.00	26.00	26.00	27.00	27.00	1.00	3.8%

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 2018 GOALS & OBJECTIVES

- Attend meetings with the Home Builder's Association, developer's organizations, HOA's, and towns' staff to discuss recent and pending environmental law 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 August 1, 2017, coordinate with Information Services (IS) and land management software vendor, Accela, to implement the expiration of permit script with reporting capability. This enhancement will replace the manual handling of this function.
- By September 30, 2017, work with the Plans and Permits Chief and Information Services (IS) to automate the Duke Power meter releases to streamline this manual process.
- By September 30, 2017, work with Information Services (IS) and Finance in developing report(s) that will be used to interface the Accela Permitting Accounts Receivable (AR) system with Lawson financial software.
- No later than end of FY17/18, collaborate with Information Services (IS), Fire Marshal's office, Inspections and Permitting, and Planning Divisions to implement the Accela Electronic Document Review submission and review procedure.
- By August 1, 2017, 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 30, 2017, collaborate with Information Services (IS) to complete the Accela's watershed enforcement module; which will allow on-site upload of boilerplate Best Management Practices (BMPs) annual report forms using mobile devices. Annual inspection reports can be sent to the property owner and/or homeowners' associations providing real time inspection status.

- By September 30, 2017, collaborate with Information Services (IS), Fire Marshal, Permits Chief, and Planning Divisions to implement the Accela Electronic Document Review submission and review procedure.
- By August 1, 2017, collaborate with Information Services (IS) to implement the Construction Electronic Plan Review Process Procedure Bulletin into the auto-reply of plansreview@myguilford.nc.us.
- Ensure that no later than Fall 2017, a complete Damage Assessment Team contact list (including Duke Energy, Fire Marshal, City of Greensboro, County Security, and EMS) is updated with associated assignments based on geographic location.
- By September 31, 2017, work to develop Standard Operating Procedures (SOP) for Agricultural Buildings (e.g., barn with livestock) wiring method and slab bonding requirements.

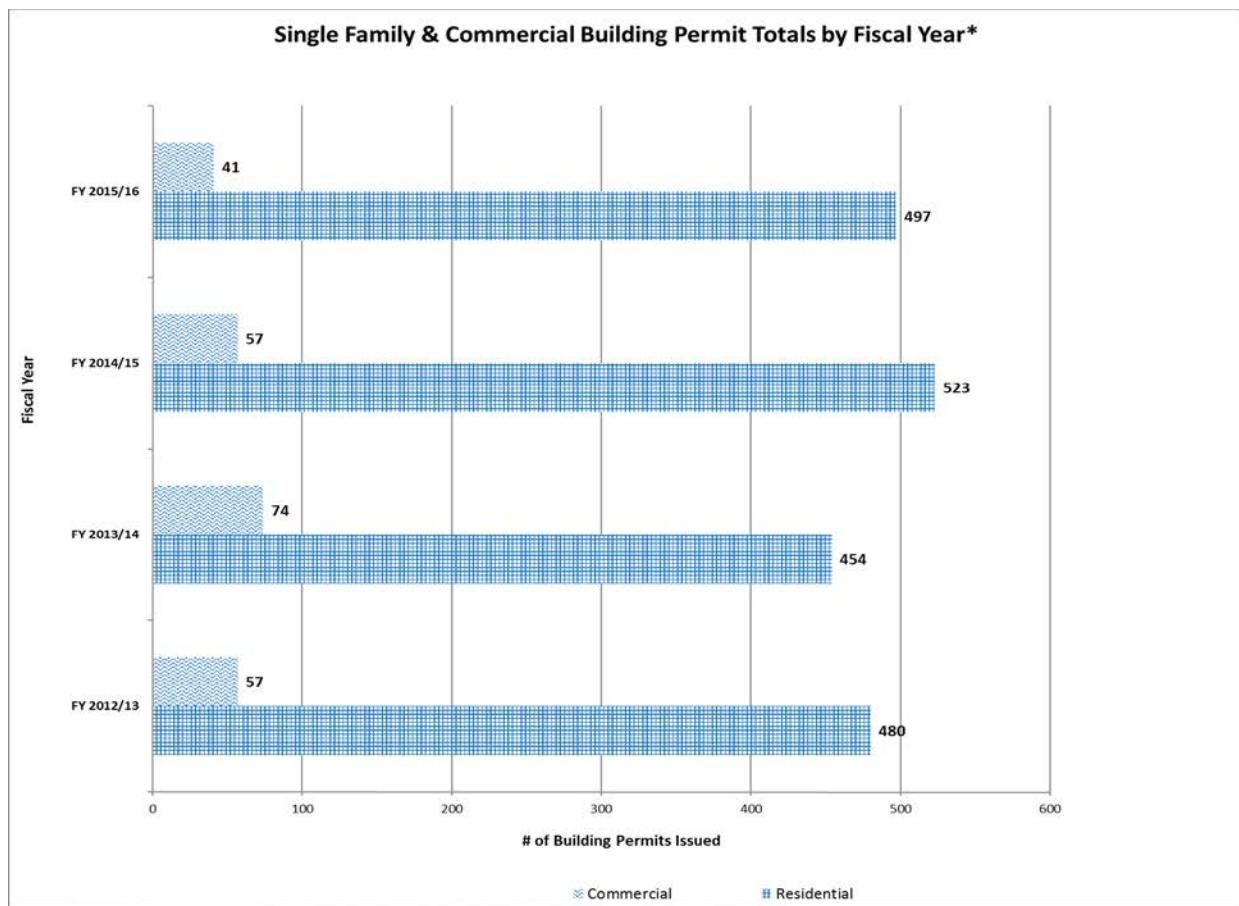
FY 2018 ADOPTED BUDGET HIGHLIGHTS

- The FY 2018 Adopted budget includes both an increase in and a single fee schedule for (incorporated and unincorporated areas of Guilford County) all soil erosion permits, with a base fee of \$450 per acre up to 3 acres, \$225 per each additional acre, up to a maximum fee of \$8,325 at 38+ acres.
- FY 2018 expenditures are projected to increase by \$139,271 or 6.3% over the FY 2017 Adopted budget, which will be offset by a revenue increase of \$447,585 or 57.8% resulting from proposed changes to building and grading permit fee schedules.
- The FY 2018 Inspections Adopted budget includes an additional Soil Erosion Technician position, as well as funding for a vehicle and associated equipment and supplies. The Soil Erosion Technician authorizes and monitors all land-disturbing activity within Guilford County, and enforces local and state mandates related to sedimentation control. Additionally, technicians review and approve soil erosion control plans for new and existing development, issue grading permits, collect surety fees and conduct site inspections during each phase of development.

FY 2017 SIGNIFICANT ACCOMPLISHMENTS

- Implemented receipt of soil erosion sureties as a Point of Sale (POS) transaction through Accela electronic cashiering to improve cash transaction procedures and security.
- Cross-trained Building and Zoning Technician staff to report mandated monthly new construction permit numbers to the U.S. Department of Commerce.
- 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 with Piedmont Triad International Airport (PTIA) for 255,270 sq. ft. HAECO New Aircraft Hanger Project.

- Worked with Red Oak Brewery for its 24,000-sq. ft. Beer Hall and Beer Garden Project expansion.
- Worked with Guilford Technical Community College (GTCC) for renovation of its 180,000-sq. ft. Center for the Advanced Manufacturing project.
- Worked with Pratt Display for renovation/change of occupancy of its 520,500-sq. ft. Pratt Display Corrugated Packaging project expansion.
- Worked with Koury and Stoney Creek development for the Grandover Apartment Project: Eight (24-unit) Apartment Buildings and four Garage Buildings. Stoney Creek Apartment project includes: Six (24-unit) Apartment Buildings, Clubhouse, Swimming Pool and two Garage Buildings.
- Worked with the Lake Jeanette HOA management company to write an educational article on the importance of maintaining Lake Buffer areas to protect the quality of drinking water and Lake Jeanette. The purpose of this article is to assist all Lake Jeanette homeowners understand the importance of the Buffer Zone and the Buffer Zone Policy adopted on April 3, 1995 and amended on October 15, 1996.
- Worked to enhance the current process for stream determinations along with a Buffer Use request for compliance with the Jordan Lake Rules. This was done by attaching the stream determination forms that have been completed for each channel evaluation along with providing an overview of the GPS location for each start of a channel feature. This has greatly assisted the design community by providing sound recordkeeping procedures and supporting information for any future development proposals.
- Development of a Stormwater Manual that is specific to Guilford County and the post-construction process which outlines the design submittal and guidance requirements for meeting Ordinance requirements. This will greatly assist in providing an overview of the requirements needed for project submittals and enhance the overall efficiency of the Department by following the proper procedures through the post construction process.



*Includes permits issued for Jamestown, Oak Ridge (until FY 14/15) Piedmont Triad Intl. Airport, Pleasant Garden, Sedalia, Stokesdale, Summerfield, & Whitsett.

KEY PERFORMANCE MEASURES

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
Residential & Commercial Building Permits Issued	3,940	4,248	4,120	3,866	4,153
Annual Permits Issued per Technician	985	1,062	1,030	967	1,045
Building, Plumbing, Mechanical, Gas & Electrical Inspections Completed	31,203	34,179	34,548	30,761	30,761
Annual Inspections per Inspector ^[1]	2,600	2,848	2,658	2,563	2,563
Final Certificates of Occupancy Issued	866	898	948	862	862
Number Residential Plans Reviewed	871	900	903	810	810
Number Residential Plans Reviewed within 10 Working Days	861	890	N/A	801	801

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
% Residential Plans Reviewed within 10 Working Days	98.9%	98.9%		98.9%	98.9%
Number Commercial/Industrial Plans Reviewed	410	422	500	450	422
Number Commercial/Industrial Plans Reviewed within 10 Working Days		307		383	338
% Commercial/Industrial Plans Reviewed within 10 Working Days	N/A	72.7%	N/A	85.1%	80.1%
Grading Permits Reviewed	38	44	54	42	42
Grading Permits Issued	30	33	36	32	32
% of Reviewed Plans that Received Permits	79%	75%	67%	76%	76%
#805 - Soil's Device Release Inspections	40	46		39	39
#810- Soil Erosion Control Routine Inspections [2]	154	245		954	954
#820 - Grading Permit Final Inspections	26	30		32	32
#840 - Investigation/Consultation Inspections	466	431	N/A	382	382
#870- Single-Family Residential Soil Erosion Control Violation Inspections (New Construction)	25	34		37	37
Permitted Erosion Control Inspections Completed	711	786	689	1,444	689
#855 - Commercial/Industrial/ Institutional Site Plan Compliance Inspections	247	234	425	227	227
Drainage, Erosion Violations Investigated	382	384	455	450	450
Soil and Erosion Inspection Totals	1,340	1,404	1,569	2,121	2,121
Watershed Plans Reviewed	894	899	887	906	904
BMP Construction Inspections Completed	30	25	10	35	30
Annual Watershed Pond Maintenance Inspections Completed	322	352	468	407	377
Minimum Housing Complaint Cases [3]	28	27	15	15	15
Number of Cases Resolved	26	24	7	13	13
Percent of Cases Resolved	93%	89%	47%	87%	87%
Condemnation Declaration Cases [4]	37	14	20	10	10
Number of Cases Resolved	22	7	17	5	5
Percent of Cases Resolved	59%	50%	85%	50%	50%

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	FY19 Target
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[1] Avg. # of inspections include Trade Chiefs.

[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.

N/A - Not Applicable

FUTURE OPPORTUNITIES & CHALLENGES

- 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.
- Incorporate Fire Marshal plan review activities as part of the Accela Land Management Permitting Software point of intake.
- Implementation of electronic automatic e-mail notification to Duke Energy upon approved request for a Certificate of Occupancy (CO) and for saw service requests.
- Collaborate with the Planning Section to develop a **“Conceptual Plan Review for Commercial Projects”** Guidance Manual. The Concept Plan review process involves an informal concept development meeting to ensure that the applicant is aware of the procedures and substantive requirements of the County, and to identify any potential problems or concerns prior to requesting site plan review and approval. This will greatly enhance the process for site plan submittal and to prevent multiple revised submittals from occurring.
- Collaboration with Piedmont Triad Water Quality Partnership (PTWQP) jurisdictions within Guilford County to conduct a Best Management Practices (BMPs) workshop for property management companies involved with routine BMP maintenance. This may include a lunch-and-learn seminar to cover all aspects of BMP maintenance for the further protection of water quality.
- Collaborate with communities across the State to initiate **“The Sustainable Stormwater Management Program in North Carolina”** through the Stormwater Association of North Carolina that will maintain regulatory compliance requirements while developing organizational and community commitments to implementation of an effective and efficient stormwater management program.
- Complete and implement the 205(j) grant project to support a multi-party partnership to identify priority watersheds in Guilford County for fecal coliform concerns with a GIS-based tool; and engage the public at potential restoration sites on what can be done to sustainably improve and protect local streams, especially from fecal coliform bacteria.

- Complete Jordan Lake Stage 1 annual reporting with identification of retrofit opportunities, watershed ID mapping, and the Jordan Existing Development State 1 Annual Reports will be due in the summer of 2017. BMP retrofit sites are an integral component of the Stage 1 Program requirements per Strategy's Existing Development Section 15A NCAC 02B .0266 and Guilford County's Stage 1 Adaptive Management Program, with the end goal of reducing nutrient loadings from existing developed lands into adjacent streams and ultimately to Jordan Lake. These sites will be prepared if implementation of Stage 2 Adaptive Management measures (also outlined in 15A NCAC 02B .0266) is required sometime in the future.
- 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

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Law Enforcement-Administration	12,668,746	12,375,202	15,144,345	12,960,157	12,960,158	584,956	4.7%
Law Enforcement-Legal Process	3,487,731	3,457,148	3,684,499	3,481,451	3,446,451	(10,697)	(0.3%)
Law Enforcement-Special Operations	5,877,640	5,374,929	6,422,517	5,681,164	5,681,162	306,233	5.7%
Law Enforcement-Sp Op - Aviation Technology Prog	20,657	17,495	27,679	40,795	40,795	23,300	133.2%
Law Enforcement-Patrol	9,499,428	9,449,132	9,486,835	9,433,482	9,433,480	(15,652)	(0.2%)
Law Enforcement-Detention Services	34,709,554	34,451,536	34,735,639	34,884,548	35,039,550	588,014	1.7%
Law Enforcement	66,263,756	65,125,442	69,501,514	66,481,596	66,601,596	1,476,154	2.3%
EXPENSE							
Personnel Services	50,020,638	49,963,628	51,043,217	50,855,744	50,855,744	892,116	1.8%
Supplies & Materials	4,354,794	3,944,199	4,709,257	3,726,425	3,726,425	(217,774)	(5.5%)
Other Services & Charges	10,406,527	10,164,115	10,785,480	10,545,627	10,510,627	346,512	3.4%
Capital	1,481,798	1,053,500	2,963,560	1,353,800	1,508,800	455,300	43.2%
Total Expense	66,263,756	65,125,442	69,501,514	66,481,596	66,601,596	1,476,154	2.3%
REVENUE							
Penalties, Fines & Forfeiture	132,831	0	0	10,000	10,000	10,000	0.0%
Intergovernmental	842,540	427,412	956,730	730,334	730,334	302,922	70.9%
Charges for Services	4,586,593	4,290,048	4,290,048	4,605,274	4,608,909	318,861	7.4%
Appropriated Fund Balance	1,344,802	267,495	832,895	285,893	405,893	138,398	51.7%
Other Financing Sources	127,692	65,000	65,000	78,500	78,500	13,500	20.8%
Miscellaneous Revenues	834,054	549,200	582,023	578,302	578,302	29,102	5.3%
Total Revenue	7,868,512	5,599,155	6,726,696	6,288,303	6,411,938	812,783	14.5%
County Funds	58,395,244	59,526,287	62,774,818	60,193,293	60,189,658	663,371	1.1%
Positions	660.00	660.00	660.00	660.00	660.00	0.00	0.0%

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 2018 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 2018 ADOPTED BUDGET HIGHLIGHTS

- The FY 2018 Adopted Budget includes an overall decrease in Supplies and Materials of \$217,774 or 5.5%. Despite the reduction, \$84,204 was added for laboratory supplies to support the Rapid DNA Instrument approved for purchase in FY 2017.
- The FY 2018 Adopted Budget includes an increase of \$346,512 or 3.4% in overall Other Services and Charges. This 3.4% increase over FY 2017 is mainly attributable to the appropriation of additional grant funding for the department.
- Total Revenue for the department is increasing by \$812,783 or 14.5%. The primary reason for this is a sharp increase in Intergovernmental Revenue, most which is federal grant dollars. This includes an increase of \$212,301 in High Intensity Drug Trafficking Area grant funding and a \$130,444 increase in U.S. Department of Transportation grant funding.

- The FY 2018 Adopted Budget also includes \$45,534 for the conversion of a previously partially grant funded position to 100% county funded. This will allow The County to retain the Deputy Sheriff currently located within the Family Justice Center.

FY 2017 SIGNIFICANT ACCOMPLISHMENTS

- Law Enforcement was able to achieve a 7% reduction in Part 1 Offenses for FY 2017. Part 1 offenses include murder, non-negligent homicide, rape, robbery, aggravated assault, burglary, motor vehicle theft, larceny-theft, and arson.
- During FY 2017, a new K9 facility was constructed to aid in the training of the department's K9's and to ensure they are provided with the best environment possible. The department will now be able to house the K9's in the facility in a controlled environment if necessary. The facility includes access to running water, a bathing station, and security system for the K9's when they are being housed at the location.
- 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.

KEY PERFORMANCE MEASURES

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
Administration					
Total Training Hours	37,836	45,568	48,000	50,400	50,000
Training Hours per Officer / Staff	57	69	73	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	62,873	62,000	62,000	62,000	65,000
Attempts to Serve / Execute all Processes per Deputy	1,572	1,550	1,550	1550	1400
Cost to Serve / Execute Civil Processes (County Dollars)	\$40	\$42	\$43	\$44	\$39
Special Operations					
Investigations Assigned	700	725	750	750	750
Narcotics Investigations Arrests	144	150	150	150	175

Investigations per Officer / Detective	21	21	22	22	25
Percent of Investigations Successfully Cleared	81%	81%	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)	77,478	78,735	80,309	80,309	80,000
Detention					
Average Daily Population (ADP)	929	965	965	950	950
Total Inmates Admitted / Intakes	21,016	21,040	21,040	20,500	20,300
Average Length of Stay (In Days)	17	16	16	16	16
Inmate Meals	1,160,007	1,163,577	1,163,577	1,164,020	1,160,000
Inmate Disciplinary Reports	2,137	2,100	2,162	2,162	2,160
Total Incident Reports	4,989	5,010	5,010	5,000	4,800
Inmates Participating in Programs	3,787	4,300	4,300	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 2018. 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 in FY 2018. 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

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Other Protection-Pre-Trial Release	1,284,186	1,041,327	991,332	1,017,947	1,017,947	(23,380)	(2.2%)
Other Protection-Juvnle-Family Subst Abuse Court	138,852	0	1	0	0	0	0.0%
Other Protection	1,423,037	1,041,327	991,333	1,017,947	1,017,947	(23,380)	(2.2%)
EXPENSE							
Personnel Services	834,723	912,401	862,401	886,638	886,638	(25,763)	(2.8%)
Supplies & Materials	3,518	6,550	6,550	6,952	6,952	402	6.1%
Other Services & Charges	584,796	122,376	122,382	124,357	124,357	1,981	1.6%
Total Expense	1,423,037	1,041,327	991,333	1,017,947	1,017,947	(23,380)	(2.2%)
REVENUE							
Appropriated Fund Balance	136,207	0	1	0	0	0	0.0%
Miscellaneous Revenues	300	360	360	360	360	0	0.0%
Total Revenue	136,507	360	361	360	360	0	0.0%
County Funds	1,286,530	1,040,967	990,972	1,017,587	1,017,587	(23,380)	(2.2%)
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 making custody release decisions by using evidence based practices to provide timely, accurate investigative reports and client supervision services that support early intervention, 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 2018 GOALS & OBJECTIVES – COURT SERVICES

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

- Complete training of the new Court Services data base for all employees.
- Have all Court Service's staff complete training in new Jail Information System (OSSI).

FY 2018 ADOPTED BUDGET HIGHLIGHTS

- The FY 2018 Adopted budget includes a net decrease of \$23,380, or 2.2%. This decrease is largely attributed to decreases in personnel costs, as the number of vacancies has fluctuated.
- Supplies & Materials increases by \$402 or 6.1%. This increase will primarily be used for a water cooler for Court Services staff; a cooler is anticipated to increase employee satisfaction and retention.
- Other Services & Charges increases by \$1,981 or 1.6%. The majority of this increase, approx. \$1,400, is to cover increasing telephone costs associated with the fulfillment of vacancies. Additionally, there is a contractual 3% increase for JustWare (approx. \$497), the software Court Services utilizes, as well as a \$100 increase for shredding services needed to dispose of confidential information.

FY 2017 SIGNIFICANT ACCOMPLISHMENTS

Court Services

- The program monitors defendants who would otherwise be housed in one of the County's Detention Facilities. For FY 2015-2016 the program "saved" the County \$2,657,304 by monitoring defendants in the community in lieu of incarceration for the equivalent of 36,907 "jail days." For the first six months of FY 2016-2017, the program "saved" the County \$1,304,320 by monitoring defendants the equivalent of 18,110 "jail days."
- Ninety-five per cent (95%) of clients who were monitored in FY 2015 – 2016 attended scheduled court dates.

KEY PERFORMANCE MEASURES

Court Services

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
Defendants Monitored	207	170	150	150	170
Jail Days Saved by Monitoring	36,907	35,504	25,000	25,000	25,000
Dollars saved in lieu of incarceration	2,657,304	2,556,288	1,800,000	1,800,000	1,800,000
Defendants Screened	7,392	9,000	9,000	9,000	9,000
Percent of monitored defendants that appear on scheduled court date	94.8%	88.0%	88.0%	88.0%	88.0%

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
Number of defendants researched who are scheduled for District Court	10,535	10,000	10,000	10,000	10,000

FUTURE OPPORTUNITIES & 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 the Greensboro and High Point Specialty Courts.
- Future local, state, and national training opportunities for Court Services and Specialty Court staff.

SECURITY

Jeff Fowler, Director

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

Public Safety

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BUDGET SUMMARY

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Security	1,617,122	1,839,403	1,870,364	1,975,656	1,975,656	136,253	7.4%
Security	1,617,122	1,839,403	1,870,364	1,975,656	1,975,656	136,253	7.4%
EXPENSE							
Personnel Services	848,811	910,165	910,165	922,665	922,666	12,501	1.4%
Supplies & Materials	17,863	57,816	92,969	75,066	75,065	17,249	29.8%
Other Services & Charges	750,448	855,422	867,230	965,925	965,925	110,503	12.9%
Capital	0	16,000	0	12,000	12,000	(4,000)	(25.0%)
Total Expense	1,617,122	1,839,403	1,870,364	1,975,656	1,975,656	136,253	7.4%
REVENUE							
Charges for Services	6,020	5,500	5,500	5,500	5,500	0	0.0%
Miscellaneous Revenues	14,402	14,849	14,849	14,849	14,849	0	0.0%
Total Revenue	20,422	20,349	20,349	20,349	20,349	0	0.0%
County Funds	1,596,700	1,819,054	1,850,015	1,955,307	1,955,307	136,253	7.5%
Positions	15.00	15.00	15.00	15.00	15.00	0.00	0.0%

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 2018 GOALS & OBJECTIVES

- Increase security coverage to enhance safety.
- Enhance training of contract security forces.

FY 2018 ADOPTED BUDGET HIGHLIGHTS

- Security's FY 2018 Adopted budget increased overall by \$136,253, or 7.4%. Personnel costs, such as merit, account for \$12,501, or 1.4% of the increase. The Adopted budget also includes an increase of \$110,503 in Other Services & Charges primarily for Allied Security reflecting the full year's cost for increased security coverage as approved in the FY 2017 Adopted budget, as well as additional increased security added in FY 2018.
- The contract security increases in the FY 2018 Adopted budget includes one additional armed security officer at the two Guilford County courthouses, which will cost \$35,663 in FY 2018; replacement of an unarmed security officer at the E. Wendover building with an armed security officer, at an additional cost of \$17,831; and an increase in hours worked by the contracted security officer at Dundas Circle, to cover increased volume to the facility, at an additional cost of \$7,082 in FY 2018.
- The increases are offset by other decreases including the reduction of \$4,000 in capital funding in accordance with the Major Equipment Plan; the equipment plan includes replacement of x-ray machines, magnetometers, and tasers. The department's overtime budget also decreased by \$3,650 or 21.0% to reflect past spending levels and FY 2017 projections.

FY 2017 SIGNIFICANT ACCOMPLISHMENTS

- Upgraded CCTV, access control, and panic alarms in several facilities.
- Reduced the waiting time for screening courthouse customers.
- Added security for 6 Dundas Circle.
- Added armed security to Maple and Russell Street facilities.

KEY PERFORMANCE MEASURES

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
Average response time to incident calls (minutes)	3	3	3	3	3
Total duty hours including contract security	74,817	75,578	76,125	76,700	76,670
Total incident & injury calls	134	175	175	175	175
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	31,000	31,336	31,000	31,406
Square footage monitored	1,171,185	1,171,185	1,171,185	1,171,185	1,171,185

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	1,300	1,450	1,400	1,295

FUTURE OPPORTUNITIES & CHALLENGES

- Guilford County needs to continue replacing aging CCTV cameras and recorders with Internet Protocol cameras and network servers.
- There are five X-ray machines in the County's two courthouses (Greensboro & High Point). They are on a replacement cycle and should not need to be replaced for several years. Since the cost of these machines is high (\$50,000 each) and we should start planning to replace one each year starting FY 2019. Likewise, our five walk through metal detectors (\$5k each) will need replacement beginning in FY19.
- Contract security costs are expected to increase in the next RFP.

Community Services

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

Community Services departments include:

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

Expenditures

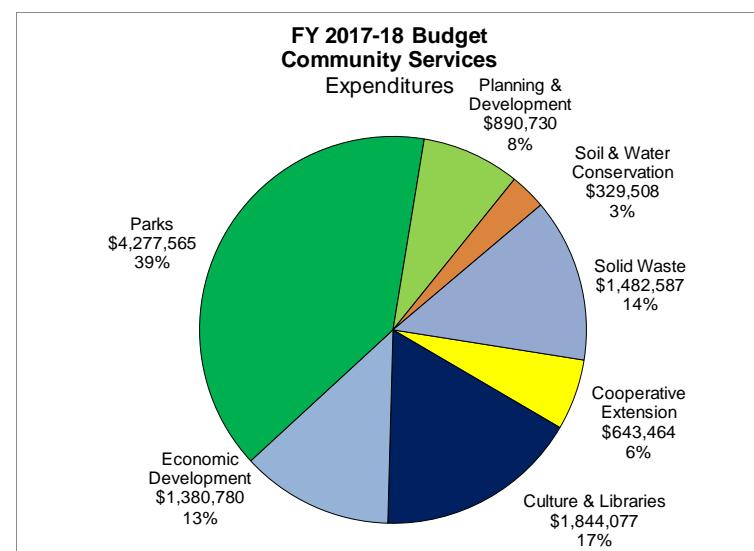
Guilford County will spend approximately \$10.8 million for Community Services in FY 2017-18, an increase of \$36,689 or 0.3%, from the FY 2016-17 Adopted Budget.

Community Services accounts for approximately 1.8% of total County expenditures for FY 2017-18.

The Economic Development budget will decrease by \$457,408 or 24.9%. This decrease primarily results from the expiration of several incentive grant payment agreements, where companies have either achieved investment and/or job creation goals, or have exhausted the timeframes allowed by the County to meet these objectives. The budget includes anticipated incentive grant payments for FY 2017-18 (\$505,780), funding for eight economic development agencies (\$500,000) and funding for six community-based organizations (\$225,000). A complete list of expected incentive grant payments and allocations to economic development agencies and community-based organizations is included on the Economic Development page and Appendices of this document.

Library funding for the Greensboro, High Point, Jamestown, and Gibsonville libraries remains unchanged from the FY 2016-17 adopted budget at \$1,844,077.

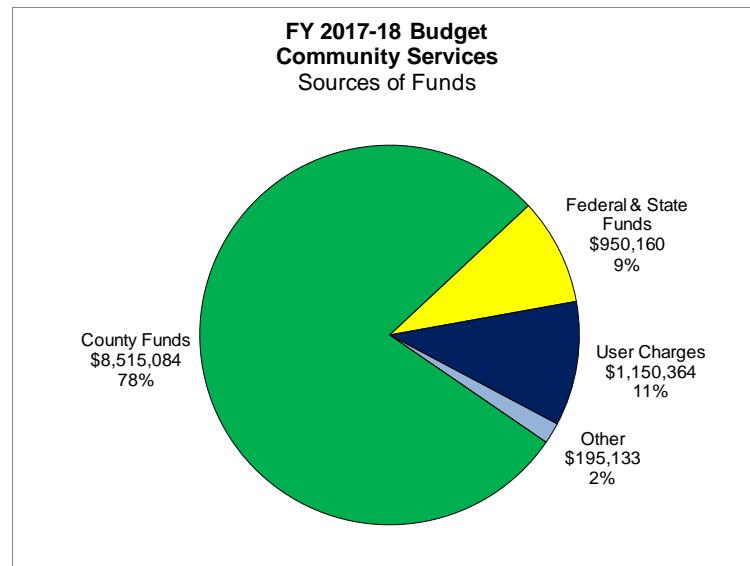
The Parks Division budget will increase by \$369,950, or 9.5%, in FY 2017-18 with goals to continue upgrading and increasing amenities at parks; complete standardization of operations and policies; and expand marketing efforts to remain responsive to customer requests, maximize use of parks for special events and ensure a high level of customer satisfaction. The budget adds a Sr. Grounds Technician position that will increase the division's capacity to maintain passive parks, trails and other grounds. Also included are additional part-time salary dollars to ensure staff coverage at parks, funding for supplies to support park activities, and funds to absorb building and grounds maintenance needs for parks and County buildings.



The Soil & Water Conservation budget is increasing by \$44,047 or 14.3% for FY 2017-18. The change will support an increase to Guilford County's 40% cost share for Forest Service activities. Forest Service staff are state employees who manage wildfire response, forestry programs and educate local schools on wildlife and agriculture within Guilford County. Additionally, the budget converts an existing part-time Soil & Water Coordinator position to full-time to meet the department's administrative needs, and increase educational outreach to Guilford County students and teachers.

Revenues

Community Services programs are primarily supported through general county funds (78%). User charges (11%) and Federal & State revenues (9%) account for the bulk of remaining funding needs.



	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Manager	FY2018 Adopted	vs. FY17 Adopted
						\$ chg
						% chg
Department						
Cooperative Extension	\$466,822	\$597,604	\$1,644,777	\$626,175	\$643,464	\$45,860 7.7%
Culture & Libraries	\$1,827,807	\$1,844,077	\$1,844,077	\$1,844,077	\$1,844,077	\$0 0.0%
Economic Development	\$1,777,701	\$1,838,188	\$4,599,497	\$1,330,780	\$1,380,780	(\$457,408) -24.9%
Parks	\$3,760,111	\$3,907,615	\$4,290,214	\$4,277,565	\$4,277,565	\$369,950 9.5%
Planning & Development	\$765,098	\$837,509	\$862,512	\$873,730	\$890,730	\$53,221 6.4%
Soil & Water Conservation	\$264,279	\$285,461	\$285,463	\$326,208	\$329,508	\$44,047 15.4%
Solid Waste	\$1,224,853	\$1,501,568	\$1,551,589	\$1,477,587	\$1,482,587	(\$18,981) -1.3%
Total Expenditures	\$10,086,671	\$10,812,022	\$15,078,129	\$10,756,122	\$10,848,711	\$36,689 0.3%
Sources of Funds						
Federal & State Funds	\$1,252,838	\$950,160	\$1,222,692	\$988,130	\$988,130	\$37,970 4.0%
User Charges	\$957,500	\$1,255,159	\$1,282,719	\$1,149,764	\$1,150,364	(\$104,795) -8.3%
Other	\$177,515	\$110,589	\$130,989	\$192,433	\$195,133	\$84,544 76.4%
Appropriated Fund Balance	\$0	\$0	\$20,000	\$0	\$0	\$0 0.0%
County Funds	\$7,698,818	\$8,496,114	\$12,441,729	\$8,425,795	\$8,515,084	\$18,970 0.2%
Sources of Funds	\$10,086,671	\$10,812,022	\$15,098,129	\$10,756,122	\$10,848,711	\$36,689 0.3%
Permanent Positions	43.500	45.750	47.750	49.000	49.000	3.250 7.1%

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

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Cooperative Extension Service-Administration	466,822	597,604	1,504,817	578,215	595,504	(2,100)	(0.4%)
Cooperative Extension Service-Extension Programs	0	0	139,960	47,960	47,960	47,960	0.0%
Cooperative Extension Service	466,822	597,604	1,644,777	626,175	643,464	45,860	7.7%
EXPENSE							
Supplies & Materials	15,368	17,700	169,942	32,752	32,752	15,052	85.0%
Other Services & Charges	451,454	579,904	584,835	593,423	610,712	30,808	5.3%
Capital	0	0	890,000	0	0	0	0.0%
Total Expense	466,822	597,604	1,644,777	626,175	643,464	45,860	7.7%
REVENUE							
Intergovernmental	0	0	92,000	0	0	0	0.0%
Charges for Services	0	0	27,560	25,560	25,560	25,560	0.0%
Miscellaneous Revenues	4,053	5,118	25,518	25,518	25,518	20,400	398.6%
Total Revenue	4,053	5,118	145,078	51,078	51,078	45,960	898.0%
County Funds	462,769	592,486	1,499,699	575,097	592,386	(100)	0.0%

DEPARTMENTAL PURPOSE

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

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

CES focuses its efforts on five major initiatives:

- Enhancing agricultural, forest and food systems;
- Developing responsible youth;
- Strengthening and sustaining families;

- Conserving and improving the environment and natural resources; and,
- Building quality communities.

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

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

Our **4-H program** is one of only a few in the state that has a specific focus on reaching a limited resource audience in addition to traditional 4-H audiences. The 4-H program reaches youth through a variety of delivery modes including school enrichment, clubs, and camps. 4-H instills leadership skills in the rural and urban youth in our community through experiential learning programs that focus on;

- Science and technology, engineering and mathematics,
- Healthy living,
- Citizenship and
- Mentoring.

The **Agriculture program** focuses on assisting the farming community, from planning to final sale of goods. We promote environmental stewardship through pesticide certification and soil health; economic viability through promotion of best management practices and proper planning. We assist with disease and pest identification and control through various educational opportunities offered throughout the year.

FY 2018 GOALS & OBJECTIVES

- Fund a community/school garden coordinator positon by leveraging funds from both the city of Greensboro and the city of high Point Parks and Recreation departments
- Enhance departments use of public and social media to expand marketing and visibility
- Developing a local food economy- bring new farmers into existing markets while trying to develop new markets; Continuing to work with the newly established Shared Use kitchen to develop new food entrepreneurs; work with community gardens in food insecure areas.
- Further expand partnerships that have been forged with other county departments – example WIC
- Promote holistic and healthy living through programing tied to food and nutrition, financial management and exercise

- Develop an Agri-tourism community to promote our local farmers
- Engage youth in experiential learning programs that address 21st century goals and meet the needs of teachers and schools and engage youth of all backgrounds to promote leadership, citizenship and community service.

FY 2018 ADOPTED BUDGET HIGHLIGHTS

- The FY 2018 Adopted Budget shows an overall expense increase of \$45,860 or 7.7%. A large portion of this increase is due to the county providing new accounting units for the department to manage funds that were previously managed separately. These expenses are fully supported by revenue from various sources such as fees, donations and grants.
- The FY 2018 Adopted Budget shows an overall revenue increase of \$45,960. This is primarily attributable to the receipt of two new grants during FY 2017 that will be carrying forward to FY 2018.

FY 2017 SIGNIFICANT ACCOMPLISHMENTS

- Guilford county staff reported over \$23 million in economic impact during 2016. These impacts represented grants and donations (\$73,205); value of efforts in site visits; value of program efforts; value of educational mediums (print, television, radio) (\$22,520,940); Volunteer hours (\$417,931); and mandated certification programs.
- Staff fielded over 3,500 telephone requests for research- based information from citizens. We saw an increases in the number of folks requesting information via email and receiving handouts 36,125.
- Staff presented 877 educational programs with the total number of clients reached at 33,166. There were an additional 141,313 clients reached through non face-to-face contact. By programming using print, radio and television we impacted the lives of over 14 million people.
- All of the above accomplishments are from a professional staff equaling 10.5 full-time equivalents(FTE) and supported by 4 FTE. We had 3 vacant positions in 2016 that were open for 6 months or longer.
- New projection and sound system was installed in the auditorium which is used by extension as well as numerous other county departments and outside groups.
- New “Shared Use kitchen” was established in the Barn Kitchen and is being used entrepreneurs.

KEY PERFORMANCE MEASURES

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
Cooperative Extension					
Participants in Workshops/Seminars	27,026	33,166	35,000	35,500	31,000
Programs Given	1,033	877	1,150	1,500	1,150
Volunteers	1201	1,140	1,300	1,300	1,300
Volunteer Hours	30,550	21,739	30,000	31,000	30,000
4H Youth Served (non-duplicated)	11,000	9792	11,000	11,500	11,000
Site Visits	550	838	700	650	650
Diagnostic Samples Performed	400	400	400	400	400

FUTURE OPPORTUNITIES & CHALLENGES

- Urban Agriculture Development tying into economic development, entrepreneurship and health
- New Networking/Collaboration teams both with county departments and other organizations (more complete programing)
- Connecting with local Universities – example A&T farm for Dairy Show venture
- Train the Trainor opportunities – partnering with other youth development organizations
- Recognition – who we are, what we do, are we part of the county or not
- Marketing - need to be able to do better job of getting the word out on all the impacts we are making
- Competition -don't have budget to market like other organizations reaching similar audiences (YMCA or Boys and Girls clubs)
- Location – Transportation (limited resource participants have difficult time coming to our location)
- Funding for specific programs – could use paid interns and a volunteer coordinator

PARKS

Robert McNiece, P.E., Facilities & Parks Dept. 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

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Administration	737,116	965,102	513,175	656,986	656,984	(308,118)	(31.9%)
Bur-Mil Park	983,008	879,240	1,058,000	1,025,205	1,025,205	145,965	16.6%
Gibson Park	194,905	204,073	223,476	200,817	200,816	(3,257)	(1.6%)
Guilford Mackintosh Park	163,320	162,410	162,412	160,796	160,796	(1,614)	(1.0%)
Hagan-Stone Park	510,279	483,255	744,225	654,341	654,341	171,086	35.4%
Northeast Park	602,887	560,372	667,016	629,814	629,815	69,443	12.4%
Southwest Park	193,561	209,135	228,138	269,942	269,942	60,807	29.1%
Triad Park	375,036	444,028	488,021	452,414	452,414	8,386	1.9%
Passive Prks Trls Grds	0	0	205,751	227,251	227,252	227,252	0.0%
Recreation (Parks)	3,760,111	3,907,615	4,290,214	4,277,565	4,277,565	369,950	9.5%
EXPENSE							
Personnel Services	1,812,922	2,088,085	2,084,135	2,330,169	2,330,172	242,087	11.6%
Supplies & Materials	137,180	176,110	250,186	195,517	195,514	19,404	11.0%
Other Services & Charges	1,723,075	1,543,420	1,847,242	1,651,879	1,651,879	108,459	7.0%
Capital	86,934	100,000	108,651	100,000	100,000	0	0.0%
Total Expense	3,760,111	3,907,615	4,290,214	4,277,565	4,277,565	369,950	9.5%
REVENUE							
Charges for Services	884,046	1,188,874	1,188,874	1,039,550	1,039,550	(149,324)	(12.6%)
Other Financing Sources	7,329	14,630	14,630	3,000	3,000	(11,630)	(79.5%)
Miscellaneous Revenues	136,560	75,571	75,571	141,350	141,350	65,779	87.0%
Total Revenue	1,027,935	1,279,075	1,279,075	1,183,900	1,183,900	(95,175)	(7.4%)
County Funds	2,732,177	2,628,540	3,011,139	3,093,665	3,093,665	465,125	17.7%
Positions	27.00	28.00	30.00	31.00	31.00	3.00	10.7%

DEPARTMENTAL PURPOSE

The Parks Division enhances the quality of life in Guilford County through the construction and maintenance of active and passive parks, trails and greenways, and a variety of natural areas throughout the County. The division operates Bur-Mil, Hagan-Stone, Gibson, Northeast, and Southwest parks as well as 6 Preserves. Amenities include 3 pools, 18 playgrounds, 11 athletic fields, and a marina. The County also funds Triad Park, managed jointly with Forsyth County, and Guilford-Mackintosh Park, managed under an agreement with the City of Burlington. In addition to these sites, the County maintains and manages 10 passive parks with over 90 miles of hiking trails, and greenway trails.

FY 2018 GOALS & OBJECTIVES

- Continue to upgrade and increase the amenities at the parks in response to customer requests.
- Complete deferred maintenance at all parks to ensure all facilities and grounds are in good to excellent condition.
- Ensure the same high quality patron experience at all County parks through standardized parks operations and policies and utilize various feedback techniques to ensure a high level of customer satisfaction.
- Expand marketing efforts to publicize county parks with the goal of maximizing the use of parks for special events, while offsetting operating costs through the additional revenue collected. open spaces in the

FY 2018 ADOPTED BUDGET HIGHLIGHTS

- Overall, the net Parks budget increased by \$369,950 or 9.5% due to a combination position changes including a transfer from Facilities and increasing over- and part-time salaries to meet demand, increases in supplies to allow more activities to be held in parks, and funds necessary for fully shifting maintenance of Passive Parks, Trails, and Grounds from contracted services to Parks as well as an increase for Triad Park.
- Personnel Services has increased \$242,087 or 11.6% due to the transfer of one full-time position from Facilities to Parks and a new Sr. Grounds Tech position to assist with Passive Parks maintenance and facilitate opening new passive park areas; County-wide merit; and a combination of budgeting for anticipated overtime incurred primarily during the summer pool season by full-time staff and increasing part-time funding to ensure better staffing of parks and reducing the burden on full-time staff.
- Supplies & Materials increased \$19,404 or 11.0% due to additional funding for supplies to support activities in parks including cross-country and external summer camps that use County facilities. Other Supplies accounts were decreased, some significantly, to better reflect prior year actuals and expenditure trends.
- Services & Charges increased \$108,459 or 7.0% including additional funding for Triad Park, jointly operated by Guilford and Forsyth Counties, as well as increases in building and grounds maintenance needed for Parks to formally take over maintenance of grounds around County buildings such as the Old Courthouse. Other Services accounts were decreased to better reflect prior year actuals and expenditure trends.

FY 2017 SIGNIFICANT ACCOMPLISHMENTS

- Continued to implement a “County Parks Philosophy” that emphasizes self-guided recreation while still maintaining and improving maintenance standards to provide more citizen-focused, high quality facilities.

- Completed development and grand openings of Cascades Phase 2, McCandless, Saferight Phase 1, and Company Mill Phase 1 Preserves.
- Upgrades and renovations at Hagan Stone Park including new signage; new gravel in the campground; painting the chapel; new roofs on the cabin, the chapel, shelters 2, 3 & 6, and two of the Camp Joy cabins (the rest are planned for FY 2017-18); and conversion of the old park residence into the main office for the park.
- Hagan Stone had a successful Cross Country Season this year which included two State Championships and four Invitational events.
- Northeast Park had one of the largest attendances for their fireworks and for their Country Glow of Lights events. The maintenance shop was also upgraded with water and a structure that provides coverage for the mowing equipment.
- Gibson Park has seen increased usage by the soccer community. In addition, the maintenance shed was upgraded, and other repairs made throughout the park.
- Bur-Mil Park had upgrades to the driving range and the pool filtration system. This park also remains a top destination for various races and events.
- Additional boats were purchased for Southwest Park to keep up with the demand for rentals.
- The 2016 summer pool season broke all previous County-wide records. The 2016 season also marked the first full year of operation for the Hagan Stone Pool.

KEY PERFORMANCE MEASURES

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
Parks Management					
Percent of visitors that rate their park experience positively in post-visit surveys	n/a	n/a	95%	95%	95%
Percent of visitors that rate the overall park condition positively	n/a	n/a	95%	95%	95%
Percent of overall Parks budget provided by revenue generating activities	30%	46%	38%	38%	40%
Passive Park & Open Space Management					
Number of Preserve Area openings for public use (total)	6	10	14	16	16
Total acreage of open space property open to the public	605	793	1,091	1,556	1,556
Trails Management					
Percent of the population within 1/2 mile of a hiking trail	31%	31%	31%	31%	50%

Percent of trail users that rate the overall trails and greenway system positively	n/a	n/a	90%	90%	95%
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FUTURE OPPORTUNITIES & CHALLENGES

- As the County's portions of the Bicentennial Greenway ages, 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 could create safety issues if not addressed.
- The Rich Fork Preserve community is working together to get this property open to the public so all can appreciate this jewel in downtown High Point.
- There is a great opportunity to develop a 5k cross country trail at Bryan Park North that would be able to support large Regional and potentially National events. We are looking to develop a design and begin Phase 1 development
- The desires of the Guilford County community in terms of outdoor recreation continue to evolve. We are sensitive to those desires and are adapting the parks to meet those desires including the potential development of additional dog parks and the renting of bicycles at some locations.

PLANNING & DEVELOPMENT

J. Leslie Bell, AICP, Planning & Development Director

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

Economic Development

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



Infrastructure

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



BUDGET SUMMARY

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Planning and Development-Administration	292,913	321,685	346,686	362,248	362,248	40,563	12.6%
Planning and Development-Planning/Zoning	468,389	515,824	515,826	511,482	528,482	12,658	2.5%
Planning and Development-Community Services	3,796	0	0	0	0	0	0.0%
Planning and Development	765,098	837,509	862,512	873,730	890,730	53,221	6.4%
EXPENSE							
Personnel Services	704,092	730,519	755,519	769,663	769,664	39,145	5.4%
Supplies & Materials	7,617	9,650	7,864	21,050	21,050	11,400	118.1%
Other Services & Charges	53,389	97,340	99,129	83,017	100,016	2,676	2.7%
Total Expense	765,098	837,509	862,512	873,730	890,730	53,221	6.4%
REVENUE							
Charges for Services	62,214	59,285	59,285	74,654	74,654	15,369	25.9%
Miscellaneous Revenues	0	0	0	95	95	95	0.0%
Total Revenue	62,214	59,285	59,285	74,749	74,749	15,464	26.1%
County Funds	702,884	778,224	803,227	798,981	815,981	37,757	4.9%
Positions	8.00	9.00	9.00	9.00	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 2018 GOALS & OBJECTIVES

- Complete update of the Landmark Properties of Guilford County publication designating at least 100 landmark properties.
- Complete integration of QR Code historic landmark property designations through GIS to enable internet view of entire landmark file.
- By October 2017 prepare for adoption updates to the Guilford County Development Sign Ordinance to improve exhibits and descriptions.
- By July 2017 document necessary development ordinance improvements/updates to assist with document rewrite. The ordinance rewrite will offer clarity through revised text and improved illustrations.
- By August 2017 convene stakeholders to begin review, overall update and modernization of the Guilford County Development Ordinance.
- By November 30, 2017 work with Information Services (IS) and Inspection and Permitting Division to review, revise and/or add at least three existing or new Accela workflows to streamline review and approval process, and record maintenance.
- By June 30, 2018 work with IS, Fire Marshal's Office, Plan Review/Stormwater and Inspections and Permitting Divisions to implement Electronic Document Review (EDR) as a standard business practice for public use.
- No later than end of FY17/18 work with IS, Plan Review/Stormwater, Zoning, and Inspections Divisions to modify existing code enforcement module in Accela to reflect flexibility on compliance rather than enforcement and add, as necessary, modules for minimum housing and condemnation, in addition to the existing zoning enforcement module.

FY 2018 ADOPTED BUDGET HIGHLIGHTS

- The FY 2018 Adopted budget increases County funding for the entire Planning and Development Department by \$53,221 or 6.4%. Much of the increase is attributed to costs associated with departmental supplies and materials. Approved increases and other changes to the County's Planning & Zoning Fee Schedules will offset the increased expenses with approximately \$15,464 in additional revenue.

FY 2017 SIGNIFICANT ACCOMPLISHMENTS

- Completed Area Plan future land use plan map updates. Updated Area Plans 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.
- Recommended Ordinance text amendments to contracted jurisdictions based on comprehensive review of ordinance requirements to ensure compliance with NCGS and enhance customer service delivery.
- 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 list.
- 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).
- Continued working with the Clerk to the Board and the County Attorney on contractual arrangements for potential consolidation of muni-code services to achieve inter-departmental cost-savings and efficiency.
- Working collaboratively with the State Historic Preservation Office and the Historic Jamestown Society, Inc. to manage a Historic Preservation Fund Grant on behalf of Mendenhall Homeplace for structural restoration/rehabilitation. This is Guilford County's first opportunity as a certified local government to administer this type of grant.
- Worked collaboratively with the State Historic Preservation Office and the Historic Jamestown Society, Inc. to manage a second Historic Preservation Fund Grant on behalf of Mendenhall Homeplace, to support the installation of a wood shake roof and two-tier tidewater porch.
- 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.
- Water and Sewer – Presented Lynwood Lakes Water and Sewer Project assessment roll totaling \$1,285,873.40, initiated in 2007 for Board of Commissioners approval.
- 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.
- Continued partnership with Piedmont Triad Regional Council (PTRC) to administer up to \$170,000 in Single Family Rehabilitation funding (SFR14) provided by the North Carolina Housing Finance Agency.
- Completed historic landmark structure evaluation to verify compliance with designations of the Guilford County Historic Preservation Commission.

KEY PERFORMANCE MEASURES

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
Planning and Zoning^[1]					
Number of Zoning Cases Processed - County	23	18	20	20	20
Rezoning Appeals	0	3		1	1
Number of Zoning Cases Processed - Towns	3	5	3	3	3
% Acreage Zoned from Agricultural (AG) - All Jurisdictions	43%	60%	98%	50%	50%
Board of Adjustment Cases - County	13	3	7	3	3
Board of Adjustment Cases - Towns	2	2	2	2	2
Number of Road Closings	4	2		2	2
Number of Easement Closings	0	1		1	1
Number of Zoning Investigations - County	77	90	100	100	100
Zoning Investigations - Towns	8	20	20	20	20
# of Subdivision Cases Processed - County	112	97	115	92	92
Minor Subdivision - 4 or fewer lots	55	45	60	40	40
Major Subdivision - 5 or more lots	17	12	15	12	12
Subdivision Exemptions	40	40	40	40	40
# of Subdivision Cases Processed - Towns	22	30	21	21	21
Minor Subdivision - 4 or fewer lots	9	15	10	10	10
Major Subdivision - 5 or more lots	8	5	6	6	6
Subdivision Exemptions ^[2]	5	10	6	5	5
# Site Plan (Non-Res) Cases Processed - County	40	10	34	10	10
Major Site Plans	8	3		3	3
Minor Site Plans	32	7	N/A	7	7
# Site Plan(Non-Res) Cases Processed - Towns	10	10	6	10	10
Major Site Plans	1	1	N/A	1	1

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
Minor Site Plans	9	9		9	9
Written Zoning Verifications Processed	36	35	25	35	35
VAD & Enhanced VAD Farm Applications Processed	N/A	N/A	15	N/A	15
VAD & Enhanced VAD Acres Added			600	600	500
Community Services - Water and Sewer					
Non-assessed water and sewer projects ^[3]	0	0	0	0	0
Assessed water and sewer projects ^[3]	1	1	0	0	1
Housing Program					
HOME Consortium Program Projects ^[4]	3	3	1	3	4
NC Housing Finance Agency Single Family Rehab. 14 (SFRLP14) Grant ^[5]	0	1	0	0	3
Economic Development					
Economic Development & Cultural Agencies Funded	11	12	9	9	9
Economic Development Incentive Grants - Monitoring Perf. Grants	14	11	12	12	12

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

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

[3] Forest Oaks Water & Sewer project assessment roll approved by Board of Commissioners in Dec. 2014. Lynwood Lakes Water & Sewer project assessment roll tentatively scheduled for Board of Commissioner approval during FY16/17.

[4] Guilford County has approved a tri-party agreement between Guilford County, Piedmont Triad Regional Council, and the City of Greensboro to administer up to \$380k for qualified housing rehabilitation and to supplement SFRLP 14 Grant.

[5] Includes \$170k in initial grant set-aside fund pool for four units with initial allotment. Guilford County has approved a Memorandum of Understanding for Piedmont Triad Regional Council to administer SFRLP14.

N/A Not Applicable

FUTURE OPPORTUNITIES & CHALLENGES

- Work with Information Services to provide more efficient Departmental access to planning-related data to support open data initiative and data accessibility that meets both internal management needs and external customer demand.
- Maintain electronic document storage for archived, current, and future Planning and Development files.
- Review planning services and evergreen contracts with participating jurisdictions to assess contract provisions, costs, and current and anticipated level of services provided/needed.
- Continue to work with stakeholder groups to foster effective communication and relationships regarding sound, balanced planning policy development and implementation.

- Work cooperatively with Information Services to complete all phases of electronic site plan review implementation, including electronic subdivision review.
- Continue to ensure that implementation of updated Accela land management and permitting software focuses and prioritizes customer-based enhancements – both short and long term.
- Work with GIS to establish planning data minimums for public information to assist citizens requesting information about neighborhoods and communities.
- Ensure the Planning and Development website is updated and more user-friendly to assist in improving customer service and information availability.
- Housing – Continue partnership with Piedmont Triad Regional Council to administer HOME Program funds and NC Housing Finance Agency Single Family Rehabilitation (SFR14) grant funding.
- Housing – Provide veteran-designated HOME funding for qualified housing rehabilitation services.
- Ensure future Accela Electronic Document Review incorporates Fire Marshal and Environmental Health review.
- Continue to support a combined initiative for Planning, Tax and GIS to complete Accela Address Parcel Owner (APO) Project.
- Ensure the Planning Department is prepared for Accela Electronic Subdivision Review and potential electronic recordation of documents in the Guilford County Register of Deeds.
- Continue to review Guilford County Development Ordinance for update(s).
- Explore opportunities to improve customer service (e.g., technology improvements, ability/tools/training) to allow decisions to be made earlier in the development process.
- Initiate dialogue with the Piedmont Triad Council of Governments in preparation for the 2020 US Census.

SOIL & WATER CONSERVATION

J. Leslie Bell, AICP, Planning & Development Director

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

Healthy People

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



BUDGET SUMMARY

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Soil & Water Conservation	264,279	285,461	285,463	326,208	326,208	40,747	14.3%
GC S&W Conservation District	0	0	0	0	3,300	3,300	0.0%
Soil & Water	264,279	285,461	285,463	326,208	329,508	44,047	15.4%
EXPENSE							
Personnel Services	197,952	214,570	214,570	234,104	234,102	19,532	9.1%
Supplies & Materials	4,255	4,036	2,212	3,600	5,927	1,891	46.9%
Other Services & Charges	62,072	66,855	68,681	88,504	89,479	22,624	33.8%
Total Expense	264,279	285,461	285,463	326,208	329,508	44,047	15.4%
REVENUE							
Intergovernmental	30,229	30,360	30,360	30,330	30,330	(30)	(0.1%)
Charges for Services	0	0	0	0	600	600	0.0%
Miscellaneous Revenues	0	0	0	0	2,700	2,700	0.0%
Total Revenue	30,229	30,360	30,360	30,330	33,630	3,270	10.8%
County Funds	234,050	255,101	255,103	295,878	295,878	40,777	16.0%
Positions	2.50	2.75	2.75	3.00	3.00	0.25	9.1%

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 Agriculture 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 2018 GOALS & OBJECTIVES

- Increase outreach to local schools and home school associations by adding one new high school, one new middle school, and one new home school to the North American Envirothon, adding two new schools for the poster/essay contest and an additional school participating in the speech contest.
- Increase the 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.
- Receive ongoing training from GIS staff on use of the GPS unit to ensure Best Management Practices (BMPs) are installed in an Agriculture BMP GIS layer. Utilize intern to accomplish this goal without compromising current staff workload. Begin digitizing BMPs on current (2017) contracts, no later than January 31, 2018.
- No later than end of FY 2017, 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 Stormwater/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 2018 ADOPTED BUDGET HIGHLIGHTS

- The FY 2018 Adopted budget increases expenditures by \$44,047 or 15.4%. Included in these expenses is \$72,962 to support NC Forest Service activities in Guilford County. The County's 40% NC Forest Service cost share increases this budget year to reflect the State's request for the purchase of a new frontline firetruck to improve fire control emergency response.
- The FY 2018 Adopted budget converts an existing benefited $\frac{3}{4}$ time or 30 hr Soil & Water Coordinator position to a full-time, 40-hour per week position. The current position holds dual education and administrative support responsibilities, as the department's administrative assistant position was eliminated in 2010.

FY 2017 SIGNIFICANT ACCOMPLISHMENTS

- The Soil and Water Conservation District worked collaboratively with the GIS Department in conducting a field survey of the Voluntary Agriculture Districts to determine signage needs and replacements, and to promote efficiency in erecting signage for approved District parcels.
- The District hosted the Spring and Fall 2016 Area 3 Soil & Water Conservation Districts Association meetings for an eleven-county area, with Guilford County Board of Supervisors chair, George Teague, also serving as the Area 3 Chair.
- The Soil and Water Conservation District collaborated with Guilford County Planning & Development, Stormwater, Watershed Protection, Storm Water Management, and the Piedmont Triad Regional Council (PTRC), to secure a 205(j) Grant from the North Carolina Division of Water Resources – Water Planning Section. As the lead stakeholder, Guilford County will work 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 and student intern initiated a project with Guilford County GIS to create an Agriculture BMP Layer to track practices installed in prior, current and upcoming years.
- Throughout FY 2017, 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 28 Ag “Cost Share” applications, and were able to fund 17 contracts in the amount of \$102,370 (including a \$20,000 additional grant of Jordan Lake funds). Two of those contracts were AgWRAP well projects, for increased water storage and availability. Staff provided technical assistance for 800 farms; provided oversight for approximately 2,214 acres under Conservation Management; monitored 25 farms for compliance; processed 7 Voluntary Agriculture District applications representing 191 acres; and, worked with 8 farmers in the No-Till Drill Assistance Program, representing 116 acres.
- Six contracts were funded for the federal FY 2016 USDA-Natural Resource Conservation Service (NRCS) Environmental Quality Assistance program for a total of \$79,063; three are for Hoop Structures (used for extending a farmer’s growing season), wildlife management, forest management and cover crops. A new USDA-NRCS program in Guilford is the Conservation Stewardship Program which funded five participants for a total of \$105,548. For federal FY 2017, NRCS is expecting to fund 5 EQIP contracts at \$106,454 for Energy Audit Plans (2), Cover Crops, Pasture Systems, and a Waste Closure.
- Staff continued to pursue professional development opportunities that enhance their ability to serve the citizens of Guilford County. Staff assist with Conservation One Training, professional development for new NRCS employees across the US.
- Millie Langley, Soil & Water Conservationist, continues to serve as the Southeastern representative on the North American Envirothon Operating Committee, and was appointed Chair in November 2016.

KEY PERFORMANCE MEASURES

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
Agricultural Cost Share Program (ACSP)					
Applications - Farms	30	28	40	40	30
Applications - Practices	57	51	65	65	60
Ag. Cost Share Contracts	18	17	12	12	11
Ag. Cost Share Contracts Total Value	\$94,832	\$102,370	\$90,000	\$90,000	\$90,000
Average Cost Share per Farm	\$5,268	\$6,022	\$7,500	\$7,500	\$8,182
Contracts Under 10-Year Maintenance	136	135	135	135	135
Community Conservation Assistance Program (CCAP)					
CCAP Applications - Farms ^[1]	4	2	10	10	10
CCAP Applications - Practices	4	3	12	12	12
CCAP Cost Share Contracts	4	2	5	4	5
CCAP Cost Share Contracts Total Value	\$6,000	\$9,500	\$4,000	\$6,000	\$4,200
Avg. CCAP Cost Share per Application	\$1,500	\$4,750	\$800	\$1,500	\$840
Contracts Under 10-Year Maintenance	10	12	12	12	12
Environmental Quality Incentive Program (EQIP)					
EQIP Contracts ^[2]	11	5	5	4	5
EQIP Contract Total Value	\$184,611	\$106,454	\$120,000	\$75,000	\$50,000
Average EQUIP Funding per Contract	\$16,783	\$21,291	\$24,000	\$18,750	\$10,000
Contracts Under 10-Year Maintenance	27	36	33	35	30
Technical Assistance Programs					
Total Farms in Program	790	800	800	800	800
Farm Compliance Reviews	22	25	25	25	45
Farms under Conservation Management	2,113	2,214	2,150	2,300	1,840

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
Farms Under Conservation Plans	26	17	15	17	15
Acres Under Conservation Plans	973	728	480	725	480
Outreach, Education, and Other Programs					
Educational Services Participants ^[3]	56,130	702	48,000	48,000	48,000
Persons Assisted Via Technical Conservation Outreach Opportunities	1,545	1,237	1,550	1,550	1550
No-Till Drill Assistance Program Participants	9	8	13	12	6
No-Till Drill Assistance Program Acres	44	116	150	120	130
VAD & Enhanced VAD Farm Applications Processed	12	7	15	12	12
VAD & Enhanced VAD Acres Added	737	191	600	500	500

[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 Agriculture District (VAD) and Enhanced VAD.

- Build an Agriculture BMP layer to show past and current practices installed through NC Agriculture Cost Share Program, Agriculture Water Resources Assistance Program and the Community Conservation Assistance Program.
- Millie Langley, Soil & Water Conservationist, will serve on the Host Committee for the North American Envirothon to be held in North Carolina in July 2019.

SOLID WASTE

J. Leslie Bell, AICP, Planning & Development Director

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(336) 641-3334

Infrastructure

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



Healthy People

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



BUDGET SUMMARY

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Solid Waste-Waste Disposal	1,224,853	1,501,568	1,551,589	1,477,587	1,482,587	(18,981)	(1.3%)
Solid Waste	1,224,853	1,501,568	1,551,589	1,477,587	1,482,587	(18,981)	(1.3%)
EXPENSE							
Personnel Services	289,463	341,485	338,710	369,769	369,766	28,281	8.3%
Supplies & Materials	11,522	11,105	13,208	13,590	13,593	2,488	22.4%
Other Services & Charges	900,572	1,058,978	1,109,671	1,094,228	1,099,228	40,250	3.8%
Capital	23,295	90,000	90,000	0	0	(90,000)	(100.0%)
Total Expense	1,224,853	1,501,568	1,551,589	1,477,587	1,482,587	(18,981)	(1.3%)
REVENUE							
Intergovernmental	983,929	910,000	910,000	948,000	948,000	38,000	4.2%
Charges for Services	11,241	7,000	7,000	10,000	10,000	3,000	42.9%
Appropriated Fund Balance	0	0	20,000	0	0	0	0.0%
Miscellaneous Revenues	23,103	8,800	8,800	16,000	16,000	7,200	81.8%
Total Revenue	1,018,272	925,800	945,800	974,000	974,000	48,200	5.2%
County Funds	206,581	575,768	605,789	503,587	508,587	(67,181)	(11.7%)
Positions	6.00	6.00	6.00	6.00	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 Prison 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 compliment the array of solid waste services provided to the public by the Division. Per capita-based distributions from state-levied solid waste, scrap tire, and white goods disposal taxes, and electronic management funds have assisted the County in providing these programs.

Annual environmental educational programs include the Kids, Cans & Ca\$h Elementary School Recycling Challenge, co-sponsored by Guilford County and the City of High Point, and the Magic of Recycling program that incorporates information about recycling into an entertaining and engaging magic show for elementary students.

FY 2018 GOALS & OBJECTIVES

- No later than July 31, 2017 implement the new Guilford County Information Services customized scrap tire application that will track scrap tire drop off and collection rates at special events for residential and commercial customers. This application will also produce a computer-generated receipt for improved customer service and cash handling procedures at the Bishop Road facility.
- No later than July 31, 2017 add weekly cleaning and monitoring of sand filter to Bishop Road Recycling Facility maintenance list and develop a weekly log to document maintenance.
- Beginning July 1, 2017 explore additional school outreach and educational opportunities such as the “Feed the Bin” program.
- By July 31, 2017 establish an internal system for monitoring and tracking facility repair and maintenance, and develop and implement a system that will track the tasks and materials involved. Facility repair and maintenance will address buildings - including electrical, plumbing and heating systems, driveways and paved areas, sand filter and drainage areas, loading dock and concrete areas, gates and locks, lighting and signs.
- By August 1, 2017 implement a comprehensive cross-training program that will prepare staff at the Bishop Road Recycling Facility collection site to complete reports and serve as team task leaders.
- By September 1, 2017 partner with other local governments to present consistent messaging regarding residential recycling.
- By October 1, 2017 complete an on-site geotechnical engineering assessment at the Bishop Road Collection Site.
- By December 1, 2017 complete maintenance upgrades that include painting the interior, pressure washing and painting the exterior of the Bishop Road Collection Site.
- By December 1, 2017 complete Environmental Services website updates and public education information material.
- By February 2018 explore expanding media outlets to include radio and social media.

- By March 2018 identify illegal burning and dumping problem areas and focus educational and enforcement opportunities in those areas.
- Incorporate additional and varied public outreach opportunities, including adding three additional elementary schools to the annual Kids, Cans & Ca\$h Program.

FY 2018 ADOPTED BUDGET HIGHLIGHTS

- The FY 2018 Adopted budget decreases by \$18,981 or 1.3%, as departmental capital needs were satisfied in the FY 2017 Adopted budget. The budget includes an anticipated increase in state distribution tax revenue of \$48,200, or 5.2%, for scrap tire and white goods disposal.
- Scrap tire collection is estimated to increase by approximately 10% and Electronics collection is anticipated to increase by approximately 50 tons above FY 2017 collection rates. Collection activity for these programs budgetarily comprises approximately 90% of total operating expenses among the Scrap Tire, Electronics and White Goods collection programs.

FY 2017 SIGNIFICANT ACCOMPLISHMENTS

- At the annual Summerfield Summer-Cycle event held in October 2016, 200 vehicles dropped off approximately 19.65 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 third annual E-Cycle event, held in December 2016, which expanded to incorporate white goods collection. The event was very successful, attracting 352 vehicles to the Oak Ridge Town Park and resulting in the collection of over 17.19 tons of electronics, documents for shredding, and white goods.
- The annual E-Cycle Pleasant Garden event held in March 2017 attracted over 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 is expected to attract over 650 vehicles dropping off more than 50 tons of materials, including large appliances, scrap metals, tires, electronics, televisions, and personal documents to be shredded for recycling.
- 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 nine elementary schools and resulted in the collection of 1,688 lbs. of aluminum cans. Participating schools earned \$759.60 for their recycling efforts.

- The Magic of Recycling was presented to more than 2,500 elementary school students during December 2016. This program features a real magician that incorporates recycling education into an entertaining and engaging magic show.
- The Solid Waste and Recycling Program acquired a 1998 forklift that allows for more efficient materials handling/packaging of electronics for transporting off-site and processing.
- The Division continued to recognize local businesses and community groups for their environmentally responsible actions and activities in support of the County's recycling goals.
- Purchased an annual maintenance agreement to cost-effectively service vehicles and equipment previously housed at the Guilford County Prison Farm which has been relocated to the Bishop Road Recycling Collection Facility.

KEY PERFORMANCE MEASURES

	FY16 Actual	FY17 Estimated	FY18 Planned	FY19 Planned	Target
Outreach & Education					
Public Education/Outreach Events (includes presentations, Clean-Up Days) ^[1]	22	25	21	30	21
Kids, Cans & Ca\$h Program					
Elementary Schools (public & private)	18	9	18	12	15
Students	8,069	3,212	8,075	5,000	6,250
Cans Collected for Recycling	2,485 lbs	1,688 lbs	2,460 lbs	2,000 lbs	2,500 lbs
Total Earned by Schools for Recycling	\$1,106	\$760	\$950	\$900	\$1,125
Magic of Recycling Program					
Schools	8	5	8	8	10
Students	2,640	2,545	2,400	2,500	3,125
Waste Collection & Processing					
# Tons Household Hazardous Waste Collected (incl. special events)	827 tons	850 tons	872.50 tons	850 tons	850 tons
# Tons Scrap Tires Processed by County Contractor	8,429 tons	9,272 tons	7,804 tons	11,220 tons	11,000 tons
# Tons White Goods Collected (incl. scrap metal)	170 tons	175 tons	70 tons	175 tons	175 tons
# Tons Electronics Collected (incl. drop-off sites and HHW site)	822	850	1,119 tons	900	850 tons
# Tons Christmas Trees Recycled to Mulch	1 ton	2 tons	0 tons	2 tons	2 tons
# Tons Waste Collected per 1,000 Population	19.4	21.1	17.6 tons	24.8	24.3
Inspections & Investigations					

	FY16 Actual	FY17 Estimated	FY18 Planned	FY19 Planned	Target
Minor LCID Facility Inspections	N/A	N/A	70	72	72
Major LCID Facility Inspections			60	24	24
Solid Waste Complaints & Requests for Assistance (Phone & email)	1,800	1,900	N/A	2,100	Demand
Efficiency Measures					
# of Complaints, Site Investigations & Requests for Assistance per 1,000 Population	3.45	3.62	N/A	4.01	Demand
N/A - Not Applicable					

FUTURE OPPORTUNITIES & CHALLENGES

- The Division will continue to implement plans to achieve the goals set forth in the 2012 Guilford County Solid Waste Management Plan Update.
- 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.
- The program will continue to explore and implement customized software and technology upgrades to improve operational efficiency and reporting.
- 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 2018, 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 2018.
- In accordance with the Prison Farm Transition Plan, the Bishop Road facility was renovated to accommodate Division equipment previously housed at the Prison Farm, two new full-time employees and additional part-time staff (as needed).
- Pressure to secure local landfill space for Guilford County Municipal Solid Waste (MSW) remains high. Guilford County withdrew from landfill operations when it conveyed its two facilities to the cities of Greensboro and High Point. While the City of High Point continues to operate the Kersey Valley Landfill, the City of Greensboro closed the White Street Landfill to MSW. Currently Greensboro MSW is collected at a transfer station and trucked to the Uwharrie Landfill in Montgomery County. The City of Greensboro continues to pursue alternate disposal options through Forsyth and Randolph counties that would address the city's needs. County-licensed trash haulers continue to use the Greensboro transfer station, the Kersey Valley Landfill, and the Republic Waste transfer station for MSW disposal.

- The vehicle and equipment fleet, owned by the Division and used to support solid waste, is aging; however, a new pickup truck and a new lift service truck will be added before the end of FY 2017.
- The Bishop Road Recycling Facility will be incorporated into the Guilford County Wide Area Network (WAN).
- Potential consideration of implementing an out-of-county scrap tire collection fee.
- 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

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 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 2018 ADOPTED BUDGET HIGHLIGHTS

- The FY 2018 Adopted budget keeps both total library funding allocation and each individual library's funding level unchanged from FY 2017.

Library Funding Breakdown

	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Plan*
<u>State Recognized Libraries</u>			
Greensboro (County System)	\$ 1,356,847	\$ 1,356,847	\$ 1,467,294
High Point (Municipal)	\$ 359,960	\$ 359,960	\$ 359,960
<i>Sub-Total</i>	<i>\$ 1,716,807</i>	<i>\$ 1,716,807</i>	<i>\$ 1,827,254</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	\$ 1,938,254

*Actual funding will depend on FY 2019 budget.

FY 2017 County Library Funding Comparison

County	FY17 Funding	FY16 Funding	FTE	Population	\$ per Capita	% Chg FY16 to FY17)
Mecklenburg	\$ 33,020,076	\$ 31,419,942	379.00	1,032,620	\$ 31.98	5%
Wake	\$ 22,850,647	\$ 19,578,614	125.00	1,005,367	\$ 22.73	17%
Guilford	\$ 1,827,807	\$ 1,827,807	0.00	516,415	\$ 3.54	0%
Forsyth	\$ 7,591,046	\$ 7,399,848	93.50	367,853	\$ 20.64	3%
Durham***	\$ 10,332,925	\$ 10,138,257	136.93	297,807	\$ 34.70	2%
Buncombe	\$ 5,501,217	\$ 5,124,917	49.75	254,344	\$ 21.63	7%
Davidson	\$ 3,087,544	\$ 3,003,706	46.75	164,927	\$ 18.72	3%
Alamance	\$ 2,760,012	\$ 2,575,365	40.38	157,624	\$ 17.51	7%
Randolph	\$ 1,978,988	\$ 1,876,181	30.89	143,666	\$ 13.77	5%
Rockingham	\$ 2,033,743	\$ 1,887,562	30.45	92,543	\$ 21.98	8%
Chatham	\$ 2,017,079	\$ 2,089,382	17.60	69,851	\$ 28.88	-3%

* Funding and FTE counts are FY 2016 adopted numbers

Average Change

5%

** Population is July 2015 population projection from NC OSBM

*** Converted to 40hr work week from original 75hr 2 week pay period

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 to attract and retain businesses to create quality jobs and expand and diversify the local and regional economy.



BUDGET SUMMARY

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Economic Develop & Assistance	1,777,701	1,838,188	4,599,497	1,330,780	1,380,780	(457,408)	(24.9%)
Economic Devel & Assistance	1,777,701	1,838,188	4,599,497	1,330,780	1,380,780	(457,408)	(24.9%)
EXPENSE							
Other Services & Charges	1,777,701	1,838,188	4,599,497	1,330,780	1,380,780	(457,408)	(24.9%)
Total Expense	1,777,701	1,838,188	4,599,497	1,330,780	1,380,780	(457,408)	(24.9%)
REVENUE							
Intergovernmental	238,680	0	180,532	0	0	0	0.0%
Total Revenue	238,680	0	180,532	0	0	0	0.0%
County Funds	1,539,021	1,838,188	4,418,965	1,330,780	1,380,780	(457,408)	(24.9%)

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 2015 Adopted	FY 2016 Adopted	FY 2017 Adopted	FY 2018 Request	FY 2018 Adopted	vs. FY2017 Adopted
Community-Based / 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	30,000	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 - National Folk Festival ¹	-	25,000	25,000	25,000	25,000	-
	175,000	200,000	200,000	210,000	200,000	-
Economic Development Agencies						
Downtown Greensboro	40,000	-	40,000	50,000	40,000	-
East Market Street Development	20,000	20,000	20,000	30,000	20,000	-
Greensboro Chamber of Commerce ²	175,000	-	100,000	100,000	100,000	-
Guilford County Tourism Development Authority ³	40,000	40,000	40,000	40,000	40,000	-
High Point Economic Development Corporation	100,000	-	100,000	100,000	100,000	-
High Point Market Authority	75,000	75,000	75,000	100,000	75,000	-
The City Project	30,000	-	-	-	-	-
Piedmont Triad Film Commission ⁴	25,000	-	-	35,000	25,000	25,000
Renaissance Community Cooperative ⁴	-	-	-	-	25,000	25,000
Guilford County Economic Development Authority		300,000	100,000	100,000	100,000	-
	505,000	435,000	475,000	555,000	525,000	50,000
Total Economic Development Organization Funding	680,000	635,000	675,000	765,000	725,000	50,000

(1) Three year funding commitment of \$25,000 per year beginning in FY 2015-16

(2) Formerly Greensboro Economic Development Partnership

(3) Five year funding commitment of \$40,000 per year beginning in FY 2013-14

(4) Potential additional economic development allocation subject to public hearing and additional action by Board of Commissioners

ACTIVE ECONOMIC DEVELOPMENT INCENTIVES AS OF MARCH 1, 2017

Project	Approved Incentive	All Years Actual [1]	FY2017 Adopted	FY2018 Adopted	Future Years
Baltek	\$ 89,500	\$ 80,500	\$ -	\$ -	\$ -
Buzzospace (approved Oct 3, 2013)	\$ 113,000	\$ -	\$ 28,250	\$ 16,950	\$ 67,800
Culp, Inc.	\$ 82,500	\$ 66,560	\$ 15,940	\$ -	\$ -
Ecolab (approved Jan 7, 2016; begins FY2019)	\$ 175,680	\$ -	\$ -	\$ -	\$ 175,680
FedEx Ground	\$ 952,500	\$ 952,500	\$ -	\$ -	\$ -
Honda Aircraft, Inc.	\$ 770,960	\$ 568,560	\$ 202,400	\$ -	\$ -
North State Flexibles	\$ 30,750	\$ 16,841	\$ 10,250	\$ -	\$ -
OFS Brands	\$ 188,000	\$ 126,000	\$ 31,000	\$ 31,000	\$ -
Ozark Automotive Distributors (O'Reilly Automotive, Inc.)	\$ 204,367	\$ -	\$ -	\$ -	\$ -
Park View Development, LLC (City of GSO)	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -
Piedmont Pharmaceuticals	\$ 22,000	\$ 17,600	\$ 4,400	\$ -	\$ -
Proctor & Gamble Manufacturing Co.	\$ 975,000	\$ 570,521	\$ 325,000	\$ -	\$ -
Qorvo (approved Sep 17, 2015; begins FY2018)	\$ 333,750	\$ -	\$ -	\$ 66,750	\$ 267,000
Qualicaps	\$ 272,805	\$ 181,870	\$ 90,935	\$ -	\$ -
Ralph Lauren Corporation	\$ 1,238,400	\$ 733,455	\$ 247,680	\$ 247,680	\$ -
Springfield Service Corporation	\$ 37,500	\$ 37,500	\$ -	\$ -	\$ -
Stanley Furniture	\$ 76,000	\$ 76,000	\$ -	\$ -	\$ -
Thomas Built Buses	\$ 118,000	\$ -	\$ 50,000	\$ 50,000	\$ 18,000
HAEKO Education (approved Aug 6, 2015; agreement pending)	\$ 147,000	\$ -	\$ -	\$ 29,400	\$ 117,600
HAEKO (approved Apr 4, 2013 as TIMCO; agreement pending)	\$ 400,000	\$ 168,000	\$ 168,000	\$ 64,000	\$ -
Total	\$ 7,227,712	\$ 4,595,907	\$ 1,173,855	\$ 505,780	\$ 646,080

1) Includes paid and encumbered.



General Government

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

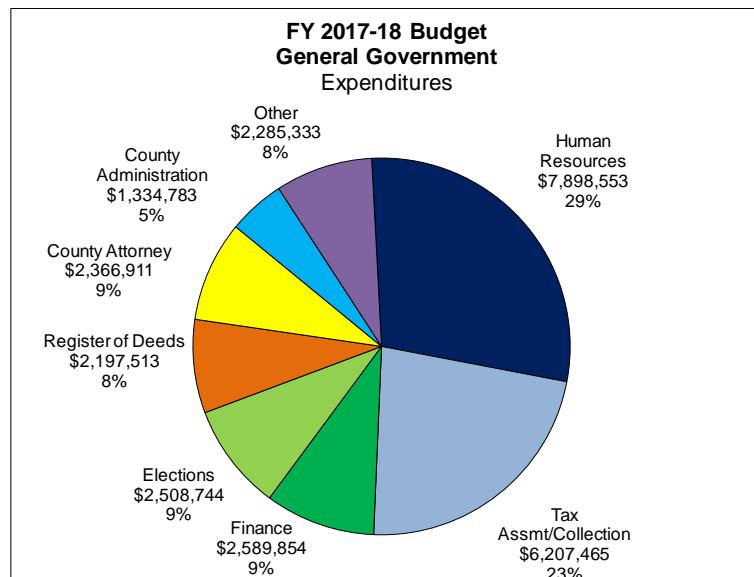
General Government departments include:

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

Expenditures

Guilford County will spend \$27.4 million for General Government in FY 2017-18, an increase of \$535,593 or 2.0% from FY 2016-17. General Government accounts for about 4.5% of total County expenditures.

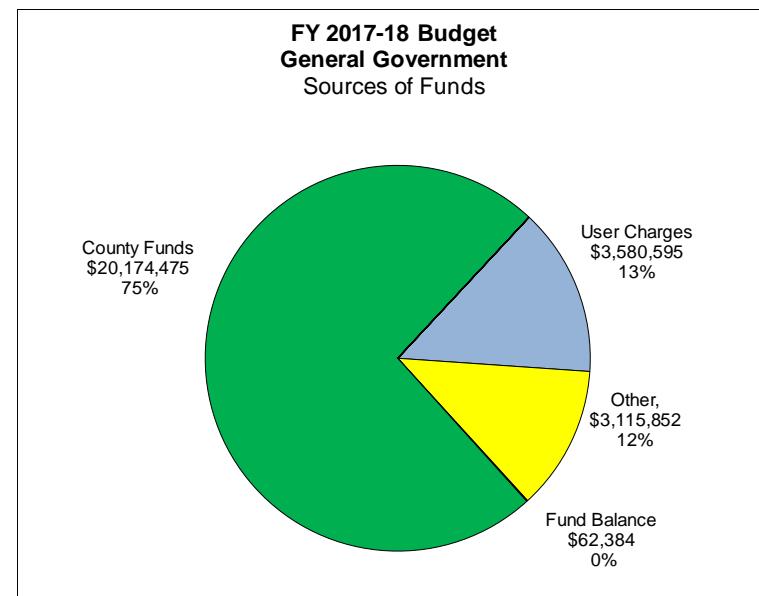
The increase from FY 2017 to FY 2018 is largely related to personnel increases such as merit raises and the addition of one new Communications Specialist position in the Clerk's Office and a part-time Register of Deeds passport agent. The FY 2018 Budget also includes funding for an intern in Budget & Management to help with the county-wide data and innovation project; this will not be a permanent position.



Other increases in General Government include \$9,500 towards public records management software for the Clerk to Board; \$145,000 for the Tax Department to obtain contracted tax management services to review business personal property and to conduct quality assurance audits of staff appraisals (anticipated to generate additional tax revenue to offset cost); and general increases professional development funding in these departments to ensure staff continues to perform at a high level of skill and ability.

Revenues

County funds provide 74% of the support for General Government departments. User charges, including the fees paid by municipalities for tax collection and election services, account for 14% of revenues with the remaining 12% coming from other sources.



	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Manager	vs. FY17 Adopted	
					FY2018 Adopted	\$ chg
Department						
Budget & Management	\$436,992	\$479,718	\$486,170	\$561,118	\$566,118	\$86,400 18.0%
Clerk to the Board	\$187,908	\$207,020	\$207,021	\$305,477	\$305,477	\$98,457 47.6%
County Administration	\$779,918	\$1,303,647	\$1,239,795	\$1,334,783	\$1,334,783	\$31,136 2.4%
County Attorney	\$2,026,865	\$2,240,427	\$2,242,758	\$2,366,911	\$2,366,911	\$126,484 5.6%
County Commissioners	\$494,820	\$585,264	\$586,067	\$489,593	\$489,593	(\$95,671) -16.3%
Elections	\$2,380,477	\$2,536,328	\$2,537,166	\$2,508,744	\$2,508,744	(\$27,584) -1.1%
Finance	\$2,239,998	\$2,557,485	\$2,630,663	\$2,589,854	\$2,589,854	\$32,369 1.3%
Human Resources	\$6,961,690	\$7,795,993	\$7,814,047	\$7,898,553	\$7,898,553	\$102,560 1.3%
Internal Audit	\$478,529	\$538,836	\$538,838	\$529,683	\$529,683	(\$9,153) -1.7%
Purchasing	\$370,251	\$400,959	\$402,421	\$394,462	\$394,462	(\$6,497) -1.6%
Register of Deeds	\$2,135,930	\$2,205,366	\$2,205,372	\$2,197,513	\$2,197,513	(\$7,853) -0.4%
Tax	\$5,829,938	\$6,002,520	\$6,004,255	\$6,102,465	\$6,207,465	\$204,945 3.4%
Total Expenditures	\$24,323,316	\$26,853,563	\$26,894,573	\$27,279,156	\$27,389,156	\$535,593 2.0%
Sources of Funds						
Federal & State Funds	\$27,972	\$30,000	\$30,000	\$30,000	\$30,000	\$0 0.0%
User Charges	\$4,015,522	\$3,580,595	\$3,580,595	\$3,849,090	\$3,876,090	\$295,495 8.3%
Other	\$3,390,893	\$3,185,852	\$3,185,852	\$3,285,852	\$3,290,852	\$105,000 3.3%
Fund Balance	\$107,091	\$62,384	\$62,386	\$24,279	\$24,279	(\$38,105) -61.1%
County Funds	\$16,781,838	\$19,994,732	\$20,035,740	\$20,089,935	\$20,167,935	\$173,203 0.9%
Sources of Funds	\$24,323,316	\$26,853,563	\$26,894,573	\$27,279,156	\$27,389,156	\$535,593 2.0%
Permanent Positions	195.900	196.900	196.900	199.900	198.400	1.500 0.8%

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

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Budget and Management	436,992	479,718	486,170	561,118	566,118	86,400	18.0%
Budget and Management	436,992	479,718	486,170	561,118	566,118	86,400	18.0%
EXPENSE							
Personnel Services	421,886	464,419	454,869	479,962	479,962	15,543	3.3%
Supplies & Materials	5,722	5,650	3,751	5,650	8,650	3,000	53.1%
Other Services & Charges	9,384	9,649	27,550	75,506	77,506	67,857	703.3%
Total Expense	436,992	479,718	486,170	561,118	566,118	86,400	18.0%
REVENUE							
Miscellaneous Revenues	0	0	0	0	5,000	5,000	0.0%
Total Revenue	0	0	0	0	5,000	5,000	0.0%
County Funds	436,992	479,718	486,170	561,118	561,118	81,400	17.0%
Positions	5.00	5.00	5.00	5.00	5.00	0.00	0.0%

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 2018 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 program.
- Provide the public, the County Commissioners, and County staff easily understandable and accessible information to evaluate the financial condition of the county by establishing a one-stop, citizen-centric financial information web portal.

FY 2018 ADOPTED BUDGET HIGHLIGHTS

- The Budget, Management & Evaluation department's FY 2018 Adopted net budget increased by \$81,400 or 17% over FY 2017 Adopted.
- Personnel costs have risen \$15,543 or slightly over 3% due to the hiring of two new analysts, one of which transferred within the organization, to fill existing positions, as well as merit raises. There are currently no vacancies in the department.
- Other Services & Charges increased by \$67,857 from \$9,649 in FY 2017 Adopted to \$77,506 in FY 2018 due primarily to the addition of \$65,000 in Software, Service and Maintenance for the implementation of a county-wide performance data project. This project will increase financial transparency as well as performance intelligence within the organization and for citizens. Education and Training also increased by \$1,000 to facilitate additional training, especially for new staff.
- Revenues for the department increased by \$5,000 to reflect the award of a grant from the Community Foundation of Greater Greensboro. This grant will be used to conduct joint innovation workshops with the City of Greensboro to help design a training program that will empower employees to seek opportunities for incremental innovation.

FY 2017 SIGNIFICANT ACCOMPLISHMENTS

- Hosted two Young Southeast Asia Leaders Initiative (YSEALI) Fellows through a program formed through a partnership between YSEALI, the U.S. State Department and the International City/County Management Association (ICMA). Through the coordination and efforts of the Budget Office, the Fellows were able to meet with a variety of organizations and professionals in Guilford County and throughout North Carolina to learn best practices regarding their own personal and professional interests.
- Collaborated with UNCG MPA students and faculty on two projects, that included budget analysis for our Human Services functions and a program evaluation project for Social Services.
- Collaborated with the Duke MPP program, the Center for Advance Hindsight (CAH), the Tax Department, Public Health and Guilford County Schools on two behavioral economics projects. The first, which is already complete, dealt with property tax payments and positive citizen interventions. The second, due for completion this fall, will deal with positive interventions around student vaccinations.
- Began phase one of the County's data consolidation project which includes Public Safety, Planning and Development and Register of Deeds.
- Issued a report on Workers' Compensation claims experience and provided recommendations to our third party administrator for on-going monitoring and reporting.
- Received the Government Finance Officers Association's Distinguished Budget Presentation Award for the Fiscal Year 2016-2017 budget document.
- Continued the county-wide multi-year inventory, prioritization and evaluation program for major facility needs, major equipment purchases, vehicle acquisitions, and technology expenditures.
- Continued to educate and train departmental staff on PowerPlan and continued to work with PowerPlan staff on troubleshooting techniques and using best practices with the software.

KEY PERFORMANCE MEASURES

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	FY19 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	102%	101%	100%	100%	100%
Actual expenditures as percent of budget	96%	97%	99%	99%	100%

Percent of Budget Amendments & Transfers processed within five days of receipt/approval	99%	100%	100%	100%	100%
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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

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
County Administration-Administration	751,946	773,647	773,795	804,783	804,783	31,136	4.0%
County Administration-Reserve for Contingency	0	500,000	436,000	500,000	500,000	0	0.0%
County Administration-Intergovernmental Services	27,972	30,000	30,000	30,000	30,000	0	0.0%
County Administration	779,918	1,303,647	1,239,795	1,334,783	1,334,783	31,136	2.4%
EXPENSE							
Personnel Services	548,350	566,122	557,522	579,533	579,534	13,412	2.4%
Supplies & Materials	8,533	8,925	16,970	22,750	22,749	13,824	154.9%
Other Services & Charges	223,034	728,600	665,303	732,500	732,500	3,900	0.5%
Total Expense	779,918	1,303,647	1,239,795	1,334,783	1,334,783	31,136	2.4%
REVENUE							
Intergovernmental	27,972	30,000	30,000	30,000	30,000	0	0.0%
Miscellaneous Revenues	3	0	0	3,000	3,000	3,000	0.0%
Total Revenue	27,975	30,000	30,000	33,000	33,000	3,000	10.0%
County Funds	751,943	1,273,647	1,209,795	1,301,783	1,301,783	28,136	2.2%
Positions	3.90	3.90	3.90	3.90	3.90	0.00	0.0%

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 2018 GOALS & OBJECTIVES

- Collaborate with the towns of Oak Ridge, Summerfield and Stokesdale in planning and implementation of a feasibility study for the development of a regional public water system.
- Lead the planning, design and development of a new state-of-the-art Guilford County Animal Shelter to better serve the needs of the community.

FY 2018 ADOPTED BUDGET HIGHLIGHTS

- The County Manager's FY 2018 expenditure budget increased by \$31,136 or 2.4%, resulting from an increase in professional services, to maintain continuing education and accreditation requirements for administration staff.

FY 2017 SIGNIFICANT ACCOMPLISHMENTS

- Coordinated with Guilford County Schools' (GCS) Board of Education and Administration to develop and implement the Guilford County/GCS Joint Capital/Facilities Planning Committee.
- Promoted and facilitated Guilford County's participation in the Golden LEAF Foundation's community-based grants making initiative, to target competitive projects with potential to bolster economic growth and long-term development in the Piedmont Triad region.
- Provided leadership and direction in the development and adoption of Guilford County's Internal Audit Charter, defining the scope and breadth of County internal audit activities.

FUTURE OPPORTUNITIES & CHALLENGES

- Continue to educate new staff on County policies and procedures.
- Develop long-range goals and strategies that will guide future infrastructure needs for county residents.

COUNTY ATTORNEY

Mark Payne, County Attorney

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

Organizational Excellence

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



BUDGET SUMMARY

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
County Attorney	2,026,865	2,240,427	2,242,758	2,366,911	2,366,911	126,484	5.6%
County Attorney	2,026,865	2,240,427	2,242,758	2,366,911	2,366,911	126,484	5.6%
EXPENSE							
Personnel Services	1,707,708	1,822,940	1,822,940	1,958,428	1,958,430	135,490	7.4%
Supplies & Materials	9,764	18,304	20,633	15,300	15,300	(3,004)	(16.4%)
Other Services & Charges	309,394	399,183	399,185	393,183	393,181	(6,002)	(1.5%)
Total Expense	2,026,865	2,240,427	2,242,758	2,366,911	2,366,911	126,484	5.6%
REVENUE							
Charges for Services	0	0	0	10,000	10,000	10,000	0.0%
Miscellaneous Revenues	135	0	0	0	0	0	0.0%
Total Revenue	135	0	0	10,000	10,000	10,000	0.0%
County Funds	2,026,730	2,240,427	2,242,758	2,356,911	2,356,911	116,484	5.2%
Positions	17.00	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, 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 2018 GOALS & OBJECTIVES

- Prioritize the newly implemented Contract Management System that replaced an in-house Contract Tracking System.

- Provide on-going training to departments in how to navigate and utilize the Contract Management System.
- Continue to refine the process of litigating tax foreclosure proceedings in-house through the FY 2017-2018 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.

FY 2018 ADOPTED BUDGET HIGHLIGHTS

- The County Attorney's FY 2018 Adopted net budget increased by \$126,484 or 5.6% primarily for personnel services to address the increasing workload that is required to meet the needs of the organization and to comply with statutory mandates for human services.
- Personnel increases include a full year of salary for the new Assistant Deputy County Attorney position that was added in the FY 2017 Adopted budget and effective in January 2017, as well as the reclassification of a vacant Deputy Attorney position from to Chief County Attorney. In addition, there is a \$14,000 increase in overtime that reflects current demand and staff time required to comply with statutory mandates for Termination of Parental Rights and other mandated functions.
- Postage and Delivery decreased by \$6,000 to reflect actual past spending including mailing of foreclosure notices and other documents.
- FY 2018 Adopted revenues reflect the addition of \$10,000 to account for new revenues associated with foreclosures. This amount is estimated based on FY 2017 actuals from the time the County Attorney's office started processing foreclosures in October 2016 to March 2017.
- Currently all expenses related to foreclosures are included as expenses in the budget, but have been recovered in the course of completing the foreclosure proceedings. Should proceedings not result in immediate payment of the taxes due or should the County be granted ownership of the foreclosed property, these expenses will impact the actual expenditures of the department.

FY 2017 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 **1225** (a 12-month value through FY 2015-2016) 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 support staff.]**
- Represented DHHS, Division of Social Services in Termination of Parental Rights (TPR) hearings, resulting in having disposed of **63** cases during FY 2015-2016. During FY 2015-2016, **78** cases were order to Termination of Parental Rights actions by the Court. As of March 9, 2017, this office has **49** pending cases for FY 2016-2017. **[Note: Every court hearing results in an order being drafted by support staff.]**
- The County Attorney's Office is currently working on **174** active cases [includes bankruptcy/collection matters and property foreclosures] and represented the Child Support Enforcement Agency on an estimated ongoing caseload of **20K+** for both cities of Greensboro and High Point.
- Drafted, reviewed, revised, advised, and/or processed all County contracts.
- Successfully collected **\$196,517** in FY 2015-2016 in delinquent taxes and as of May 10, 2017, the department has collected **\$266,803** in FY 2016-2017. This is an increased monthly collection average from **\$16,376** in FY 2015-2016 to **\$26,680** in FY 2016-2017.
- Successfully collected the following for FY 2015-2016:
 1. Bankruptcy: \$514,646
 2. Receiverships: \$119,892
 3. Federal Forfeitures: \$2,030
 4. Special Proceedings: \$52,663
 5. Room Occupancy Taxes: \$3,617
- Successfully collected the following for FY 2016-2017 as of **May 10, 2017**:
 1. Bankruptcy: \$13,788
 2. Receiverships: \$8,866
 3. Special Proceedings: \$8,313
 4. Business Personal Property: \$1,074,908 (collection action began in FY 14/15)
 5. Foreclosure Litigation: \$7,687
- 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.
- Finalized implementation of the Contract Management module in the County's Infor Lawson system on February 13, 2017.

KEY PERFORMANCE MEASURES

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 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	90%	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	98%	100%	100%	100%	100%
Percent of initial bankruptcy/collection matters initiated within 15 days of referral to the County Attorney's Office	100%	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)*	99%	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 2017.

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 is in the process of welcoming one (1) intern before the close of FY 2016 - 2017. A larger clerkship program is unlikely at the moment given the space constraints of the offices in both Greensboro and High Point.

COUNTY COMMISSIONERS & CLERK TO BOARD

Jeff Philips, 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

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
County Commissioners	494,820	585,264	586,067	489,593	489,593	(95,671)	(16.3%)
County Commissioners	494,820	585,264	586,067	489,593	489,593	(95,671)	(16.3%)
EXPENSE							
Personnel Services	295,381	311,323	311,323	311,593	311,592	269	0.1%
Supplies & Materials	13,206	113,500	113,501	10,000	10,001	(103,499)	(91.2%)
Other Services & Charges	152,233	160,441	161,243	168,000	168,000	7,559	4.7%
Capital	34,000	0	0	0	0	0	0.0%
Total Expense	494,820	585,264	586,067	489,593	489,593	(95,671)	(16.3%)
REVENUE							
County Funds	494,820	585,264	586,067	489,593	489,593	(95,671)	(16.3%)
Positions	9.00	9.00	9.00	9.00	9.00	0.00	0.0%

Clerk to the Board

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Clerk to the Board	187,908	207,020	207,021	305,477	305,477	98,457	47.6%
Clerk to the Board	187,908	207,020	207,021	305,477	305,477	98,457	47.6%
EXPENSE							
Personnel Services	171,203	172,545	172,545	253,162	253,163	80,618	46.7%
Supplies & Materials	1,327	1,000	7,000	10,500	10,500	9,500	950.0%
Other Services & Charges	15,378	33,475	27,476	41,815	41,814	8,339	24.9%
Total Expense	187,908	207,020	207,021	305,477	305,477	98,457	47.6%
REVENUE							
Miscellaneous Revenues	200	0	0	0	0	0	0.0%
Total Revenue	200	0	0	0	0	0	0.0%
County Funds	187,708	207,020	207,021	305,477	305,477	98,457	47.6%
Positions	2.00	2.00	2.00	3.00	3.00	1.00	50.0%

DEPARTMENTAL PURPOSE

Board of County Commissioners

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

FY 2018 GOALS & OBJECTIVES

- Complete minutes within 45 days of each meeting.
- Provide on boarding information for new appointees within 30 days.
- Post adopted county code and ordinance changes online within 2 weeks of the change.
- Respond to community and citizen requests within 48 hours.

FY 2018 ADOPTED BUDGET HIGHLIGHTS

- The Clerk to the Board's FY 2018 Adopted budget increased by \$98,457, or 47.6%, over the FY 2017 Adopted budget. Most of this increase is for a new Communications Specialist position to assist with dissemination of county policies and initiatives to the general public and to employees, serve as a media liaison, and administer the overall public relations program for the County.

FY 2017 SIGNIFICANT ACCOMPLISHMENTS

- Administered and facilitated the 2017 Guilford County Citizens' Academy, a seven-week course designed to help citizens gain insight on the inner workings of local government.
- Conducted records retention training for key departmental associates, department directors and board liaisons.
- Developed and conducted Guilford County Boards & Commissions liaison training on open meetings and public records law.
- Assisted Property Management department in announcement and collection of upset bid offers to purchase Guilford County real property listed for sale.
- Organized and administered various orientation trainings for new and re-deployed Boards & Commissions.
- Managed final stage of upgrades to A/V system design and technology for the Board of Commissioners (BOC) chamber, to improve the cablecast, broadcast and simulcast quality of BOC regular meetings and presentations.

FUTURE OPPORTUNITIES & CHALLENGES

- The Clerk's office will continue to seek opportunities to utilize technology in improving business processes, public participation and government responsiveness to citizens.
- The Clerk's office consists of two 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, and offers training for key associates to ensure county-wide compliance with open meeting, public records and records retention statutes. To maintain current workload demands and improve operational efficiencies, the Clerk's office will 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

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

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BUDGET SUMMARY

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Elections-Administration	2,380,477	2,536,328	2,537,166	2,508,744	2,508,744	(27,584)	(1.1%)
Elections	2,380,477	2,536,328	2,537,166	2,508,744	2,508,744	(27,584)	(1.1%)
EXPENSE							
Personnel Services	1,826,420	1,949,433	1,926,469	2,036,089	2,036,088	86,655	4.4%
Supplies & Materials	170,629	172,965	224,883	146,667	146,668	(26,297)	(15.2%)
Other Services & Charges	383,427	413,930	385,814	325,988	325,988	(87,942)	(21.2%)
Total Expense	2,380,477	2,536,328	2,537,166	2,508,744	2,508,744	(27,584)	(1.1%)
REVENUE							
Charges for Services	301,040	0	0	351,010	351,010	351,010	0.0%
Miscellaneous Revenues	2,107	700	700	2,100	2,100	1,400	200.0%
Total Revenue	303,147	700	700	353,110	353,110	352,410	50,344.3%
County Funds	2,077,330	2,535,628	2,536,466	2,155,634	2,155,634	(379,994)	(15.0%)
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.

FY 2018 GOALS & OBJECTIVES

- Effectively and efficiently conduct up to five elections (Municipal Primary, Municipal General, County-Wide Primary, Second Primary, and County-Wide General Election).
- Conduct list-maintenance on the voter registration database in accordance with federal and state law.

- Ensuring that the voting public is fully aware of all relevant voter law changes for the 2017 municipal elections and 2017 primaries.

FY 2018 ADOPTED BUDGET HIGHLIGHTS

- The Elections FY 2018 Adopted net budget decreased by \$379,944 or 15% from the FY 2017 Adopted budget. The requested expense budget has decreased by \$27,584 or 1.1%. Revenues are expected to increase by \$352,410 due to reimbursements for municipal elections to be held in fall 2017.
- The City of High Point will be moving back to odd year municipal elections. This change is anticipated to bring an additional \$45,000 in revenue in FY 2018. The total anticipated election reimbursements from all municipalities in the FY 2018 budget is \$353,410.
- Personnel Services increased by \$86,655 or 4.4%. This increase is attributable to normal personnel increases, as well as increases in overtime and part-time compensation needed to staff an increased number of voting sites. These changes are included in preparation for the possibility of additional elections being held if district lines are redrawn, and they are partially offset by a decrease in regular part-time salaries.
- Supplies & Materials decreased by \$26,297 or 15.2%. The decrease is largely attributable to a decreases in printing and office supplies and small office furniture.
- Other Services & Charges decreased by \$87,942 or over 21% from FY 2017. This decrease is attributable to reductions in equipment rental, postage and delivery, and outside data processing expenses. An increase of \$11,000 for advertising is included to fund mandated advertisements. Lastly, increases totaling \$8,667 are included to cover software agreement increases, new education and training needs, and extra gas for rental trucks used to move voting machines from storage locations to voting sites.
- There are redistricting plans that are in current litigation. If new district lines are drawn for any city, the General Assembly, or US House of Representatives district, there will be postage, printing, and processing costs associated with mailing notifications to voters.

FY 2017 SIGNIFICANT ACCOMPLISHMENTS

- Successfully executed the 2016 Presidential Election, which saw a 71% turnout with over 258,000 voters. This was most voters ever to vote in an election in this county.
- Used over 2,300 Election Day and early voting workers to execute the presidential election.
- Successfully navigated a reversal of recent voting law changes – most notably to not require Photo ID, overhaul precinct instructions, and the expansion early voting from 10 days to 17 days.
- Processed over 75,000 voter new registrations and information updates during the year.

KEY PERFORMANCE MEASURES

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
% of Voting Age Population registered	87.6%	93.4%	92.5%	91.5%	93%
% of Provisional Ballots Counted	33%	37%	40%	42%	35%
Number of Elections	5	1	4	1	
Budgeted county funds per registered voter	\$8.50	\$7.36	\$7.12	\$6.90	\$7.00
Precinct Officials used	2749	2378	2600	2200	2350
Number of duplicate registrations processed	8743	28996	9425	16300	15000
Total transactions	63285	99975	61324	72358	75000

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. This legislation will necessitate the purchase of a paper-based system of voting that could cost approximately \$10 million.
- 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 still a plaintiff in a lawsuit with the City of Greensboro regarding their districts and method of election.

FINANCE

Reid Baker, Director

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BUDGET SUMMARY

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Finance	2,239,998	2,557,485	2,630,663	2,589,854	2,589,854	32,369	1.3%
Finance	2,239,998	2,557,485	2,630,663	2,589,854	2,589,854	32,369	1.3%
EXPENSE							
Personnel Services	2,055,859	2,339,174	2,339,174	2,366,539	2,366,538	27,364	1.2%
Supplies & Materials	14,942	29,250	29,736	24,550	24,550	(4,700)	(16.1%)
Other Services & Charges	169,196	189,061	261,753	198,765	198,766	9,705	5.1%
Total Expense	2,239,998	2,557,485	2,630,663	2,589,854	2,589,854	32,369	1.3%
REVENUE							
Charges for Services	91,015	80,000	80,000	80,000	80,000	0	0.0%
Total Revenue	91,015	80,000	80,000	80,000	80,000	0	0.0%
County Funds	2,148,982	2,477,485	2,550,663	2,509,854	2,509,854	32,369	1.3%
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 increased efficiency and operating and debt cost reductions as well as maximization of revenues. Funds are disbursed to County vendors and employees in compliance with laws, regulations, the budget ordinance and County policy. The department bills certain accounts receivable and invests County funds in accordance with state laws and county investment policy to maximize returns within the parameters of preserving principal and maintaining necessary liquidity. Financial analysts review and approve grant reports in order to maximize the County's financial resources. Finance also prepares the County's Comprehensive Annual Financial Report and the annual financial report for the Local Government Commission which are important means of communication and provide transparency on County finances. Official Statements are prepared on an as needed basis for bond issues to communicate additional up-to-date information about the County to potential investors.

FY 2018 GOALS & OBJECTIVES

- Effective management of debt through the utilization of bond anticipation notes and/or successful bond issuance including a refunding if savings opportunities are considered adequate under then market conditions. (Municipal Advisor and LGC recommended)
- Recommend policies and highlight factors that can improve the County's financial outlook and maintain our triple A ratings with all three major rating agencies.
- Mitigate risks related to 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 Analyst.
- Fill open positions including Accounting Manager and Financial Reporting Manager by the end of the FY2018 fiscal year.
- Implement new accounting and reporting requirements of the Governmental Accounting Standards Board and/or Local Government Commission.
- Evaluate alternatives to the current structure of the \$111.22 million in 2005A&B and \$45 million in 2007B variable rate bond issues. The standby purchase agreements expire December 31, 2017 but have provisions for extension. We will determine whether cost effective options can be secured to convert these instruments to fixed rate debt or some combination of fixed and variable rate agreements would prove optimal for County financing.
- 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.

FY 2018 ADOPTED BUDGET HIGHLIGHTS

- Personnel Services increased by \$27,364 or 1.2% due primarily to merit and general personnel changes including filling the previously vacant deputy finance director position as well as additional part-time salaries to fund limited retiree callbacks to assist with staff transitions.
- Supplies & Materials have been reduced from FY 2017 by \$4,700 or 16.1% through alignment of office supplies with prior year actuals. These costs have decreased due to shifting from paper to electronic records including paystubs. This change includes an increase for small office furniture to fund regular replacement of office chairs and for additional books and periodicals for new staff.
- Other Services increased by \$9,705 or 5.1% due to a combination of aligning phone, travel and other budgets with prior year actual expenditures and an increase in the education & training budget to improve staff training and development opportunities for

both support and professional staff. The increases are offset by reductions to align accounts with prior year expenditures.

FY 2017 SIGNIFICANT ACCOMPLISHMENTS

- Worked with Municipal Advisor to identify potential problem areas under the new metrics employed by the ratings agencies and prepared presentations that highlighted the County's strengths and minimized the impact our weaknesses.
- Successfully issued two series of bond 2017A in the amount of \$27,195,000 for county facility projects and 2017B in the amount of \$160,070,000 for School and Community College capital projects. This structured financing will permit the county to minimize fluctuations in budget expenditure for debt service in the future. The resources provided by the bond sale provide funds to retire \$24.35 million in bond anticipation notes (line of credit) and to reimburse the County for approximately \$50 million in payment it made for construction costs in FY2017. The timing of the bond issue saved the County issuance costs since the aggressive school project spending allowed the consolidation of potential multiple bond issue into a single bond sale. It also reduced the risk of potentially higher interest rates in the future. Additionally, the timing of the sale permitted the use of the statutory 2/3 bonds funding authority to provide for county capital projects in FY2018.
- Maintained a high level of productivity per employee in all department functions.
- Successfully navigated potential risks under the new metrics employed by the ratings agencies and maintained the triple A bond rating with all three rating agencies. This included policies and highlighting factors to enhance the financial metrics and management of the county's debt portfolio.
- Effective management of debt through the utilization of bond anticipation notes and/or successful bond issuance including a refunding if savings opportunities are considered adequate under then market conditions. (Municipal Advisor and LGC recommended)
- Initiated process of debriefing and cross training to mitigate risks related to continuity of operations with management-level staff during retirement of Accounting Manager. We plan to expand the process during future transitions with Cash & Debt Manager, Financial Reporting Manager and Sr. Finance Business Analyst.
- Filled vacant Deputy Director of Finance and Financial Business Analyst positions consistent with 2017 goals.
- Collaborated on countywide project to implement the Infor Lawson Contract Management application which went live February 2017. This involved the significant contribution of department staff resources. However, we anticipate benefits through process automation and document imaging.
- Coordinated with the IS Department on the conversion of ImageNow software to the MHC Document Express software. The Finance Department's use of the MHC products has been quite satisfactory and the conversion of our imaging technology to the Document Express product promises to increase processing speed as well as reduce costs for licensing and maintenance fees.

- Led in implementation of the Law Enforcement Officers Special Separation Allowance Trust Agreement to continue reporting activity in a Pension Trust Fund separate from County operations. This falls within the scope of GASB Statement #73 and is the practice preferred by rating agencies.

KEY PERFORMANCE MEASURES

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	FY19 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	30	32	35	40	40
# of vouchers and checks processed per accounts payable employee	22,801	21,900	21,900	21,900	21,900
# of checks and deposit advices per payroll employee (based on current bi-weekly payroll)	33,150	34,500	34,800	34,800	34,800
# of account receivable statements and payments per accounts receivable employee	21,482	21,428	21,500	21,500	21,500

FUTURE OPPORTUNITIES & CHALLENGES

- Gradual improvement in the economy has both the Federal Open Market Committee and the financial markets anticipating an increase in interest rates. While a rise in rates will help future investment returns, the current environment provides challenges both for investment of idle cash relative to extending maturities, and issuance of debt to take advantage of short-term opportunities without waiting too late to lock in current favorable long-term rates.
- Finance will work with Human Resources to provide the actuary with information they need to update the County's Health Care Benefits Plan actuarial valuation as required for FYE 2017 reporting. The most current valuation dated December 31, 2015 reports the County's unfunded actuarial liability for these other post-employment benefits (OPEB) at almost \$190 million. This is up significantly from the previous actuarial valuation amounts of \$142 million. The annual contribution to fund this liability remains at \$13 million. (The County's current annual contribution is equal to the current year's cost of health insurance benefits for qualified retirees on a pay-as-you-go basis.) The issue of funding OPEB has been significantly improved with the provision of a fully insured Medicare advantage plan that removed the future claims liability of Medicare-

eligible retirees from the self-funded plan. Future funding should consider factors including premiums charged to qualifying employees/retirees and County, benefits provided by the plan, cost-saving initiatives such as a Wellness Program, etc. The County should be able to manage this liability on a pay-as-you-go basis even though additional contributions towards the actuarially computed contribution amount are recommended as well.

- The department will maintain spending at a prudent level in the face of uncertain revenue streams, which will require increased scrutiny of the County's finances. Important revenue sources, such as sales tax, are continually monitored, as are more than 195 state and federal grants as the Finance Department seeks to maximize and project major revenue sources.
- The Department has been heavily involved in numerous system implementations and upgrades in recent years, our staff continues to have ongoing responsibilities in addition to lending support to these projects. Finance already supports six major application systems, more than any other County department, with the Lawson application now encompassing most of the County's major financial subsystems.
- Finance's management and other high level staff are approaching retirement. While Finance has "done more with less" as requested by the Boards during the recent economic downturn, we have done so at some risk. Finance plans to mitigate risks related to continuity of operations by filling open positions and cross training duties and responsibilities where these risks lie. A side benefit to the cross training will include an expectation to recommend changes to policies and procedures that can improve efficiencies of our operations.
- The future funding need 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 project up until FY 2019. The preliminary estimates show approximately \$17.7 million in funding needed for FY 2019 and FY2020 County projects. These same projections estimate up to \$28.4 million for FY2021-26. The department will be developing strategies to take advantage of financing options to provide the resources to meet these projected county needs.
- Reflecting on the recent efforts dealing with significant turnover in key positions we have included in the budget reallocations and additional funding requests to invest in staff development across the department. We have been able to rely on willing and capable professional and clerical staff to carry the department through significant transitions. We are proposing a concerted effort to reinvest in the skills and knowledge of the people who made it possible for us to deliver quality services through these changes.

HUMAN RESOURCES

John Dean, Director

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

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BUDGET SUMMARY

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Human Resources-Administration	1,575,823	1,614,253	1,611,307	1,711,813	1,711,813	97,560	6.0%
Human Resources-Other	5,385,866	6,181,740	6,202,740	6,186,740	6,186,740	5,000	0.1%
Human Resources	6,961,690	7,795,993	7,814,047	7,898,553	7,898,553	102,560	1.3%
EXPENSE							
Personnel Services	6,811,923	7,617,696	7,617,696	7,682,956	7,682,956	65,260	0.9%
Supplies & Materials	16,442	14,997	14,898	49,997	49,997	35,000	233.4%
Other Services & Charges	133,324	163,300	181,453	165,600	165,600	2,300	1.4%
Total Expense	6,961,690	7,795,993	7,814,047	7,898,553	7,898,553	102,560	1.3%
REVENUE							
Miscellaneous Revenues	110,213	58,591	58,591	58,591	58,591	0	0.0%
Total Revenue	110,213	58,591	58,591	58,591	58,591	0	0.0%
County Funds	6,851,477	7,737,402	7,755,456	7,839,962	7,839,962	102,560	1.3%
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 2018 GOALS & OBJECTIVES

- Complete KRONOS system upgrade to include new training tools and providing hands-on training.

- Configure and launch KRONOS Mobile as a convenience to supervisors.
- Provide Lawson HR training for HR reps.
- Provide KRONOS Supervisor training quarterly once new upgraded system is implemented.
- Increased participation at job fairs by our HR Recruiting Division in an effort to enhance recruiting results.
- Training and Organizational Development will continue to include offering from this year such as: Customer Service, Supervisor's Boot Camp, and Team Building; and new offerings like Peer Learning Sessions (designed to reinforce principles learned in Boot Camp). There will be other new offerings as well based on the feedback received from the Training Needs Assessment.
- Work with departments on strategies that will have a measurable impact on retention.
- Develop a recruitment guide for assessing applicants for employment.
- Develop an effective, proactive strategy that will positively impact the work environments within the County and help reduce the number of employee complaints.
- Conduct NEOGOV & Interview Best Practices training for County management.
- Develop a guide for evaluating work experience and education relative to salary determination.
- Review all job descriptions and JERS to ensure accuracy and compliance.
- Revise and streamline the current salary equity process to move towards mid-point.
- Review and revise Class and Comp practice/procedure for job evaluations.

FY 2018 ADOPTED BUDGET HIGHLIGHTS

- The FY 2018 Adopted Budget shows an increase in Total Expense of \$102,560 or 1.3%. This increase is due to the adjustments made to Personnel Services to account for the planned merit increase as well as \$35,000 for conference room upgrades through the County's technology plan.
- Significant expense shifting occurred within already-budgeted funds to reallocate \$10,000 in existing resources to Training. A well-developed training plan was presented and funds shifted to meet the needs of the plan for countywide employee training and development.

FY 2017 SIGNIFICANT ACCOMPLISHMENTS

- Implemented new parental leave hours effective 7/1/16 as approved by the BOCC.

- Considerable work was done regarding understanding, analyzing, and communicating the final FLSA Overtime Rule changes for our organization. Included was a thorough analysis to determine the impact on compensation and position exempt/non-exempt job status. We were positioned to meet the December 1 deadline when a last minute court injunction halted the required changes.
- Worked with Public Health in analyzing and implementing a progression structure for Environmental Health.
- Worked with Emergency Services in analyzing and implementing a Fire Step/Rank Structure.
- Worked with the County Attorney in analyzing and implementing a progression structure for Attorneys.
- Reviewed and provided input regarding the Law Enforcement Rank Structure that was BOCC approved; currently working to create job codes and input salary changes into HR System.
- Participated in Lawson system service pack updates.
- Partnered with IS to incorporate Emergency Employee Notification System (Everbridge) into HR system; training department reps on updating employee records (in process).
- Gathered data from employees to track newly created Federal ethnicity codes and update HR system accordingly (in process).
- Revised New Employee Orientation effective March 6, resulting in expanding from 1.5 to 2 full days to more effectively provide additional time and attention to benefits and customer service.
- Developed and implemented Recruitment Training, a new training offering focusing on the effective use of NEOGOV and proper interviewing techniques. Included are legal implications regarding wrongful interview questions, and the need to have a consistently applied process for interviewing and selection. This half-day training is being conducted nine times during the month of March by the HR Recruitment Division.
- Conducted an online Training Needs Assessment (March) to address employee's professional and organizational development needs.
- Completed the benefits dependent audit.
- Formed a County-wide Learning & Development Committee to pool training resources and to target and address areas of improvement needed in order to maximize employee performance and organizational effectiveness.
- HR sponsored and paid for the Managing for Results training for Directors that was conducted by Capital Associated Industries.
- Extensive Customer Service training was conducted, as well as New Employee Orientation, along with Halogen Performance Review, Alignment & Goal Setting, and MS Outlook "Tips and Tricks for Supervisors".

- Conducted customer service survey.
- Revised the exit interview process to include a monthly report of findings.
- Redesigned the NEOGOV website.
- Worked with IS to implement the electronic on-boarding for new hires/re-hires using DocuSign.

KEY PERFORMANCE MEASURES

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
Review all county positions for internal equity and evaluate each salary offer for internal equity on an ongoing basis.	100%	100%	100%	100%	100%
Process and administer disciplinary actions and complaints allegations	95%	100%	100%	100%	100%
Post 100% of vacancies within 2 business days	100%	100%	100%	100%	100%
Achieve KRONOS supervisor training satisfaction level at 95% or higher	96%	96%	96%	96%	95%
Conduct benefit enrollment and timekeeping training	100%	100%	100%	100%	100%
Complete and return 100% of market survey requests	100%	100%	100%	100%	100%
Complete performance evaluations by established due dates	N/A	99%	99%	99%	99%

FUTURE OPPORTUNITIES & CHALLENGES

- Continue to monitor Federal Law changes to remain compliant.
- Continue to assess County Personnel Regulations for any needed changes/updates.
- Continue to monitor regulatory and legislative changes pertaining to health and health insurance.
- Utilizing all resources to counter the rising cost of healthcare (especially prescription drugs).
- Continue to cultivate the potential of our organization and employees by identifying real training needs and offering modern learning solutions to meet those needs.

- Retain and attract top talent and prepare future leaders through career pathways and succession planning efforts.
- Enhance employee engagement by increasing employee's identification with organizational values and outcomes.
- Promote a positive culture of learning that rewards employees for growth.

INTERNAL AUDIT

Deborah Alston, Director

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

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BUDGET SUMMARY

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Internal Audit	478,529	538,836	538,838	529,683	529,683	(9,153)	(1.7%)
Internal Audit	478,529	538,836	538,838	529,683	529,683	(9,153)	(1.7%)
EXPENSE							
Personnel Services	461,208	513,342	513,342	504,215	504,215	(9,127)	(1.8%)
Supplies & Materials	5,627	7,824	10,141	7,824	7,824	0	0.0%
Other Services & Charges	11,694	17,670	15,355	17,644	17,644	(26)	(0.1%)
Total Expense	478,529	538,836	538,838	529,683	529,683	(9,153)	(1.7%)
REVENUE							
County Funds	478,529	538,836	538,838	529,683	529,683	(9,153)	(1.7%)
Positions	5.00	5.00	5.00	5.00	5.00	0.00	0.0%

DEPARTMENTAL PURPOSE

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 to the fullest extent possible across departments.

Internal Audit also continues to manage Guilford County's Fraud Hotline. An employee fraud hotline is required under the 2007 Deficit Reduction Act, and Guilford County has also made it available to the general public through the county website.

FY 2018 GOALS & OBJECTIVES

- Increase efficiency and effectiveness of audit work through in-house staff training on Audit Command Language (ACL) by our Information Services Auditor.

- Enhance staff skills, knowledge and ability with an emphasis on meeting Generally Accepted Governmental Auditing Standards and professional auditing standards as outlined by the Institute of Internal Auditors via specialized training in preparation for a Peer Review in fiscal year 2019.
- Work closely with DHHS staff to improve internal controls and to meet compliance requirements with the goal of reducing Single Audit findings in fiscal year 2018.
- Continue to perform operational audits and internal control reviews of cash handling locations to strengthen the County's internal control structure and enhance revenue.
- Perform more reviews of the County's automated systems to determine whether general application and access controls are properly established to protect the data.
- Assist departments by utilizing the Information Services Auditor to identify and encourage the use of features in their systems to automate manual processes in order to improve efficiency and effectiveness of activities.
- Continue to focus on providing useful, value-added recommendations by focusing on how departments can increase efficiency and effectiveness.
- Work closely with Information Services to ensure that proper internal controls are established within systems prior to implementation.

FY 2018 ADOPTED BUDGET HIGHLIGHTS

- Internal Audit's net budget decreased \$9,153, or almost 2% due to the salary for a vacant position reverting to base salary. Other than this slight decrease, the budget remains largely unchanged from FY 2017 Adopted.

FY 2017 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 in preparation for a Peer Review in fiscal year 2019.
- 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. Assisted Transportation with a risk mitigating strategy to avoid duplicates and inaccurate data in the Non-Emergency Medical Transportation system.

- Assisted Information Services with identifying the project risks and developing a risk mitigating strategy associated with the implementation of the Contract Management System.
- Provided consulting and advisory services to the Purchasing Department to help identify vendors that have been certified as Historically Underutilized Businesses by the State, which is needed to ensure compliance with Federal reporting requirements.

KEY PERFORMANCE MEASURES

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
Recommendations accepted and implemented by departments	95%	95%	95%	95%	95%
Performance/Outside Agencies audit reports prepared and issued	11	9	10	10	10
Compliance audits completed	15	12	15	15	15
Data Internal Control Evaluations	7	6	5	5	5
Cash Audits and Internal Control Reviews	14	12	10	10	10

FUTURE OPPORTUNITIES & CHALLENGES

- Data integrity and data security have increased in importance for the County. Recently installed systems, plans for enhanced technological capabilities, and outsourcing of applications all require documentation and verification of new automated processes and controls. With the addition of an Information Services Auditor, Internal Audit has been able to provide this much-needed service. However, this will continue to be a challenge for the Internal Audit Department as new systems and additional modules for existing systems are implemented.
- Internal Audit also faces the challenge of ensuring that staff have the proper training needed to meet the standards required by Generally Accepted Governmental Auditing Standards as well as standards set forth by the Institute of Internal Auditors in preparation for a Peer Review in FY 2019.

PURCHASING

Susan E. Crotts, Director

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

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BUDGET SUMMARY

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Purchasing-Administration	370,152	399,159	402,321	393,928	393,928	(5,231)	(1.3%)
Purchasing-Property and Other	99	1,800	100	534	534	(1,266)	(70.3%)
Purchasing	370,251	400,959	402,421	394,462	394,462	(6,497)	(1.6%)
EXPENSE							
Personnel Services	357,307	382,324	380,594	366,054	366,055	(16,269)	(4.3%)
Supplies & Materials	3,420	2,160	8,632	4,050	4,050	1,890	87.5%
Other Services & Charges	9,524	16,475	13,195	24,358	24,357	7,882	47.8%
Total Expense	370,251	400,959	402,421	394,462	394,462	(6,497)	(1.6%)
REVENUE							
County Funds	370,251	400,959	402,421	394,462	394,462	(6,497)	(1.6%)
Positions	5.00	5.00	5.00	5.00	5.00	0.00	0.0%

DEPARTMENTAL PURPOSE

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

Purchasing's Minority and Women-owned Business Enterprise (MWBE) program encourages diversity, while facilitating opportunities for certified MWBE businesses to participate in all aspects of the county's procurement process.

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

FY 2018 GOALS & OBJECTIVES

- Develop customer service-oriented performance measures focused on length of time taken to process events, contracts and purchase orders.

- Increase GOVDEAL sales to reduce surplus inventory and maximize revenue by working with departments to increase knowledge of available services and sale procedures.
- Promote appropriate use of Procurement Cards (P-Cards) and Fuel cards to departments, provide training resources and track P-Card rebate revenue.
- Network with county departments and vendors to develop and enhance strategies for expanding MWBE participation opportunities.
- Provide centralized MWBE reporting functions.
- Seek and, when feasible, implement opportunities for modernization of purchasing procedures and processes.
- Offer opportunities for staff to participate in the 2018 Certified Local Government Purchasing Officer training program, sponsored by UNC-Chapel Hill School of Government, to ensure buyers receive comprehensive instruction on procurement best practices outlined in the NC General Statutes and attain accreditation. Additionally, staff will attend annual state and regional conferences to maintain certifications and ensure they remain current with state-mandated procurement policies.
- Provide opportunity for key staff to attain membership in the NC MWBE Coordinators' Network.

FY 2018 ADOPTED BUDGET HIGHLIGHTS

- The FY 2018 Adopted budget decreased by \$6,497 or 1.6%, over the FY 2017 adopted budget. The decrease is primarily attributable to a reduction in personnel expenses.
- Personnel expenses for the Buyer/MWBE Coordinator position have been split between overall administration and the department's MWBE accounting entity. This shifting of resources will encourage effective performance tracking for this position, which dedicates 50% of its time to MWBE recruitment and participation in procurement opportunities.

FY 2017 SIGNIFICANT ACCOMPLISHMENTS

- Concluded implementation of the County's procurement card (P-Card) program, including key associate trainings and issuance of cards to all county departments.
- Conducted outreach efforts within the community, including MWBE efforts, to encourage vendor participation in the bidding process and to address community inquiries regarding county procurement policies.

KEY PERFORMANCE MEASURES

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
Number of requisitions received	6,358	6,000	6,000	6,120	demand
Number of purchase orders processed	6,358	6,000	6,000	6,120	demand
Number of informal bid proposals	20	25	27	28	demand
Number of formal bid proposals	16	26	27	28	demand
Number of RFPs	14	14	18	18	demand
Number of Requests for Quotes	1	1	1	1	demand
Number of contracts awarded - Strategic Sourcing	30	48	40	41	50
Number of contracts awarded via competitive bidding process	51	90	80	82	90
Active contracts managed per FTE	228	240	225	230	240
Percent of procurement dollars award to MWBE vendors	16%	15%	12%	15%	15%
Total number of vendors managed	4,190	4,274	4,018	4,098	demand
Percent of MWBE vendors of total vendors	37%	37%	31%	32%	30%

FUTURE OPPORTUNITIES & CHALLENGES

- Due to the State's assumption of day care and non-Medicaid emergency transportation services, the County anticipates a 6% decrease in MWBE vendors in FY 2018. This will warrant re-evaluation of the county's future MWBE participation goals. The MWBE Coordinator will continue to recruit MWBE suppliers and promote their MWBE certification, as well as, offer networking opportunities for contracting and subcontracting.
- With implementation of the county's P-Card program completed, the current processes for purchasing, travel, and other expense reimbursements have recognized increased efficiencies through a reduction in processing of reimbursements and staff's ability to procure items at lower costs. As new staff enroll in the program or current staff require authorization changes, the Purchasing department will continue to collaborate with the Finance department to ensure appropriate guidance, processing and monitoring are provided, and P-Card program goals are achieved.

- The Purchasing Department will work to modernize and increase efficiency in procurement practices by developing and implementing the use of standardized templates for various bid documents including Formal Bids, Informal Bids, and Requests for Proposals (RFP's).
- In conjunction with the Legal Department, Purchasing will provide training to Department Directors and designated employees on RFP's, Formal, and Informal Bids processes. The department will also coordinate with Legal to support commodity and service contracting procedures, to increase department participation and improve the overall procurement process.

REGISTER OF DEEDS

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

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BUDGET SUMMARY

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Register of Deeds-Greensboro	1,690,567	1,673,600	1,893,143	1,929,833	1,929,833	256,233	15.3%
Register of Deeds-High Point	221,827	227,795	8,256	0	0	(227,795)	(100.0%)
Register of Deeds-Automation Enhance & Preservtn	223,535	303,971	303,973	267,680	267,680	(36,291)	(11.9%)
Register of Deeds	2,135,930	2,205,366	2,205,372	2,197,513	2,197,513	(7,853)	(0.4%)
EXPENSE							
Personnel Services	1,810,024	1,778,833	1,778,833	1,762,858	1,762,858	(15,975)	(0.9%)
Supplies & Materials	92,276	95,000	102,302	95,000	95,000	0	0.0%
Other Services & Charges	178,208	331,533	296,446	339,655	339,655	8,122	2.4%
Capital	55,421	0	27,791	0	0	0	0.0%
Total Expense	2,135,930	2,205,366	2,205,372	2,197,513	2,197,513	(7,853)	(0.4%)
REVENUE							
Taxes	2,606,515	2,500,000	2,500,000	2,600,000	2,600,000	100,000	4.0%
Licenses and Permits	91,100	86,500	86,500	86,500	86,500	0	0.0%
Charges for Services	1,692,559	1,639,000	1,639,000	1,763,489	1,763,489	124,489	7.6%
Appropriated Fund Balance	107,091	62,384	62,386	24,279	24,279	(38,105)	(61.1%)
Miscellaneous Revenues	648,180	603,361	603,361	608,961	608,961	5,600	0.9%
Total Revenue	5,145,445	4,891,245	4,891,247	5,083,229	5,083,229	191,984	3.9%
County Funds	(3,009,515)	(2,685,879)	(2,685,875)	(2,885,716)	(2,885,716)	(199,837)	7.4%
Positions	25.00	25.00	25.00	25.50	25.50	0.50	2.0%

DEPARTMENTAL PURPOSE

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

FY 2018 GOALS & OBJECTIVES

- Passport office to become “walk-in service” and increase county revenue.
- Continue participation in the eMortgage Task Force with NC Secretary of State’s office.
- Increase eRecording of Land Records from 58% to 65%.
- Create a One-Stop Webpage for End of Life Resources.
- Increase Business Participation in Thank A Vet from 300 to 350.

FY 2018 ADOPTED BUDGET HIGHLIGHTS

- The total FY 2018 expense budget has decreased by \$7,853 or 0.4%. Most of this decrease is the result of the Register of Deeds combining the Greensboro and High Point office budgets into one accounting unit starting in FY 2018.
- Personnel costs decreased by \$15,975, or about 0.9% due to the reclassification two positions; the Assistant to the Register of Deeds position to Technology Administrator position, and the reclassification of a Deputy Director position to a Deputy Register of Deeds position. Changes also include the addition of a benefited part-time position in the Passport Office to cover the lunch hour gap, from 11am to 2pm. By providing continuous staffing during lunch time, the Passport Office will be able to become the only walk-in passport office in Guilford County. This part-time position will cost \$22,262 in FY 2018; however, it is estimated that the Passport Office will generate over \$112,000 in revenue in FY 2018.
- Other Services & Charges increased \$8,122, or 2.4%. Increases are due to an additional \$3,000 in Education and Training for new Register of Deeds certification classes and continuing education for staff to maintain certification, as well as other costs associated with the new Passport Office. Postage & Delivery increased \$2,500 to accommodate projected increased mailings for the Thank A Vet program and passports.

FY 2017 SIGNIFICANT ACCOMPLISHMENTS

- Thank a Vet Won the LGFCU 2016 Excellence in Innovation Award
- In November of 2016, the Guilford County Passport Acceptance Facility opened. As of April 2017, the passport facility has processed 1,279 passports and 869 passport photos, generating \$40,665 in revenue.
- Implemented Register of Deeds Reorganization Plan
- Slavery Deeds Exhibit with High Point Museum
- Partnering with Budget, Information Services, and other departments on Open Gov Initiative
- Partnered with county, Cities of Greensboro and High Point on Hurricane Matthew Relief

KEY PERFORMANCE MEASURES

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
Greensboro					
Real Estate Documents Processed	82,000	82,000	85,000	85,000	85,000
Vital Records Processed	69,500	69,500	69,500	70,000	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

- Implementing “walk-in” passport acceptance facility to increase county revenue.
- Marketing Thank A Vet and passport acceptance facility to citizens.
- Using part-time staff to support ROD initiatives when needed in cost effective manner.

TAX DEPARTMENT

Ben Chavis, Director

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

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BUDGET SUMMARY

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Tax-Greensboro	5,829,943	6,002,520	6,004,255	6,102,465	6,207,465	204,945	3.4%
Tax-High Point	(5)	0	0	0	0	0	0.0%
Tax	5,829,938	6,002,520	6,004,255	6,102,465	6,207,465	204,945	3.4%
EXPENSE							
Personnel Services	4,192,719	4,386,114	4,386,114	4,403,886	4,403,887	17,773	0.4%
Supplies & Materials	52,166	56,500	56,597	47,200	47,200	(9,300)	(16.5%)
Other Services & Charges	1,585,054	1,559,906	1,561,544	1,651,379	1,756,378	196,472	12.6%
Total Expense	5,829,938	6,002,520	6,004,255	6,102,465	6,207,465	204,945	3.4%
REVENUE							
Charges for Services	1,839,808	1,775,095	1,775,095	1,558,091	1,585,091	(190,004)	(10.7%)
Miscellaneous Revenues	23,539	23,200	23,200	13,200	13,200	(10,000)	(43.1%)
Total Revenue	1,863,347	1,798,295	1,798,295	1,571,291	1,598,291	(200,004)	(11.1%)
County Funds	3,966,591	4,204,225	4,205,960	4,531,174	4,609,174	404,949	9.6%
Positions	63.00	63.00	63.00	63.00	63.00	0.00	0.0%

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 2018 GOALS & OBJECTIVES

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

- Complete 2017 Real Property Revaluation Appeal process
- Acquire, test, debug, and implement new Denali CAMA real property listing and appraisal system

FY 2018 ADOPTED BUDGET HIGHLIGHTS

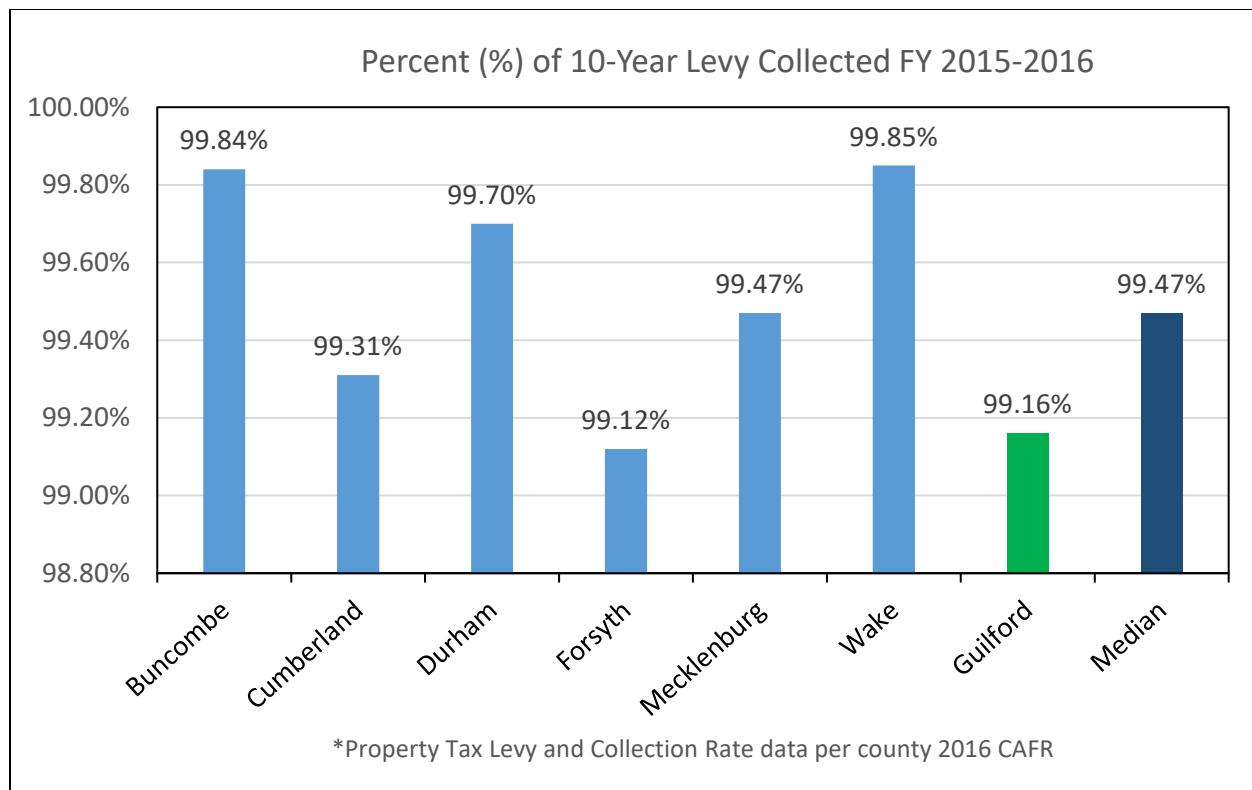
- The FY 2018 Adopted budget shows an increase in total expense from the FY 2017 Adopted of \$204,945 or 3.4%, primarily from expansion of the contract with Tax Management auditing services to improve equity and accurate taxation of business personal property within Guilford County. This expansion is anticipated to generate sufficient revenue to offset the contract expense.
- The FY 2018 budget shows a decrease in total revenue from FY 2017 Adopted of \$200,004 or 11.1%. The primary driver for this is an expected decrease in the recoupment of garnishment fees.

FY 2017 SIGNIFICANT ACCOMPLISHMENTS

- Improved the combined tax collection rate over prior fiscal year
- Maintained a +99% call handling ratio in the Tax Collection call center
- Launched an improved method of real property foreclosure to provide higher volumes at lower cost per case
- Implemented the 2017 Real Property Revaluation with improved customer service and online information tools
- Re-initiated an online business personal property listing system

KEY PERFORMANCE MEASURES

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
County funding per \$1,000 tax dollars collected	\$6.64	\$7.00	\$7.37	\$7.35	\$7.35
% of current year tax levy collected (non-NCVTS)	99.10%	99.15%	99.20%	99.20%	99.00%
Number of customer calls taken per customer representative per day	100	120	110	100	100



FUTURE OPPORTUNITIES & CHALLENGES

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

Support Services

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

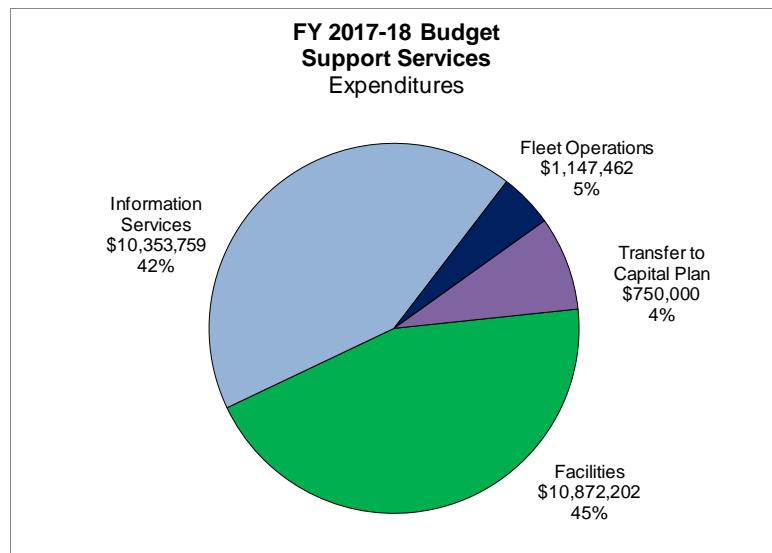
Administrative Support departments include:

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

Expenditures

Guilford County will spend \$24.4 million for Support Services in FY 2017-18. This represents an increase of \$2.9 million or 13.5%, from the FY 2016-17 Adopted Budget. \$1.25 million of this increase is directly tied to the transfer of funds for capital projects.

Support Services departments account for approximately 4% of the total county expenditures for FY 2017-18.



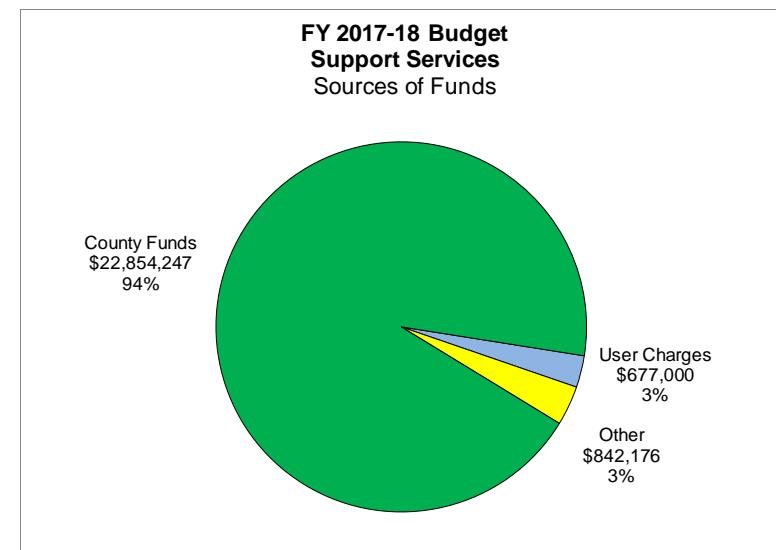
The Information Services (IS) department's budget is increasing by approximately \$900,000 for multiple projects including the first phase of implementation for Disaster Recovery as a Service. The Microsoft Enterprise agreement also will be increasing by roughly \$40,000.

The adopted budget includes funds in the Fleet Operations department to replace 29 high priority vehicles (for departments other than Law Enforcement and Emergency Services) that have condition issues or high mileage. The budget also includes funds for 6 new vehicles which are planned for assignment to Social Services. This will assist the County in progressing towards higher availability of County vehicles for positions requiring frequent local or regional travel.

The FY 2018 budget 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. The \$1.25 million increase in this transfer from the FY 2016-17 adopted budget is a reflection of the County's commitment to improving the County's 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.



	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Manager	FY2018 Adopted	vs. FY17 Adopted	
						\$ chg	% chg
Department							
Facilities	\$7,789,703	\$10,189,286	\$9,800,759	\$10,872,202	\$10,872,202	\$682,916	6.7%
Information Services	\$8,958,878	\$9,460,469	\$9,743,468	\$10,353,759	\$10,353,759	\$893,290	9.4%
Fleet Operations	\$748,779	\$1,068,420	\$1,356,287	\$1,147,462	\$1,147,462	\$79,042	7.4%
Transfer to Capital Plan	\$1,800,000	\$750,000	\$750,000	\$2,000,000	\$2,000,000	\$1,250,000	166.7%
Total Expenditures	\$19,297,360	\$21,468,175	\$21,650,514	\$24,373,423	\$24,373,423	\$2,905,248	13.5%
Sources of Funds							
User Charges	\$635,160	\$652,000	\$652,000	\$677,000	\$677,000	\$25,000	3.8%
Other	\$752,933	\$631,078	\$631,078	\$842,176	\$842,176	\$211,098	33.5%
County Funds	\$17,909,267	\$20,185,097	\$20,367,436	\$22,854,247	\$22,854,247	\$2,669,150	13.2%
Sources of Funds	\$19,297,360	\$21,468,175	\$21,650,514	\$24,373,423	\$24,373,423	\$2,905,248	13.5%
Permanent Positions	112.000	112.000	110.000	112.625	110.000	(2.000)	-1.8%

FACILITIES

Robert McNiece, P.E., 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

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Facilities-Administration	645,792	871,364	717,874	1,076,703	1,076,705	205,341	23.6%
Facilities-Buildings	2,774,561	4,715,541	4,338,912	4,901,111	4,901,111	185,570	3.9%
Facilities-Operations	2,712,610	2,810,906	2,886,010	2,974,593	2,974,592	163,686	5.8%
Facilities-Distribution Services	261,325	228,703	228,862	233,292	233,290	4,587	2.0%
Facilities-Parking	95,506	129,406	139,407	121,522	121,522	(7,884)	(6.1%)
Facilities-Court	1,032,631	1,034,385	1,102,790	1,033,785	1,033,785	(600)	(0.1%)
Property Management	267,279	398,981	386,904	531,197	531,197	132,216	33.1%
Facilities	7,789,703	10,189,286	9,800,759	10,872,202	10,872,202	682,916	6.7%
EXPENSE							
Personnel Services	3,288,816	3,794,127	3,537,277	3,811,010	3,811,007	16,880	0.4%
Supplies & Materials	604,632	699,993	758,841	725,396	725,396	25,403	3.6%
Other Services & Charges	4,119,341	6,095,965	5,872,700	6,710,796	6,710,799	614,834	10.1%
Capital	122,324	49,200	81,940	50,000	50,000	800	1.6%
Other	(345,409)	(449,999)	(449,999)	(425,000)	(425,000)	24,999	(5.6%)
Total Expense	7,789,703	10,189,286	9,800,759	10,872,202	10,872,202	682,916	6.7%
REVENUE							
Charges for Services	635,160	652,000	652,000	677,000	677,000	25,000	3.8%
Miscellaneous Revenues	720,982	605,303	605,303	816,401	816,401	211,098	34.9%
Total Revenue	1,356,142	1,257,303	1,257,303	1,493,401	1,493,401	236,098	18.8%
County Funds	6,433,562	8,931,983	8,543,456	9,378,801	9,378,801	446,818	5.0%
Positions	62.00	62.00	60.00	60.00	60.00	(2.00)	(3.2%)

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, processing work orders, prioritizing maintenance projects and managing the departments financial and human resources. The department manages approximately 2.5 million square feet.

Capital Projects: Handles 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, performs plumbing, electrical, heating and air conditioning services, and provides miscellaneous repairs throughout the County. Also maintains road signs throughout the County by installing replacement signs or making repairs to damaged signs.

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

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

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 2018 GOALS & OBJECTIVES

- Provide high quality, responsive services to the public and other County departments in the most efficient and effective manner possible.
- Greatly increasing 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.
- The Property Management Division is continuing to actively manage the sale of surplus County Property as directed by the Board of County Commissioners.
- Continue introducing and developing marketing strategies and programs to aid in the disposition of properties to reduce current inventories of unused facilities.
- Design and construction award for the renovation of the old Greensboro jail to serve as the new Law Enforcement Administrative facility.
- Acquisition of land and the design / construction award for phase 1 of the EMS Logistics and Maintenance Facility.
- Acquisition of land and the design / construction award for a new Animal Shelter facility
- Completion of major HVAC repair and upgrade projects at the High Point and Greensboro government complexes as well as the Juvenile detention facility.
- Complex renovation of the exterior of the historic Greensboro Courthouse.

FY 2018 ADOPTED BUDGET HIGHLIGHTS

- Overall, the net Facilities budget increased \$446,818 or 5.0% from the FY 2017 Adopted budget. Increases in revenues due to completion of repairs on parking decks and new tenants in rental buildings offset largely increases in supplies costs with most of the increase coming from the additions of funding for project management services to allow the department to better plan and manage the county's high priority capital projects (\$150,000), and for a school use study for the Joint School Capital Committee (\$300,000).
- Revenues increased \$236,098 or 18.8% because income from rental properties and parking increased due to a combination of more tenants in properties; higher lease rates; and more available parking spots as parking deck repairs in High Point are completed, as well as an increase in High Point deck parking fees. These increases in revenue are slightly off-set by a decrease in vending commissions.
- Supplies & Materials increased by \$ 25,403 or 3.6% due primarily to increases in inventory costs and tool budgets to allow the department to buy tools for new building maintenance staff. These increases are offset by general decreases to reflect historic spending.
- Services & Charges increased by \$614,834 or 10.1% to reflect increasing costs for janitorial and landscaping contracts as well as consolidation of all special facilities maintenance funds in the Facilities budget and the additional funds for project management and the school use study. These increases are offset by in decreases in other budgets to reflect historical spending.

FY 2017 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 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.
- Completed the design and awarded a Construction contract for the new HVAC controls at the High Point Courthouse and Detention Center. There are two additional phases to replace the outdated HVAC unit on these buildings.
- Complete the design to make the needed repairs to the exterior of the Old Courthouse.
- Completed the design and awarded a construction contract for the permanent repairs to the High Point Parking deck to correct the structural issues with the deck.
- Completed the design and awarded a construction contract for the permanent repairs to the Independence parking deck to correct the structural issues with the deck.
- Completed the design for new HVAC units at the at Juvenile Detention Center.
- Complete a study and identified possible structural issues with the Greensboro Parking Deck and have installed temporary shoring devices to complete Phase I.

- Completed the design and awarded a construction contract to replace the two roof top Chillers at the BB&T Building.
- Completed the design for new piping and HVAC units at the Agricultural Extension Building.
- Completed the design and awarded construction for the renovation and upgrade of the HVAC system at the Greensboro Courthouse
- Designed and completed the replacement of a new roof at the ADS Building on Wendover Ave.
- Completed all 4 Phases for the renovation of the exterior stair systems at the High Point Plaza.
- Completed the HVAC project to installation of 24 new heat pumps on the Old Courthouse.
- Completed the Masonry repairs to the exterior of the EMS Building on Meadowood Street.
- Competed the installation of a new Transfer Switch at the EMS Building on Meadowood Street.
- Designed and built a new maintenance building and a K9 building at the Sheriff's Department shooting range.
- Restructure work order call line to continue to receive and dispatch all maintenance requests in a timely and professional manner. Instead of waiting for problems to happen, we are getting things done. In FY 15/16 over 66% of work orders were identified and initiated by Facilities vs. just 8% in FY 13/14. Park informational calls were also added to the call line to improve customer service to the public.
- Continued energy efficient upgrades that include modifying light fixtures throughout County and installing higher efficiency HVAC systems. In addition, performed lighting upgrades as part of our standard preventative maintenance. In general, we use ½ the energy for the new lighting vs the old.
- Continuing to prioritize and complete the projects identified from the building assessment program.

KEY PERFORMANCE MEASURES

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
Building Management					
Total Square Feet Maintained	2,470,234	2,493,904	2,493,904	2,493,904	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	31	31	31	30

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
Total Generated from Leases Annually	\$456,125	\$473,316	\$456,201	\$456,201	\$450,000
Surplus, Foreclosed, and other Properties Sold Annually	1	12	10	15	20
Operations					
Issues Received by Call Line	7,795	9,000	10,000	10,000	demand
Work Orders Completed	10,027	10,800	11,000	11,000	demand
Proactive Work Orders	6,283	7,560	8,320	8,840	demand
Reactive Work Orders	3,220	2,690	2,080	1,560	demand
Other Work Orders	524	550	600	600	demand
Total Work Orders per FTE	323	348	355	355	400
Distribution					
Total Outgoing USPS Pieces	579,287	620,000	620,000	620,000	demand
Total Discounted Pieces	169,268	170,000	200,000	250,000	300,000
Annual Mail Room Postage Use	\$343,658	\$362,500	\$350,000	\$330,000	\$350,000
Total Pieces per FTE	144,822	155,000	155,000	155,000	160,000
Parking Management					
Total Spaces Managed	1,970	1,869	1,769	1,869	demand
Non-Employee Parking Space Assignments	270	282	247	290	demand
Total Parking Revenue Collected	\$99,848	\$80,000	\$112,800	\$125,000	\$125,000

- "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 due if insufficient funding is allocated to facility maintenance.
- The Facilities Department's ability to implement proactive building improvements such the installation of energy efficient features and systems that will help reduce long-term County

costs in both maintenance and energy usage is limited due to current funding levels and the number of deferred maintenance items.

- With the renovation of the old jail to support the administrative functions of the Sheriff's department, it will also allow razing of the Otto Zenke building freeing up space for much needed parking and eliminating significant maintenance costs.
- The renovation of the old jail will also accommodate relocation of Probation Parole.
- The plan is to relocate Juvenile Justice to the bottom level of the Greensboro Courthouse. This will provide higher quality space and also support the anticipated growth.

INFORMATION SERVICES

Hemant Desai, CIO/Director

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

Organizational Excellence

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



BUDGET SUMMARY

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Information Services-Administration	1,929,771	1,964,965	2,135,465	2,271,795	2,271,794	306,829	15.6%
Information Services-Program Management	112,412	113,255	113,255	116,362	116,362	3,107	2.7%
Information Services-Printing Services	4,754,629	5,200,546	5,296,465	5,720,149	5,720,149	519,603	10.0%
Information Services-Application Software Services	2,162,065	2,178,702	2,195,282	2,242,452	2,242,453	63,751	2.9%
Information Services-Telecommunications	0	3,001	3,001	3,001	3,001	0	0.0%
Information Services	8,958,878	9,460,469	9,743,468	10,353,759	10,353,759	893,290	9.4%
EXPENSE							
Personnel Services	4,555,275	4,682,703	4,615,503	4,773,906	4,773,907	91,204	1.9%
Supplies & Materials	821,635	691,300	632,748	714,300	714,299	22,999	3.3%
Other Services & Charges	3,517,667	4,086,466	4,491,810	4,865,553	4,865,553	779,087	19.1%
Capital	64,300	0	3,407	0	0	0	0.0%
Total Expense	8,958,878	9,460,469	9,743,468	10,353,759	10,353,759	893,290	9.4%
REVENUE							
Miscellaneous Revenues	7,383	3,216	3,216	3,216	3,216	0	0.0%
Total Revenue	7,383	3,216	3,216	3,216	3,216	0	0.0%
County Funds	8,951,495	9,457,253	9,740,252	10,350,543	10,350,543	893,290	9.4%
Positions	48.00	48.00	48.00	48.00	48.00	0.00	0.0%

DEPARTMENTAL PURPOSE

The Information Services (IS) Department is the facilitator for the implementation of efficient business systems through continuous improvement in the use of technology and introduction of new solutions through collaboration with department staff. Core Services provided by Information Services are:

Project/Program Management

Program Management Division is a Division with one employee who is charged with formalizing and enhancing the use of project management and related processes. More up-front analysis and definition of project scopes, constraints, priorities, demands and opportunities will assist in

projects that will be completed on time and within budget. Extensive use of project management will allow the department to balance expectations with the limited resources of the department

Geographic Information Systems

The GIS functions include data creation and maintenance and the generation of geographic data representations for County departments, the private sector, governmental entities, and the public

Technical support; data storage/network management

The Technical support team is part of the Enterprise Infrastructure team and 1) operates the County's Enterprise Computing infrastructure; 2) provides technical support for integrated Enterprise Computing solutions; installs/maintains systems software and the communications network; 3) manages data resources and security; 4) provides training and support for PC/LAN systems and end-user tools; 5) provides consultation and technical support for the various hardware platforms; 6) supports complex technical software and administration for Tax, Lawson and KRONOS systems and 7) manages the contracts and performance of a growing number of outsourced services

WAN and Telecommunications systems

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

Website and web applications development

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

Enterprise Applications and ERP

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

Desktop Support

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

Departmental administrative support

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

FY 2018 ADOPTED BUDGET HIGHLIGHTS

- The Information Services FY 2018 Adopted budget increased by \$893,290, or 9.4%. These increases are found in two categories, Personnel Services and Other Services & Charges.
- Personnel Services increased \$91,204 or 1.9%. Most of the increase is in regular salaries which increased \$172,219 or 5% from FY 2017; other increases include normal adjustments associated with personnel costs including County-wide merit. These increases were off-set by reductions to reflect lapsed salaries from anticipated vacancies.
- Other Services & Charges increased \$779,087 or 19.1% from FY 2017 including \$885,000 for new and replacement technology allocated through the Technology Plan process and \$193,940 for equipment repair service including \$152,940 for the first phase of implementation of Disaster Recovery as a Service. Other increases include a \$40,000 increase in the county's Microsoft Enterprise agreement, and a \$1,000 increase in a Facilities generator maintenance agreement. These increases were partially offset by reductions in other budget lines.
- Software, Service, and Maintenance, part of Other Services & Charges, increased by \$324,437 to reflect the county's multi-year Technology Plan. The largest part of the increase, \$157,000, is due to the absorption of Office 365 licenses from Law Enforcement and Emergency Services into the IS budget. Similarly, IS has absorbed \$26,000 from Emergency Services for Microsoft Mobility Suite. Lastly, the county's Lawson (Infor SaaS) service increased by \$116,438. Other increases include various service and maintenance agreement increases, as well as an additional \$18,000 for the county's new Seamless Doc service.

FY 2017 SIGNIFICANT ACCOMPLISHMENTS

- **Microsoft Office 365 and Exchange Migration** – Information Services successfully deployed over 2500 licenses for Office 365 to County wide staff. Additionally, our mail server was migrated to Microsoft Azure cloud. This will help with Disaster recovery and enables several key enhancements such as centralized email encryption, email archiving and ease of deployment to new staff.
- **Infor Contract Management** – Working closely with Legal, Purchasing, and Finance departments, Information Services deployed Infor Contract Management module. This enables us to now process contracts via electronic routing as opposed to manually printing and circulating them to departments. This will save time a printing costs.
- **Countywide Telephone system upgrade (VOIP)** – We upgraded entire countywide phone system to a hosted platform. This will enable us to better leverage expertise from NWN who is the hosting vendor for the system, subsequently allowing us to deploy our telecom resources to additional projects.
- **End Point Security** – successfully deployed new anti-malware software on all county desktops and laptops. This will further strengthen security on end user devices and help protect critical data.

KEY PERFORMANCE MEASURES

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
Program and Project Management					
IT projects managed that are completed on schedule and within budget	89%	95%	97%	97%	99%
Vendors that meet contractual obligations	100%	100%	100%	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	2,590	2,590	N/A
Servers Managed Total	250	250	250	250	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	13,000	13,000	14000
Work Orders / Incident Tickets Completed per FTE*	1,190	1,200	1,200	1,200	1250
Work Orders / Incident Tickets completed within seven business days	85%	90%	90%	95%	97%
Network Up-time	99.9%	99.9%	99.9%	99.9%	99.9%

* Future year projections for these measures are estimated based on current operations and projects but are subject to change based on actual operations and projects that may be implemented in future fiscal years.

FUTURE OPPORTUNITIES & CHALLENGES

We have begun the initial stages of deploying mobile device management tools. As more and more county staff rely on mobile device based access to County network and data, securing these devices and protecting County data is vital and these tools will further help with that process.

Information Services continues to prolong the life of major equipment, but the capital expenditures continue to be necessary for the technology supported. As newer technology is acquired and obsolete software is replaced, additional training may be necessary as well as acquisition of supplemental hardware, tools and software products. IS will continue to evolve better methods to help our customers leverage technology to help solve their needs and in turn become more efficient in serving their customers.

Retaining and hiring new staff is a continuing concern as we move forward. IT job market is tight, making it extremely difficult to keep experienced staff with our salary range.

FLEET OPERATIONS

Raymond Lowe, Fleet Manager

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

Organizational Excellence

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



BUDGET SUMMARY

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Fleet Operation	748,779	1,068,420	1,356,287	1,147,462	1,147,462	79,042	7.4%
Fleet Operation	748,779	1,068,420	1,356,287	1,147,462	1,147,462	79,042	7.4%
EXPENSE							
Personnel Services	61,090	104,736	104,736	107,178	107,178	2,442	2.3%
Supplies & Materials	7,894	1,500	1,500	1,500	1,500	0	0.0%
Other Services & Charges	264,578	326,184	325,849	326,184	326,184	0	0.0%
Capital	415,217	636,000	924,202	712,600	712,600	76,600	12.0%
Total Expense	748,779	1,068,420	1,356,287	1,147,462	1,147,462	79,042	7.4%
REVENUE							
Other Financing Sources	24,568	22,559	22,559	22,559	22,559	0	0.0%
Total Revenue	24,568	22,559	22,559	22,559	22,559	0	0.0%
County Funds	724,211	1,045,861	1,333,728	1,124,903	1,124,903	79,042	7.6%
Positions	2.00	2.00	2.00	2.00	2.00	0.00	0.0%

DEPARTMENTAL PURPOSE

The Fleet Operations Department operates the County motor pool and manages fleet operations for all county vehicles, excluding the Sheriff's Department, Emergency Services & Guilford County Transportation & Mobility Services. This includes managing the County's contracts with outside vendors to ensure proper and timely preventive maintenance and repairs are performed on vehicles. The department also prepares all titles held by the county for all county owned vehicles.

FY 2018 GOALS & OBJECTIVES

- Continue to provide services including vehicle replacement and surplus recommendations, acquisition and disposal, monitoring of maintenance and repairs, assignment and dispersing of daily reserved vehicles
- Continue working with departments to ensure proper types of vehicles are being purchased for intended use

- Continue to utilize contract vendors for services including vehicle repairs and maintenance needs
- Begin to use Telematics to capture and provide more data to get a better understanding of the needs of departments and efficient vehicle use
- Continue to integrate full use of Fleet Commander Kiosk and automated reservation and key dispensers to become more efficient in the use of motor pool and shared vehicles
- Continue to increase the use the mileage and maintenance functions of Agile Fleet software to better track cost and to use the maintenance reminder functions more accurately

FY 2018 ADOPTED BUDGET HIGHLIGHTS

- Total Expense increased by \$79,042 or 7.4% primarily due to a \$76,600 or 12.0% increase in funding for purchasing new and replacement vehicles.

Vehicle Purchases - FY 2017 - 2018 Adopted Budget

Type	Assigned	Vehicle Type	Count	Cost
Fleet Operations				
Replace	Animal Services	Truck	1	\$ 30,000
Replace	Cooperative Extension	Van	1	\$ 30,000
Replace	Court Alternatives	Truck	1	\$ 30,000
Replace	Facilities	Truck	1	\$ 30,000
Replace	Facilities	Truck	1	\$ 30,000
Replace	Facilities	Van	1	\$ 22,000
Replace	Facilities	Van	1	\$ 27,000
Replace	Information Services	Van	1	\$ 22,000
Replace	Motor Pool	Sedan	1	\$ 20,000
Replace	Parks & Recreation	Truck	1	\$ 30,000
Replace	Parks & Recreation	Truck	1	\$ 30,000
Replace	Planning	SUV	1	\$ 24,000
Replace	Planning	SUV	1	\$ 24,000
New	Inspections	Truck for New Inspector	1	\$ 25,000
Replace	Public Health	Sedan	1	\$ 20,000
Replace	Public Health	Sedan	1	\$ 20,000
Replace	Public Health	SUV	1	\$ 24,000
Replace	Public Health	Truck	1	\$ 30,000
Replace	Public Health	Truck	1	\$ 30,000
Replace	Public Health	Truck	1	\$ 30,000
Replace	Public Health	Truck	1	\$ 30,000
Replace	Public Health	Truck	1	\$ 30,000
Replace	Transportation	Bus	5	\$ 54,000
Replace	Social Services	Sedan	1	\$ 19,600

Replace	Social Services	Sedan	1	\$ 20,000
New	Social Services	Sedan	6	\$ 120,000
Replace	Tax	Sedan	1	\$ 20,000
Total	Fleet Operations		36	\$ 821,600

FY 2017 SIGNIFICANT ACCOMPLISHMENTS

- Fleet operation was able to reassign vehicles for temporary use that were scheduled for replacement due to accidents or needing major repairs to prevent costly repairs.
- Increasing the motor pools and identifying other areas that vehicles are needed to reduce the overall use of employee owned vehicles.
- Increase using Fleet commander software to track monthly vehicle mileage.

FUTURE OPPORTUNITIES & CHALLENGES

- Continue to work with departments to increase the utilization of Fleet vehicles and identify if vehicles are currently being used efficiently.
- Identify departments that may not need all vehicles assigned and reassign to other areas for increased utilization of assets.



DEBT REPAYMENT

Reid Baker, Finance Director

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

Organizational Excellence

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



BUDGET SUMMARY

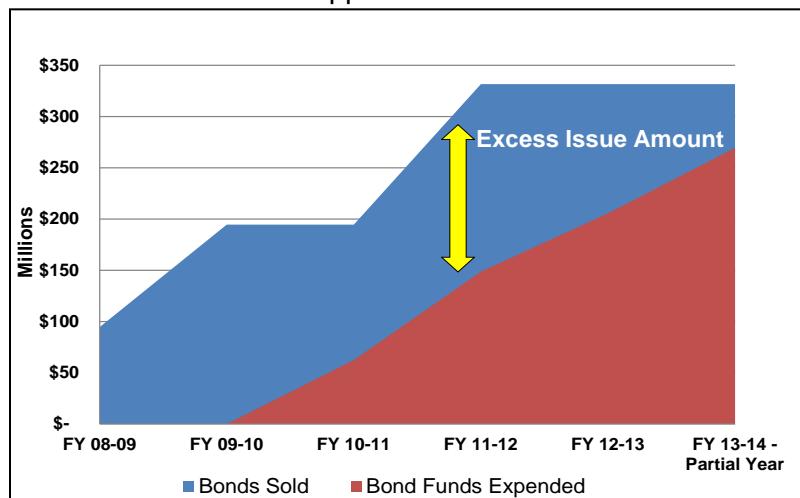
	FY 2016 Actual	FY 2017 Adopted	FY 2017 Amended	FY 2018 Recomm	FY 2018 Adopted	\$ chg	% chg
Total Debt Service							
Principal	56,945,585	58,235,585	58,235,585	62,475,585	62,475,585	4,240,000	7.3%
Interest	26,657,964	32,896,727	32,898,094	36,062,546	36,062,546	3,165,819	9.6%
Fees & Other Costs	1,382,094	2,073,900	2,111,423	1,187,150	1,187,150	(886,750)	(42.8%)
Total	84,985,643	93,206,212	93,245,102	99,725,281	99,725,281	6,519,069	7.0%
Debt Service by Type							
G.O. Bonds							
Principal	55,670,000	56,860,000	56,860,000	61,100,000	61,100,000	4,240,000	7.5%
Interest	25,769,681	32,051,727	32,053,094	35,261,150	35,261,150	3,209,423	10.0%
Total	81,439,681	88,911,727	88,913,094	96,361,150	96,361,150	7,449,423	8.4%
Other Capital Related Debt							
Principal	1,275,585	1,375,585	1,375,585	1,375,585	1,375,585	0	0.0%
Interest	888,283	845,000	845,000	801,396	801,396	(43,604)	(5.2%)
Total	2,163,868	2,220,585	2,220,585	2,176,981	2,176,981	(43,604)	(2.0%)
Fees & Other Costs	1,382,094	2,073,900	2,111,423	1,187,150	1,187,150	(886,750)	(42.8%)
Total	84,985,643	93,206,212	93,245,102	99,725,281	99,725,281	6,519,069	7.0%
Debt Service by Purpose							
Guilford County Schools	58,003,232	67,514,462	67,545,197	75,720,401	74,792,901	7,278,439	10.8%
GTCC	10,200,064	10,722,431	10,726,187	11,010,770	11,010,770	288,339	2.7%
Greensboro Detention	7,150,836	7,087,859	7,087,859	6,904,320	6,904,320	(183,539)	(2.6%)
BB&T Building	1,438,328	1,351,779	1,351,779	1,308,175	1,308,175	(43,604)	(3.2%)
Priority Projects	0	708,750	708,750	1,682,636	1,682,636	973,886	137.4%
Other	8,193,183	5,820,931	5,825,330	4,026,479	4,026,479	(1,794,452)	(30.8%)
Total	84,985,643	93,206,212	93,245,102	100,652,781	99,725,281	6,519,069	7.0%
<i>Note: Actual amounts exclude the effects of bond refunding on expenses and revenues.</i>							
Sources of Funds							
ARRA by Purpose							
Schools	2,407,034	2,418,712	2,418,712	2,409,630	2,409,630	(9,082)	(0.4%)
GTCC	206,280	207,281	207,281	206,503	206,503	(778)	(0.4%)
Greensboro Detention	57,528	57,807	57,807	57,590	57,590	(217)	(0.4%)
Other	20,546	20,645	20,645	20,567	20,567	(78)	(0.4%)
Total	2,691,388	2,704,445	2,704,445	2,694,290	2,694,290	(10,155)	(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 2018 ADOPTED BUDGET HIGHLIGHTS

- Debt service expenditures are projected to increase \$6,519,069 or 7% from the FY 2016-17 adopted budget due to issuance of approximately \$160.2 million in general obligation bonds for school capital projects and approximately \$27.2 million in 2/3rds bonds for priority County capital projects in April 2017. Debt service costs on these issuances will be structured through use of bond premiums to offset interest costs.
- In April 2014, the Board of Commissioners approved the use of Bond Anticipation Notes in a line of credit “draw down” program to fund up to \$50 million of current school and college capital projects until the next set of voter-approved bonds is sold. Over the last several years, the cash flow needs for education-related capital projects were considerably less than the amount of bond funds on hand, resulting in several million dollars of early interest payments. The draw down program allowed allow the county to fund project cash flow needs as they occur and issue additional bonds at a later date. With the issuance of the remaining school bonds in April 2017, this line of credit will be fully paid down.

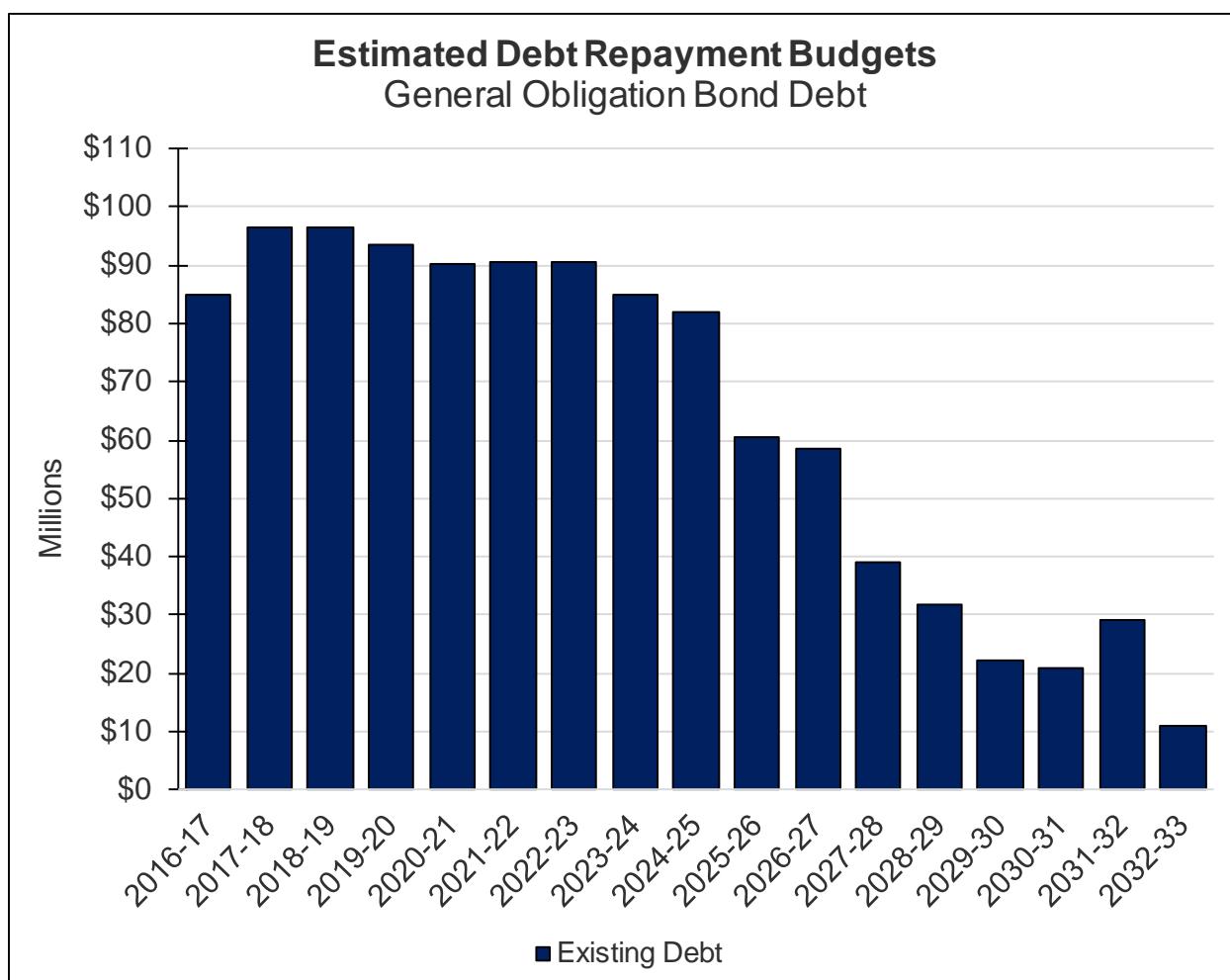


- At the time this budget was developed, the County issued all of the school and community college bonds from the 2008 referenda to comply with the statutory deadline for issuance under the authorizing bond referendum.
- In addition, as part of its capital planning process, the County identified several capital facility projects that have been prioritized due to their potential impact on County operations. These projects will be funded with approximately \$27.2 million in 2/3rds bonds that were issued immediately prior to the final 2008 school and community college bonds. The project breakdown as of May 2017 is as follows:

Project	Total Cost Estimate	Prior Funding	2/3rds Bonds Issued	Future Phases
Animal Shelter Replacement	9,001,109	131,109	8,870,000	-
Emergency Services				

Project	Total Cost Estimate	Prior Funding	2/3rds Bonds Issued	Future Phases
Phase I - Maintenance & Logistics	8,654,000	3,053,000	5,601,000	-
Phases II & III - Administration & EOC	-	-	-	9,000,000
Old Courthouse Renovation	4,324,000	100,000	4,224,000	-
Law Enforcement Administration Center	8,000,000	-	8,000,000	3,500,000
Parking	500,000	-	500,000	-
Total Funding	30,479,109	3,284,109	27,195,000	12,500,000

- Estimated debt service payments are based on conservative interest rates and level principal repayment over 20 years and include the use of bond premium revenues generated as part of the issuance to help off-set interest on the spring 2017 bonds.



Estimated Annual Debt Service Payments

Existing and Planned Issues - All Debt			
Fiscal Year	Principal	Interest	Total
2016-17	58,235,585	28,887,948	87,123,533
2017-18	62,475,585	36,062,534	98,538,119
2018-19	64,625,000	32,727,235	97,352,235
2019-20	64,725,000	29,707,460	94,432,460
2020-21	64,100,000	27,038,710	91,138,710
2021-22	67,160,000	24,136,206	91,296,206
2022-23	70,460,000	21,002,136	91,462,136
2023-24	67,915,000	17,919,348	85,834,348
2024-25	67,960,000	15,004,678	82,964,678
2025-26	49,420,000	11,965,745	61,385,745
2026-27	49,510,000	9,717,013	59,227,013
2027-28	32,290,000	7,725,224	40,015,224
2028-29	29,840,377	6,103,666	35,944,043
2029-30	22,040,000	4,863,009	26,903,009
2030-31	21,730,000	3,941,526	25,671,526
2031-32	30,315,000	3,333,860	33,648,860
2032-33	9,350,000	1,530,170	10,880,170
2033-34	9,350,000	1,169,770	10,519,770
2034-35	9,350,000	889,270	10,239,270
2035-36	9,350,000	597,083	9,947,083
2036-37	9,350,000	303,875	9,653,875
2037-38	0	0	0
Total	869,551,547	284,626,466	1,154,178,013

Estimated Annual Debt Service Payments by Type of Debt- Existing and Planned Issues

General Obligation (G.O.) Bonds (includes 2/3rds GO Bonds)

Fiscal Yr	Issued Bonds			Bonds to be Issued			G.O. Bonds
	Principal	Interest	Total	Principal	Interest	Total	Total
2016-17	56,860,000	28,043,101	84,903,101				84,903,101
2017-18	61,100,000	35,261,138	96,361,138				96,361,138
2018-19	64,525,000	31,958,429	96,483,429				96,483,429
2019-20	64,625,000	28,938,654	93,563,654				93,563,654
2020-21	64,000,000	26,269,904	90,269,904				90,269,904
2021-22	67,060,000	23,367,401	90,427,401				90,427,401
2022-23	70,360,000	20,233,331	90,593,331				90,593,331
2023-24	67,815,000	17,150,542	84,965,542				84,965,542
2024-25	67,860,000	14,235,872	82,095,872				82,095,872
2025-26	49,320,000	11,196,939	60,516,939				60,516,939
2026-27	49,410,000	8,948,207	58,358,207				58,358,207
2027-28	32,190,000	6,956,418	39,146,418				39,146,418
2028-29	26,435,000	5,334,861	31,769,861				31,769,861
2029-30	18,165,000	4,094,203	22,259,203				22,259,203
2030-31	17,880,000	3,172,721	21,052,721				21,052,721
2031-32	26,495,000	2,565,054	29,060,054				29,060,054
2032-33	9,350,000	1,530,170	10,880,170				10,880,170
2033-34	9,350,000	1,169,770	10,519,770				10,519,770
2034-35	9,350,000	889,270	10,239,270				10,239,270
2035-36	9,350,000	597,083	9,947,083				9,947,083
2036-37	9,350,000	303,875	9,653,875				9,653,875
2037-38							0
Total	850,850,000	272,216,941	1,123,066,941	0	0	0	1,123,066,941

160A-20 Qualified School Construction Bonds (QSCBs)

2/3rds G.O. Bonds for Priority Projects

Fiscal Yr	Principal	Interest	Total	Principal	Interest	Total
2016-17	100,000	768,806	868,806			0
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	1,455,000	1,052,220	2,507,220
2020-21	100,000	768,806	868,806	1,455,000	979,470	2,434,470
2021-22	100,000	768,806	868,806	1,455,000	906,720	2,361,720
2022-23	100,000	768,806	868,806	1,455,000	833,970	2,288,970
2023-24	100,000	768,806	868,806	1,455,000	761,220	2,216,220
2024-25	100,000	768,806	868,806	1,455,000	688,470	2,143,470
2025-26	100,000	768,806	868,806	1,455,000	615,720	2,070,720
2026-27	100,000	768,806	868,806	1,455,000	542,970	1,997,970
2027-28	100,000	768,806	868,806	1,360,000	470,220	1,830,220
2028-29	3,405,377	768,806	4,174,183	1,360,000	415,820	1,775,820
2029-30	3,875,000	768,806	4,643,806	1,360,000	361,420	1,721,420

Fiscal Yr	Principal	Interest	Total	Principal	Interest	Total
2030-31	3,850,000	768,806	4,618,806	1,360,000	307,020	1,667,020
2031-32*	3,820,000	768,806	4,588,806	1,360,000	252,620	1,612,620
2032-33				1,360,000	211,820	1,571,820
2033-34				1,360,000	171,020	1,531,020
2034-35				1,360,000	130,220	1,490,220
2035-36				1,360,000	87,720	1,447,720
2036-37				1,360,000	44,200	1,404,200
2037-38						
Total	16,150,377	12,300,893	28,451,270	27,195,000	11,138,946	38,333,946

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

BB&T Building Financing

Fiscal Yr	Principal	Interest	Total
2016-17	1,275,585	76,042	1,351,627
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			
Total	2,551,170	108,631	2,659,801

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, 2017, the County's net debt is equal to 1.68% 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 billion.

In FY 2016-17, the County issued the remaining 160.07 million of the authorized bonded debt balance for school and community college needs.

COMPUTATION OF LEGAL DEBT MARGIN

Fiscal Year Ending June 30, 2017

Estimated appraised property valuation*	<u>\$ 48,209,737,944</u>
Debt limit (8% of total assessed valuation)	\$ 3,856,779,035
Debt applicable to debt limit:	
<i>Bonded debt</i>	793,990,000
<i>Bonds authorized, but unissued:</i>	
<i>Public Schools (approved 5/6/2008)</i>	\$ -
<i>Community College (approved 5/6/2008)</i>	\$ -
<i>Refunding (approved 2/12/2012)**</i>	<u>\$ -</u>
<i>Limited obligation bonds</i>	\$ 16,845,000
<i>Obligations under capital lease and purchase money installment contracts</i>	<u>\$ 1,275,585</u>
Gross debt	\$ 812,110,585
Less statutory deductions:	
<i>Refunding bonds authorized, but unissued</i>	\$ -
<i>Amounts held in sinking funds</i>	\$ (403,772)
<i>Bonds issued and outstanding for water purposes</i>	<u>\$ (997,534)</u>
	<u>\$ (1,401,306)</u>
Net debt applicable to limit	\$ 810,709,279
As a percentage of total assessed valuation	1.68%
Legal debt margin (Debt Limit less Net Debt)	\$ 3,046,069,757

* Indicates estimated assessed property valuation per Budget Ordinance for the fiscal year ending June 30, 2017.

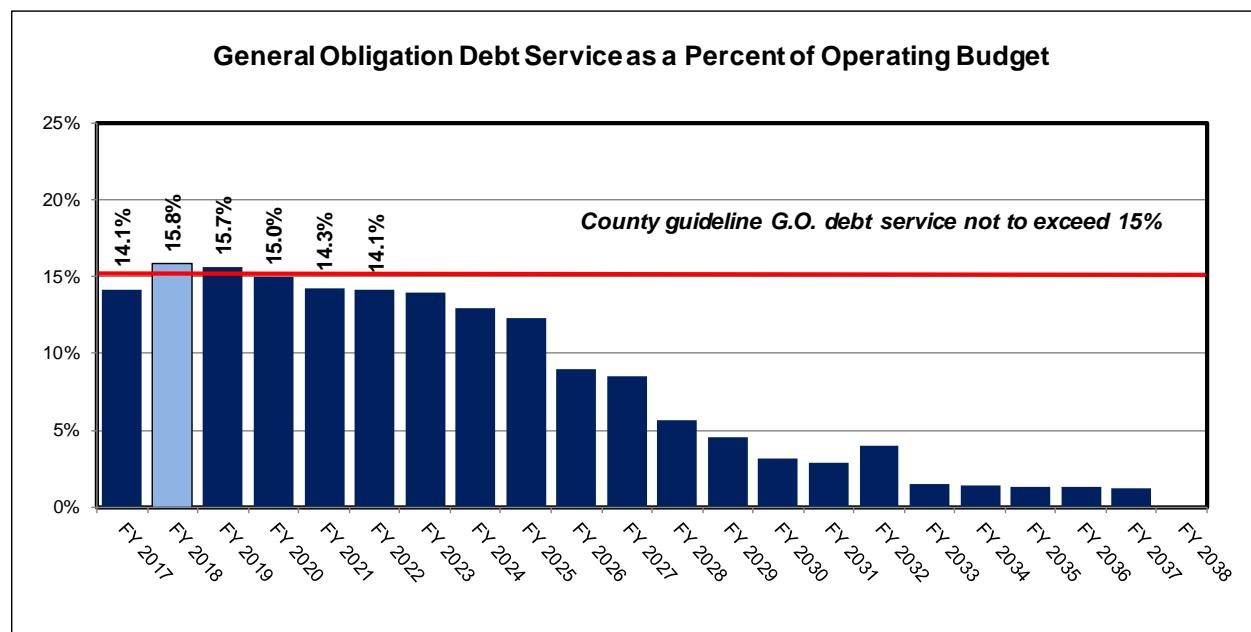
** The Board repealed the unissued balance of this refunding at their June 1, 2017 regular meeting.

Local Debt Guidelines

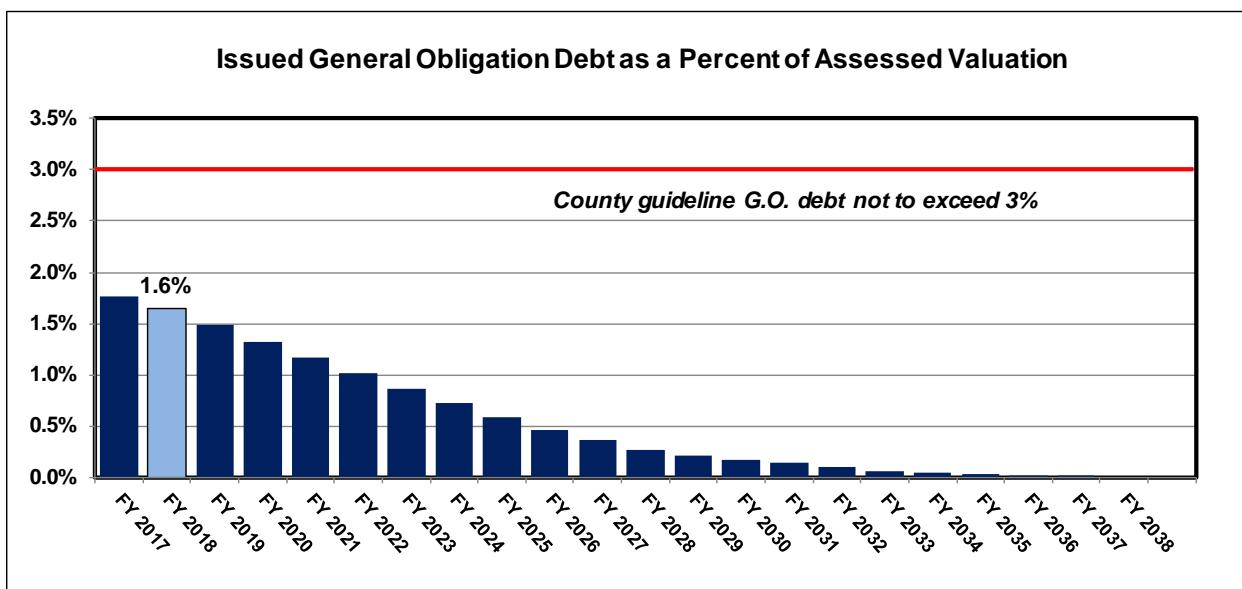
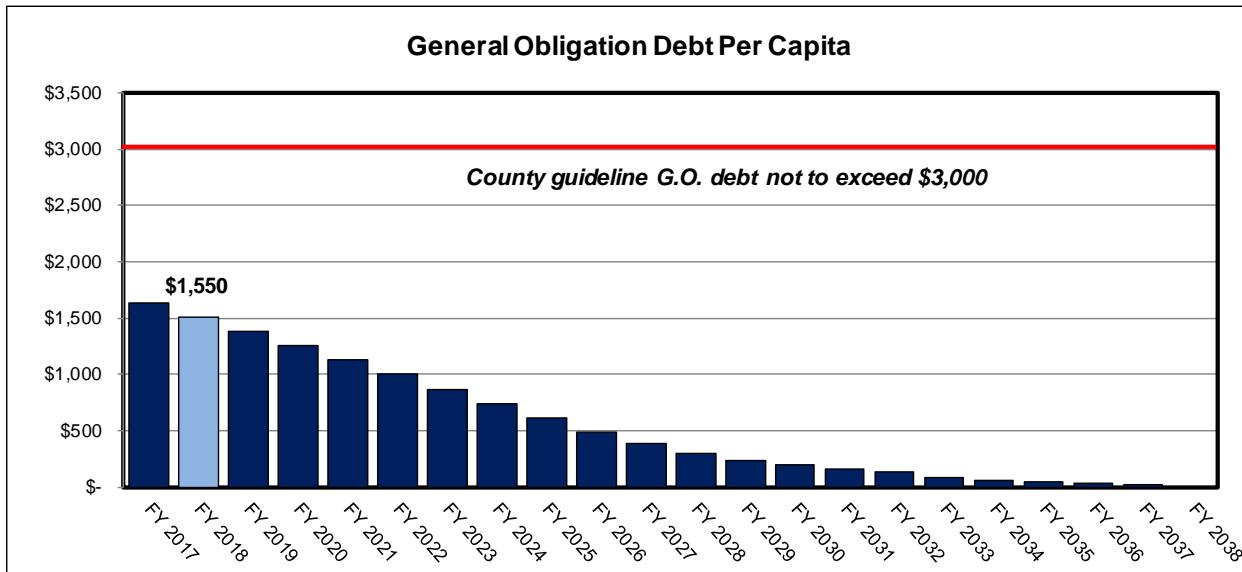
In addition to the statutory limit discussed above, the County has several guidelines it uses when evaluating debt levels. As a practical matter, these local policies limit outstanding general obligation debt to a level far below that of the legal debt limit. The County considers the following internal guidelines when evaluating how much and when to issue additional debt:

- General obligation debt service should not exceed 15% of the operating budget.
- General obligation debt per capita should not exceed \$3,000.
- General obligation debt as a percentage of assessed property valuation should not exceed 3%.

Based on estimates of future debt service for all currently authorized general obligation debt and annual operating budgets, the County will exceed its guideline for general obligation debt service through FY 2020. This is a product of tightening our budgets in recent years while continuing to issue the bonds authorized by voters in 2008. At its highest, debt service is projected to peak at approximately 16.1% of the estimated operating budget in FY 2017-18.



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 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 remaining \$160 million of school bonds and \$27.2 million of 2/3rds bonds sold in April 2017, the county's debt repayment budget will increase 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

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Request	FY2018 Adopted	\$ chg	% chg
EXPENSE							
Rural Fire Protection	16,332,187	17,487,946	17,487,946	18,817,436	18,817,436	1,329,490	7.6%
Rural Fire Protection	16,332,187	17,487,946	17,487,946	18,817,436	18,817,436	1,329,490	7.6%
EXPENSE							
Operating Expenses	16,332,187	17,487,946	17,487,946	18,817,436	18,817,436	1,329,490	7.6%
Total Expense	16,332,187	17,487,946	17,487,946	18,817,436	18,817,436	1,329,490	7.6%
REVENUE							
Property Taxes	13,991,026	13,961,664	13,961,664	15,061,465	15,061,465	1,099,801	7.9%
Sales Tax	2,955,064	2,899,986	2,899,986	3,146,465	3,146,465	246,479	8.5%
Appropriated Fund Balance	(613,903)	626,296	626,296	609,506	609,506	(16,790)	(2.7%)
Total Revenue	16,332,187	17,487,946	17,487,946	18,817,436	18,817,436	1,329,490	7.6%

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 2018 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 2018 ADOPTED BUDGET HIGHLIGHTS

- The FY 2018 budget reflects the impact of county-wide property revaluation that will be effective in the 2017-18 fiscal year, as well as the increasing strain on departments to consistently provide sufficient staffing necessary to safely and effectively respond to calls for service.
- Twenty (20) fire districts requested tax rates above revenue neutral in their respective base and/or overlay tax rates and one requested to increase to revenue neutral; all of these requested rates were approved in the FY 2018 Adopted Budget. The primary planned uses for extra revenue are for additional personnel and benefits to offset increased volunteer numbers and ensure sufficient staffing to meet increasing call volume. The additional revenue will also be used to fund capital replacement plans, especially for self-contained breathing apparatus (SCBAs) and fleet equipment including fire engines.

FY 2017 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.

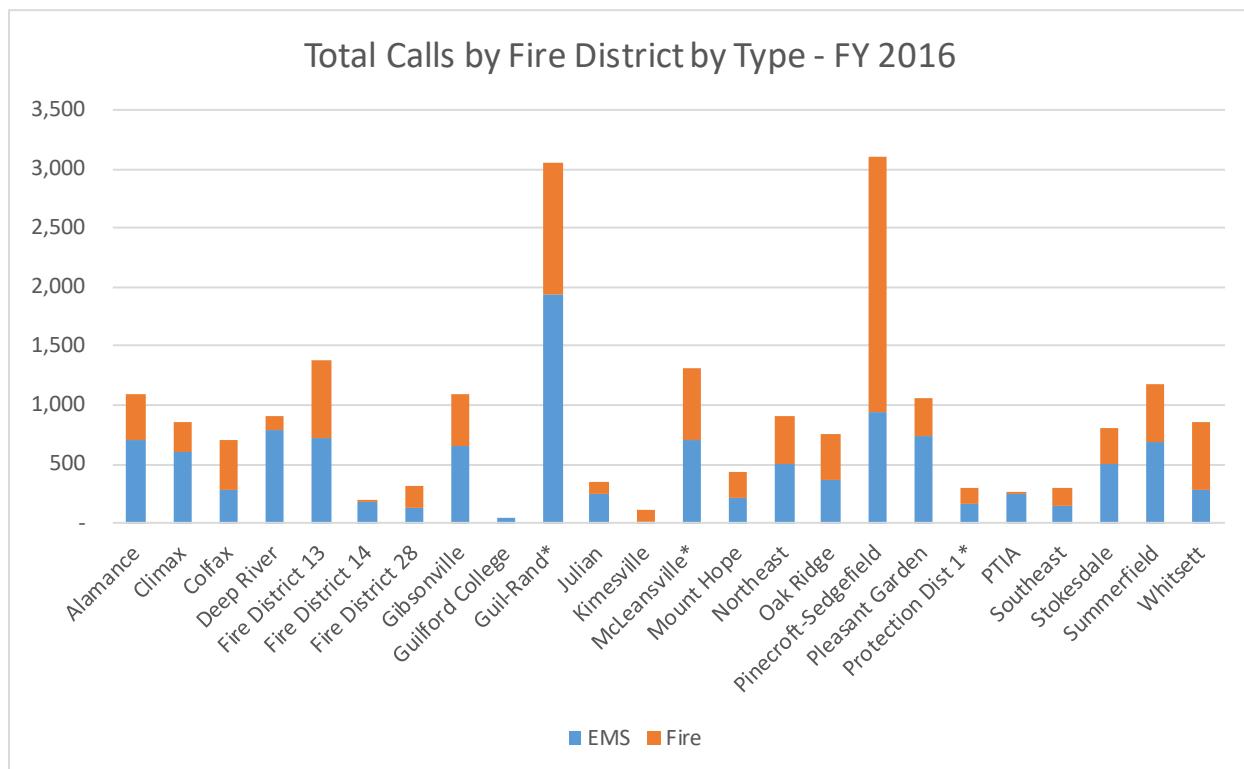
FUTURE OPPORTUNITIES & CHALLENGES

- 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.

- Stagnant property values, urban-focused growth patterns, and municipal annexation present a combined threat to department revenues. Tax values have remained, on average, unchanged since 2008 and new growth has been concentrated in urban areas rather than the rural areas the fire districts cover. In addition, while involuntary annexation is still under moratorium at the State level, municipalities are able to voluntarily annex areas where they have provided certain services such as water and sewer. Many of the areas subject to this voluntary annexation have high property value which will compromise the tax base of the respective districts in which the areas are located.

CALL VOLUME BY FIRE DISTRICT



Tax Rates								
Fire Protection/Service District	Current Tax Rate	Revenue Neutral Rate	Adopted Tax Rate	Fire Protection/Service District	Current Tax Rate	Revenue Neutral Rate	Adopted Tax Rate	
Alamance Comm. Fire Protection Dist.	\$0.0998	\$0.0981	\$0.0998	Kimesville Fire Protection Dist.	\$0.1097	\$0.1076	\$0.1097	
Alamance Comm. Fire Svc. Dist. Overlay	\$0.0000	\$0.0000	\$0.0000	McLeansville Fire Protection Dist.	\$0.1000	\$0.0975	\$0.1000	
Climax Fire Protection Dist.	\$0.1000	\$0.1006	\$0.1000	McLeansville Fire Svc. Dist. Overlay	\$0.0372	\$0.0363	\$0.0372	
Climax Fire Svc. Dist. Overlay	\$0.0200	\$0.0201	\$0.0500	Mount Hope Comm. Fire Protection Dist.	\$0.0800	\$0.0842	\$0.0800	
Colfax Fire Protection Dist.	\$0.1000	\$0.0934	\$0.1000	Mount Hope Comm. Fire Svc. Dist. Overlay	\$0.0000	\$0.0000	\$0.0000	
Colfax Fire Svc. Dist. Overlay	\$0.0359	\$0.0335	\$0.0359	Northeast Fire Protection Dist.	\$0.1000	\$0.0970	\$0.1000	
No. 13 (Rankin) Fire Protection Dist.	\$0.1000	\$0.0963	\$0.0963	Northeast Fire Svc. Dist. Overlay	\$0.0299	\$0.0290	\$0.0299	
No. 13 (Rankin) Fire Svc. Dist. Overlay	\$0.0300	\$0.0289	\$0.0289	Oak Ridge Fire Protection Dist.	\$0.0848	\$0.0860	\$0.0977	
No. 14 (Franklin Blvd.) Fire Protection Dist.	\$0.1000	\$0.0988	\$0.1000	Oak Ridge Fire Svc. Dist. Overlay	\$0.0000	\$0.0000	\$0.0000	
No. 14 (Franklin Blvd.) Fire Svc. Dist. Overlay	\$0.0275	\$0.0272	\$0.0275	Pinecroft-Sedgefield Fire Protection Dist.	\$0.1000	\$0.0936	\$0.1000	
No. 18 (Deep River) Fire Protection Dist.	\$0.0941	\$0.0909	\$0.0941	Pinecroft-Sedgefield Fire Svc. Dist. Overlay	\$0.0080	\$0.0075	\$0.0200	
No. 18 (Deep River) Fire Svc. Dist. Overlay	\$0.0000	\$0.0000	\$0.0000	Pleasant Garden Fire Protection Dist.	\$0.1000	\$0.0968	\$0.1000	
No. 28 (Frieden's) Fire Protection Dist.	\$0.1000	\$0.0992	\$0.1000	Pleasant Garden Fire Svc. Dist. Overlay	\$0.0107	\$0.0104	\$0.0107	
No. 28 (Frieden's) Fire Svc. Dist. Overlay	\$0.0390	\$0.0387	\$0.0390	PTIA Service District	\$0.0495	\$0.0491	\$0.0495	
Fire Protection District #1 (Horneytown)	\$0.1100	\$0.1071	\$0.1300	Southeast Fire Protection Dist.	\$0.1250	\$0.1234	\$0.1250	
Gibsonville Fire Protection Dist.	\$0.0972	\$0.0945	\$0.0945	Southeast Fire Svc. Dist. Overlay	\$0.0000	\$0.0000	\$0.0000	
Guilford College Comm. Fire Protection Dist.	\$0.1000	\$0.0989	\$0.1000	Stokesdale Fire Protection Dist.	\$0.1000	\$0.0967	\$0.1000	
Guilford College Comm. Fire Svc. Dist. Overlay	\$0.0500	\$0.0502	\$0.0500	Summerfield Fire Protection Dist.	\$0.1000	\$0.0978	\$0.1000	
Guil-Rand Fire Protection Dist.	\$0.1000	\$0.0938	\$0.1000	Summerfield Fire Svc. Dist. Overlay	\$0.0310	\$0.0303	\$0.0310	
Guil-Rand Fire Svc. Dist. Overlay	\$0.0200	\$0.0188	\$0.0200	Whitsett Fire Protection Dist.	\$0.1000	\$0.0996	\$0.1000	
Julian Fire Protection Dist.	\$0.1300	\$0.1354	\$0.1354	Whitsett Fire Svc. Dist. Overlay	\$0.0000	\$0.0000	\$0.0296	
Julian Fire Svc. Dist. Overlay	\$0.0000	\$0.0000	\$0.0000					

District	Appropriations by Source of Funds			
	Property Tax	Sales Tax	Fund Balance	Adopted Budget
Alamance Community Fire Protection District	\$972,863	\$215,289	\$18,638	\$1,206,790
Alamance Community Fire Service District Overlay	\$0	\$0	\$0	\$0
Climax Fire Protection District	\$89,690	\$19,913	\$5,299	\$114,902
Climax Fire Protection Service District Overlay	\$44,846	\$3,982	\$2,214	\$51,042
Colfax Fire Protection District	\$508,032	\$103,636	\$0	\$611,668
Colfax Fire Protection Service District Overlay	\$182,384	\$37,205	\$0	\$219,589
No. 13 (Rankin) Fire Protection District	\$862,426	\$190,418	\$54,013	\$1,106,857
No. 13 (Rankin) Fire Service District Overlay	\$258,818	\$57,125	\$29,642	\$345,585
No. 14 (Franklin Blvd.) Fire Protection District	\$153,806	\$34,004	\$11,979	\$199,789
No. 14 (Franklin Blvd.) Fire Service District Overlay	\$42,297	\$9,350	\$1,513	\$53,160
No. 18 (Deep River) Fire Protection District	\$187,690	\$39,968	\$6,415	\$234,073
No. 18 (Deep River) Fire Service District Overlay	\$0	\$0	\$0	\$0
No. 28 (Frieden's) Fire Protection District	\$144,146	\$31,346	\$0	\$175,492
No. 28 (Frieden's) Fire Service District Overlay	\$56,218	\$12,224	\$0	\$68,442
Fire Protection District No. 1 (Horneytown)	\$31,111	\$5,640	\$800	\$37,551
Gibsonville Fire Protection District	\$11,431	\$2,569	\$375	\$14,375
Guilford College Community Fire Protection District	\$485,355	\$106,715	\$0	\$592,070
Guilford College Community Fire Service District Overlay	\$31,530	\$7,344	\$0	\$38,874
Guil-Rand Fire Protection District	\$122,033	\$25,810	\$2,223	\$150,066
Guil-Rand Fire Protection Service District Overlay	\$24,408	\$5,162	\$367	\$29,937
Julian Vol Fire Protection District	\$76,373	\$16,561	\$7,690	\$100,624
Julian Fire Service District Overlay	\$0	\$0	\$0	\$0
Kimesville Fire Protection District	\$96,614	\$20,857	\$3,412	\$120,883
McLeansville Fire Protection District	\$741,105	\$162,876	\$49,098	\$953,079
McLeansville Fire Service District Overlay	\$275,691	\$60,589	\$0	\$336,280
Mount Hope Community Fire Protection District	\$563,257	\$131,114	\$34,096	\$728,467
Mount Hope Community Fire Service District Overlay	\$0	\$0	\$0	\$0
Northeast Guil Fire Protection District	\$819,482	\$174,800	\$5,051	\$999,333
Northeast Fire Svc. Dist. Overlay	\$245,027	\$52,265	\$3,139	\$300,431
Oak Ridge Fire Protection District	\$1,302,230	\$243,554	\$68,070	\$1,613,854
Oak Ridge Fire Service District Overlay	\$0	\$0	\$0	\$0
Pinecroft-Sedgefield Fire Protection District	\$1,623,992	\$341,064	\$127,612	\$2,092,668
Pinecroft-Sedgefield Fire Service District Overlay	\$324,804	\$27,284	\$6,630	\$358,718
Pleasant Garden Fire Protection District	\$584,969	\$127,910	\$9,026	\$721,905
Pleasant Garden Fire Service District Overlay	\$62,592	\$13,686	\$0	\$76,278
PTIA Fire Service District	\$209,185	\$45,738	\$0	\$254,923

District	Appropriations by Source of Funds				Adopted Budget
	Property Tax	Sales Tax	Fund Balance		
Southeast Fire Protection District	\$179,569	\$39,080	\$521	\$219,170	
Southeast Fire Service District Overlay	\$0	\$0	\$0	\$0	\$0
Stokesdale Fire Protection District	\$651,715	\$138,121	\$0	\$789,836	
Summerfield Fire Protection District	\$1,879,252	\$408,090	\$110,379	\$2,397,721	
Summerfield Fire Service District Overlay	\$582,568	\$126,507	\$34,281	\$743,356	
Whitsett Fire Protection District	\$489,163	\$108,669	\$17,023	\$614,855	
Whitsett Fire Service District Overlay	\$144,793	\$0	\$0	\$144,793	
Total	\$15,061,465	\$3,146,465	\$609,506	\$18,817,436	

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

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY 2018 Recomm	FY 2018 Adopted	\$ Chg	% Chg
EXPENSE							
Economic Devel & Assistance	5,462,046	6,000,000	6,000,000	6,000,000	6,000,000	0	0.0%
Room Occupancy/Tourism Dev Tax							
Dev Tax	5,462,046	6,000,000	6,000,000	6,000,000	6,000,000	0	0.0%
EXPENSE							
Other Services & Charges	5,462,046	6,000,000	6,000,000	6,000,000	6,000,000	0	0.0%
Total Expense	5,447,955	6,000,000	6,000,000	6,000,000	6,000,000	0	0.0%
REVENUE							
Taxes	5,462,046	6,000,000	6,000,000	6,000,000	6,000,000	0	0.0%
Total Revenue	5,462,046	6,000,000	6,000,000	6,000,000	6,000,000	0	0.0%

DEPARTMENTAL PURPOSE

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



INTERNAL SERVICES FUND

Organizational Excellence

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



BUDGET SUMMARY

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Risk Retention-Liab/Prop/WC	3,577,718	3,248,574	3,264,579	3,268,997	3,268,997	20,423	0.6%
Health Care & Wellness	37,638,327	40,008,808	40,638,010	42,493,002	42,493,002	2,484,194	6.2%
Internal Services	41,216,046	43,257,382	43,902,589	45,761,999	45,761,999	2,504,617	5.8%
EXPENSE							
Personnel Services	133,249	180,588	180,588	197,368	197,368	16,780	9.3%
Supplies & Materials	7,302	2,737	2,737	2,737	2,737	0	0.0%
Other Services & Charges	41,075,494	43,074,057	43,719,264	45,561,894	45,561,894	2,487,837	5.8%
Total Expense	41,216,046	43,257,382	43,902,589	45,761,999	45,761,999	2,504,617	5.8%
REVENUE							
Charges for Services	40,438,128	42,349,804	42,349,804	43,278,438	43,278,438	928,634	2.2%
Other Revenues	14,598	40,000	40,000	40,000	40,000	0	0.0%
Total Revenue	40,452,726	42,389,804	42,389,804	43,318,438	43,318,438	928,634	2.2%
Operating Gain/(Loss)	(763,320)	(867,578)	(1,512,785)	(2,443,561)	(2,443,561)	(1,575,983)	181.7%
Interest Income	175,861	52,000	52,000	140,000	140,000	88,000	169.2%
Change	(587,459)	(815,578)	(1,460,785)	(2,303,561)	(2,303,561)	(1,487,983)	182.4%
Beginning Net Position	29,914,127	29,326,668	29,326,668	27,865,883	27,865,883	(1,460,785)	(5.0%)
Ending Net Position	29,326,668	28,511,090	27,865,883	25,562,322	25,562,322	(2,948,768)	(10.3%)
Positions	2.00	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

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Medical - Choice Plus	(1,688)	0	0	0	0	0	0.0%
Medical - Choice HMO	27,362,481	28,158,330	29,280,231	29,666,576	29,666,576	1,508,246	5.4%
Medical - Retirees	5,619,595	6,966,776	6,452,477	7,712,242	7,712,242	745,466	10.7%
Dental - Retirees	709,202	677,153	712,753	685,027	685,027	7,874	1.2%
Medicare Supplement	1,584	2,000	2,000	2,000	2,000	0	0.0%
Medicare Advantage Plan	1,963,012	2,321,336	2,321,336	2,531,930	2,531,930	210,594	9.1%
Dental Basic	599,959	568,028	568,028	568,992	568,992	964	0.2%
Dental Enhanced	1,384,183	1,315,185	1,301,185	1,326,235	1,326,235	11,050	0.8%
Health Care & Wellness	37,638,327	40,008,808	40,638,010	42,493,002	42,493,002	2,484,194	6.2%
EXPENSE							
Other Services & Charges	37,638,327	40,008,808	40,638,010	42,493,002	42,493,002	2,484,194	6.2%
Total Expense	37,638,327	40,008,808	40,638,010	42,493,002	42,493,002	2,484,194	6.2%
REVENUE							
Charges for Services	38,137,243	39,996,808	39,996,808	40,918,002	40,918,002	921,194	2.3%
Miscellaneous Revenues	0	0	0	0	0	0	0.0%
Total Revenue	38,137,243	39,996,808	39,996,808	40,918,002	40,918,002	921,194	2.3%
Operating Gain/(Loss)	498,916	(12,000)	(641,202)	(1,575,000)	(1,575,000)	(1,563,000)	13,025.0%
Interest Income	79,509	12,000	12,000	75,000	75,000	63,000	525.0%
Change	578,425	0	(629,202)	(1,500,000)	(1,500,000)	(1,500,000)	0.0%
Beginning Net Position	11,686,219	12,264,644	12,264,644	11,635,442	11,635,442	(629,202)	(5.1%)
Ending Net Position	12,264,644	12,264,644	11,635,442	10,135,442	10,135,442	(2,129,202)	(17.4%)

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 2018 GOALS & OBJECTIVES

- Continue wellness initiatives through Employee Wellness Committee.
- Identify employee benefit preferences through surveys and focus groups.

FY 2018 ADOPTED BUDGET HIGHLIGHTS

- The FY 2018 Adopted Budget shows an increase of \$2.48 million or 6.2% from the FY 2017 Adopted Budget to reflect increased healthcare costs in FY 2017. Most of this increase is offset by an increase in appropriated fund balance, demonstrated by operating loss in the Internal Service Fund. The net Internal Services Fund position is being closely evaluated to determine if any additional changes will be necessary during FY 2018 or for the recommendation provided for the FY 2019 budget.

FY 2017 SIGNIFICANT ACCOMPLISHMENTS

- Held 76 meetings with over 2,000 employees to explain self-funding and why it is important to work with the County to mitigate unnecessary health care costs.
- Conducted dependent audit, resulting in removal of 71 ineligible dependents with a net projected savings of \$316,046 to the plan.

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

	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2018 Recomm	FY2018 Adopted	\$ Chg	% Chg
EXPENSE							
Risk Retention							
Administration	153,255	194,275	194,277	211,990	211,990	17,715	9.1%
Liability Insurance	(342,703)	536,299	522,300	539,007	539,007	2,708	0.5%
Property and Other Ins	420,988	525,000	525,002	525,000	525,000	0	0.0%
Workers Compensation Ins	3,346,178	1,993,000	2,023,000	1,993,000	1,993,000	0	0.0%
Risk Retention-Liab/Prop/WC	3,577,718	3,248,574	3,264,579	3,268,997	3,268,997	20,423	0.6%
EXPENSE							
Personnel Services	133,249	180,588	180,588	197,368	197,368	16,780	9.3%
Supplies & Materials	7,302	2,737	2,737	2,737	2,737	0	0.0%
Other Services & Charges	3,437,167	3,065,249	3,081,254	3,068,892	3,068,892	3,643	0.1%
Total Expense	3,577,718	3,248,574	3,264,579	3,268,997	3,268,997	20,423	0.6%
REVENUE							
Charges for Services	2,300,885	2,352,996	2,352,996	2,360,436	2,360,436	7,440	0.3%
Miscellaneous Revenues	14,598	40,000	40,000	40,000	40,000	0	0.0%
Total Revenue	2,315,483	2,392,996	2,392,996	2,400,436	2,400,436	7,440	0.3%
Operating Gain/(Loss)	(1,262,235)	(855,578)	(871,583)	(868,561)	(868,561)	(12,983)	1.5%
Interest Income	96,352	40,000	40,000	65,000	65,000	25,000	62.5%
Change	(1,165,883)	(815,578)	(831,583)	(803,561)	(803,561)	12,017	(1.5%)
Beginning Net Position	18,227,909	17,062,025	17,062,025	16,230,442	16,230,442	(831,583)	(4.9%)
Ending Net Position	17,062,025	16,246,447	16,230,442	15,426,881	15,426,881	(819,566)	(5.0%)
Positions	2.00	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 2018 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.
- It is Risk Managements 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 at all times.
- 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 departments overall occupational safety and health program; they are used to help identify and abate existing or potential hazards and compliance concerns.

FY 2018 ADOPTED BUDGET HIGHLIGHTS

- Risk Retention Administration total expense shows an increase in telephone expenses of \$1,059. The increase is a result of higher usage of the State Department of Motor Vehicles system for Motor Vehicle Records checks for County drivers.
- Equipment Rental is increased by \$999 as copier expenses have run higher than the 2017 Adopted budget.
- Dues and Memberships increased \$620 for two additional Risk Management memberships, NC Mid-State Safety Counsel, Traid ASSE (American Society of Safety Engineers. Education and Training increased \$1,000 for participation with the National PRIMA Conference.
- Liability Insurance & Bonding has increased \$2,708 that includes all Bond renewals for 2018.

FY 2017 SIGNIFICANT ACCOMPLISHMENTS

- Significant reduction in outstanding Workers Compensation exposure from \$2,078,058 to \$1,452,854. This is primarily attributable to bringing open claims to closure through strategic claims management.
- Implementation of the Fit Responders program for Emergency Services - The Fit Responder program is designed to reduce the rate & severity of injuries while reducing OSHA recordable lost work days. Reduce injury, improve wellness, boost morale and field a fit for duty workforce.

- Safety Perception Survey - Provides reliable and measurable feedback from employees at all levels of the county. The survey provides Risk Management data that will capture the overall health of our safety program, and signal areas in need of corrective action.
- Departmental NC DOL Gold/Silver Safety Awards - The N.C. Department of Labor's Safety Awards Program recognizes private and public firms throughout the state that achieve and maintain good safety records. The program is designed to stimulate interest in accident prevention and to promote safety in the workplace by providing an incentive to employers and employees to maintain a safe and healthful workplace. To qualify for an annual safety award, we had departments that (1) have no fatalities during the calendar year; and (2) have maintained an incidence rate at least 50 percent below the average for our industry group. The Gold Award is based on achieving a rate of days away from work, restricted activity or job transfer (DART) that is at least 50% below the industry rate. The Silver Award is based only on cases with days away from work (CDAW) that is also 50% below the industry rate. Guilford County had 16 Gold Award Recipients and 4 Silver Award recipients for FY 2017.

KEY PERFORMANCE MEASURES

	FY16 Actual	FY17 Estimated	FY18 Projected	FY19 Projected	Target
Risk Management					
Cost of Risk as a percentage of General Fund expenditures	0.61%	0.46%	0.54%	0.54%	<2%
Total Workers' Compensation Lost Time Claims	29	25	17	15	N/A
Total Workers' Compensation Medical Only Claims	183	138	98	90	N/A
Workers' Compensation Total Paid	\$ 1,108,989	\$ 600,848	\$ 191,103	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.



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 is available online at <http://www.myguilford.com/budget/>. A dashboard with up-to-date financial information about current capital projects is available at <http://www.myguilford.com/budget/current-capital-projects/>.

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 2018 Recomm	FY 2018 Adopted	FY 2019	FY 2020	FY 2021	FY 2022	
Cooperative Extension Service	Coop Ext - Administration	Ag Center Lab Kitchen Washer/Dryer - Planned	0	0	2,000	0	0	0	
		Ag Ctr - Catering Kitchen Equipment Replacement	0	0	16,000	0	0	0	
Cooperative Extension Service Total			0	0	18,000	0	0	0	
Court Alternatives	Juvenile Detention Services	Walk-in Cooler & Freezer	40,000	40,000	0	0	0	0	
Court Alternatives Total			40,000	40,000	0	0	0	0	
Emergency Services	Emergency Services Garage	Diesel Partic Filter Clean Machine	30,000	30,000	0	0	0	0	
		EMS Maintenance Facility Equipment	0	0	0	153,800	0	0	
		Hurst Extrication Package - Fire	0	0	75,000	0	0	0	
		Replacement Thermal Imager	0	0	10,000	10,000	0	10,000	
		Rescue Jack Set	0	0	15,000	0	0	0	
		Self-Contained Breathing Apparatus - Fire	0	0	100,000	50,000	50,000	50,000	
		Multimeters for Hazmat & 2 eHydraulic tools for Squad 2!	0	0	36,000	0	0	0	
		Cardiac Monitors, Defibrillators, Pacemakers	0	0	1,300,000	1,300,000	0	0	
		Exhaust Extraction & Filtration Systems	0	0	100,000	75,000	0	0	
	Medical-Emergency Med Services	High Pressure Air Bag System	20,000	20,000	0	0	0	0	
		Hurst Extrication Package - EMS	0	0	75,000	0	0	0	
		LUCAS Cardiac Compression Devices	0	0	150,000	50,000	50,000	50,000	
		Self-Contained Breathing Apparatus - EMS	85,000	85,000	0	40,000	40,000	0	
		Stryker PowerPro Stretchers	100,000	100,000	50,000	65,000	65,000	65,000	
		Stryker Stretcher Mount	61,000	61,000	39,000	0	0	0	
		Stryker XPS Upgrade	30,000	30,000	32,300	1,150	1,150	1,150	
		Training Manikins	0	0	130,000	0	0	0	
		Transport Ventilators	0	0	0	500,000	500,000	500,000	
Emergency Services Total		Video Laryngoscopes	0	0	250,000	0	0	0	
		+ Pre-hospital Ultrasound	0	0	0	0	0	0	
		Forklift Truck	0	0	0	30,000	0	0	
		Off-Road Rescue Vehicle	0	0	50,000	0	0	0	
			326,000	326,000	2,412,300	1,774,950	706,150	676,150	
Facilities	Fac Op-Gen/Mechanic Maint Shp	Large Portable Generator (150KW) - Planned	0	0	40,000	0	0	0	
		Planned Sweeper Truck Purchase	50,000	50,000	10,000	0	0	0	
Facilities Total			50,000	50,000	50,000	0	0	0	
Law Enforcement	Detention Services-High Point	HP Jail - Food Service Equipment Replacement	0	0	0	6,600	33,400	3,500	
		Dental X-Ray System Replacement - HP Detention Ctr	6,000	6,000	0	0	0	0	
		Replace Washers/Extractors - HP Detention Ctr	0	0	0	0	0	0	
		Replace Dryers - HP Detention Ctr	4,800	4,800	0	5,000	0	0	
		HP Detention Ctr. Generator Replacement	0	0	360,000	0	0	0	
	Detention Services - Greensboro Jail Central	HP Detention Ctr. Forklift - Planned	0	0	25,000	0	0	0	
		Replace Kitchen Equipment - Jail Central	48,000	99,000	0	61,000	0	60,500	
		Replace Fingerprint/ID Machine - Jail Central	0	0	0	0	45,000	42,000	
		Replace Washer/Extractors - Jail Central	0	0	0	0	0	30,000	
		Washer/Extractors - Planned - Jail Central	0	14,000	42,000	0	0	0	
		Replace Gas Dryers - Jail Central	0	0	0	0	0	0	

		Replace Clinic X-Ray Machines - Jail Central	0	0	0	0	28,000	0
		Radio System Repeater Upgrade	0	90,000	0	0	0	0
Law Enforcement Total			58,800	213,800	427,000	72,600	106,400	136,000
Mental Health	ASA - 5209 W. Wendover Ave.	HP Sub Replacement	0	0	0	3,000	0	0
Mental Health Total			0	0	0	3,000	0	0
Public Health		Freezers Replacement	0	0	10,000	0	0	0
	Adult Administration	Air Compressor (Greensboro)	0	0	7,000	0	0	0
	Dental-Children	Air Compressor (High Point)	0	0	0	0	0	0
		Autoclave (Greensboro)	0	0	0	20,000	6,000	0
		Autoclave (High Point)	0	0	0	0	0	0
		Dental Chairs (High Point)	10,000	10,000	0	0	0	0
		Film Processor (Greensboro)	0	0	0	0	0	6,000
		Vacuum System (Greensboro)	6,000	6,000	0	6,000	0	0
		Vacuum System (High Point)	0	0	0	0	0	6,000
		X-Ray Machine - Operatory (Greensboro)	12,000	12,000	0	0	0	0
		X-Ray Machine - Operatory (High Point)	6,000	6,000	0	0	0	6,000
		X-Ray Machine - Panoramic (Greensboro)	0	0	30,000	0	0	0
		X-Ray Machine - Panoramic (High Point)	0	0	0	30,000	0	0
	Environmental Health-Admin	Air Quality Equipment	0	0	0	6,000	0	0
		Lead Paint Portable Data Recorder (PDA)	0	0	0	0	0	30,000
	Human Resrcs-Fiscal-Technology	Trimble (Env'tal Health)	10,000	10,000	10,000	10,000	10,000	10,000
	Laboratory	Lab Refrigerator (Greensboro)	0	0	0	0	0	6,000
		Lab Refrigerator (High Point)	0	0	0	0	6,000	0
		Sample Analyzer (Greensboro)	0	0	0	0	0	0
		Sample Analyzer (High Point)	0	0	0	0	0	0
		Sub-Zero Freezer (Greensboro)	0	0	0	0	0	0
		Sub-Zero Freezer (High Point)	0	0	0	0	0	0
Public Health Total			44,000	44,000	57,000	72,000	22,000	64,000
Recreation - Parks	Bur-Mil Clubhouse	Event Center Tables & Chairs	30,000	30,000	0	0	0	0
	Bur-Mil Operations	Tiller	0	0	0	5,500	0	0
		Excavator	0	0	0	0	0	0
		Gator	0	0	0	0	0	8,500
		Gator 4x4	0	0	11,500	0	0	11,500
		Golf Cart	0	0	10,000	5,000	5,000	5,000
		Greens Aerator	0	0	10,500	0	0	0
		Greens Master	0	0	22,000	0	0	0
		Lawn Mower	0	0	14,000	0	0	0
		Reelmaster	27,000	27,000	0	0	0	0
		Sand Rake	0	0	0	0	0	0
		Top Dresser	0	0	15,000	0	0	0
		Tractor	0	0	30,000	0	0	0
	Bur-Mil Pool	Kitchen Equipment	0	0	23,500	0	3,000	0
	Gibson Operations	Gator 4x4	0	0	0	11,500	0	0
		Lawn Mower	0	0	40,000	0	0	0
		Reel Mower	0	0	18,000	0	0	0
	Hagan-Stone Operations	Gator	0	0	5,500	0	0	11,500

	Golf Cart	0	0	5,000	0	5,000	0
	Lawn Mower	0	0	14,000	0	0	0
	Tractor	0	0	28,000	0	0	0
Northeast Clubhouse	Event Center Tables & Chairs	0	0	30,000	0	0	0
Northeast Operations	Gas Pump Controller Replacement	15,000	15,000	0	0	0	0
	ATV (4 Wheeler)	0	0	9,000	0	0	0
	Excavator	0	0	0	0	0	45,000
	Gator	0	0	0	0	11,500	11,500
	Golf Cart	0	0	10,000	5,000	6,000	5,000
	Lawn Mower	0	0	16,000	0	8,000	8,000
	Reel Master	0	0	17,000	0	0	0
	Sand Rake	0	0	0	6,000	0	0
	Top Dresser	0	0	0	0	0	0
	Tractor	0	0	0	0	0	28,000
Northeast Pool	Kitchen Equipment	0	0	0	20,000	0	0
Passive Prks Trls Grds	Gator 4x4	0	0	0	0	0	0
	Landscape Trailer	0	0	4,500	0	0	0
	Lawn Mower	8,000	8,000	9,500	8,000	9,500	8,000
	Tractor	0	0	0	0	0	0
Southwest Marina	Kayaks	0	0	0	0	0	0
	Jon Boats	0	0	0	15,000	0	0
	Patrol Boat	0	0	0	0	0	0
Southwest Operations	Gator	0	0	11,500	0	11,500	0
	Golf Cart	0	0	9,000	0	9,000	0
	Lawn Mower	20,000	20,000	0	0	0	0
	Sand Rake	0	0	0	6,000	0	0
	Tractor	0	0	0	0	0	0
Triad Operations	Triad Park Major Equipment	0	0	125,000	62,500	62,500	62,500
Recreation - Parks Total		100,000	100,000	488,500	144,500	131,000	204,500
Security	Security	Digital Voice Recorder Replacement	0	0	0	6,000	0
		Firearms Replacement	0	0	9,600	0	0
		Replace Guard Tour System	0	0	0	2,100	0
		Replace X-Ray Machines and Magnetometers	10,000	10,000	55,000	57,000	59,000
		Planned Tasers Purchase	2,000	2,000	2,000	1,000	1,000
Security Total		12,000	12,000	66,600	58,000	68,100	62,000
Total Expense		630,800	785,800	3,454,400	2,125,050	1,033,650	1,142,650
Appropriated Fund Balance (Inmate Welfare)		0	(155,000)				
Appropriated Fund Balance (MedMax)		(34,000)	(34,000)				
Net County Funds		596,800	596,800	3,454,400	2,125,050	1,033,650	1,142,650



Five Year Special Facilities Maintenance Plan

Building	Summary	Category	FY 2018 Recomm	FY 2018 Adopted	FY 2019	FY 2020-22
710 Huffine Mill Rd	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ -	\$ 150,000
	Building Interior	Interior Flooring	\$ -	\$ -	\$ -	\$ 55,000
	Building Structure	Exterior Masonry	\$ -	\$ -	\$ -	\$ 180,000
	Major Systems	Water Heater	\$ -	\$ -	\$ 12,000	\$ -
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 85,000
			\$ -	\$ -	\$ 12,000	\$ 470,000
710 Huffine Mill Rd Total						
ADS Substance Abuse Facility	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ -	\$ 1,200
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 960
	Building Interior	Interior Doors	\$ -	\$ -	\$ -	\$ 17,280
		Interior Flooring	\$ -	\$ -	\$ -	\$ 21,840
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 131,160
		Major Systems	\$ -	\$ -	\$ -	\$ 26,400
		Electrical Power	\$ -	\$ -	\$ 400,000	\$ -
		HVAC System	\$ -	\$ -	\$ 15,000	\$ 79,080
	Other Items	Other	\$ -	\$ -	\$ -	\$ 3,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 415,000
ADS Substance Abuse Facility Total						
Agricultural Center Barn	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 1,200
		Building Envelope	\$ -	\$ -	\$ -	\$ 24,000
		Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 3,000
		Roofing	\$ -	\$ -	\$ -	\$ 48,000
	Building Interior	Interior Doors	\$ -	\$ -	\$ -	\$ 11,000
		Interior Flooring	\$ -	\$ -	\$ -	\$ 18,000
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 84,000
		Building Structure	\$ -	\$ -	\$ -	\$ 6,000
	Major Systems	Exterior Masonry	\$ -	\$ -	\$ -	\$ 30,000
		Electrical Power	\$ -	\$ -	\$ -	\$ 62,000
		Fire Sprinkler System	\$ -	\$ -	\$ -	\$ 60,000
		HVAC System	\$ -	\$ -	\$ 15,000	\$ 20,000
	Other Systems	Plumbing	\$ -	\$ -	\$ -	\$ 18,000
		Water Heater	\$ -	\$ -	\$ -	\$ 6,000
		Exterior Lighting	\$ -	\$ -	\$ -	\$ 3,000
		Interior Lighting	\$ -	\$ -	\$ -	\$ 33,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 39,000
		Sidewalks	\$ -	\$ -	\$ -	\$ 9,000
	Site Exterior	Curb & Gutter	\$ -	\$ -	\$ -	\$ 9,000
Agricultural Center Barn Total						
Agricultural Center Main Building	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ -	\$ 60,000

Building	Summary	Category	FY 2018 Recomm.	FY 2018 Adopted	FY 2019	FY 2020-22
		Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 6,000
		Roofing	\$ -	\$ -	\$ -	\$ 282,000
Building Exterior		Exterior Walls	\$ -	\$ -	\$ -	\$ 90,000
Building Interior		Interior Doors	\$ -	\$ -	\$ -	\$ 99,000
		Interior Flooring	\$ -	\$ -	\$ -	\$ 138,000
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 162,000
Building Structure		Foundation	\$ -	\$ -	\$ -	\$ 12,000
Life & Safety		Exits	\$ -	\$ -	\$ -	\$ 6,000
		Fire Alarm System	\$ -	\$ -	\$ -	\$ 54,000
Major Systems		Electrical Power	\$ -	\$ -	\$ -	\$ 60,000
		HVAC System	\$ -	\$ -	\$ 275,000	\$ 564,000
		Plumbing	\$ -	\$ -	\$ -	\$ 48,000
		Water Heater	\$ -	\$ -	\$ -	\$ 6,000
Other Items		Other	\$ -	\$ -	\$ 50,000	\$ -
		Special Facility Maintenance	\$ -	\$ -	\$ 8,150	\$ -
Other Systems		Exterior Lighting	\$ -	\$ -	\$ -	\$ 3,000
		Interior Lighting	\$ -	\$ -	\$ -	\$ 126,000
		Public Address System	\$ -	\$ -	\$ -	\$ 10,000
Site Access & Accessibility		Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 120,000
		Sidewalks	\$ -	\$ -	\$ -	\$ 18,000
Site Exterior		Curb & Gutter	\$ -	\$ -	\$ -	\$ 18,000
		Storm Drainage	\$ -	\$ -	\$ -	\$ 3,000
Agricultural Center Main Building Total			\$ -	\$ -	\$ 333,150	\$ 1,885,000
Agricultural Center Out Buildings	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ -	\$ 30,000
		Roofing	\$ -	\$ -	\$ -	\$ 2,000
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ 8,500	\$ -
	Site Access & Accessibility	Sidewalks	\$ -	\$ -	\$ -	\$ 5,000
Agricultural Center Out Buildings Total			\$ -	\$ -	\$ 8,500	\$ 37,000
Animal Shelter	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 200
	Building Interior	Interior Doors	\$ -	\$ -	\$ -	\$ 2,500
	Major Systems	HVAC System	\$ -	\$ -	\$ 50,000	\$ -
Animal Shelter Total			\$ -	\$ -	\$ 50,000	\$ 2,700
BB&T Building	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 36,000
		Roofing	\$ -	\$ -	\$ 400,000	\$ -
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 12,000
	Building Interior	Interior Flooring	\$ -	\$ -	\$ -	\$ 126,000
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 126,000
	Major Systems	Elevators	\$ -	\$ -	\$ 216,000	\$ -
		HVAC System	\$ -	\$ -	\$ -	\$ 540,000

Building	Summary	Category	FY 2018 Recomm	FY 2018 Adopted	FY 2019	FY 2020-22
		Plumbing	\$ -	\$ -	\$ -	\$ 108,000
		Water Heater	\$ -	\$ -	\$ -	\$ 6,000
	Other Systems	Backup Generator	\$ -	\$ -	\$ -	\$ 150,000
	Site Access & Accessibility	Sidewalks	\$ -	\$ -	\$ -	\$ 18,000
BB&T Building Total			\$ -	\$ -	\$ 616,000	\$ 1,122,000
Bellemeade Center	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 250,000
	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ -	\$ 5,400
		Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 225,000
		Roofing	\$ -	\$ -	\$ 505,000	\$ -
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ 50,000	\$ 900
		Loading Dock	\$ -	\$ -	\$ 750	\$ -
	Building Interior	Interior Doors	\$ -	\$ -	\$ 3,840	\$ -
		Interior Flooring	\$ -	\$ -	\$ 300	\$ -
		Interior Walls & Ceilings	\$ -	\$ -	\$ 300	\$ 60,400
	Major Systems	HVAC System	\$ -	\$ -	\$ 102,860	\$ -
		Plumbing	\$ -	\$ -	\$ 25,000	\$ -
	Other Systems	Interior Lighting	\$ -	\$ -	\$ 9,000	\$ -
		Lighting	\$ -	\$ -	\$ -	\$ 7,860
	Site Exterior	Exterior Fencing	\$ -	\$ -	\$ -	\$ 4,000
		Retaining Walls	\$ -	\$ -	\$ 21,000	\$ -
Bellemeade Center Total			\$ -	\$ -	\$ 718,050	\$ 553,560
Bishop Road	Building Exterior	Exterior Walls	\$ -	\$ -	\$ 10,000	\$ -
	Building Interior	Interior Walls & Ceilings	\$ -	\$ -	\$ 5,000	\$ -
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ 40,000	\$ -
	Site Exterior	Storm Drainage	\$ -	\$ -	\$ -	\$ 6,000
Bishop Road Total			\$ -	\$ -	\$ 55,000	\$ 6,000
Bur-Mil Clubhouse	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 65,000
	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ -	\$ 35,000
		Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 5,000
	Building Interior	Interior Doors	\$ -	\$ -	\$ -	\$ 5,000
		Interior Flooring	\$ -	\$ -	\$ -	\$ 20,000
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 30,000
	Life & Safety	Fire Alarm System	\$ -	\$ -	\$ -	\$ 35,000
	Major Systems	Fire Sprinkler System	\$ -	\$ -	\$ -	\$ 60,000
		HVAC System	\$ -	\$ -	\$ -	\$ 85,000
		Plumbing	\$ -	\$ -	\$ -	\$ 40,000
		Water Heater	\$ -	\$ -	\$ -	\$ 5,000
	Other Items	Other	\$ -	\$ -	\$ 515,000	\$ -
	Other Systems	Backup Generator	\$ -	\$ -	\$ -	\$ 100,000

Building	Summary	Category	FY 2018 Recomm	FY 2018 Adopted	FY 2019	FY 2020-22
Bur-Mil Clubhouse	Site Access & Accessibility	Exterior Lighting	\$ -	\$ -	\$ 20,000	\$ 2,500
		Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 25,000
		Sidewalks	\$ -	\$ -	\$ -	\$ 5,000
		Site Exterior	Curb & Gutter	\$ -	\$ -	\$ 5,000
	Site Exterior	Exterior Fencing	\$ -	\$ -	\$ -	\$ 10,000
Bur-Mil Clubhouse Total			\$ -	\$ -	\$ 535,000	\$ 532,500
Bur-Mil Golf Shop	Building Envelope	Roofing	\$ -	\$ -	\$ 8,000	\$ 65,000
		Exterior Walls	\$ -	\$ -	\$ 18,000	\$ -
		Park Amenities	\$ -	\$ -	\$ 125,000	\$ -
		Site Exterior	Site Landscaping	\$ -	\$ -	\$ 6,000
Bur-Mil Golf Shop Total			\$ -	\$ -	\$ 151,000	\$ 71,000
Bur-Mil House	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 12,000
Bur-Mil House Total			\$ -	\$ -	\$ -	\$ 12,000
Bur-Mil Park	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 85,000
		Other Items	\$ -	\$ -	\$ 150,000	\$ -
		Park Amenities	\$ -	\$ -	\$ -	\$ 35,000
		Park Courts	\$ -	\$ -	\$ 860,000	\$ -
	Park Amenities	Park Playgrounds	\$ -	\$ -	\$ -	\$ 2,000
		Park Shelters	\$ -	\$ -	\$ -	\$ 75,000
		Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 350,000
		Sidewalks	\$ -	\$ -	\$ -	\$ 25,000
	Site Access & Accessibility	Exterior Fencing	\$ -	\$ -	\$ -	\$ 25,000
Bur-Mil Park Total			\$ -	\$ -	\$ 1,010,000	\$ 597,000
Bur-Mil Pool	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 25,000
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 25,000
		Major Systems	\$ -	\$ -	\$ 25,000	\$ -
		Plumbing	\$ -	\$ -	\$ -	\$ 40,000
	Major Systems	Other	\$ -	\$ -	\$ -	\$ 10,000
		Exterior Lighting	\$ -	\$ -	\$ -	\$ 10,000
		Interior Lighting	\$ -	\$ -	\$ -	\$ 10,000
		Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 50,000
	Site Access & Accessibility					
Bur-Mil Pool Total			\$ -	\$ -	\$ 35,000	\$ 150,000
Bur-Mil Wildlife Center & Barn	Building Envelope	Roofing	\$ -	\$ -	\$ 5,000	\$ -
		Exterior Walls	\$ -	\$ -	\$ -	\$ 20,000
		Building Interior	\$ -	\$ -	\$ -	\$ 20,000
		Interior Flooring	\$ -	\$ -	\$ -	\$ 20,000
	Major Systems	Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 20,000
		Plumbing	\$ -	\$ -	\$ -	\$ 5,000
		Other	\$ -	\$ -	\$ -	\$ 10,000

Building	Summary	Category	FY 2018 Recomm.	FY 2018 Adopted	FY 2019	FY 2020-22
Bur-Mil Wildlife Center & Barn	Park Amenities	Other Park Amenities	\$ -	\$ -	\$ -	\$ 15,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 25,000
	Site Exterior	Site Landscaping	\$ -	\$ -	\$ -	\$ 10,000
Bur-Mil Wildlife Center & Barn Total			\$ -	\$ -	\$ 5,000	\$ 125,000
County Farm	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 6,400
		Roofing	\$ -	\$ -	\$ -	\$ 113,250
		Exterior Walls	\$ -	\$ -	\$ -	\$ 3,000
	Building Interior	Interior Flooring	\$ -	\$ -	\$ -	\$ 8,000
		Building Structure	\$ -	\$ -	\$ -	\$ 4,500
		Exterior Masonry	\$ -	\$ -	\$ -	\$ 2,000
	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 82,525
		Water	\$ -	\$ -	\$ -	\$ 6,400
		Water Heater	\$ -	\$ -	\$ -	\$ 5,400
	Other Items	Other	\$ -	\$ -	\$ -	\$ 65,000
	Other Systems	Backup Generator	\$ -	\$ -	\$ 3,000	\$ 21,000
		Exterior Lighting	\$ -	\$ -	\$ -	\$ 300
		Exterior Fencing	\$ -	\$ -	\$ -	\$ 600
County Farm Total			\$ -	\$ -	\$ 3,000	\$ 318,375
County-wide General Repairs	Building Interior	Interior Walls & Ceilings	\$ -	\$ -	\$ 200,000	\$ 300,000
County-wide General Repairs Total			\$ -	\$ -	\$ 200,000	\$ 300,000
Dundas Circle	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 2,500
		Roofing	\$ -	\$ -	\$ -	\$ 35,000
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 6,000
	Life & Safety	Exits	\$ -	\$ -	\$ -	\$ 2,000
	Major Systems	HVAC System	\$ -	\$ -	\$ 75,000	\$ -
		Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 3,000
Dundas Circle Total			\$ -	\$ -	\$ 75,000	\$ 48,500
Edgeworth Building	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 48,000
		Exterior Doors & Windows	\$ -	\$ -	\$ -	\$ 30,000
		Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 12,000
	Building Exterior	Roofing	\$ -	\$ -	\$ -	\$ 126,000
		Exterior Walls	\$ -	\$ -	\$ -	\$ 306,000
		Building Interior	\$ -	\$ -	\$ -	\$ 90,000
	Life & Safety	Interior Doors	\$ -	\$ -	\$ -	\$ 132,000
		Interior Flooring	\$ -	\$ -	\$ -	\$ 150,000
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 27,600
	Major Systems	Exits	\$ -	\$ -	\$ -	\$ 48,000
		Fire Alarm System	\$ -	\$ -	\$ -	\$ 48,000
		Electrical Power	\$ -	\$ -	\$ -	\$ 48,000

Building	Summary	Category	FY 2018 Recomm	FY 2018 Adopted	FY 2019	FY 2020-22
Edgeworth Building	Other Systems	Elevators	\$ -	\$ -	\$ -	\$ 24,000
		HVAC System	\$ -	\$ -	\$ 50,000	\$ 24,000
		Plumbing	\$ -	\$ -	\$ -	\$ 114,000
		Water Heater	\$ -	\$ -	\$ -	\$ 6,000
		Exterior Lighting	\$ -	\$ -	\$ -	\$ 18,000
	Security	Interior Lighting	\$ -	\$ -	\$ -	\$ 114,000
		Secure Access Systems	\$ -	\$ -	\$ -	\$ 9,000
	Site Access & Accessibility	Security Systems	\$ -	\$ -	\$ -	\$ 9,000
		Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 72,000
		Sidewalks	\$ -	\$ -	\$ -	\$ 42,000
	Site Exterior	Stairs	\$ -	\$ -	\$ -	\$ 42,000
		Curb & Gutter	\$ -	\$ -	\$ -	\$ 12,000
Edgeworth Building Total			\$ -	\$ -	\$ 50,000	\$ 1,503,600
EMS Base Concord St	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 300
		Exterior Walls	\$ -	\$ -	\$ -	\$ 1,000
		Interior Doors	\$ -	\$ -	\$ -	\$ 400
		Interior Flooring	\$ -	\$ -	\$ -	\$ 2,000
	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 24,000
		Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 6,000
EMS Base Concord St Total			\$ -	\$ -	\$ -	\$ 33,700
EMS Base Fernwood Dr	Building Interior	Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 3,000
		Water Heater	\$ -	\$ -	\$ -	\$ 25,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 6,000
			\$ -	\$ -	\$ -	\$ 34,000
EMS Base Fernwood Dr Total			\$ -	\$ -	\$ -	\$ 34,000
EMS Base Headquarters Dr	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ -	\$ 4,000
		Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 6,000
		Roofing	\$ -	\$ -	\$ 90,000	\$ 16,000
		Interior Flooring	\$ -	\$ -	\$ -	\$ 10,000
	Building Interior	HVAC System	\$ -	\$ -	\$ 125,000	\$ -
		Major Systems	\$ -	\$ -	\$ 30,000	\$ -
		Other Systems	\$ -	\$ -	\$ 245,000	\$ 36,000
EMS Base Headquarters Dr Total			\$ -	\$ -	\$ 245,000	\$ 36,000
EMS Base Montileu	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ -	\$ 600
		Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 1,000
	Building Interior	Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 7,000
		Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 8,000
EMS Base Montileu Total			\$ -	\$ -	\$ -	\$ 16,600
EMS Garage	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ -	\$ 3,000

Building	Summary	Category	FY 2018 Recomm.	FY 2018 Adopted	FY 2019	FY 2020-22
EMS Garage	Major Systems	Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 2,000
		Roofing	\$ -	\$ -	\$ -	\$ 15,000
		HVAC System	\$ -	\$ -	\$ -	\$ 7,500
		Water Heater	\$ -	\$ -	\$ -	\$ 2,500
		Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ 3,000
	EMS Garage Total		\$ -	\$ -	\$ -	\$ 33,000
EMS Meadowood	Building Exterior	Accessibility	\$ -	\$ -	\$ -	\$ 33,000
		Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ 48,000
		Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 12,000
		Roofing	\$ -	\$ -	\$ 320,000	\$ -
		Building Exterior	Exterior Walls	\$ -	\$ -	\$ 78,000
		Building Interior	Interior Doors	\$ -	\$ -	\$ 6,000
		Life & Safety	Interior Flooring	\$ -	\$ -	\$ 93,000
		Major Systems	Interior Walls & Ceilings	\$ -	\$ -	\$ 96,000
		Exits	\$ -	\$ -	\$ -	\$ 6,000
		Electrical Power	\$ -	\$ -	\$ -	\$ 30,000
	Other Systems	HVAC System	\$ -	\$ -	\$ 325,000	\$ -
		Plumbing	\$ -	\$ -	\$ -	\$ 48,000
		Water Heater	\$ -	\$ -	\$ -	\$ 6,000
		Site Access & Accessibility	Interior Lighting	\$ -	\$ -	\$ 144,000
		Site Exterior	Paving & Parking Lots	\$ -	\$ -	\$ 144,000
		Exterior Fencing	\$ -	\$ -	\$ -	\$ 12,000
		EMS Meadowood Total		\$ -	\$ -	\$ 645,000
		\$ 756,000				
EMS Meadowood Storage	Building Exterior	Accessibility	\$ -	\$ -	\$ -	\$ 2,400
		Other Exterior Concrete	\$ -	\$ -	\$ -	\$ 14,000
		Major Systems	\$ -	\$ -	\$ 20,000	\$ -
	EMS Meadowood Storage Total		\$ -	\$ -	\$ 20,000	\$ 16,400
Gibson House	Building Exterior	Roofing	\$ -	\$ -	\$ 5,000	\$ -
		Building Interior	Interior Flooring	\$ -	\$ 10,000	\$ -
		Major Systems	Interior Walls & Ceilings	\$ -	\$ -	\$ 10,000
		HVAC System	\$ -	\$ -	\$ 5,000	\$ -
	Other Systems	Plumbing	\$ -	\$ -	\$ 5,000	\$ -
		Gibson House Total		\$ -	\$ -	\$ 25,000
		\$ 10,000				
Gibson Park	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 27,000
		Plumbing	\$ -	\$ -	\$ -	\$ 1,200
		Other Systems	Interior Lighting	\$ -	\$ -	\$ 4,200
	Park Amenities	Other Park Amenities	\$ -	\$ -	\$ -	\$ 80
		Park Fields	\$ -	\$ -	\$ -	\$ 37,200

Building	Summary	Category	FY 2018 Recomm	FY 2018 Adopted	FY 2019	FY 2020-22
Gibson Park	Site Access & Accessibility	Park Playgrounds	\$ -	\$ -	\$ -	\$ 4,200
		Park Shelters	\$ -	\$ -	\$ -	\$ 12,000
		Paving & Parking Lots	\$ -	\$ -	\$ 64,000	\$ 100,000
	Site Exterior	Site Landscaping	\$ -	\$ -	\$ 60,000	\$ -
			\$ -	\$ -	\$ 124,000	\$ 185,880
			\$ -	\$ -		
Greene St Building	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 60,000
	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ -	\$ 24,000
		Roofing	\$ -	\$ -	\$ -	\$ 270,000
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ 60,000	\$ -
		Loading Dock	\$ -	\$ -	\$ -	\$ 6,000
	Building Interior	Interior Doors	\$ -	\$ -	\$ -	\$ 39,000
		Interior Flooring	\$ -	\$ -	\$ -	\$ 120,000
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 180,000
	Building Structure	Exterior Masonry	\$ -	\$ -	\$ 36,000	\$ -
	Life & Safety	Exits	\$ -	\$ -	\$ -	\$ 6,000
		Fire Alarm System	\$ -	\$ -	\$ -	\$ 54,000
	Major Systems	Electrical Power	\$ -	\$ -	\$ -	\$ 276,000
		Elevators	\$ -	\$ -	\$ -	\$ 200,000
		HVAC System	\$ -	\$ -	\$ -	\$ 1,000,000
		Plumbing	\$ -	\$ -	\$ -	\$ 48,000
		Water Heater	\$ -	\$ -	\$ -	\$ 6,000
	Other Items	Special Facility Maintenance	\$ -	\$ -	\$ 20,000	\$ -
	Other Systems	Interior Lighting	\$ -	\$ -	\$ 50,000	\$ -
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 24,000
	Site Exterior	Exterior Fencing	\$ -	\$ -	\$ -	\$ 12,000
Greene St Building Total			\$ -	\$ -	\$ 166,000	\$ 2,325,000
Greensboro Courthouse	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 540,000
	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ -	\$ 450,000
		Exterior Sealing & Caulking	\$ -	\$ -	\$ 200,000	\$ -
		Roofing	\$ -	\$ -	\$ 20,000	\$ 7,200
	Major Systems	Elevators	\$ -	\$ -	\$ 60,000	\$ 600,000
	Other Items	Special Facility Maintenance	\$ -	\$ -	\$ 900,000	\$ -
	Other Systems	Lighting	\$ -	\$ -	\$ 75,000	\$ 25,000
	Site Access & Accessibility	Sidewalks	\$ -	\$ -	\$ -	\$ 16,440
Greensboro Courthouse Total			\$ -	\$ -	\$ 1,255,000	\$ 1,638,640
Greensboro Detention Center	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ 2,000,000	\$ -
	Building Interior	Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 400,000
	Major Systems	HVAC System	\$ -	\$ -	\$ 10,000	\$ -
	Other Items	Other	\$ -	\$ -	\$ 200,000	\$ 3,000

Building	Summary	Category	FY 2018 Recomm	FY 2018 Adopted	FY 2019	FY 2020-22
	Other Systems	Lighting	\$ -	\$ -	\$ -	\$ 50,000
Greensboro Detention Center Total			\$ -	\$ -	\$ 2,210,000	\$ 453,000
Greensboro Plaza & Parking Deck	Building Exterior	Other Exterior Concrete	\$ -	\$ -	\$ 6,000,000	\$ -
	Building Structure	Building Structure	\$ -	\$ -	\$ 150,000	\$ -
Greensboro Plaza & Parking Deck Total			\$ -	\$ -	\$ 6,150,000	\$ -
Hagan-Stone ARC Bldg	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 34,000
	Other Items	Other	\$ -	\$ -	\$ 25,000	\$ -
Hagan-Stone ARC Bldg Total			\$ -	\$ -	\$ 25,000	\$ 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
	Building Exterior	Roofing	\$ -	\$ -	\$ 42,755	\$ -
	Major Systems	Exterior Walls	\$ -	\$ -	\$ 16,000	\$ 1,000
		Electrical Power	\$ -	\$ -	\$ -	\$ 25,000
		Plumbing	\$ 350,000	\$ 350,000	\$ -	\$ -
		Water	\$ -	\$ -	\$ 50,000	\$ -
	Other Items	Other	\$ -	\$ -	\$ 150,000	\$ -
	Other Systems	Exterior Lighting	\$ -	\$ -	\$ 30,000	\$ -
	Park Amenities	Other Park Amenities	\$ -	\$ -	\$ 25,000	\$ -
		Park Shelters	\$ -	\$ -	\$ -	\$ 29,000
	Site Access & Accessibility	Paving & Parking Lots	\$ 500,000	\$ 500,000	\$ 500,000	\$ -
		Sidewalks	\$ -	\$ -	\$ -	\$ 25,000
	Site Exterior	Curb & Gutter	\$ -	\$ -	\$ -	\$ 32,000
		Exterior Fencing	\$ -	\$ -	\$ -	\$ 25,000
Hagan-Stone Park & Campground Total			\$ 850,000	\$ 850,000	\$ 813,755	\$ 162,000
High Point Courthouse & Plaza	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 172,800
	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ 250,000	\$ -
	Building Interior	Interior Doors	\$ -	\$ -	\$ -	\$ 8,640
		Interior Flooring	\$ -	\$ -	\$ 100,000	\$ 100,000
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 84,000
	Major Systems	Plumbing	\$ -	\$ -	\$ 20,000	\$ -
	Other Systems	Backup Generator	\$ -	\$ -	\$ -	\$ 144,000
		Interior Lighting	\$ -	\$ -	\$ -	\$ 326,400
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ 175,000	\$ 45,000
High Point Courthouse & Plaza Total			\$ -	\$ -	\$ 545,000	\$ 880,840

Building	Summary	Category	FY 2018 Recomm	FY 2018 Adopted	FY 2019	FY 2020-22
High Point Detention Center	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 4,200
	Building Envelope	Roofing	\$ 250,000	\$ 250,000	\$ -	\$ -
	Building Interior	Interior Flooring	\$ -	\$ -	\$ -	\$ 351,600
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 60,000
	Life & Safety	Fire Alarm System	\$ -	\$ -	\$ -	\$ 14,400
	Major Systems	Water Heater	\$ -	\$ -	\$ -	\$ 108,000
	Other Items	Other	\$ -	\$ -	\$ -	\$ 6,000
		Special Facility Maintenance	\$ -	\$ -	\$ 130,000	\$ -
	Other Systems	Backup Generator	\$ -	\$ -	\$ -	\$ 144,000
		Interior Lighting	\$ -	\$ -	\$ -	\$ 328,440
		Lighting	\$ -	\$ -	\$ -	\$ 30,000
High Point Detention Center Total			\$ 250,000	\$ 250,000	\$ 130,000	\$ 1,046,640
High Point Parking Deck - General	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 50,000
	Site Exterior	Site Landscaping	\$ -	\$ -	\$ -	\$ 57,600
High Point Parking Deck - General Total			\$ -	\$ -	\$ -	\$ 107,600
High Point Parking Deck - LE	Building Structure	Foundation	\$ -	\$ -	\$ 25,000	\$ -
High Point Parking Deck - LE Total			\$ -	\$ -	\$ 25,000	\$ -
Independence Center	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 72,000
	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ -	\$ 180,000
		Roofing	\$ -	\$ -	\$ -	\$ 159,000
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 525,000
		Other Exterior Concrete	\$ -	\$ -	\$ -	\$ 24,000
	Building Interior	Interior Flooring	\$ -	\$ -	\$ 210,000	\$ -
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 85,000
	Life & Safety	Exits	\$ -	\$ -	\$ -	\$ 60,000
		Fire Alarm System	\$ -	\$ -	\$ -	\$ 60,000
	Major Systems	Electrical Power	\$ -	\$ -	\$ -	\$ 120,000
		HVAC System	\$ -	\$ -	\$ -	\$ 210,000
		Plumbing	\$ -	\$ -	\$ -	\$ 6,000
		Water Heater	\$ -	\$ -	\$ -	\$ 6,000
	Other Items	Other	\$ -	\$ -	\$ -	\$ 36,000
	Other Systems	Interior Lighting	\$ -	\$ -	\$ -	\$ 240,000
		Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 50,000
		Sidewalks	\$ -	\$ -	\$ -	\$ 250,000
		Stairs	\$ -	\$ -	\$ -	\$ 6,000
	Site Exterior	Curb & Gutter	\$ -	\$ -	\$ -	\$ 6,000
Independence Center Total			\$ -	\$ -	\$ 210,000	\$ 2,095,000
Juvenile Detention Center	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 9,000

Building	Summary	Category	FY 2018 Recomm	FY 2018 Adopted	FY 2019	FY 2020-22
Juvenile Detention Center	Building Exterior	Roofing	\$ -	\$ -	\$ -	\$ 510,000
		Other Exterior Concrete	\$ -	\$ -	\$ -	\$ 25,000
		Building Interior	\$ -	\$ -	\$ 24,000	\$ -
		Interior Flooring	\$ -	\$ -	\$ -	\$ 25,000
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 25,000
	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 160,000
		Security Systems	\$ -	\$ -	\$ -	\$ 240,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ 36,000	\$ 25,000
					\$ 60,000	\$ 994,000
Juvenile Detention Center Total			\$ -	\$ -	\$ -	\$ -
Law Enforcement Center (Old Jail)	Major Systems	HVAC System	\$ -	\$ -	\$ 425,000	\$ -
Law Enforcement Center (Old Jail) Total			\$ -	\$ -	\$ 425,000	\$ -
Lifespan Building	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ -	\$ 49,200
		Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 22,800
		Roofing	\$ -	\$ -	\$ 189,000	\$ -
		Exterior Walls	\$ -	\$ -	\$ 3,000	\$ -
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 8,640
	Building Structure	Exterior Masonry	\$ -	\$ -	\$ -	\$ 11,400
		HVAC System	\$ -	\$ -	\$ -	\$ 63,600
	Major Systems	Interior Lighting	\$ -	\$ -	\$ -	\$ 64,308
		Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 48,523
Lifespan Building Total			\$ -	\$ -	\$ 192,000	\$ 268,471
Maple Street Building	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ 35,000	\$ 35,000
		Roofing	\$ -	\$ -	\$ -	\$ 117,600
		Exterior Walls	\$ -	\$ -	\$ -	\$ 36,000
		Other Exterior Concrete	\$ -	\$ -	\$ -	\$ 2,100
		Interior Flooring	\$ -	\$ -	\$ 80,000	\$ 255,000
	Building Interior	Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 132,000
		HVAC System	\$ -	\$ -	\$ -	\$ 750,000
	Major Systems	Exterior Lighting	\$ -	\$ -	\$ -	\$ 4,920
		Interior Lighting	\$ -	\$ -	\$ -	\$ 18,000
		Lighting	\$ -	\$ -	\$ -	\$ 18,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 697,120
		Site Landscaping	\$ -	\$ -	\$ -	\$ 3,600
Maple Street Building Total			\$ -	\$ -	\$ 115,000	\$ 2,069,340
Mental Health - High Point	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 30,000
		Exterior Sealing & Caulking	\$ -	\$ -	\$ 100,000	\$ 25,000
	Building Envelope	Roofing	\$ -	\$ -	\$ 275,000	\$ -
		Interior Doors	\$ -	\$ -	\$ -	\$ 9,000
		Interior Flooring	\$ -	\$ -	\$ -	\$ 84,000

Building	Summary	Category	FY 2018 Recomm	FY 2018 Adopted	FY 2019	FY 2020-22
Mental Health - High Point Total	Building Structure	Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 38,400
	Building Structure	Exterior Masonry	\$ -	\$ -	\$ -	\$ 24,000
	Life & Safety	Fire Alarm System	\$ -	\$ -	\$ -	\$ 54,000
	Major Systems	HVAC System	\$ -	\$ -	\$ 1,000,000	\$ -
	Other Systems	Interior Lighting	\$ -	\$ -	\$ -	\$ 84,000
	Mental Health - High Point Total		\$ -	\$ -	\$ 1,375,000	\$ 348,400
Northeast Event Center	Building Envelope	Roofing	\$ -	\$ -	\$ -	\$ 5,002
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 5,000
	Building Interior	Interior Doors	\$ -	\$ -	\$ -	\$ 5,000
		Interior Flooring	\$ -	\$ -	\$ -	\$ 31,000
	Major Systems	Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 27,000
		HVAC System	\$ 120,000	\$ 120,000	\$ -	\$ 40,000
		Plumbing	\$ -	\$ -	\$ -	\$ 10,000
		Water Heater	\$ -	\$ -	\$ -	\$ 2,000
	Other Systems	Exterior Lighting	\$ -	\$ -	\$ -	\$ 15,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 25,000
	Site Exterior	Sewer	\$ -	\$ -	\$ -	\$ 5,000
		Site Landscaping	\$ -	\$ -	\$ -	\$ 2,000
Northeast Event Center Total			\$ 120,000	\$ 120,000	\$ -	\$ 172,002
Northeast Park	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 125,000
	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ 12,500	\$ -
	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 5,000
		Plumbing	\$ -	\$ -	\$ -	\$ 5,000
		Water Heater	\$ -	\$ -	\$ -	\$ 2,000
	Other Items	Other	\$ -	\$ -	\$ -	\$ 10,000
	Park Amenities	Other Park Amenities	\$ -	\$ -	\$ -	\$ 12,500
		Park Courts	\$ -	\$ -	\$ -	\$ 30,000
		Park Fields	\$ -	\$ -	\$ 27,000	\$ 7,500
		Park Shelters	\$ -	\$ -	\$ -	\$ 125,002
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 275,000
		Sidewalks	\$ -	\$ -	\$ 15,000	\$ 10,000
	Site Exterior	Site Landscaping	\$ -	\$ -	\$ -	\$ 25,000
Northeast Park Total			\$ -	\$ -	\$ 54,500	\$ 632,002
Northeast Park Amusements	Building Structure	Building Structure	\$ -	\$ -	\$ -	\$ 15,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 5,000
	Site Exterior	Curb & Gutter	\$ -	\$ -	\$ -	\$ 5,000
Northeast Park Amusements Total			\$ -	\$ -	\$ -	\$ 25,000
Northeast Pool	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 5,000

Building	Summary	Category	FY 2018 Recomm	FY 2018 Adopted	FY 2019	FY 2020-22
Northeast Pool	Building Exterior	Exterior Walls	\$ -	\$ -	\$ 10,000	\$ 10,000
	Building Interior	Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 10,000
	Building Structure	Building Structure	\$ -	\$ -	\$ -	\$ 10,000
	Other Items	Other	\$ -	\$ -	\$ 150,000	\$ 38,000
	Park Amenities	Other Park Amenities	\$ -	\$ -	\$ -	\$ 20,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 40,000
Northeast Pool Total			\$ -	\$ -	\$ 160,000	\$ 133,000
Old Courthouse	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 60,000
	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 24,000
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 60,000
	Building Interior	Interior Flooring	\$ -	\$ -	\$ -	\$ 96,000
	Life & Safety	Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 90,000
		Exits	\$ -	\$ -	\$ -	\$ 60,000
	Major Systems	Fire Alarm System	\$ -	\$ -	\$ -	\$ 48,000
		Electrical Power	\$ -	\$ -	\$ 60,000	\$ -
		Plumbing	\$ -	\$ -	\$ -	\$ 96,000
		Water Heater	\$ -	\$ -	\$ -	\$ 6,000
	Other Items	Other	\$ -	\$ -	\$ -	\$ 204,000
	Other Systems	Interior Lighting	\$ -	\$ -	\$ 50,000	\$ -
Old Courthouse Total			\$ -	\$ -	\$ 110,000	\$ 744,000
Otto Zenke Building	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ 262,000	\$ -
	Building Envelope	Exterior Doors & Windows	\$ -	\$ -	\$ 45,000	\$ 111,000
	Building Exterior	Roofing	\$ -	\$ -	\$ 25,000	\$ 80,000
		Exterior Walls	\$ -	\$ -	\$ 12,000	\$ -
		Interior Flooring	\$ -	\$ -	\$ -	\$ 110,000
	Building Structure	Floor Framing	\$ -	\$ -	\$ 85,000	\$ 85,000
	Major Systems	Plumbing	\$ -	\$ -	\$ 86,000	\$ -
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ 4,500	\$ -
	Site Exterior	Exterior Fencing	\$ -	\$ -	\$ -	\$ 65,000
		Storm Drainage	\$ -	\$ -	\$ 65,000	\$ -
Otto Zenke Building Total			\$ -	\$ -	\$ 584,500	\$ 451,000
Passive Parks	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ 250,000	\$ -
Passive Parks Total			\$ -	\$ -	\$ 250,000	\$ -
Public Health - Dental Clinic	Building Interior	Interior Doors	\$ -	\$ -	\$ -	\$ 2,000
	Building Structure	Interior Flooring	\$ -	\$ -	\$ 35,000	\$ -
		Exterior Masonry	\$ -	\$ -	\$ -	\$ 3,000
		Water Heater	\$ -	\$ -	\$ -	\$ 2,000
	Major Systems	Special Facility Maintenance	\$ -	\$ -	\$ 72,500	\$ -
	Other Items					

Building	Summary	Category	FY 2018 Recomm	FY 2018 Adopted	FY 2019	FY 2020-22
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 3,000
Public Health - Dental Clinic Total			\$ -	\$ -	\$ 107,500	\$ 10,000
Public Health - High Point	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 46,200
	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ 70,000	\$ 30,000
		Roofing	\$ -	\$ -	\$ -	\$ 3,000
	Building Interior	Interior Doors	\$ -	\$ -	\$ -	\$ 75,600
		Interior Flooring	\$ -	\$ -	\$ -	\$ 71,400
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 120,600
	Life & Safety	Fire Alarm System	\$ -	\$ -	\$ -	\$ 54,000
	Major Systems	HVAC System	\$ 1,480,000	\$ 1,480,000	\$ 20,000	\$ -
	Other Systems	Exterior Lighting	\$ -	\$ -	\$ 25,000	\$ -
		Interior Lighting	\$ -	\$ -	\$ -	\$ 102,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ 40,000	\$ 144,000
		Stairs	\$ -	\$ -	\$ 6,000	\$ -
Public Health - High Point Total			\$ 1,480,000	\$ 1,480,000	\$ 161,000	\$ 646,800
Public Health - Wendover	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 102,000
	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 100,000
		Roofing	\$ -	\$ -	\$ 300,000	\$ -
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 18,000
	Building Interior	Interior Flooring	\$ -	\$ -	\$ -	\$ 222,000
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 240,000
	Life & Safety	Exits	\$ -	\$ -	\$ -	\$ 6,000
		Fire Alarm System	\$ -	\$ -	\$ -	\$ 54,000
	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 150,000
	Other Items	Special Facility Maintenance	\$ 10,000	\$ 10,000	\$ -	\$ -
	Other Systems	Exterior Lighting	\$ -	\$ -	\$ -	\$ 65,000
		Interior Lighting	\$ -	\$ -	\$ 50,000	\$ 50,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 180,000
	Site Exterior	Curb & Gutter	\$ -	\$ -	\$ -	\$ 30,000
Public Health - Wendover Total			\$ 10,000	\$ 10,000	\$ 350,000	\$ 1,217,000
Russell Street Building	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 24,000
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 6,600
		Other Exterior Concrete	\$ -	\$ -	\$ 332,340	\$ -
	Building Interior	Interior Flooring	\$ -	\$ -	\$ -	\$ 34,440
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 52,000
	Building Structure	Exterior Masonry	\$ -	\$ -	\$ -	\$ 14,400
	Major Systems	HVAC System	\$ -	\$ -	\$ 200,000	\$ 430,000
	Site Access & Accessibility	Paving & Parking Lots	\$ 300,000	\$ 300,000	\$ 300,000	\$ -
Russell Street Building Total			\$ 300,000	\$ 300,000	\$ 832,340	\$ 561,440

Building	Summary	Category	FY 2018 Recomm.	FY 2018 Adopted	FY 2019	FY 2020-22
Sheriff District 1 Office	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 500
	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 2,000
	Building Interior	Interior Doors	\$ -	\$ -	\$ -	\$ 1,000
	Life & Safety	Exits	\$ -	\$ -	\$ -	\$ 500
	Major Systems	Plumbing	\$ -	\$ -	\$ -	\$ 1,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 4,000
Sheriff District 1 Office Total			\$ -	\$ -	\$ -	\$ 9,000
Sheriff District 3 Office	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 1,500
	Building Interior	Interior Doors	\$ -	\$ -	\$ -	\$ 1,600
		Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 6,000
	Life & Safety	Exits	\$ -	\$ -	\$ -	\$ 200
	Major Systems	HVAC System	\$ -	\$ -	\$ -	\$ 20,000
		Plumbing	\$ -	\$ -	\$ -	\$ 2,000
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 2,000
Sheriff District 3 Office Total			\$ -	\$ -	\$ -	\$ 33,300
Southwest Marina & Boathouse	Building Envelope	Exterior Sealing & Caulking	\$ -	\$ -	\$ -	\$ 4,000
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ -	\$ 7,000
	Building Interior	Interior Walls & Ceilings	\$ -	\$ -	\$ -	\$ 4,000
	Building Structure	Exterior Masonry	\$ -	\$ -	\$ -	\$ 5,000
	Major Systems	HVAC System	\$ -	\$ -	\$ 3,000	\$ 3,000
	Other Items	Other	\$ -	\$ -	\$ -	\$ 15,000
Southwest Marina & Boathouse Total			\$ -	\$ -	\$ 3,000	\$ 38,000
Southwest Park	Park Amenities	Other Park Amenities	\$ -	\$ -	\$ -	\$ 15,000
		Park Fields	\$ -	\$ -	\$ -	\$ 7,500
		Park Playgrounds	\$ -	\$ -	\$ -	\$ 5,000
		Park Shelters	\$ -	\$ -	\$ -	\$ 52,500
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ -	\$ 5,000
	Site Exterior	Exterior Fencing	\$ -	\$ -	\$ -	\$ 5,000
Southwest Park Total			\$ -	\$ -	\$ -	\$ 90,000
Triad Park	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 50,000
	Building Envelope	Roofing	\$ -	\$ -	\$ 90,000	\$ 190,000
	Building Exterior	Exterior Walls	\$ -	\$ -	\$ 15,000	\$ 90,000
		Other Exterior Concrete	\$ -	\$ -	\$ -	\$ 52,500
	Building Interior	Interior Doors	\$ -	\$ -	\$ -	\$ 25,000
		Interior Flooring	\$ -	\$ -	\$ -	\$ 23,000
	Major Systems	HVAC System	\$ -	\$ -	\$ 12,000	\$ 56,000
	Other Items	Other	\$ -	\$ -	\$ -	\$ 75,000

Building	Summary	Category	FY 2018 Recomm	FY 2018 Adopted	FY 2019	FY 2020-22	
Park Amenities	Park Amenities	Special Facility Maintenance	\$ -	\$ -	\$ 52,000	\$ 78,000	
		Other Park Amenities	\$ -	\$ -	\$ -	\$ 125,000	
		Park Playgrounds	\$ -	\$ -	\$ 150,000	\$ 400,000	
	Site Access & Accessibility	Paving & Parking Lots	\$ -	\$ -	\$ 100,000	\$ 700,000	
		Exterior Fencing	\$ -	\$ -	\$ -	\$ 270,000	
		Sewer	\$ -	\$ -	\$ -	\$ 250,000	
	Site Exterior	Site Landscaping	\$ -	\$ -	\$ -	\$ 20,000	
			\$ -	\$ -	\$ 419,000	\$ 2,404,500	
			\$ -	\$ -			
Triad Park Total							
Whisnant Center	Building Access & Accessibility	Accessibility	\$ -	\$ -	\$ -	\$ 140,000	
		Roofing	\$ -	\$ -	\$ -	\$ 430,000	
		Interior Doors	\$ -	\$ -	\$ -	\$ 25,000	
		Emergency Lighting	\$ -	\$ -	\$ -	\$ 3,000	
		HVAC System	\$ -	\$ -	\$ 25,000	\$ -	
	Major Systems	Plumbing	\$ -	\$ -	\$ -	\$ 150,000	
		Exterior Lighting	\$ -	\$ -	\$ -	\$ 3,200	
		Interior Lighting	\$ -	\$ -	\$ -	\$ 33,000	
		Lighting	\$ -	\$ -	\$ -	\$ 12,000	
		Paving & Parking Lots	\$ -	\$ -	\$ 50,000	\$ 195,000	
	Other Systems	Sidewalks	\$ -	\$ -	\$ -	\$ 35,000	
			\$ -	\$ -	\$ 75,000	\$ 1,026,200	
			\$ -	\$ -			
Whisnant Center Total							
Grand Total			\$ 3,010,000	\$ 3,010,000	\$ 22,149,295	\$ 30,262,110	
Total Expense			3,010,000	3,010,000	22,149,295	30,262,110	
Federal & State Funds			(10,000)	(10,000)	-	-	
County Funds			3,000,000	3,000,000	22,149,295	30,262,110	

Five Year Technology Plan

Department	Item	Description	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
County Manager Office	Technology refresh	Conference Room Update	\$ 10,000	\$ -	\$ -	\$ -	\$ -
			Subtotal	\$ 10,000	\$ -	\$ -	\$ -
Human Resources	Tech Upgrades	Conference Room Update	\$ 35,000	\$ -	\$ -	\$ -	\$ -
			Subtotal	\$ 35,000	\$ -	\$ -	\$ -
Information Services	Desktop Refreshes*	County-wide computer replacement	\$ 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
	Network Switches*		\$ 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	\$ 50,000
	Data Closet Upgrades*		\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
	Disaster Recovery*	Site as service	\$ 80,000	\$ -	\$ -	\$ -	\$ -
	60" Laminator	GIS	\$ 15,000	\$ -	\$ -	\$ -	\$ -
	Accela Upgrade/Replacement	Software	\$ 400,000	\$ -	\$ -	\$ -	\$ -
	Email	Email advanced threat protection	\$ 70,000	\$ -	\$ -	\$ -	\$ -
	Infrastructure	Infrastructure monitoring tools (includes SQL)	\$ 70,000	\$ -	\$ -	\$ -	\$ -
	WiFi	WiFi upgrade county-wide	\$ 95,000	\$ -	\$ -	\$ -	\$ -
	Denali	Tax software	\$ 250,000	\$ -	\$ -	\$ -	\$ -
			Subtotal	\$ 1,575,000	\$ 595,000	\$ 595,000	\$ 595,000
Juvenile Detention	Technology refresh	Video arraignment equipment (For all locations)	\$ 107,252	\$ -	\$ -	\$ -	\$ -
			Subtotal	\$ 107,252	\$ -	\$ -	\$ -
Planning	Technology refresh	Conference Room Update	\$ 15,000	\$ -	\$ -	\$ -	\$ -
			Subtotal	\$ 15,000	\$ -	\$ -	\$ -
Security	Security Cameras	Cameras, Network Video Recorders, UPS, monitors	\$ 62,250	\$ 20,000	\$ 15,000	\$ 15,000	\$ 15,000
	Proximity Readers/Media	Proximity Readers/Media	\$ -	\$ 60,000	\$ 8,000	\$ 8,000	\$ 8,000
			Subtotal	\$ 62,250	\$ 80,000	\$ 23,000	\$ 23,000
Public Health	Smartboard	Smartboard for electronic plan review (EH)	\$ 15,000				
	Electronic Medical Records	Contingency fund for implementation of EMR system	\$ -	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
			Subtotal	\$ 15,000	\$ 60,000	\$ 60,000	\$ 60,000
Social Services	Smart Board	DSS Training Rooms	\$ 70,000	\$ -	\$ -	\$ -	\$ -
			Subtotal	\$ 70,000	\$ -	\$ -	\$ -
Child Support Enforcement	Technology upgrade	Dual Monitors	\$ 17,000	\$ -	\$ -	\$ -	\$ -
			Subtotal	\$ 17,000	\$ -	\$ -	\$ -
Cooperative Extension	Smart Board	Ag Center Conference Room	\$ -	\$ 8,000	\$ -	\$ -	\$ -
			Subtotal	\$ -	\$ 8,000	\$ -	\$ -
Law Enforcement	SAN	Storage Replacement	\$ -	\$ -	\$ -	\$ -	\$ 180,000
	MCT's*	Replace in-car computers	\$ 145,000	\$ 145,000	\$ 145,000	\$ 145,000	\$ 145,000
	Storage*	For body camera footage	\$ 20,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000

Body Cameras	Replace body cameras	\$ -	\$ -	\$ -	\$ 114,500	\$ 114,500
Servers*	Replacement servers	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Replacement laptops	CF 53's Jail Central (75 rugged computers)	\$ 23,000	\$ -	\$ -	\$ -	\$ -
Car Cameras	Replace in car Cameras	\$ -	\$ -	\$ -	\$ 300,000	\$ 300,000
Jail Tech Needs	Camera storage space, cable boxes for TVs	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
		Subtotal	\$ 198,000	\$ 175,000	\$ 175,000	\$ 589,500
Emergency Services						\$ 769,500
Servers*	Replacement servers	\$ 30,000	\$ 40,000	\$ 12,000	\$ 12,000	\$ 12,000
MCT's*	Replace mobile laptops	\$ 32,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
ePCR Tablets*	ePCR Tablets	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Mobile Gateways	Replace 25 in-ambulance transmitters	\$ -	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
First Pass	Software	\$ 55,000	\$ -	\$ -	\$ -	\$ -
		Subtotal	\$ 167,000	\$ 155,000	\$ 127,000	\$ 127,000
Animal Services						\$ 127,000
MCT's	Replace mobile laptops for animal control officers	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
		Subtotal	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Total Expense			Grand Total	\$ 2,291,502	\$ 1,093,000	\$ 1,000,000
						\$ 1,414,500
*Denotes annually reoccurring items.					\$ 2,406,077	\$ 2,526,381
						\$ 2,652,700
						\$ 2,785,335
LESS: Reimbursement revenues:	Social Services	\$ (35,000)				
	Child Support Enforcement	\$ (11,390)				
	Animal Control	\$ (16,934)				
			Net County Funds	\$ 2,228,178		

Vehicle Purchases - FY 2017 - 2018 Adopted Budget

Type	Assigned	Vehicle Type	Count	Cost
Fleet Operations				
Replace	Animal Services	Truck	1	\$ 30,000
Replace	Cooperative Extension	Van	1	\$ 30,000
Replace	Court Alternatives	Truck	1	\$ 30,000
Replace	Facilities	Truck	1	\$ 30,000
Replace	Facilities	Truck	1	\$ 30,000
Replace	Facilities	Van	1	\$ 22,000
Replace	Facilities	Van	1	\$ 27,000
Replace	Information Services	Van	1	\$ 22,000
Replace	Motor Pool	Sedan	1	\$ 20,000
Replace	Parks & Recreation	Truck	1	\$ 30,000
Replace	Parks & Recreation	Truck	1	\$ 30,000
Replace	Planning	SUV	1	\$ 24,000
Replace	Planning	SUV	1	\$ 24,000
New	Inspections	Truck for New Inspector	1	\$ 25,000
Replace	Public Health	Sedan	1	\$ 20,000
Replace	Public Health	Sedan	1	\$ 20,000
Replace	Public Health	SUV	1	\$ 24,000
Replace	Public Health	Truck	1	\$ 30,000
Replace	Public Health	Truck	1	\$ 30,000
Replace	Public Health	Truck	1	\$ 30,000
Replace	Public Health	Truck	1	\$ 30,000
Replace	Public Health	Truck	1	\$ 30,000
Replace	Transportation	Bus	5	\$ 54,000
Replace	Social Services	Sedan	1	\$ 19,600
Replace	Social Services	Sedan	1	\$ 20,000
New	Social Services	Sedan	6	\$ 120,000
Replace	Tax	Sedan	1	\$ 20,000
Total	Fleet Operations		36	\$ 821,600
Law Enforcement				
Replace	Law Enforcement	LE Vehicle	37	\$ 1,295,000
Total	Law Enforcement		37	\$ 1,295,000
Emergency Services				
Replace	Emergency Services	Ambulance	1	\$ 234,000
Replace	Emergency Services	SUV	1	\$ 45,000
Replace	Emergency Services	Ambulance	1	\$ 234,000
Replace	Emergency Services	Ambulance	1	\$ 234,000
Replace	Emergency Services	SUV	1	\$ 45,000
Replace	Emergency Services	Ambulance	1	\$ 234,000
Total	Emergency Services		6	\$ 1,026,000
TOTAL			79	\$ 3,142,600



CAPITAL INVESTMENT

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

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

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

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

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

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

DEVELOPING THE CAPITAL PLAN

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

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

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

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

IMPLEMENTING THE CAPITAL INVESTMENT PLAN

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

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

FUNDING THE CAPITAL INVESTMENT PLAN

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

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

IMPACT OF CAPITAL INVESTMENT ON THE ANNUAL OPERATING BUDGET

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

PLANNED CAPITAL PROJECTS

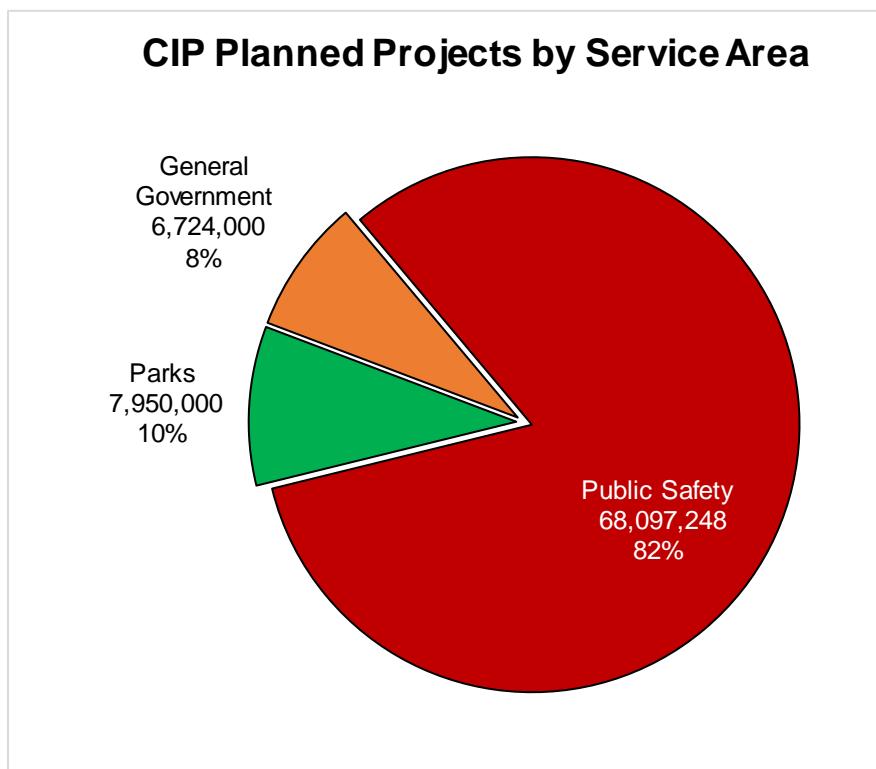
The Guilford County Capital Investment Plan (CIP) for FY 2017-2027 totals \$82.8 million. The CIP includes planned expenditure and revenue flows over these 10 years for proposed capital projects and/or major project phases through 2026.

As the CIP is only a planning process, not a funding or project authorization process, the projects listed here are those that require Board action to either to initiate or adjust project budgets and are considered “**planned**” projects. All funding listed in this section represents projected project and associated operating costs only.

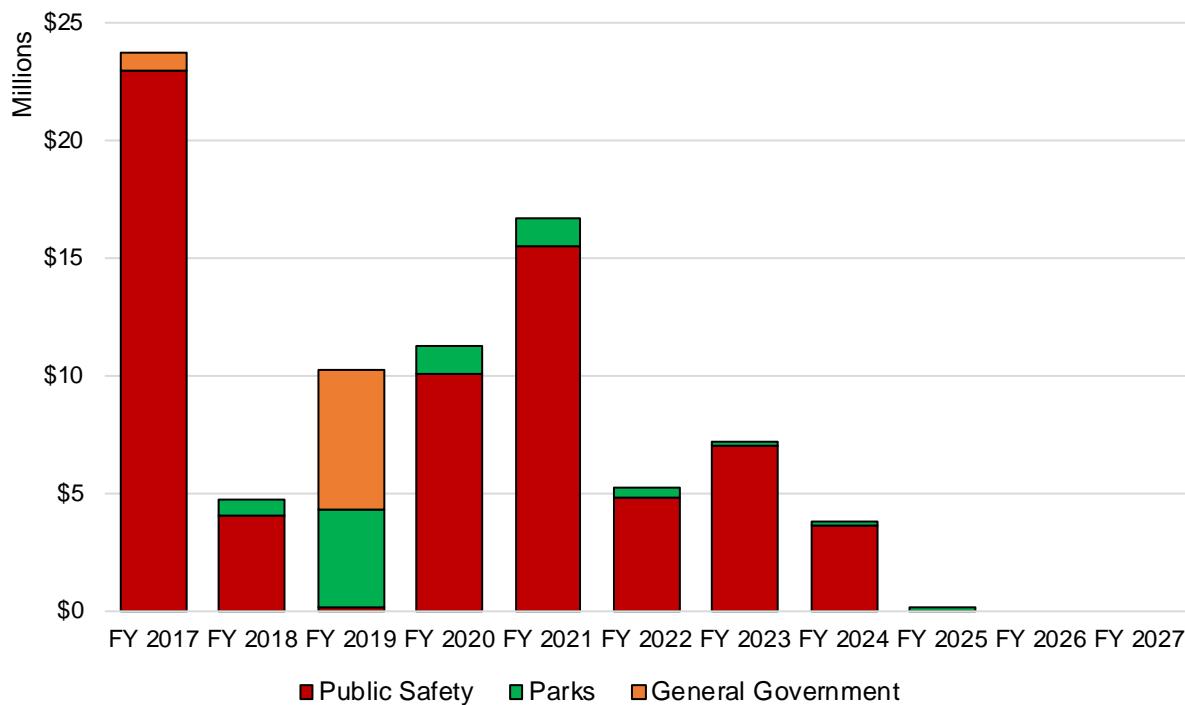
All projects already approved by the Board of Commissioners through the establishment of a capital project ordinance are considered “**current**” projects and are listed separately.

PLANNED EXPENDITURES

Public Safety projects make up about 82% 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).

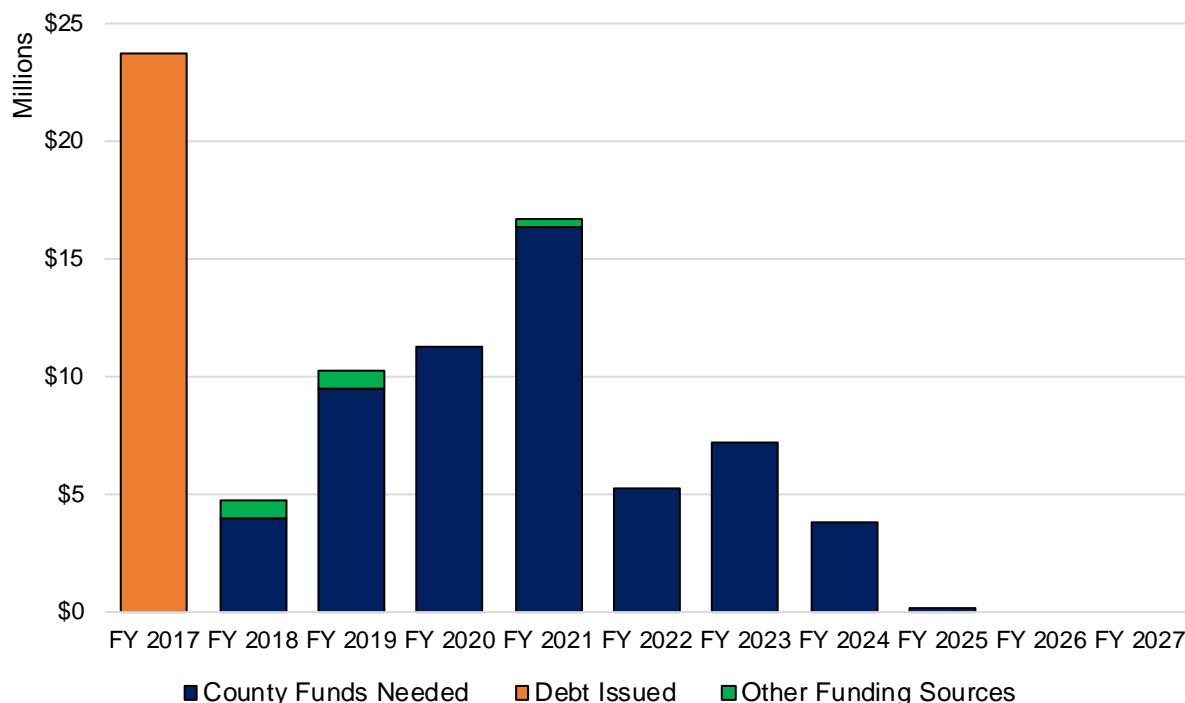
In July 2016, the Board of Commissioners voted to use debt financing to pay for several high priority capital needs: replacement of the Animal Shelter, Phase 1 of the Emergency Services Maintenance & Logistics Facility, Old Courthouse renovations, and renovation Old Jail in Greensboro to create a new 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. The project ordinances for the projects are anticipated to be established or amended as necessary by the end of FY 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.

Priority Capital Projects*				
Project	Total Cost Estimate	Prior Funding	Needed Funding	Future Phases
Animal Shelter Replacement	\$9,001,109	\$131,109	\$8,870,000	\$0
Emergency Services				
Phase I - Maintenance & Logistics	\$8,654,000	\$3,053,000	\$5,601,000	\$0
Phases II & III - Administration & EOC	\$0	\$0	\$0	\$9,000,000
Old Courthouse Renovation	\$4,324,000	\$100,000	\$4,224,000	\$0
Law Enforcement Administration Center	\$8,000,000	\$0	\$8,000,000	\$0
Parking	\$500,000	\$0	\$500,000	\$0
Total Funding	\$30,479,109	\$3,284,109	\$27,195,000	\$9,000,000

*planned amounts as of May 2017

Local funds take the form of transfers from the general fund, usually on an annual basis. In FY 2017, the general fund transfer was \$750,000 due to anticipated debt service from capital financing but it has been increased to \$2.0 million in FY 2018. Over the ten-year CIP, this transfer will contribute \$18 million of the \$57.3 million in county funds needed over the life of the plan for planned projects from 2018 to 2027. **A substantial increase in the county's capital contribution will be needed to complete the planned projects without additional debt financing.** Any funds transferred into the capital fund but not immediately used remain there in the form of capital fund balance and can be used on later projects.

Sources of Funds



Source	Sources of Funds						All Years
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years FY 2022 - 2027	
County Funds Needed	-	3,941,248	9,500,000	11,250,000	16,365,000	16,200,000	57,256,248
Debt Issued	23,695,000	-	-	-	-	-	23,695,000
Other Funding Sources	-	770,000	750,000	-	300,000	-	1,820,000
Total	23,695,000	4,711,248	10,250,000	11,250,000	16,665,000	16,200,000	82,771,248

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 2017

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years FY 2022 - 2027	All Years Total FY 2017 - 2027
CASH PROJECTS								
Public Safety								
EMS Base - Reedy Fork - share of GSO Fire Facility (complete)	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ - \$
EMS Base - Burlington/Flemingfield Rds - share w/ GSO Fire	\$ - \$	\$ 511,248	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ 511,248
EMS Base - NE GSO - Gatewood & Wendover - share w/GSO Fire	\$ - \$	\$ - \$	\$ 100,000	\$ 1,000,000	\$ - \$	\$ - \$	\$ - \$	\$ 1,100,000
EMS Base - Northwest Guilford / I-73 Area	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ 500,000	\$ 1,500,000	\$ 1,500,000	\$ 2,000,000
EMS Base - Groometown & Gate City Blvd - share w/GSO Fire	\$ - \$	\$ - \$	\$ - \$	\$ 50,000	\$ 500,000	\$ - \$	\$ - \$	\$ 550,000
EMS Base - South High Point	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ 915,000	\$ 3,300,000	\$ 3,300,000	\$ 4,215,000
EMS Base - NC 150 / Church Street	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ 4,600,000	\$ 4,600,000
EMS Other Phases - Administration * Emergency Operations Center <i>Phase 1 is in Financed Projects section</i>	\$ - \$	\$ - \$	\$ - \$	\$ 5,000,000	\$ 4,000,000	\$ - \$	\$ - \$	\$ 9,000,000
Probation & Parole - part of Old Jail renovation project	\$ - \$	\$ 3,500,000	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ 3,500,000
Juvenile Detention Expansion	\$ - \$	\$ 50,000	\$ - \$	\$ 4,000,000	\$ - \$	\$ - \$	\$ - \$	\$ 4,050,000
Voice Path Expansion - 800 MHz TDMA Conversion	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ 6,000,000	\$ 6,000,000
Radio Subscriber Units Replacement for Existing 800 MHz System	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ 9,600,000	\$ - \$	\$ - \$	\$ 9,600,000
	\$ - \$	\$ 4,061,248	\$ - \$	\$ 100,000	\$ 10,050,000	\$ 15,515,000	\$ 4,800,000	\$ 15,400,000
Parks	\$ - \$	\$ - \$	\$ - \$	\$ 100,000	\$ 10,050,000	\$ 15,515,000	\$ 4,800,000	\$ 45,126,248
Bryan Park - Phase 1 <i>Appropriated</i> <i>Needed</i>	\$ - \$	\$ - \$	\$ - \$	\$ 1,400,000	\$ - \$	\$ - \$	\$ - \$	\$ - \$
Hagan-Stone Park - Master Plan <i>Needed</i>	\$ - \$	\$ - \$	\$ - \$	\$ 1,600,000	\$ 600,000	\$ 100,000	\$ 200,000	\$ 2,500,000
Bur-Mil Park - Master Plan <i>Needed - Clubhouse - General Renovations</i>	\$ - \$	\$ 500,000	\$ 500,000	\$ 200,000	\$ - \$	\$ - \$	\$ - \$	\$ 1,200,000
<i>Needed - Clubhouse - HVAC</i>	\$ 783,000	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ 783,000
<i>Needed - Golf Shop Renovations</i>	\$ - \$	\$ - \$	\$ - \$	\$ 250,000	\$ - \$	\$ - \$	\$ - \$	\$ 250,000
<i>Needed - Pool - Concrete & Slide</i>	\$ - \$	\$ - \$	\$ 500,000	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ 500,000
<i>Needed - Tennis Courts</i>	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ 900,000	\$ - \$	\$ - \$	\$ 900,000
<i>Needed - General Park Improvements</i>	\$ - \$	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 200,000	\$ 600,000	\$ 1,200,000
	\$ 783,000	\$ 650,000	\$ 4,150,000	\$ 1,200,000	\$ 1,150,000	\$ 400,000	\$ 800,000	\$ 8,733,000
General Government	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ - \$
High Point HVAC Central Plant and Building Automation	\$ 1,250,000	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ 1,250,000
Parking Decks:	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ - \$
High Point	\$ 2,227,000	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ 2,227,000
Independence Center Greensboro	\$ 600,000	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ - \$	\$ 600,000

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

= Board has appropriated these funds

June 2017

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years FY 2022 - 2027	All Years Total FY 2017 - 2027
New County Courthouse HVAC	\$ 1,150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,150,000
Elections - Replacement Voting System	\$ -	\$ -	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -	\$ 6,000,000
	\$ 5,227,000	\$ -	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -	\$ 11,227,000
Total Cash Projects	\$ 6,010,000	\$ 4,711,248	\$ 10,250,000	\$ 11,250,000	\$ 16,665,000	\$ 5,200,000	\$ 16,200,000	\$ 65,086,248
FINANCED PROJECTS - 2/3rd Bonds								
Old Courthouse								
<i>Structure - Appropriated</i>	\$ 3,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,500,000
<i>Structure - Needed</i>	\$ 724,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 724,000
Animal Shelter Replacement								
<i>Appropriated</i>	\$ 131,109	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 131,109
<i>Needed</i>	\$ 8,870,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,870,000
EMS Phase 1 - Maintenance, Logistics, and Support								
<i>Needed</i>	\$ 5,601,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,601,000
Law Enforcement								
Administration Facility	\$ 7,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,500,000
Zenke Demolition	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Surface Parking	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Total County Project Financing Needs	\$ 27,326,109	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 27,326,109
TOTAL PROJECT NEEDS	\$ 33,336,109	\$ 4,711,248	\$ 10,250,000	\$ 11,250,000	\$ 16,665,000	\$ 5,200,000	\$ 16,200,000	\$ 92,412,357
CURRENT PROJECT FUNDING								
Beginning Fund Balance (Estimated, Unaudited)	\$ 7,450,879	\$ 5,657,913	\$ 3,773,244	\$ -	\$ -	\$ -	\$ -	\$ 7,450,879

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

= Board has appropriated these funds

June 2017

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years FY 2022 - 2027	All Years Total FY 2017 - 2027
Plus:								
Transfer from General Fund	\$ 750,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 12,000,000	\$ 20,750,000
Bonds - 2/3rds	\$ 27,195,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 27,195,000
Available in Other Projects (EMS to Parking Decks)	\$ 3,492,525	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,492,525
City of Greensboro - Bryan Park - Phase 1 - Possible	\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000
Potential Park Grant for Bur-Mil Tennis Courts/ADA Project	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ 300,000
General Fund - old Inmate Welfare Funds	\$ -	\$ 770,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 770,000
Animal Shelter Building Funds	\$ 31,109	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,109
Interest Earnings	\$ 74,509	\$ 56,579	\$ 37,732	\$ -	\$ -	\$ -	\$ -	\$ 168,820
Sub-total	\$ 31,543,143	\$ 2,826,579	\$ 2,787,732	\$ 2,000,000	\$ 2,300,000	\$ 2,000,000	\$ 12,000,000	\$ 53,457,454
Available Funds	\$ 38,994,022	\$ 8,484,492	\$ 6,560,976	\$ 2,000,000	\$ 2,300,000	\$ 2,000,000	\$ 12,000,000	\$ 60,908,333
AVAILABLE FUNDS OVER/(UNDER) PROJECT COSTS	\$ 5,657,913	\$ 3,773,244	\$ (3,689,024)	\$ (9,250,000)	\$ (14,365,000)	\$ (3,200,000)	\$ (4,200,000)	\$ (31,504,024)
ADJUSTED PROJECT FUNDING - General Fund transfer of 1 Cent of Property Tax (+/- \$5 million with 2% annual growth)								
Beginning Fund Balance (Estimated, Unaudited)	\$ 7,450,879	\$ 5,657,913	\$ 3,773,244	\$ -	\$ -	\$ -	\$ -	\$ 7,450,879
Plus:								
Transfer from General Fund	\$ 750,000	\$ 2,000,000	\$ 5,100,000	\$ 5,202,000	\$ 5,306,040	\$ 5,412,161	\$ 28,165,102	\$ 46,523,142
Bonds - 2/3rds	\$ 27,195,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 27,195,000
Available in Other Projects	\$ 3,492,525	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,492,525
City of Greensboro - Bryan Park - Phase 1 - Possible	\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000
Potential Park Grant for Bur-Mil Tennis Courts/ADA Project	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000
General Fund - old Inmate Welfare Funds	\$ -	\$ 770,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 770,000
Animal Shelter Building Funds	\$ 31,109	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,109
Interest Earnings	\$ 74,509	\$ 56,579	\$ 37,732	\$ -	\$ -	\$ -	\$ 96,360	\$ 265,180
Sub-total	\$ 31,543,143	\$ 2,826,579	\$ 6,187,732	\$ 5,202,000	\$ 5,306,040	\$ 5,412,161	\$ 28,261,462	\$ 79,326,956
Available Funds	\$ 38,994,022	\$ 8,484,492	\$ 9,960,976	\$ 5,202,000	\$ 5,306,040	\$ 5,412,161	\$ 28,261,462	\$ 86,777,835
AVAILABLE FUNDS OVER/(UNDER) PROJECT COSTS	\$ 5,657,913	\$ 3,773,244	\$ (289,024)	\$ (6,048,000)	\$ (11,358,960)	\$ 212,161	\$ 12,061,462	\$ (5,634,522)

POTENTIAL HORIZON PROJECTS - Not included in totals presented above

GTCC MASTER PLAN PROJECTS (From latest Facility Master Plan, currently under review by GTCC. NO FORMAL REQUEST. \$ pushed out two years vs. GTCC's latest plan. Excludes annual capital maintenance allocations.)

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

= Board has appropriated these funds

June 2017

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years FY 2022 - 2027	All Years Total FY 2017 - 2027
Medlin Campus Center Renovation	\$ - \$	- \$	- \$ 1,653,223	\$ 6,282,248	\$ 6,612,893	\$ 1,983,868	\$ 1,983,868	\$ 16,532,233
High Point Student Services Center and Parking Deck	\$ - \$	- \$	- \$	\$ 2,751,273	\$ 10,454,838	\$ 11,005,092	\$ 14,306,620	\$ 27,512,731
Land Acquisition - High Point	\$ - \$	- \$	- \$ 615,621	\$ 597,515	\$ 597,515	\$ -	\$ -	\$ 1,810,650
Davis Hall Renovation	\$ - \$	- \$	- \$ 427,500	\$ 1,624,500	\$ 1,710,000	\$ 513,000	\$ 513,000	\$ 4,275,000
Learning Resource Center Renovation	\$ - \$	- \$	- \$	\$ 1,341,054	\$ 5,096,007	\$ 5,364,218	\$ 6,973,483	\$ 13,410,544
Williams Hall Renovation	\$ - \$	- \$	- \$	\$ 1,049,937	\$ 3,989,761	\$ 4,199,748	\$ 5,459,673	\$ 10,499,371
Center for Advanced Manufacturing Phase II Renovation & Parking	\$ - \$	- \$	- \$	\$ 1,527,021	\$ 5,802,679	\$ 6,108,083	\$ 7,940,508	\$ 15,270,207
Hospitality Careers Building Addition	\$ - \$	- \$	- \$	- \$	\$ 1,375,000	\$ 2,090,000	\$ 4,125,000	\$ 5,500,000
Land Acquisition - Jamestown	\$ - \$	- \$	- \$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Jamestown East Central Energy Plant	\$ - \$	- \$	- \$	- \$	\$ 393,948	\$ 1,497,002	\$ 3,545,532	\$ 3,939,480
Greensboro Student Services Center	\$ - \$	- \$	- \$	- \$	\$ 1,348,955	\$ 5,126,030	\$ 12,140,597	\$ 13,489,552
Aviation Classroom Building	\$ - \$	- \$	- \$	- \$	\$ 1,350,000	\$ 5,130,000	\$ 12,150,000	\$ 13,500,000
Classroom/Student Services Center - Cameron Campus	\$ - \$	- \$	- \$	- \$	- \$	- \$	\$ 15,110,292	\$ 15,110,292
New Classroom Building - High Point	\$ - \$	- \$	- \$	- \$	- \$	\$ 1,347,793	\$ 13,477,927	\$ 13,477,927
Community Training Center Building Renovation	\$ - \$	- \$	- \$	- \$	- \$	- \$	\$ 1,350,000	\$ 1,350,000
Land Acquisition - Greensboro	\$ - \$	- \$	- \$ 100,000	\$ 200,000	\$ 200,000	\$ 500,000	\$ 2,181,600	\$ 2,681,600
Public Safety Building Expansion	\$ - \$	- \$	- \$	- \$	- \$	- \$	\$ 2,851,200	\$ 2,851,200
Total GTCC*	\$ - \$	- \$	- \$ 3,296,344	\$ 15,373,548	\$ 38,931,595	\$ 44,864,834	\$ 104,109,299	\$ 161,710,787

* Total 10 year GTCC master plan is \$178.4 million. Final two years of plan extend beyond 10 year CIP planning period.

GUILFORD COUNTY SCHOOLS (From FY 15-16 State Facilities Needs Survey. NO FORMAL REQUEST. Excludes annual capital maintenance allocations.)

Additions, Renovations, Furniture& Equipment (annual average)*	\$ - \$	- \$	- \$	\$ 90,500,000	\$ 90,500,000	\$ 90,500,000	\$ 90,500,000	\$ 452,500,000	\$ 633,500,000
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* Total 10 year GCS state needs assessment is \$905 million, after removing costs for two new schools included in the county's bond program. Other costs may be excluded if they are identified as being part of current bond program or included in annual capital maintenance allocations.

**Guilford County, North Carolina
CIP**

500-300225-EMS Maintenance/Logistics & Replacement EOC

PROJECT DESCRIPTION / NECESSITY

Original Project Description: **PHASE 1:** Purchase, renovation, or construction of a new, multi-purpose building to house the Emergency Medical Services' (EMS) fleet maintenance, logistics, and support facility. The existing EMS fleet maintenance building, purchased in the early 1970's, is not large enough to accommodate the current EMS fleet and would be sold. This new joint-use facility would provide adequate space for garage facilities, as well as coordination with medical logistics and deployment of ambulances throughout the day and night. Approximate cost of Phase 1 is \$10.6 million. **PHASE 2:** Since this facility will be the primary location for deployment of all EMS resources, the majority of the administrative and training functions within EMS 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 accommodate all functions. Approximate cost of Phase 3 is \$4 million.

Funding Source(s): **PHASE 1:** The Board of Commissioners 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

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
Construction Work in Pro	0	6,654,000	5,000,000	4,000,000	0	0	15,654,000
Land	1,200,000	0	0	0	0	0	1,200,000
PROFESSIONAL SERVICE	0	800,000	0	0	0	0	800,000
Total	1,200,000	7,454,000	5,000,000	4,000,000	0	0	17,654,000

Funding Sources

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
County Funds Needed	0	0	5,000,000	4,000,000	0	0	9,000,000
GO Bonds - Sold	0	5,601,000	0	0	0	0	5,601,000
Existing Project Balance	1,200,000	1,853,000	0	0	0	0	3,053,000
Total	1,200,000	7,454,000	5,000,000	4,000,000	0	0	17,654,000

Operating Budget

Expenses	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
O & M Ongoing	0	-48,809	-54,134	-23,985	-53,985	-213,576	-394,489
Total	0	-48,809	-54,134	-23,985	-53,985	-213,576	-394,489

**Guilford County, North Carolina
CIP**

500-300310-County Animal Shelter Replcmt

PROJECT DESCRIPTION / NECESSITY

Project Description: Guilford County's current animal shelter is over 20 years old and is limited in the number of animals that can be held for adoption. The facility also has limited visitor access and parking. In FY 2015-16 an initial needs assessment was done, two possible sites were identified, and preliminary design work including proposed construction phasing was completed. Additional phases in future fiscal years will involve complete architectural design, possible land acquisition, and construction. The Board of Commissioners has identified a new animal shelter as one of its high priority projects for FY 2016-17 and is currently evaluating construction options.

Funding Source(s): \$100,000 for initial needs assessment and design work was funded in FY 2015-16 from County Building Construction Fund balance. In addition, in early FY 2016-17 the Board received and appropriated \$31,109 in community donations for shelter construction. Funding will come from proceeds from the sale of 2/3rds bonds.

Operating Impacts: Staffing levels are not expected to change. Additional utility costs are anticipated due to a larger building; however, the increased efficiency of newer HVAC and other systems may help offset the increase.

Capital Items

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
Construction Work in Pro	0	7,350,000	0	0	0	0	7,350,000
PROFESSIONAL SERVICE	0	650,000	0	0	0	0	650,000
Land	870,000	0	0	0	0	0	870,000
Total	870,000	8,000,000	0	0	0	0	8,870,000

Funding Sources

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
GO Bonds - Sold	870,000	8,000,000	0	0	0	0	8,870,000
Total	870,000	8,000,000	0	0	0	0	8,870,000

**Guilford County, North Carolina
CIP**

500-520611-Bryan Park Expansion

PROJECT DESCRIPTION / NECESSITY

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

The County funded the project with \$100,000 from the County Building Construction fund in FY2015-16. An additional \$650,000 from the County Building Construction Fund is planned with a possible 100% match from the City of Greensboro for \$1.5 million total for Phase 1 work.

Funding Source(s): Possible 100% match by the City of Greensboro, subject to project planning and city council approval. No funding has been appropriated yet for the county's share of this phase of the project. Funding expected to come from the County Building Construction Fund.

Capital Items

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
Construction Work in Pro	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

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
County Funds Needed	0	650,000	0	0	0	0	650,000
Joint Project Refund-Gre	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

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 at the pool and installation of a new slide. (\$500,000 FY 2018-19)
- 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. (\$900,000 FY 2017-18 through FY 2024-25)

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

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
Construction Work in Pro	150,000	650,000	400,000	1,050,000	200,000	400,000	2,850,000
Total	150,000	650,000	400,000	1,050,000	200,000	400,000	2,850,000

Funding Sources

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
County Funds Needed	150,000	650,000	266,667	1,050,000	200,000	400,000	2,716,667
Miscellaneous State Fund	0	0	133,333	0	0	0	133,333
Total	150,000	650,000	400,000	1,050,000	200,000	400,000	2,850,000

**Guilford County, North Carolina
CIP**

500-520616-Bur Mil Park Clubhouse Renov

PROJECT DESCRIPTION / NECESSITY

Project Description: The Bur-Mil Park clubhouse is a significant source of revenue for the County, but it requires significant interior and exterior renovation to remain in operation.

FY 2017-18 funding will be used for Phase II of the interior renovations and other facility needs and FY 2018-19 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): No funding appropriated yet for this project. Funding expected to come from the County Building Construction Fund.

Operating Impacts: No major changes to operations are anticipated.

Capital Items

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
Construction Work in Pro	500,000	500,000	200,000	0	0	0	1,200,000
Total	500,000	500,000	200,000	0	0	0	1,200,000

Funding Sources

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
County Funds Needed	500,000	500,000	200,000	0	0	0	1,200,000
Total	500,000	500,000	200,000	0	0	0	1,200,000

**Guilford County, North Carolina
CIP**

500-999001-Replacement Voting System

PROJECT DESCRIPTION / NECESSITY

Project Description: Purchase of a new voting system. In 2013, the General Assembly passed H584, which will de-certify the current iVotronic voting machines currently in use in Guilford County on January 1, 2019 (NCGS 163-165.7(a)-effective Jan 1, 2019). The voting system described here for utilizes a touch-screen system which prints a marked paper ballot that is then tabulated at the polling place by a tabulator. Included are costs for polling place voting machines with built in tabulators (for precincts and early voting sites), a high-speed tabulator (for by-mail tabulation, recounts), and the cost of purchasing blank ballot stock for each election.

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

Operating Impacts: There is an ongoing cost to purchase blank ballot stock. Each election will require an inventory of paper at approximately \$0.09 each for 360,000 voters. Each early voting site will also need a substantial amount of paper on hand (not 100%, but near it in some elections).

Capital Items

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
Small Office Furn & Equi	0	4,650,000	1,350,000	0	0	0	6,000,000
Total	0	4,650,000	1,350,000	0	0	0	6,000,000

Funding Sources

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
County Funds Needed	0	4,650,000	1,350,000	0	0	0	6,000,000
Total	0	4,650,000	1,350,000	0	0	0	6,000,000

Operating Budget

Expenses	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
O & M Ongoing	0	272,400	112,500	93,000	54,000	270,000	801,900
Total	0	272,400	112,500	93,000	54,000	270,000	801,900

**Guilford County, North Carolina
CIP**

500-999975-Hagan-Stone Park Improvements

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 2018-19 funding will address repairs to the main asphalt road in the park. Additional work will include renovations to the campground restrooms and showers 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

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
Construction Work in Pro	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

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	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

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

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
Land	0	0	0	915,000	0	0	915,000
PROFESSIONAL SERVICE	0	0	0	0	700,000	0	700,000
Major Furniture & Equipm	0	0	0	0	300,000	0	300,000
Construction Work in Pro	0	0	0	0	2,300,000	0	2,300,000
Total	0	0	0	915,000	3,300,000	0	4,215,000

Funding Sources

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
County Funds Needed	0	0	0	915,000	3,300,000	0	4,215,000
Total	0	0	0	915,000	3,300,000	0	4,215,000

Operating Budget

Expenses	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
O & M Ongoing	0	0	0	0	20,000	100,000	120,000
Total	0	0	0	0	20,000	100,000	120,000

**Guilford County, North Carolina
CIP**

500-999980-EMS Base - NC 150 / Church Street

PROJECT DESCRIPTION / NECESSITY



Project Description: There currently is no ES facility in the area of the NC 150 and Church St. area that will accommodate EMS. This facility is needed for response into the areas of Summerfield, Gethsemane, and Brown Summit. This area continues to have residential development.

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

Operating Impacts: It is estimated that an additional staff of 5.00 EMTs and 5.00 Paramedics plus funding for utilities are needed to operate this new EMS facility beginning in FY 2023-24.

Capital Items

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
Land	0	0	0	0	0	1,000,000	1,000,000
PROFESSIONAL SERVICE	0	0	0	0	0	750,000	750,000
Major Furniture & Equipm	0	0	0	0	0	350,000	350,000
Construction Work in Pro	0	0	0	0	0	2,500,000	2,500,000
Total	0	0	0	0	0	4,600,000	4,600,000

Funding Sources

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
County Funds Needed	0	0	0	0	0	4,600,000	4,600,000
Total	0	0	0	0	0	4,600,000	4,600,000

Operating Budget

Expenses	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
O & M Ongoing	0	0	0	0	0	80,000	80,000
Total	0	0	0	0	0	80,000	80,000

**Guilford County, North Carolina
CIP**

500-999984-800 MHz TDMA Conversion

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

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
Construction Work in Pro	0	0	0	0	0	6,000,000	6,000,000
Total	0	0	0	0	0	6,000,000	6,000,000

Funding Sources

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
County Funds Needed	0	0	0	0	0	6,000,000	6,000,000
Total	0	0	0	0	0	6,000,000	6,000,000

**Guilford County, North Carolina
CIP**

500-999986-800 MHz Subscriber Unit Replacement

PROJECT DESCRIPTION / NECESSITY



Project Description: Replacement of portable and mobile radios for County Fire, Emergency Services, Law Enforcement, Animal Control, and other county users in FY 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. Funding expected to come from the County Building Construction Fund, although the Board may choose to allocate a portion of the cost for replacing fire district radios to each district.

NOTE: The County replaced radios in FY 2011. This capital project accounts for the expected replacement costs of the radios in FY 2021.

Capital Items

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
Major Furniture & Equipm	0	0	0	9,600,000	0	0	9,600,000
Total	0	0	0	9,600,000	0	0	9,600,000

Funding Sources

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
County Funds Needed	0	0	0	9,600,000	0	0	9,600,000
Total	0	0	0	9,600,000	0	0	9,600,000

**Guilford County, North Carolina
CIP**

500-999988-EMS Base - Northwest Guilford / I73 Area

PROJECT DESCRIPTION / NECESSITY



Project Description: There currently is no ES facility in the area of the I-73 corridor development area that will accommodate EMS. This facility is needed for response into the areas of Oak Ridge, Stokesdale and Summerfield.

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

Operating Impacts: Includes costs of 10 new paramedic positions to staff the new base 24 hours per day beginning in FY 2021-22, as well as facility operating expenses (e.g., utilities), vehicles (initial purchase and planned replacements), and vehicle maintenance.

Capital Items

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
Construction Work in Pro	0	0	0	1,000,000	0	0	1,000,000
Major Furniture & Equipm	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

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	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

Expenses	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
O & M Ongoing	0	0	0	20,000	320,000	400,000	740,000
Total	0	0	0	20,000	320,000	400,000	740,000

**Guilford County, North Carolina
CIP**

500-999990-EMS Base - Northeast Greensboro / Guilford

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 for \$200,000 is available due to current base location in flood plain.

Operating Impacts: The personnel, vehicle, and operating expenses housed/budgeted at the current base will be transferred to the new location.

Capital Items

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
Construction Work in Pro	0	0	800,000	0	0	0	800,000
Major Furniture & Equipm	0	0	200,000	0	0	0	200,000
PROFESSIONAL SERVICE	0	100,000	0	0	0	0	100,000
Total	0	100,000	1,000,000	0	0	0	1,100,000

Funding Sources

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
County Funds Needed	0	100,000	1,000,000	0	0	0	1,100,000
Total	0	100,000	1,000,000	0	0	0	1,100,000

**Guilford County, North Carolina
CIP**

500-999992-Juvenile Detention Expansion

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 pods to accommodate 32 additional juveniles currently housed in the County's jail.

Funding Source(s): No funding appropriated yet for this project. Funding expected to come from the County Building Construction Fund. The level of State participation in the construction of additional space is not known at this time. Previously, the State paid 50% of the cost of the Juvenile Detention Center.

Operating Impacts: An additional 26 positions would be required to appropriately staff the additional four pods on a 24-hours per day basis. The positions would be phased in over a four year period. Other annual operating expenses include food, medical services, utilities, juvenile and staff uniforms, training, additional facility maintenance, and technology equipment. State reimbursement revenues are assumed to be 50% of operating costs. (Note: At present, operating expenses are reimbursed by the State at 50% of the care for Guilford County juveniles and 100% of the care for non-Guilford County juveniles.)

Capital Items

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
Construction Work in Pro	0	0	5,400,000	0	0	0	5,400,000
Major Furniture & Equipm	0	0	530,000	0	0	0	530,000
PROFESSIONAL SERVICE	50,000	0	70,000	0	0	0	120,000
Total	50,000	0	6,000,000	0	0	0	6,050,000

Funding Sources

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
County Funds Needed	50,000	0	6,000,000	0	0	0	6,050,000
Total	50,000	0	6,000,000	0	0	0	6,050,000

Operating Budget

Expenses	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
O & M Ongoing	0	180,000	260,000	320,000	320,000	1,600,000	2,680,000
Total	0	180,000	260,000	320,000	320,000	1,600,000	2,680,000
Revenue	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
O & M Ongoing	0	271,251	427,376	693,321	821,101	1,648,609	3,861,658
Total	0	271,251	427,376	693,321	821,101	1,648,609	3,861,658
Net	0	-91,251	-167,376	-373,321	-501,101	-48,609	-1,181,658

**Guilford County, North Carolina
CIP**

500-999993-Law Enforcement Administration Building & Parking

PROJECT DESCRIPTION / NECESSITY

Project Description: Renovation of the "Old Greensboro Jail" to provide a Law Enforcement (LE) Administration Center and better utilize an existing County structure. The new facility will allow include administrative office space while still retaining the public-facing permitting and other functions currently located in the building. This renovation will allow LE to vacate the maintenance-intensive Otto Zenke building, and will provide space better designed for current and future needs of the department.

This project has been identified as high priority by the Board of Commissioners for FY 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. Funding will come from proceeds from the sale of 2/3rds bonds.

Capital Items

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
Buildings	0	7,500,000	0	0	0	0	7,500,000
PROFESSIONAL SERVICE	0	500,000	0	0	0	0	500,000
Total	0	8,000,000	0	0	0	0	8,000,000

Funding Sources

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
GO Bonds - Sold	0	8,000,000	0	0	0	0	8,000,000
Total	0	8,000,000	0	0	0	0	8,000,000

**Guilford County, North Carolina
CIP**

500-999993-Law Enforcement Administration Building & Parking

PROJECT DESCRIPTION / NECESSITY

Project Description: Demolition of the Otto Zenke Building and Surface Parking. This building has become costly to maintain, does not fit with the current or anticipated space needs of Law Enforcement and the land on which it is located offers the County additional area on which to locate parking for downtown staff and other functions. In addition, the building itself needs major structural renovation to stabilize it. Once demolished, plans include construction of a surface parking lot on the land to provide more parking for County staff downtown. Estimated demolition and surface parking costs are \$500,000 total.

This project is intended to be completed in combination with the renovation of the "Old Greensboro Jail" to be a Law Enforcement Administration Center that will house the staff and functions currently located in the Otto Zenke Building.

Funding Source(s): No funding appropriated yet for this project. Funding will come from proceeds from the sale of 2/3rds bonds.

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

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
Construction Work in Pro	0	0	500,000	0	0	0	500,000
Total	0	0	500,000	0	0	0	500,000

Funding Sources

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
GO Bonds - Sold	0	0	500,000	0	0	0	500,000
Total	0	0	500,000	0	0	0	500,000

**Guilford County, North Carolina
CIP**

500-999997-EMS Base - Burlington / Flemingfield Rds

PROJECT DESCRIPTION / NECESSITY

Project Description: Guilford County Emergency Services will receive an exclusive license to use a portion of Greensboro Fire Station #63 to be constructed at Burlington and Flemingfield Roads. The County will pay for a portion of the facility's construction costs and a share of the annual operating expenses (both based on the square footage occupied by the County). The County's estimated share of construction costs is \$511,248; final costs will be dependent on total construction cost.

Funding Source(s): County Building Construction Fund

Operating Impacts: The County will be responsible for utility costs for its portion of the building.

Capital Items

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
Buildings	511,248	0	0	0	0	0	511,248
Total	511,248	0	0	0	0	0	511,248

Funding Sources

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
Appropriated Fund Balance	511,248	0	0	0	0	0	511,248
Total	511,248	0	0	0	0	0	511,248

**Guilford County, North Carolina
CIP**

500-999999-EMS Base - SW Greensboro (Gate City Blvd)

PROJECT DESCRIPTION / NECESSITY

Project Description: Guilford County Emergency Services 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

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
Buildings	0	0	50,000	500,000	0	0	550,000
Total	0	0	50,000	500,000	0	0	550,000

Funding Sources

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2028	Total
County Funds Needed	0	0	50,000	500,000	0	0	550,000
Total	0	0	50,000	500,000	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, 2017.

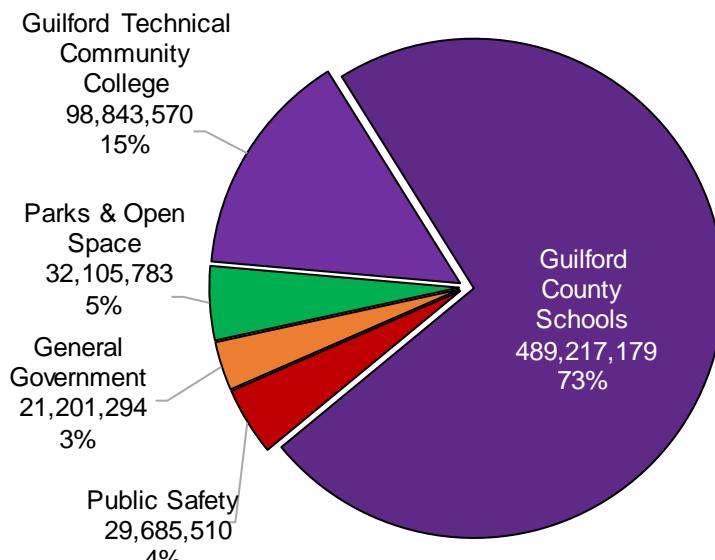
CURRENT EXPENDITURES

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 88% of the total current capital project budgets while the remainder are County projects.

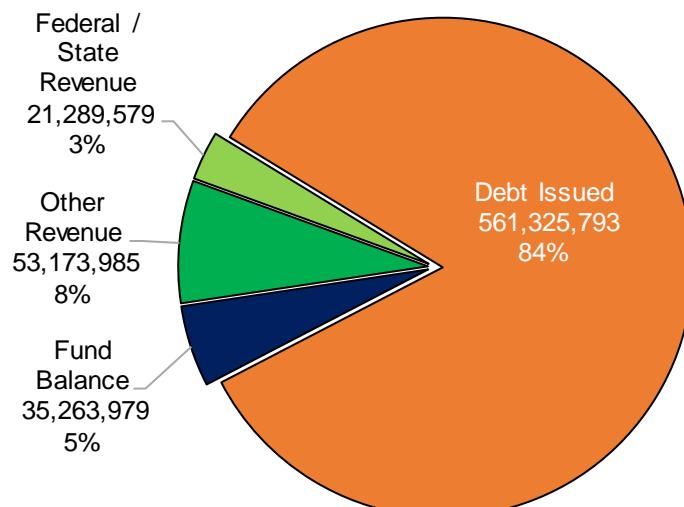
CURRENT REVENUES

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, 2017

Project	Project Name	Rev / Exp	Project Budget	Actual Expense	Encumbered	Balance
General Government	BB&T Building	Expense	\$ 10,077,000	\$ 9,864,851	\$ 212,149	
		Revenue	\$ (10,077,000)	\$ (10,077,000)	\$ -	
	BB&T Building Total		\$ -	\$ (212,149)	\$ -	\$ 212,149
	Bellemeade Center Renovations	Expense	\$ 833,114	\$ 110,895	\$ 722,219	
		Revenue	\$ (833,114)	\$ (833,114)	\$ -	
	Bellemeade Center Renovations Total		\$ -	\$ (722,219)	\$ -	\$ 722,219
	Governmental Plaza Renovations	Expense	\$ 376,000	\$ 330,775	\$ 45,225	
		Revenue	\$ (376,000)	\$ (376,000)	\$ -	
	Governmental Plaza Renovations Total		\$ -	\$ (45,225)	\$ -	\$ 45,225
	Greene Street Center	Expense	\$ 648,180	\$ 545,248	\$ 3,002	\$ 99,930
		Revenue	\$ (648,180)	\$ (648,180)	\$ -	
	Greene Street Center Total		\$ -	\$ (102,932)	\$ 3,002	\$ 99,930
	Greensboro Courthouse HVAC Replacement	Expense	\$ 1,150,000		\$ 1,150,000	\$ -
		Revenue	\$ (1,150,000)		\$ -	\$ (1,150,000)
	Greensboro Courthouse HVAC Replacement Total		\$ -		\$ 1,150,000	\$ (1,150,000)
	High Point Parking Deck Repairs	Expense	\$ 2,667,000	\$ 1,294,503	\$ 803,358	\$ 569,139
		Revenue	\$ (2,667,000)	\$ (2,667,000)	\$ -	
	High Point Parking Deck Repairs Total		\$ -	\$ (1,372,497)	\$ 803,358	\$ 569,139
	HP Justice Complex HVAC Sys	Expense	\$ 1,350,000	\$ 323,229	\$ 904,482	\$ 122,290
		Revenue	\$ (1,350,000)	\$ (1,350,000)	\$ -	
	HP Justice Complex HVAC Sys Total		\$ -	\$ (1,026,772)	\$ 904,482	\$ 122,290
	Independence Center Parking Deck Repairs	Expense	\$ 600,000	\$ 229,624	\$ 266,241	\$ 104,135
		Revenue	\$ (600,000)	\$ (600,000)	\$ -	
	Independence Center Parking Deck Repairs Total		\$ -	\$ (370,376)	\$ 266,241	\$ 104,135
	Old Courthouse Renovation	Expense	\$ 3,500,000	\$ 397,817	\$ 20,365	\$ 3,081,818
		Revenue	\$ (3,500,000)	\$ (3,500,000)	\$ -	
	Old Courthouse Renovation Total		\$ -	\$ (3,102,183)	\$ 20,365	\$ 3,081,818
General Government Total			\$ -	\$ (6,954,351)	\$ 3,147,447	\$ 3,806,905
Guilford County Schools	Academy at Central High School	Expense	\$ 1,744,700	\$ 1,744,700	\$ -	
		Revenue	\$ (1,744,700)	\$ (1,744,700)	\$ -	
	Academy at Central High School Total		\$ -	\$ -	\$ -	
	Allen Jay Middle School	Expense	\$ 13,108,318	\$ 13,075,448	\$ 32,870	
		Revenue	\$ (13,108,318)	\$ (13,108,318)	\$ -	
	Allen Jay Middle School Total		\$ -	\$ (32,870)	\$ -	\$ 32,870
	Allen Middle School	Expense	\$ 5,642,208	\$ 5,426,370	\$ 215,838	
		Revenue	\$ (5,642,208)	\$ (5,642,208)	\$ -	
	Allen Middle School Total		\$ -	\$ (215,838)	\$ -	\$ 215,838
	Archer Elementary	Expense	\$ 655,892	\$ 641,866	\$ 14,026	
		Revenue	\$ (655,892)	\$ (655,892)	\$ -	

Project	Project Name	Rev / Exp	Project Budget	Actual Expense	Encumbered	Balance
Guilford County Schools	Archer Elementary Total		\$ -	\$ (14,026)		\$ 14,026
	Bluford Elementry School - Renovation	Expense	\$ 8,294,462	\$ 7,295,795		\$ 998,667
		Revenue	\$ (8,294,462)	\$ (8,294,462)		\$ -
	Bluford Elementry School - Renovation Total		\$ -	\$ (998,667)		\$ 998,667
	Dudley High - New Traff Pattrn	Expense	\$ 750,000	\$ 700,327		\$ 49,673
		Revenue	\$ (750,000)	\$ (750,000)		\$ -
	Dudley High - New Traff Pattrn Total		\$ -	\$ (49,673)		\$ 49,673
	Dudley High School - Athletics	Expense	\$ 6,112,863	\$ 6,094,325		\$ 18,538
		Revenue	\$ (6,112,863)	\$ (6,112,863)		\$ -
	Dudley High School - Athletics Total		\$ -	\$ (18,538)		\$ 18,538
	Falknr/Hairstn Autism Wing	Expense	\$ 8,324,690	\$ 8,323,105		\$ 1,585
		Revenue	\$ (8,324,690)	\$ (8,324,690)		\$ -
	Falknr/Hairstn Autism Wing Total		\$ -	\$ (1,585)		\$ 1,585
	GCS Capital Maintenance FY 2016	Expense	\$ 4,999,341	\$ 4,999,341		\$ -
		Revenue	\$ (4,999,341)	\$ (4,999,341)		\$ -
	GCS Capital Maintenance FY 2016 Total		\$ -	\$ -		\$ -
	GCS Capital Maintenance FY 2017	Expense	\$ 6,000,000	\$ 5,148,712		\$ 851,288
		Revenue	\$ (6,000,000)	\$ (6,000,000)		\$ -
	GCS Capital Maintenance FY 2017 Total		\$ -	\$ (851,288)		\$ 851,288
	Grimsley High School	Expense	\$ 11,020,374	\$ 11,020,374		\$ 0
		Revenue	\$ (11,020,374)	\$ (11,020,374)		\$ -
	Grimsley High School Total		\$ -	\$ (0)		\$ 0
	Guilford Middle School - Repl	Expense	\$ 37,279,688	\$ 18,323,012		\$ 18,956,676
		Revenue	\$ (37,279,688)	\$ (37,279,688)		\$ -
	Guilford Middle School - Repl Total		\$ -	\$ (18,956,676)		\$ 18,956,676
	High Point Central - Add/Renov	Expense	\$ 21,986,011	\$ 8,226,986		\$ 13,759,025
		Revenue	\$ (21,986,011)	\$ (21,988,038)		\$ 2,027
	High Point Central - Add/Renov Total		\$ -	\$ (13,761,052)		\$ 13,761,052
	High Point SCALE Site	Expense	\$ 2,945,506	\$ 2,944,846		\$ 660
		Revenue	\$ (2,945,506)	\$ (2,945,011)		\$ (495)
	High Point SCALE Site Total		\$ -	\$ (164)		\$ 164
	High School Tracks	Expense	\$ 1,696,137	\$ 1,696,137		\$ -
		Revenue	\$ (1,696,137)	\$ (1,696,137)		\$ -
	High School Tracks Total		\$ -	\$ -		\$ -
	Hunter Elementry Schl - Replmt	Expense	\$ 19,273,675	\$ 16,664,013		\$ 2,609,662
		Revenue	\$ (19,273,675)	\$ (19,273,675)		\$ -
	Hunter Elementry Schl - Replmt Total		\$ -	\$ (2,609,662)		\$ 2,609,662
	HVAC - FY10 Medicaid Swap	Expense	\$ 2,149,670	\$ 2,124,077		\$ 25,593
		Revenue	\$ (2,149,670)	\$ (2,149,670)		\$ -
	HVAC - FY10 Medicaid Swap Total		\$ -	\$ (25,593)		\$ 25,593
	Mobile Classrooms	Expense	\$ 1,767,447	\$ 1,367,447		\$ 400,000
		Revenue	\$ (1,767,447)	\$ (1,767,447)		\$ -

Project	Project Name	Rev / Exp	Project Budget	Actual Expense	Encumbered	Balance
	Mobile Classrooms Total		\$ -	\$ (400,000)		\$ 400,000
	North Greensboro Area Elem Sch	Expense	\$ 19,125,492	\$ 19,115,182		\$ 10,310
		Revenue	\$ (19,125,492)	\$ (19,125,492)		\$ -
	North Greensboro Area Elem Sch Total		\$ -	\$ (10,310)		\$ 10,310
	Northeast High School	Expense	\$ 12,454,899	\$ 12,350,603		\$ 104,296
		Revenue	\$ (12,454,899)	\$ (12,454,899)		\$ -
	Northeast High School Total		\$ -	\$ (104,296)		\$ 104,296
	Northern High School	Expense	\$ 53,988,222	\$ 53,988,199		\$ 23
		Revenue	\$ (53,988,222)	\$ (53,988,222)		\$ -
	Northern High School Total		\$ -	\$ (23)		\$ 23
	Northwest HS - New Traff Patrn	Expense	\$ 1,156,200	\$ 569,154		\$ 587,046
		Revenue	\$ (1,156,200)	\$ (1,156,200)		\$ -
	Northwest HS - New Traff Patrn Total		\$ -	\$ (587,046)		\$ 587,046
	Northwest HS-Site & Athletics	Expense	\$ 4,054,278	\$ 4,053,369		\$ 909
		Revenue	\$ (4,054,278)	\$ (4,054,278)		\$ -
	Northwest HS-Site & Athletics Total		\$ -	\$ (909)		\$ 909
	Northwood Elm Sch - Kitchn Ren	Expense	\$ 689,225	\$ 637,224		\$ 52,001
		Revenue	\$ (689,225)	\$ (689,225)		\$ -
	Northwood Elm Sch - Kitchn Ren Total		\$ -	\$ (52,001)		\$ 52,001
	Page High School - Athletics	Expense	\$ 1,640,192	\$ 1,635,458		\$ 4,734
		Revenue	\$ (1,640,192)	\$ (1,640,192)		\$ -
	Page High School - Athletics Total		\$ -	\$ (4,734)		\$ 4,734
	Page High School-Roofing	Expense	\$ 164,135	\$ 154,773		\$ 9,362
		Revenue	\$ (164,135)	\$ (157,114)		\$ (7,021)
	Page High School-Roofing Total		\$ -	\$ (2,341)		\$ 2,341
	Ragsdale High School	Expense	\$ 46,479,973	\$ 46,364,324		\$ 115,649
		Revenue	\$ (46,479,973)	\$ (46,479,973)		\$ -
	Ragsdale High School Total		\$ -	\$ (115,649)		\$ 115,649
	Reedy Fork Area Elementary School	Expense	\$ 16,347,859	\$ 16,272,104		\$ 75,755
		Revenue	\$ (16,347,859)	\$ (16,347,859)		\$ -
	Reedy Fork Area Elementary School Total		\$ -	\$ (75,755)		\$ 75,755
	Roof R/R Andrews High School	Expense	\$ 767,481	\$ 762,504		\$ 4,977
		Revenue	\$ (767,481)	\$ (767,481)		\$ (0)
	Roof R/R Andrews High School Total		\$ -	\$ (4,977)		\$ 4,977
	Roof R/R Erwin Montessori	Expense	\$ 68,466	\$ 68,465		\$ 1
		Revenue	\$ (68,466)	\$ (68,465)		\$ (1)
	Roof R/R Erwin Montessori Total		\$ -	\$ -		\$ -
	Roof R/R Pleasant Garden ES	Expense	\$ 258,630	\$ 227,868		\$ 30,762
		Revenue	\$ (258,630)	\$ (258,630)		\$ -
	Roof R/R Pleasant Garden ES Total		\$ -	\$ (30,762)		\$ 30,762
	Roofing System-Wide	Expense	\$ 4,439,748	\$ 4,068,780		\$ 370,968
		Revenue	\$ (4,439,748)	\$ (4,248,878)		\$ (190,870)

Project	Project Name	Rev / Exp	Project Budget	Actual Expense	Encumbered	Balance
	Roofing System-Wide Total		\$ -	\$ (180,098)		\$ 180,098
	Smith High School Academy	Expense	\$ 5,797,246	\$ 5,774,304		\$ 22,942
		Revenue	\$ (5,797,246)	\$ (5,797,246)		\$ -
	Smith High School Academy Total		\$ -	\$ (22,942)		\$ 22,942
	Smith HS - Athletic Renovation	Expense	\$ 7,450,189	\$ 4,108,756		\$ 3,341,433
		Revenue	\$ (7,450,189)	\$ (7,450,189)		\$ -
	Smith HS - Athletic Renovation Total		\$ -	\$ (3,341,433)		\$ 3,341,433
	Smith HS - HVAC	Expense	\$ 19,878,222	\$ 18,058,931		\$ 1,819,291
		Revenue	\$ (19,878,222)	\$ (19,554,521)		\$ (323,701)
	Smith HS - HVAC Total		\$ -	\$ (1,495,590)		\$ 1,495,590
	Southeast Area Elem School (new)	Expense	\$ 19,372,235	\$ 19,371,554		\$ 681
		Revenue	\$ (19,372,235)	\$ (19,372,235)		\$ -
	Southeast Area Elem School (new) Total		\$ -	\$ (681)		\$ 681
	Southeast High School	Expense	\$ 32,606,071	\$ 31,737,969		\$ 868,102
		Revenue	\$ (32,606,071)	\$ (32,606,071)		\$ -
	Southeast High School Total		\$ -	\$ (868,102)		\$ 868,102
	Southeast Middle School	Expense	\$ 10,778,036	\$ 10,777,602		\$ 434
		Revenue	\$ (10,778,036)	\$ (10,778,036)		\$ -
	Southeast Middle School Total		\$ -	\$ (434)		\$ 434
	Southern HS Stadium Improvmts	Expense	\$ 634,480	\$ 307,172		\$ 327,308
		Revenue	\$ (634,480)	\$ (634,480)		\$ -
	Southern HS Stadium Improvmts Total		\$ -	\$ (327,308)		\$ 327,308
	Southwest High School	Expense	\$ 19,869,678	\$ 19,868,571		\$ 1,107
		Revenue	\$ (19,869,678)	\$ (19,869,678)		\$ -
	Southwest High School Total		\$ -	\$ (1,107)		\$ 1,107
	Summerfield Elem School	Expense	\$ 16,519,420	\$ 16,500,978		\$ 18,442
		Revenue	\$ (16,519,420)	\$ (16,519,420)		\$ -
	Summerfield Elem School Total		\$ -	\$ (18,442)		\$ 18,442
	System-wide Air Conditioning Renovation	Expense	\$ 21,139,311	\$ 21,139,311		\$ -
		Revenue	\$ (21,139,311)	\$ (21,139,313)		\$ 2
	System-wide Air Conditioning Renovation Total		\$ -	\$ (2)		\$ 2
	System-Wide Renovation @ Var Sch Sites	Expense	\$ 5,188,619	\$ 4,928,906		\$ 259,713
		Revenue	\$ (5,188,619)	\$ (5,188,618)		\$ (1)
	System-Wide Renovation @ Var Sch Sites Total		\$ -	\$ (259,712)		\$ 259,712
	System-Wide Renovation FY 2012	Expense	\$ 4,559,057	\$ 4,178,610		\$ 380,447
		Revenue	\$ (4,559,057)	\$ (4,559,057)		\$ -
	System-Wide Renovation FY 2012 Total		\$ -	\$ (380,447)		\$ 380,447
	System-wide Safety & Security	Expense	\$ 1,491,703	\$ 298,616		\$ 1,193,087
		Revenue	\$ (1,491,703)	\$ (1,491,703)		\$ -
	System-wide Safety & Security Total		\$ -	\$ (1,193,087)		\$ 1,193,087
	Western HS - Addition/Renovtin	Expense	\$ 8,547,130	\$ 4,898,128		\$ 3,649,002
		Revenue	\$ (8,547,130)	\$ (8,547,130)		\$ -

Project	Project Name	Rev / Exp	Project Budget	Actual Expense	Encumbered	Balance
Guilford County Schools	Western HS - Addition/Renovtn Total	\$ -	\$ (3,649,002)		\$ 3,649,002	
Guilford County Schools Total		\$ -	\$ (50,662,825)		\$ 50,662,825	
Guilford Technical Community College	Aviation Classroom Building	Expense \$ 8,248,558	\$ 8,248,558		\$ 0	
		Revenue \$ (8,248,558)	\$ (8,248,558)		\$ -	
	Aviation Classroom Building Total	\$ -	\$ (0)		\$ 0	
	GTCC - Center for Advanced Manufacturing	Expense \$ 33,434,148	\$ 21,258,327		\$ 12,175,821	
		Revenue \$ (33,434,148)	\$ (33,434,149)		\$ 1	
	GTCC - Center for Advanced Manufacturing Total	\$ -	\$ (12,175,822)		\$ 12,175,822	
	GTCC - Medlin Learning Ctr-HVAC&Renov	Expense \$ 7,826,356	\$ 5,925,561		\$ 1,900,795	
		Revenue \$ (7,826,356)	\$ (7,826,356)		\$ -	
	GTCC - Medlin Learning Ctr-HVAC&Renov Total	\$ -	\$ (1,900,795)		\$ 1,900,795	
	GTCC - Northwest Campus	Expense \$ 44,834,508	\$ 44,660,828		\$ 173,680	
		Revenue \$ (44,834,508)	\$ (44,834,508)		\$ -	
	GTCC - Northwest Campus Total	\$ -	\$ (173,680)		\$ 173,680	
	GTCC Capital Maintenance FY2015	Expense \$ 1,500,000	\$ 1,500,000		\$ -	
		Revenue \$ (1,500,000)	\$ (1,500,000)		\$ -	
	GTCC Capital Maintenance FY2015 Total	\$ -	\$ -		\$ -	
	GTCC Capital Maintenance FY2016	Expense \$ 1,500,000	\$ 347,419		\$ 1,152,581	
		Revenue \$ (1,500,000)	\$ (1,500,000)		\$ -	
	GTCC Capital Maintenance FY2016 Total	\$ -	\$ (1,152,581)		\$ 1,152,581	
	GTCC Capital Maintenance FY2017	Expense \$ 1,500,000			\$ 1,500,000	
		Revenue \$ (1,500,000)	\$ (1,500,000)		\$ -	
	GTCC Capital Maintenance FY2017 Total	\$ -	\$ (1,500,000)		\$ 1,500,000	
Guilford Technical Community College Total		\$ -	\$ (16,902,878)		\$ 16,902,878	
Parks & Open Space	Atlantic & Yadkin Grnway-Stim	Expense \$ 664,549	\$ 279,964		\$ 384,585	
		Revenue \$ (664,549)	\$ (664,548)		\$ (1)	
	Atlantic & Yadkin Grnway-Stim Total	\$ -	\$ (384,584)		\$ 384,584	
	Bicentennial Greenway Trail	Expense \$ 197,855	\$ 197,332		\$ 523	
		Revenue \$ (197,855)	\$ (199,832)		\$ 1,977	
	Bicentennial Greenway Trail Total	\$ -	\$ (2,500)		\$ 2,500	
	Bicentennial Greenway Trail - DOT	Expense \$ 1,007,200	\$ 1,007,200		\$ -	
		Revenue \$ (1,007,200)	\$ (1,007,200)		\$ -	
	Bicentennial Greenway Trail - DOT Total	\$ -	\$ -		\$ -	
	Bicentennial Greenway Trail - GSO	Expense \$ 1,340,303	\$ 1,340,054		\$ 249	
		Revenue \$ (1,340,303)	\$ (1,340,303)		\$ (0)	
	Bicentennial Greenway Trail - GSO Total	\$ -	\$ (249)		\$ 249	
	Bicentennial Greenway Trail - Stimulus	Expense \$ 548,116	\$ 548,112		\$ 4	
		Revenue \$ (548,116)	\$ (548,112)		\$ (4)	
	Bicentennial Greenway Trail - Stimulus Total	\$ -	\$ -		\$ -	
	Bicentennial Greenway Trail - STP-DA	Expense \$ 660,000	\$ 547,322		\$ 112,678	

Project	Project Name	Rev / Exp	Project Budget	Actual Expense	Encumbered	Balance
	Bicentennial Greenway Trail - STP-DA	Revenue	\$ (660,000)	\$ (640,100)		\$ (19,900)
	Bicentennial Greenway Trail - STP-DA Total		\$ -	\$ (92,778)		\$ 92,778
	Bryan Park Expansion	Expense	\$ 100,000			\$ 100,000
		Revenue	\$ (100,000)	\$ (100,000)		\$ -
	Bryan Park Expansion Total		\$ -	\$ (100,000)		\$ 100,000
	Bryan Park Phase I	Expense	\$ 100,000	\$ 31,420		\$ 68,580
		Revenue	\$ (100,000)	\$ (100,000)		\$ -
	Bryan Park Phase I Total		\$ -	\$ (68,580)		\$ 68,580
	Bur-Mil Park Clubhouse Renovations	Expense	\$ 1,283,000	\$ 487,288	\$ 795,000	\$ 712
		Revenue	\$ (1,283,000)	\$ (1,283,000)		\$ -
	Bur-Mil Park Clubhouse Renovations Total		\$ -	\$ (795,712)	\$ 795,000	\$ 712
	Bur-Mil Park Improvements	Expense	\$ 3,065,352	\$ 2,960,657	\$ 4,244	\$ 100,452
		Revenue	\$ (3,065,352)	\$ (3,065,352)		\$ -
	Bur-Mil Park Improvements Total		\$ -	\$ (104,695)	\$ 4,244	\$ 100,452
	Hagan-Stone Park	Expense	\$ 1,384,499	\$ 1,381,080	\$ 1,135	\$ 2,284
		Revenue	\$ (1,384,499)	\$ (1,384,500)		\$ 1
	Hagan-Stone Park Total		\$ -	\$ (3,420)	\$ 1,135	\$ 2,285
	Hagan-Stone Park Swimming Pool	Expense	\$ 2,000,000	\$ 1,972,973		\$ 27,028
		Revenue	\$ (2,000,000)	\$ (2,000,000)		\$ -
	Hagan-Stone Park Swimming Pool Total		\$ -	\$ (27,028)		\$ 27,028
	Northeast Park	Expense	\$ 9,242,725	\$ 9,039,208	\$ 1,296	\$ 202,221
		Revenue	\$ (9,242,725)	\$ (9,242,725)		\$ -
	Northeast Park Total		\$ -	\$ (203,517)	\$ 1,296	\$ 202,221
	Open Space Acquisition	Expense	\$ 10,148,246	\$ 9,616,470	\$ 54,664	\$ 477,113
		Revenue	\$ (10,148,246)	\$ (10,148,246)		\$ 0
	Open Space Acquisition Total		\$ -	\$ (531,777)	\$ 54,664	\$ 477,113
	Trails Development	Expense	\$ 363,938	\$ 88,912	\$ 26,953	\$ 248,073
		Revenue	\$ (363,938)	\$ (363,938)		\$ -
	Trails Development Total		\$ -	\$ (275,026)	\$ 26,953	\$ 248,073
Parks & Open Space Total			\$ -	\$ (2,589,866)	\$ 883,291	\$ 1,706,575
Public Safety	800 MHz Infrastructure Upgrade	Expense	\$ 12,044,000	\$ 6,793,378	\$ 1,346	\$ 5,249,276
		Revenue	\$ (12,044,000)	\$ (12,044,000)		\$ -
	800 MHz Infrastructure Upgrade Total		\$ -	\$ (5,250,622)	\$ 1,346	\$ 5,249,276
	800 MHz Radio Replacement	Expense	\$ 8,274,300	\$ 7,234,855		\$ 1,039,445
		Revenue	\$ (8,274,300)	\$ (7,133,527)		\$ (1,140,773)
	800 MHz Radio Replacement Total		\$ -	\$ 101,328		\$ (101,328)
	County Animal Shelter Replacement	Expense	\$ 131,109	\$ 68,030		\$ 63,079
		Revenue	\$ (131,109)	\$ (131,109)		\$ (0)
	County Animal Shelter Replacement Total		\$ -	\$ (63,079)		\$ 63,079
	EMS Base Station 4 Relocation	Expense	\$ 2,475	\$ 2,475		\$ -
		Revenue	\$ (2,475)	\$ (2,475)		\$ -

Project	Project Name	Rev / Exp	Project Budget	Actual Expense	Encumbered	Balance
Public Safety	EMS Base Station 4 Relocation Total	\$ -	\$ -	\$ -	\$ -	\$ -
	EMS Maintenance & Logistics Facility	Expense	\$ 3,053,000	\$ 33,767	\$ 1,301,052	\$ 1,718,181
		Revenue	\$ (3,053,000)	\$ (3,053,000)	\$ -	\$ -
	EMS Maintenance & Logistics Facility Total	\$ -	\$ (3,019,233)	\$ 1,301,052	\$ 1,718,181	
	Fire/EMS Pg Sys Narrowbanding	Expense	\$ 502,000	\$ 485,922	\$ 210	\$ 15,868
		Revenue	\$ (502,000)	\$ (502,000)	\$ -	\$ -
	Fire/EMS Pg Sys Narrowbanding Total	\$ -	\$ (16,078)	\$ 210	\$ 15,868	
	High Point Courthouse Renovations	Expense	\$ 1,728,626	\$ 956,778	\$ -	\$ 771,848
		Revenue	\$ (1,728,626)	\$ (1,728,626)	\$ -	\$ -
	High Point Courthouse Renovations Total	\$ -	\$ (771,848)	\$ -	\$ 771,848	
	Law Enforcement Special Operations Bld	Expense	\$ 3,950,000	\$ 3,836,704	\$ 108,264	\$ 5,032
		Revenue	\$ (3,950,000)	\$ (3,950,000)	\$ -	\$ (0)
	Law Enforcement Special Operations Bld Total	\$ -	\$ (113,296)	\$ 108,264	\$ 5,032	
Public Safety Total		\$ -	\$ (9,132,828)	\$ 1,410,872	\$ 7,721,955	
Grand Total		\$ -	\$ (86,242,747)	\$ 5,441,610	\$ 80,801,137	



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.



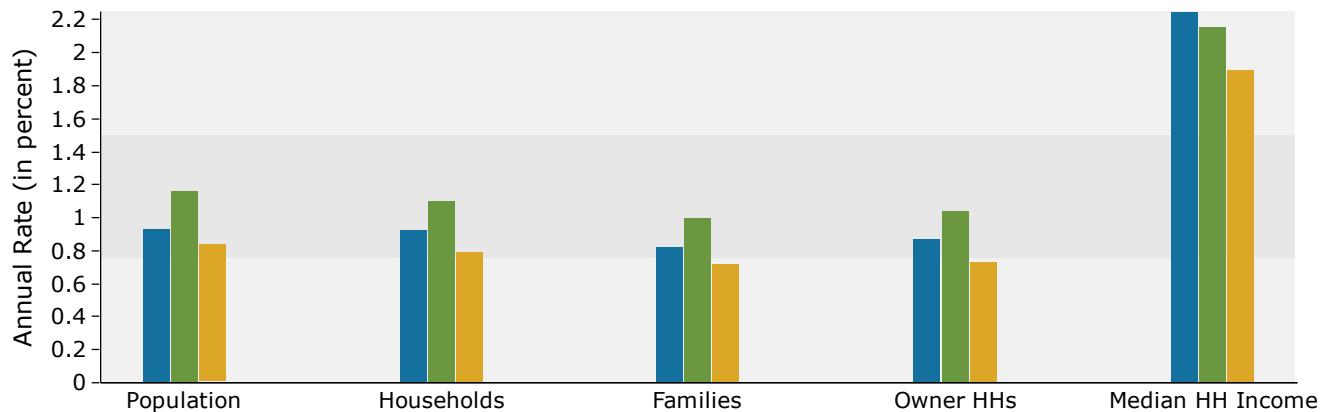
Demographic and Income Profile

Guilford County, NC
Guilford County, NC (37081)
Geography: County

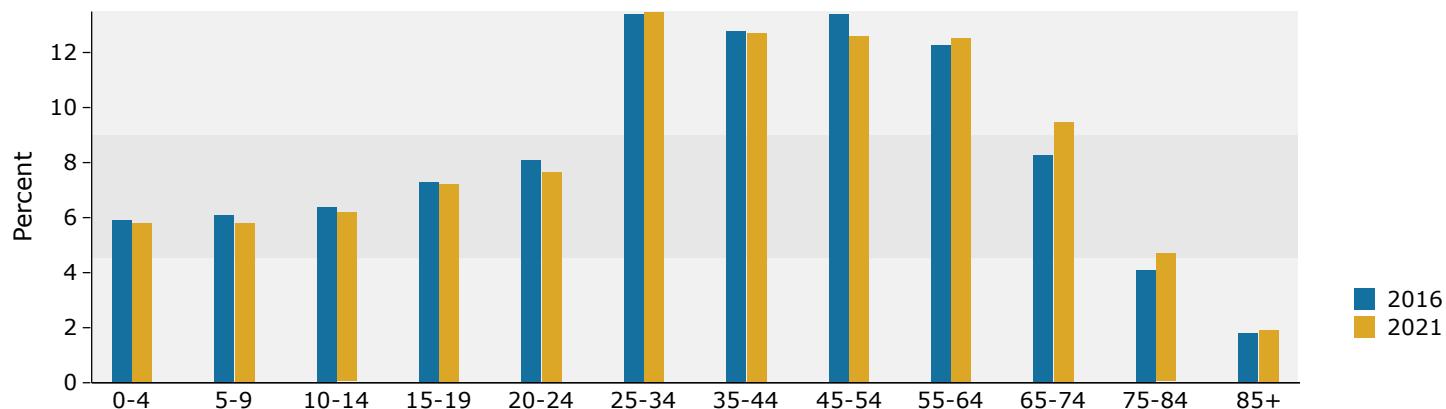
Prepared by Esri

Summary	Census 2010	2016	2021
Population	488,406	514,876	539,370
Households	196,628	206,617	216,304
Families	123,169	128,029	133,338
Average Household Size	2.41	2.41	2.42
Owner Occupied Housing Units	119,569	119,604	124,911
Renter Occupied Housing Units	77,059	87,013	91,393
Median Age	36.3	37.2	38.0
Trends: 2016 - 2021 Annual Rate	Area	State	National
Population	0.93%	1.16%	0.84%
Households	0.92%	1.10%	0.79%
Families	0.82%	1.00%	0.72%
Owner HHs	0.87%	1.04%	0.73%
Median Household Income	2.25%	2.16%	1.89%
	2016	2021	
Households by Income	Number	Percent	Number
<\$15,000	28,732	13.9%	29,821
\$15,000 - \$24,999	25,407	12.3%	25,100
\$25,000 - \$34,999	25,470	12.3%	29,306
\$35,000 - \$49,999	30,022	14.5%	20,900
\$50,000 - \$74,999	34,021	16.5%	37,146
\$75,000 - \$99,999	22,990	11.1%	25,501
\$100,000 - \$149,999	22,968	11.1%	28,308
\$150,000 - \$199,999	8,920	4.3%	11,081
\$200,000+	8,087	3.9%	9,141
Median Household Income	\$45,993		\$51,394
Average Household Income	\$67,512		\$73,268
Per Capita Income	\$27,572		\$29,840
Population by Age	Census 2010	2016	2021
	Number	Percent	Number
0 - 4	30,639	6.3%	30,335
5 - 9	31,801	6.5%	31,446
10 - 14	32,234	6.6%	32,978
15 - 19	37,290	7.6%	37,566
20 - 24	39,642	8.1%	41,653
25 - 34	64,326	13.2%	69,166
35 - 44	67,048	13.7%	66,033
45 - 54	69,197	14.2%	69,036
55 - 64	56,106	11.5%	63,363
65 - 74	32,201	6.6%	42,845
75 - 84	19,761	4.0%	21,080
85+	8,161	1.7%	9,375
1.8%			10,120
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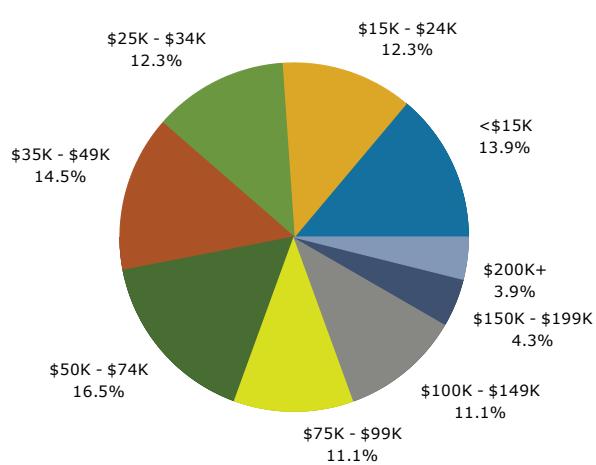
Trends 2016-2021



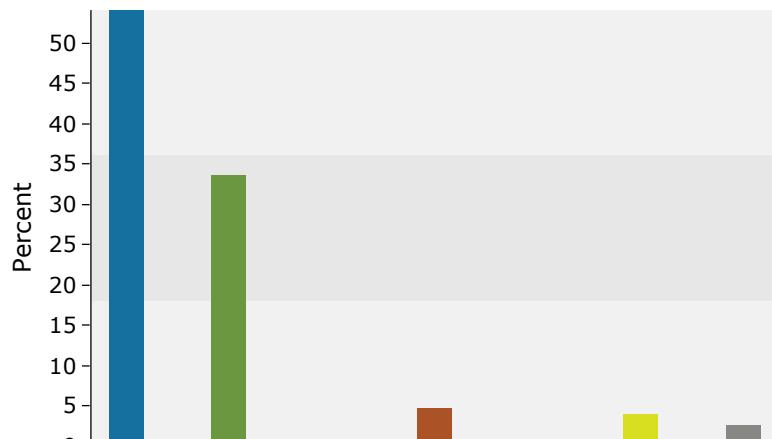
Population by Age



2016 Household Income



2016 Population by Race



Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021.

March 09, 2017

	2010 - 2014 ACS Estimate	Percent	MOE(±)	Reliability
TOTALS				
Total Population	500,899		0	■■■
Total Households	198,560		1,430	■■■
Total Housing Units	220,701		504	■■■
POPULATION AGE 3+ YEARS BY SCHOOL ENROLLMENT				
Total	482,274	100.0%	524	■■■
Enrolled in school	139,569	28.9%	1,692	■■■
Enrolled in nursery school, preschool	7,063	1.5%	578	■■■
Public school	3,813	0.8%	468	■■■
Private school	3,250	0.7%	355	■■■
Enrolled in kindergarten	6,239	1.3%	543	■■■
Public school	5,500	1.1%	513	■■■
Private school	739	0.2%	197	■■
Enrolled in grade 1 to grade 4	24,499	5.1%	862	■■■
Public school	22,202	4.6%	857	■■■
Private school	2,297	0.5%	314	■■■
Enrolled in grade 5 to grade 8	25,678	5.3%	935	■■■
Public school	23,089	4.8%	923	■■■
Private school	2,589	0.5%	358	■■■
Enrolled in grade 9 to grade 12	26,741	5.5%	736	■■■
Public school	24,268	5.0%	746	■■■
Private school	2,473	0.5%	318	■■■
Enrolled in college undergraduate years	42,081	8.7%	1,289	■■■
Public school	35,857	7.4%	1,275	■■■
Private school	6,224	1.3%	682	■■■
Enrolled in graduate or professional school	7,268	1.5%	592	■■■
Public school	5,619	1.2%	540	■■■
Private school	1,649	0.3%	234	■■■
Not enrolled in school	342,705	71.1%	1,672	■■■
POPULATION AGE 65+ BY RELATIONSHIP AND HOUSEHOLD TYPE				
Total	65,277	100.0%	73	■■■
Living in Households	63,111	96.7%	307	■■■
Living in Family Households	42,012	64.4%	895	■■■
Householder	21,765	33.3%	627	■■■
Spouse	15,258	23.4%	528	■■■
Parent	2,927	4.5%	409	■■■
Parent-in-law	752	1.2%	231	■■
Other Relative	1,171	1.8%	241	■■
Nonrelative	139	0.2%	105	■
Living in Nonfamily Households	21,099	32.3%	867	■■■
Householder	20,156	30.9%	807	■■■
Nonrelative	943	1.4%	2	■■
Living in Group Quarters	2,166	3.3%	304	■■■

	2010 - 2014 ACS Estimate	Percent	MOE(±)	Reliability
HOUSEHOLDS BY TYPE AND SIZE AND AGE				
Family Households	125,059	63.0%	1,682	■■■
2-Person	56,733	28.6%	1,448	■■■
3-Person	30,011	15.1%	1,233	■■■
4-Person	23,332	11.8%	878	■■■
5-Person	9,408	4.7%	693	■■■
6-Person	3,607	1.8%	481	■■■
7+ Person	1,968	1.0%	266	■■■
Nonfamily Households	73,501	37.0%	1,552	■■■
1-Person	60,550	30.5%	1,428	■■■
2-Person	11,014	5.5%	717	■■■
3-Person	1,390	0.7%	299	■■
4-Person	427	0.2%	147	■■
5-Person	108	0.1%	92	■
6-Person	0	0.0%	29	
7+ Person	12	0.0%	15	■
HOUSEHOLDS BY PRESENCE OF PEOPLE UNDER 18 YEARS BY HOUSEHOLD TYPE				
Households with one or more people under 18 years	63,103	31.8%	1,029	■■■
Family households	62,574	31.5%	1,042	■■■
Married-couple family	36,176	18.2%	911	■■■
Male householder, no wife present	5,038	2.5%	487	■■■
Female householder, no husband present	21,360	10.8%	922	■■■
Nonfamily households	529	0.3%	166	■■
Households with no people under 18 years	135,457	68.2%	1,460	■■■
Married-couple family	48,990	24.7%	1,148	■■■
Other family	13,495	6.8%	767	■■■
Nonfamily households	72,972	36.8%	1,548	■■■
HOUSEHOLDS BY PRESENCE OF PEOPLE 65 YEARS AND OVER, HOUSEHOLD SIZE AND HOUSEHOLD TYPE				
Households with Pop 65+	46,750	23.5%	666	■■■
1-Person	19,425	9.8%	790	■■■
2+ Person Family	26,344	13.3%	599	■■■
2+ Person Nonfamily	981	0.5%	195	■■
Households with No Pop 65+	151,810	76.5%	1,276	■■■
1-Person	41,125	20.7%	1,218	■■■
2+ Person Family	98,715	49.7%	1,504	■■■
2+ Person Nonfamily	11,970	6.0%	703	■■■

	2010 - 2014 ACS Estimate	Percent	MOE(±)	Reliability
POPULATION AGE 5+ YEARS BY LANGUAGE SPOKEN AT HOME AND ABILITY TO SPEAK ENGLISH				
Total	469,998	100.0%	50	
5 to 17 years				
Speak only English	70,335	15.0%	755	
Speak Spanish	7,971	1.7%	582	
Speak English "very well" or "well"	7,470	1.6%	672	
Speak English "not well"	370	0.1%	165	
Speak English "not at all"	131	0.0%	106	
Speak other Indo-European languages	1,733	0.4%	428	
Speak English "very well" or "well"	1,446	0.3%	361	
Speak English "not well"	249	0.1%	205	
Speak English "not at all"	38	0.0%	63	
Speak Asian and Pacific Island languages	3,017	0.6%	362	
Speak English "very well" or "well"	2,776	0.6%	359	
Speak English "not well"	213	0.0%	110	
Speak English "not at all"	28	0.0%	35	
Speak other languages	1,336	0.3%	346	
Speak English "very well" or "well"	1,220	0.3%	315	
Speak English "not well"	86	0.0%	59	
Speak English "not at all"	30	0.0%	35	
18 to 64 years				
Speak only English	277,954	59.1%	1,487	
Speak Spanish	20,382	4.3%	742	
Speak English "very well" or "well"	13,133	2.8%	873	
Speak English "not well"	5,391	1.1%	561	
Speak English "not at all"	1,858	0.4%	416	
Speak other Indo-European languages	8,281	1.8%	890	
Speak English "very well" or "well"	7,034	1.5%	790	
Speak English "not well"	1,076	0.2%	299	
Speak English "not at all"	171	0.0%	88	
Speak Asian and Pacific Island languages	9,578	2.0%	603	
Speak English "very well" or "well"	6,788	1.4%	650	
Speak English "not well"	2,340	0.5%	393	
Speak English "not at all"	450	0.1%	174	
Speak other languages	4,134	0.9%	771	
Speak English "very well" or "well"	3,653	0.8%	619	
Speak English "not well"	374	0.1%	134	
Speak English "not at all"	107	0.0%	79	
65 years and over				
Speak only English	61,826	13.2%	277	
Speak Spanish	1,036	0.2%	149	
Speak English "very well" or "well"	657	0.1%	177	
Speak English "not well"	131	0.0%	83	
Speak English "not at all"	248	0.1%	143	
Speak other Indo-European languages	1,110	0.2%	236	
Speak English "very well" or "well"	908	0.2%	206	
Speak English "not well"	177	0.0%	109	
Speak English "not at all"	25	0.0%	32	
Speak Asian and Pacific Island languages	970	0.2%	168	
Speak English "very well" or "well"	514	0.1%	198	
Speak English "not well"	313	0.1%	119	
Speak English "not at all"	143	0.0%	98	
Speak other languages	335	0.1%	159	
Speak English "very well" or "well"	220	0.0%	117	
Speak English "not well"	48	0.0%	74	
Speak English "not at all"	67	0.0%	61	

Source: U.S. Census Bureau, 2010-2014 American Community Survey

 Reliability:  high  medium  low

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	2010 - 2014 ACS Estimate	Percent	MOE(±)	Reliability
WORKERS AGE 16+ YEARS BY PLACE OF WORK				
Total	227,653	100.0%	1,921	■■■
Worked in state and in county of residence	193,396	85.0%	2,092	■■■
Worked in state and outside county of residence	31,214	13.7%	1,416	■■■
Worked outside state of residence	3,043	1.3%	444	■■■
WORKERS AGE 16+ YEARS BY MEANS OF TRANSPORTATION TO WORK				
Total	227,653	100.0%	1,921	■■■
Drove alone	186,799	82.1%	2,004	■■■
Carpooled	21,367	9.4%	1,248	■■■
Public transportation (excluding taxicab)	3,114	1.4%	451	■■■
Bus or trolley bus	2,950	1.3%	428	■■■
Streetcar or trolley car	78	0.0%	79	■
Subway or elevated	30	0.0%	37	■
Railroad	36	0.0%	47	■
Ferryboat	20	0.0%	32	■
Taxicab	367	0.2%	156	■■
Motorcycle	337	0.1%	139	■■
Bicycle	426	0.2%	133	■■
Walked	3,776	1.7%	478	■■■
Other means	1,337	0.6%	281	■■
Worked at home	10,130	4.4%	722	■■■
WORKERS AGE 16+ YEARS (WHO DID NOT WORK FROM HOME) BY TRAVEL TIME TO WORK				
Total	217,523	100.0%	1,935	■■■
Less than 5 minutes	4,390	2.0%	452	■■■
5 to 9 minutes	20,273	9.3%	1,005	■■■
10 to 14 minutes	41,862	19.2%	1,367	■■■
15 to 19 minutes	46,013	21.2%	1,342	■■■
20 to 24 minutes	38,499	17.7%	1,305	■■■
25 to 29 minutes	16,839	7.7%	987	■■■
30 to 34 minutes	26,138	12.0%	1,097	■■■
35 to 39 minutes	4,367	2.0%	495	■■■
40 to 44 minutes	4,525	2.1%	558	■■■
45 to 59 minutes	6,163	2.8%	599	■■■
60 to 89 minutes	4,307	2.0%	580	■■■
90 or more minutes	4,147	1.9%	526	■■■
Average Travel Time to Work (in minutes)	21.3		0.4	■■■
FEMALES AGE 20-64 YEARS BY AGE OF OWN CHILDREN AND EMPLOYMENT STATUS				
Total	156,455	100.0%	380	■■■
Own children under 6 years only	13,768	8.8%	845	■■■
In labor force	9,948	6.4%	711	■■■
Not in labor force	3,820	2.4%	467	■■■
Own children under 6 years and 6 to 17 years	10,875	7.0%	604	■■■
In labor force	7,065	4.5%	499	■■■
Not in labor force	3,810	2.4%	448	■■■
Own children 6 to 17 years only	32,055	20.5%	988	■■■
In labor force	24,819	15.9%	864	■■■
Not in labor force	7,236	4.6%	545	■■■
No own children under 18 years	99,757	63.8%	1,017	■■■
In labor force	74,249	47.5%	1,221	■■■
Not in labor force	25,508	16.3%	880	■■■

	2010 - 2014 ACS Estimate	Percent	MOE(±)	Reliability
CIVILIAN NONINSTITUTIONALIZED POPULATION BY AGE & TYPES OF HEALTH INSURANCE COVERAGE				
Total	497,264	100.0%	386	■■■
Under 18 years:	115,125	23.2%	66	■■■
One Type of Health Insurance:	102,385	20.6%	924	■■■
Employer-Based Health Ins Only	52,995	10.7%	1,543	■■■
Direct-Purchase Health Ins Only	5,768	1.2%	660	■■■
Medicare Coverage Only	192	0.0%	104	■■■
Medicaid Coverage Only	42,561	8.6%	1,432	■■■
TRICARE/Military Hlth Cov Only	746	0.2%	223	■■■
VA Health Care Only	123	0.0%	125	■■■
2+ Types of Health Insurance	4,337	0.9%	573	■■■
No Health Insurance Coverage	8,403	1.7%	930	■■■
18 to 34 years:	123,171	24.8%	244	■■■
One Type of Health Insurance:	84,996	17.1%	1,163	■■■
Employer-Based Health Ins Only	59,080	11.9%	1,289	■■■
Direct-Purchase Health Ins Only	12,682	2.6%	811	■■■
Medicare Coverage Only	461	0.1%	169	■■■
Medicaid Coverage Only	11,332	2.3%	675	■■■
TRICARE/Military Hlth Cov Only	1,299	0.3%	341	■■■
VA Health Care Only	142	0.0%	86	■■■
2+ Types of Health Insurance	5,156	1.0%	487	■■■
No Health Insurance Coverage	33,019	6.6%	1,172	■■■
35 to 64 years:	195,466	39.3%	244	■■■
One Type of Health Insurance:	146,975	29.6%	1,567	■■■
Employer-Based Health Ins Only	116,726	23.5%	1,651	■■■
Direct-Purchase Health Ins Only	15,285	3.1%	963	■■■
Medicare Coverage Only	3,676	0.7%	498	■■■
Medicaid Coverage Only	9,559	1.9%	767	■■■
TRICARE/Military Hlth Cov Only	870	0.2%	233	■■■
VA Health Care Only	859	0.2%	183	■■■
2+ Types of Health Insurance	13,725	2.8%	845	■■■
No Health Insurance Coverage	34,766	7.0%	1,459	■■■
65+ years:	63,502	12.8%	246	■■■
One Type of Health Insurance:	21,867	4.4%	832	■■■
Employer-Based Health Ins Only	1,112	0.2%	248	■■■
Direct-Purchase Health Ins Only	187	0.0%	147	■■■
Medicare Coverage Only	20,523	4.1%	828	■■■
TRICARE/Military Hlth Cov Only	26	0.0%	44	■■■
VA Health Care Only	19	0.0%	24	■■■
2+ Types of Health Insurance:	41,289	8.3%	832	■■■
Employer-Based & Direct-Purchase Health Insurance	28	0.0%	25	■■■
Employer-Based Health & Medicare Insurance	11,770	2.4%	616	■■■
Direct-Purchase Health & Medicare Insurance	12,890	2.6%	644	■■■
Medicare & Medicaid Coverage	3,612	0.7%	428	■■■
Other Private Health Insurance Combos	0	0.0%	29	■■■
Other Public Health Insurance Combos	1,071	0.2%	232	■■■
Other Health Insurance Combinations	11,918	2.4%	616	■■■
No Health Insurance Coverage	346	0.1%	132	■■■

	2010 - 2014 ACS Estimate	Percent	MOE(±)	Reliability
POPULATION BY RATIO OF INCOME TO POVERTY LEVEL				
Total	486,453	100.0%	1,145	
Under .50	39,536	8.1%	1,804	
.50 to .99	47,432	9.8%	2,547	
1.00 to 1.24	25,907	5.3%	1,971	
1.25 to 1.49	27,008	5.6%	2,337	
1.50 to 1.84	37,892	7.8%	2,801	
1.85 to 1.99	14,821	3.0%	1,704	
2.00 and over	293,857	60.4%	3,645	
CIVILIAN POPULATION AGE 18 OR OLDER BY VETERAN STATUS				
Total	385,220	100.0%	170	
Veteran	30,675	8.0%	891	
Nonveteran	354,545	92.0%	915	
Male	179,165	46.5%	162	
Veteran	28,099	7.3%	807	
Nonveteran	151,066	39.2%	838	
Female	206,055	53.5%	58	
Veteran	2,576	0.7%	351	
Nonveteran	203,479	52.8%	352	
CIVILIAN VETERANS AGE 18 OR OLDER BY PERIOD OF MILITARY SERVICE				
Total	30,675	100.0%	891	
Gulf War (9/01 or later), no Gulf War (8/90 to 8/01), no Vietnam Era	1,907	6.2%	368	
Gulf War (9/01 or later) and Gulf War (8/90 to 8/01), no Vietnam Era	839	2.7%	194	
Gulf War (9/01 or later), and Gulf War (8/90 to 8/01), and Vietnam Era	37	0.1%	33	
Gulf War (8/90 to 8/01), no Vietnam Era	4,383	14.3%	480	
Gulf War (8/90 to 8/01) and Vietnam Era	223	0.7%	71	
Vietnam Era, no Korean War, no World War II	9,680	31.6%	533	
Vietnam Era and Korean War, no World War II	215	0.7%	82	
Vietnam Era and Korean War and World War II	44	0.1%	37	
Korean War, no Vietnam Era, no World War II	2,808	9.2%	258	
Korean War and World War II, no Vietnam Era	234	0.8%	91	
World War II, no Korean War, no Vietnam Era	2,018	6.6%	233	
Between Gulf War and Vietnam Era only	5,023	16.4%	443	
Between Vietnam Era and Korean War only	3,178	10.4%	341	
Between Korean War and World War II only	62	0.2%	40	
Pre-World War II only	24	0.1%	30	
HOUSEHOLDS BY POVERTY STATUS				
Total	198,560	100.0%	1,430	
Income in the past 12 months below poverty level	31,740	16.0%	962	
Married-couple family	4,433	2.2%	423	
Other family - male householder (no wife present)	1,670	0.8%	297	
Other family - female householder (no husband present)	10,400	5.2%	594	
Nonfamily household - male householder	5,627	2.8%	606	
Nonfamily household - female householder	9,610	4.8%	572	
Income in the past 12 months at or above poverty level	166,820	84.0%	1,385	
Married-couple family	80,733	40.7%	1,435	
Other family - male householder (no wife present)	7,337	3.7%	620	
Other family - female householder (no husband present)	20,486	10.3%	922	
Nonfamily household - male householder	25,500	12.8%	996	
Nonfamily household - female householder	32,764	16.5%	1,055	

	2010 - 2014 ACS Estimate	Percent	MOE(±)	Reliability
HOUSEHOLDS BY OTHER INCOME				
Social Security Income	54,791	27.6%	923	
No Social Security Income	143,769	72.4%	1,395	
Retirement Income	31,321	15.8%	1,077	
No Retirement Income	167,239	84.2%	1,529	
GROSS RENT AS A PERCENTAGE OF HOUSEHOLD INCOME IN THE PAST 12 MONTHS				
<10% of Income	2,235	2.8%	311	
10-14.9% of Income	6,311	8.0%	643	
15-19.9% of Income	8,639	10.9%	724	
20-24.9% of Income	9,780	12.3%	815	
25-29.9% of Income	8,850	11.2%	777	
30-34.9% of Income	7,263	9.2%	744	
35-39.9% of Income	5,373	6.8%	559	
40-49.9% of Income	6,885	8.7%	621	
50+% of Income	18,360	23.2%	884	
Gross Rent % Inc Not Computed	5,528	7.0%	444	
HOUSEHOLDS BY PUBLIC ASSISTANCE INCOME IN THE PAST 12 MONTHS				
Total	198,560	100.0%	1,430	
With public assistance income	6,129	3.1%	599	
No public assistance income	192,431	96.9%	1,634	
HOUSEHOLDS BY FOOD STAMPS/SNAP STATUS				
Total	198,560	100.0%	1,430	
With Food Stamps/SNAP	28,332	14.3%	895	
With No Food Stamps/SNAP	170,228	85.7%	1,496	
HOUSEHOLDS BY DISABILITY STATUS				
Total	198,560	100.0%	1,430	
With 1+ Persons w/Disability	41,237	20.8%	987	
With No Person w/Disability	157,323	79.2%	1,823	

Data Note: N/A means not available. Population by Ratio of Income to Poverty Level represents persons for whom poverty status is determined. Household income represents income in 2014, adjusted for inflation.

2010-2014 ACS Estimate: The American Community Survey (ACS) replaces census sample data. Esri is releasing the 2010-2014 ACS estimates, five-year period data collected monthly from January 1, 2010 through December 31, 2014. Although the ACS includes many of the subjects previously covered by the decennial census sample, there are significant differences between the two surveys including fundamental differences in survey design and residency rules.

Margin of error (MOE): The MOE is a measure of the variability of the estimate due to sampling error. MOEs enable the data user to measure the range of uncertainty for each estimate with 90 percent confidence. The range of uncertainty is called the confidence interval, and it is calculated by taking the estimate +/- the MOE. For example, if the ACS reports an estimate of 100 with an MOE of +/- 20, then you can be 90 percent certain the value for the whole population falls between 80 and 120.

Reliability: These symbols represent threshold values that Esri has established from the Coefficients of Variation (CV) to designate the usability of the estimates. The CV measures the amount of sampling error relative to the size of the estimate, expressed as a percentage.

-  High Reliability: Small CVs (less than or equal to 12 percent) are flagged green to indicate that the sampling error is small relative to the estimate and the estimate is reasonably reliable.
-  Medium Reliability: Estimates with CVs between 12 and 40 are flagged yellow-use with caution.
-  Low Reliability: Large CVs (over 40 percent) are flagged red to indicate that the sampling error is large relative to the estimate. The estimate is considered very unreliable.



Community Profile

Guilford County, NC
Guilford County, NC (37081)
Geography: County

Prepared by Esri

	Guilford Coun...
Population Summary	
2000 Total Population	421,048
2010 Total Population	488,406
2016 Total Population	514,876
2016 Group Quarters	15,915
2021 Total Population	539,370
2016-2021 Annual Rate	0.93%
2016 Total Daytime Population	571,506
Workers	304,026
Residents	267,480
Household Summary	
2000 Households	168,667
2000 Average Household Size	2.41
2010 Households	196,628
2010 Average Household Size	2.41
2016 Households	206,617
2016 Average Household Size	2.41
2021 Households	216,304
2021 Average Household Size	2.42
2016-2021 Annual Rate	0.92%
2010 Families	123,169
2010 Average Family Size	3.01
2016 Families	128,029
2016 Average Family Size	3.04
2021 Families	133,338
2021 Average Family Size	3.05
2016-2021 Annual Rate	0.82%
Housing Unit Summary	
2000 Housing Units	180,391
Owner Occupied Housing Units	58.6%
Renter Occupied Housing Units	34.9%
Vacant Housing Units	6.5%
2010 Housing Units	218,017
Owner Occupied Housing Units	54.8%
Renter Occupied Housing Units	35.3%
Vacant Housing Units	9.8%
2016 Housing Units	230,163
Owner Occupied Housing Units	52.0%
Renter Occupied Housing Units	37.8%
Vacant Housing Units	10.2%
2021 Housing Units	241,037
Owner Occupied Housing Units	51.8%
Renter Occupied Housing Units	37.9%
Vacant Housing Units	10.3%
Median Household Income	
2016	\$45,993
2021	\$51,394
Median Home Value	
2016	\$173,164
2021	\$207,790
Per Capita Income	
2016	\$27,572
2021	\$29,840
Median Age	
2010	36.3
2016	37.2
2021	38.0

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021 Esri converted Census 2000 data into 2010 geography.

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Community Profile

Guilford County, NC
Guilford County, NC (37081)
Geography: County

Prepared by Esri

Guilford Coun...

2016 Households by Income

Household Income Base	206,617
<\$15,000	13.9%
\$15,000 - \$24,999	12.3%
\$25,000 - \$34,999	12.3%
\$35,000 - \$49,999	14.5%
\$50,000 - \$74,999	16.5%
\$75,000 - \$99,999	11.1%
\$100,000 - \$149,999	11.1%
\$150,000 - \$199,999	4.3%
\$200,000+	3.9%
Average Household Income	\$67,512

2021 Households by Income

Household Income Base	216,304
<\$15,000	13.8%
\$15,000 - \$24,999	11.6%
\$25,000 - \$34,999	13.5%
\$35,000 - \$49,999	9.7%
\$50,000 - \$74,999	17.2%
\$75,000 - \$99,999	11.8%
\$100,000 - \$149,999	13.1%
\$150,000 - \$199,999	5.1%
\$200,000+	4.2%
Average Household Income	\$73,268

2016 Owner Occupied Housing Units by Value

Total	119,589
<\$50,000	4.4%
\$50,000 - \$99,999	16.0%
\$100,000 - \$149,999	21.4%
\$150,000 - \$199,999	17.7%
\$200,000 - \$249,999	12.4%
\$250,000 - \$299,999	7.6%
\$300,000 - \$399,999	10.0%
\$400,000 - \$499,999	4.7%
\$500,000 - \$749,999	3.2%
\$750,000 - \$999,999	1.5%
\$1,000,000 +	1.1%
Average Home Value	\$222,806

2021 Owner Occupied Housing Units by Value

Total	124,896
<\$50,000	3.3%
\$50,000 - \$99,999	12.3%
\$100,000 - \$149,999	13.7%
\$150,000 - \$199,999	18.0%
\$200,000 - \$249,999	17.1%
\$250,000 - \$299,999	11.5%
\$300,000 - \$399,999	12.2%
\$400,000 - \$499,999	5.3%
\$500,000 - \$749,999	3.3%
\$750,000 - \$999,999	2.0%
\$1,000,000 +	1.4%
Average Home Value	\$249,867

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021 Esri converted Census 2000 data into 2010 geography.

March 09, 2017



Community Profile

Guilford County, NC
Guilford County, NC (37081)
Geography: County

Prepared by Esri

Guilford Coun...

2010 Population by Age

Total	488,406
0 - 4	6.3%
5 - 9	6.5%
10 - 14	6.6%
15 - 24	15.8%
25 - 34	13.2%
35 - 44	13.7%
45 - 54	14.2%
55 - 64	11.5%
65 - 74	6.6%
75 - 84	4.0%
85 +	1.7%
18 +	76.6%

2016 Population by Age

Total	514,876
0 - 4	5.9%
5 - 9	6.1%
10 - 14	6.4%
15 - 24	15.4%
25 - 34	13.4%
35 - 44	12.8%
45 - 54	13.4%
55 - 64	12.3%
65 - 74	8.3%
75 - 84	4.1%
85 +	1.8%
18 +	77.8%

2021 Population by Age

Total	539,370
0 - 4	5.8%
5 - 9	5.8%
10 - 14	6.2%
15 - 24	14.8%
25 - 34	13.5%
35 - 44	12.7%
45 - 54	12.6%
55 - 64	12.5%
65 - 74	9.5%
75 - 84	4.7%
85 +	1.9%
18 +	78.5%

2010 Population by Sex

Males	232,483
Females	255,923

2016 Population by Sex

Males	246,165
Females	268,711

2021 Population by Sex

Males	258,538
Females	280,832

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021 Esri converted Census 2000 data into 2010 geography.

March 09, 2017

Guilford Coun...

2010 Population by Race/Ethnicity

Total	488,406
White Alone	57.0%
Black Alone	32.5%
American Indian Alone	0.5%
Asian Alone	3.9%
Pacific Islander Alone	0.0%
Some Other Race Alone	3.6%
Two or More Races	2.3%
Hispanic Origin	7.1%
Diversity Index	62.5

2016 Population by Race/Ethnicity

Total	514,876
White Alone	54.1%
Black Alone	33.7%
American Indian Alone	0.5%
Asian Alone	4.8%
Pacific Islander Alone	0.1%
Some Other Race Alone	4.0%
Two or More Races	2.7%
Hispanic Origin	8.0%
Diversity Index	65.1

2021 Population by Race/Ethnicity

Total	539,370
White Alone	51.4%
Black Alone	34.6%
American Indian Alone	0.5%
Asian Alone	5.7%
Pacific Islander Alone	0.1%
Some Other Race Alone	4.6%
Two or More Races	3.1%
Hispanic Origin	9.1%
Diversity Index	67.7

2010 Population by Relationship and Household Type

Total	488,406
In Households	96.8%
In Family Households	77.9%
Householder	25.2%
Spouse	17.3%
Child	29.5%
Other relative	3.7%
Nonrelative	2.0%
In Nonfamily Households	19.0%
In Group Quarters	3.2%
Institutionalized Population	0.7%
Noninstitutionalized Population	2.5%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021 Esri converted Census 2000 data into 2010 geography.

March 09, 2017



Community Profile

Guilford County, NC
Guilford County, NC (37081)
Geography: County

Prepared by Esri

Guilford Coun...

2016 Population 25+ by Educational Attainment

Total	340,898
Less than 9th Grade	3.8%
9th - 12th Grade, No Diploma	6.7%
High School Graduate	22.0%
GED/Alternative Credential	3.0%
Some College, No Degree	21.5%
Associate Degree	7.8%
Bachelor's Degree	23.0%
Graduate/Professional Degree	12.3%

2016 Population 15+ by Marital Status

Total	420,117
Never Married	36.9%
Married	46.7%
Widowed	5.9%
Divorced	10.6%

2016 Civilian Population 16+ in Labor Force

Civilian Employed	93.1%
Civilian Unemployed	6.9%

2016 Employed Population 16+ by Industry

Total	251,389
Agriculture/Mining	0.3%
Construction	4.7%
Manufacturing	12.6%
Wholesale Trade	3.7%
Retail Trade	13.2%
Transportation/Utilities	5.3%
Information	1.8%
Finance/Insurance/Real Estate	7.3%
Services	48.7%
Public Administration	2.4%

2016 Employed Population 16+ by Occupation

Total	251,389
White Collar	62.7%
Management/Business/Financial	14.6%
Professional	21.6%
Sales	12.4%
Administrative Support	14.1%
Services	17.3%
Blue Collar	19.9%
Farming/Forestry/Fishing	0.2%
Construction/Extraction	3.8%
Installation/Maintenance/Repair	2.6%
Production	5.9%
Transportation/Material Moving	7.4%

2010 Population By Urban/ Rural Status

Total Population	488,406
Population Inside Urbanized Area	87.3%
Population Inside Urbanized Cluster	0.0%
Rural Population	12.7%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021 Esri converted Census 2000 data into 2010 geography.

March 09, 2017

Guilford Coun...

2010 Households by Type

Total	196,628
Households with 1 Person	29.8%
Households with 2+ People	70.2%
Family Households	62.6%
Husband-wife Families	43.1%
With Related Children	18.9%
Other Family (No Spouse Present)	19.6%
Other Family with Male Householder	4.5%
With Related Children	2.5%
Other Family with Female Householder	15.1%
With Related Children	10.2%
Nonfamily Households	7.5%
All Households with Children	31.9%
Multigenerational Households	3.3%
Unmarried Partner Households	5.9%
Male-female	5.1%
Same-sex	0.8%

2010 Households by Size

Total	196,628
1 Person Household	29.8%
2 Person Household	33.5%
3 Person Household	16.3%
4 Person Household	12.2%
5 Person Household	5.2%
6 Person Household	1.9%
7 + Person Household	1.1%

2010 Households by Tenure and Mortgage Status

Total	196,628
Owner Occupied	60.8%
Owned with a Mortgage/Loan	46.4%
Owned Free and Clear	14.4%
Renter Occupied	39.2%

2010 Housing Units By Urban/ Rural Status

Total Housing Units	218,017
Housing Units Inside Urbanized Area	87.9%
Housing Units Inside Urbanized Cluster	0.0%
Rural Housing Units	12.1%

Data Note: Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021 Esri converted Census 2000 data into 2010 geography.

March 09, 2017

Guilford Coun...

Top 3 Tapestry Segments

1.	Soccer Moms (4A)
2.	Middleburg (4C)
3.	Young and Restless (11B)

2016 Consumer Spending

Apparel & Services: Total \$	\$369,686,453
Average Spent	\$1,789.24
Spending Potential Index	89
Education: Total \$	\$260,753,233
Average Spent	\$1,262.01
Spending Potential Index	89
Entertainment/Recreation: Total \$	\$526,749,101
Average Spent	\$2,549.40
Spending Potential Index	87
Food at Home: Total \$	\$919,044,692
Average Spent	\$4,448.06
Spending Potential Index	89
Food Away from Home: Total \$	\$571,726,518
Average Spent	\$2,767.08
Spending Potential Index	89
Health Care: Total \$	\$945,158,440
Average Spent	\$4,574.45
Spending Potential Index	86
HH Furnishings & Equipment: Total \$	\$321,307,504
Average Spent	\$1,555.09
Spending Potential Index	88
Personal Care Products & Services: Total \$	\$132,665,134
Average Spent	\$642.08
Spending Potential Index	88
Shelter: Total \$	\$2,861,257,627
Average Spent	\$13,848.12
Spending Potential Index	89
Support Payments/Cash Contributions/Gifts in Kind: Total \$	\$418,331,616
Average Spent	\$2,024.67
Spending Potential Index	87
Travel: Total \$	\$328,492,649
Average Spent	\$1,589.86
Spending Potential Index	85
Vehicle Maintenance & Repairs: Total \$	\$188,084,678
Average Spent	\$910.31
Spending Potential Index	88

Data Note: Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

Source: Consumer Spending data are derived from the 2013 and 2014 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021 Esri converted Census 2000 data into 2010 geography.



Business Summary

Guilford County, NC
Guilford County, NC (37081)
Geography: County

Prepared by Esri

Data for all businesses in area

	Guilford Coun...			
	Total Businesses:	23,086	Total Employees:	315,882
	Total Residential Population:	514,876	Employee/Residential Population Ratio:	0.61:1

by SIC Codes

	Businesses	Employees		
	Number	Percent	Number	Percent
Agriculture & Mining	459	2.0%	2,712	0.9%
Construction	1,691	7.3%	12,576	4.0%
Manufacturing	998	4.3%	41,163	13.0%
Transportation	591	2.6%	10,451	3.3%
Communication	237	1.0%	4,702	1.5%
Utility	49	0.2%	900	0.3%
Wholesale Trade	1,080	4.7%	21,783	6.9%
Retail Trade Summary	4,815	20.9%	66,598	21.1%
Home Improvement	256	1.1%	4,177	1.3%
General Merchandise Stores	220	1.0%	5,346	1.7%
Food Stores	494	2.1%	7,947	2.5%
Auto Dealers, Gas Stations, Auto Aftermarket	537	2.3%	6,918	2.2%
Apparel & Accessory Stores	382	1.7%	3,591	1.1%
Furniture & Home Furnishings	568	2.5%	7,222	2.3%
Eating & Drinking Places	1,239	5.4%	21,773	6.9%
Miscellaneous Retail	1,119	4.8%	9,624	3.0%
Finance, Insurance, Real Estate Summary	2,679	11.6%	18,638	5.9%
Banks, Savings & Lending Institutions	854	3.7%	3,339	1.1%
Securities Brokers	262	1.1%	3,517	1.1%
Insurance Carriers & Agents	541	2.3%	5,488	1.7%
Real Estate, Holding, Other Investment Offices	1,022	4.4%	6,294	2.0%
Services Summary	9,023	39.1%	118,071	37.4%
Hotels & Lodging	135	0.6%	3,703	1.2%
Automotive Services	681	2.9%	3,659	1.2%
Motion Pictures & Amusements	580	2.5%	5,928	1.9%
Health Services	1,153	5.0%	34,088	10.8%
Legal Services	308	1.3%	2,696	0.9%
Education Institutions & Libraries	440	1.9%	22,622	7.2%
Other Services	5,726	24.8%	45,375	14.4%
Government	562	2.4%	17,017	5.4%
Unclassified Establishments	902	3.9%	1,271	0.4%
Totals	23,086	100.0%	315,882	100.0%

Source: Copyright 2016 Infogroup, Inc. All rights reserved. Esri Total Residential Population forecasts for 2016.

Date Note: Data on the Business Summary report is calculated using **Esri's Data allocation method** which uses census block groups to allocate business summary data to custom areas.

March 09, 2017



Business Summary

Guilford County, NC
Guilford County, NC (37081)
Geography: County

Prepared by Esri

by NAICS Codes	Businesses		Employees	
	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing & Hunting	52	0.2%	182	0.1%
Mining	15	0.1%	150	0.0%
Utilities	14	0.1%	604	0.2%
Construction	1,811	7.8%	13,291	4.2%
Manufacturing	1,099	4.8%	41,167	13.0%
Wholesale Trade	1,002	4.3%	20,836	6.6%
Retail Trade	3,439	14.9%	42,922	13.6%
Motor Vehicle & Parts Dealers	394	1.7%	6,152	1.9%
Furniture & Home Furnishings Stores	320	1.4%	4,908	1.6%
Electronics & Appliance Stores	197	0.9%	1,510	0.5%
Bldg Material & Garden Equipment & Supplies Dealers	259	1.1%	4,210	1.3%
Food & Beverage Stores	417	1.8%	6,958	2.2%
Health & Personal Care Stores	264	1.1%	3,920	1.2%
Gasoline Stations	143	0.6%	766	0.2%
Clothing & Clothing Accessories Stores	464	2.0%	3,994	1.3%
Sport Goods, Hobby, Book, & Music Stores	193	0.8%	1,373	0.4%
General Merchandise Stores	220	1.0%	5,346	1.7%
Miscellaneous Store Retailers	499	2.2%	2,665	0.8%
Nonstore Retailers	69	0.3%	1,120	0.4%
Transportation & Warehousing	483	2.1%	10,133	3.2%
Information	464	2.0%	8,656	2.7%
Finance & Insurance	1,692	7.3%	12,490	4.0%
Central Bank/Credit Intermediation & Related Activities	876	3.8%	3,414	1.1%
Securities, Commodity Contracts & Other Financial	271	1.2%	3,563	1.1%
Insurance Carriers & Related Activities; Funds, Trusts &	545	2.4%	5,513	1.7%
Real Estate, Rental & Leasing	1,308	5.7%	7,432	2.4%
Professional, Scientific & Tech Services	1,968	8.5%	16,258	5.1%
Legal Services	324	1.4%	2,777	0.9%
Management of Companies & Enterprises	25	0.1%	462	0.1%
Administrative & Support & Waste Management & Remediation	1,067	4.6%	8,323	2.6%
Educational Services	535	2.3%	22,665	7.2%
Health Care & Social Assistance	1,721	7.5%	42,542	13.5%
Arts, Entertainment & Recreation	412	1.8%	5,332	1.7%
Accommodation & Food Services	1,404	6.1%	25,978	8.2%
Accommodation	135	0.6%	3,703	1.2%
Food Services & Drinking Places	1,269	5.5%	22,275	7.1%
Other Services (except Public Administration)	3,112	13.5%	18,172	5.8%
Automotive Repair & Maintenance	509	2.2%	2,476	0.8%
Public Administration	562	2.4%	17,017	5.4%
Unclassified Establishments	901	3.9%	1,270	0.4%
Total	23,086	100.0%	315,882	100.0%

Source: Copyright 2016 Infogroup, Inc. All rights reserved. Esri Total Residential Population forecasts for 2016.

Date Note: Data on the Business Summary report is calculated using **Esri's Data allocation method** which uses census block groups to allocate business summary data to custom areas.

March 09, 2017

Guilford County, North Carolina
Principal Taxpayers
Current Year and Nine Years Ago

Taxpayer	Fiscal Year 2016			Fiscal Year 2007		
	Assessed Value	Rank	Percentage of Total Assessed Value	Assessed Value	Rank	Percentage of Total Assessed Value
Duke Energy Corporation	\$ 429,018,935	1	0.91	\$ 337,353,781	1	0.80
Lorillard Tobacco Company	324,602,826	2	0.69	272,938,416	2	0.65
Procter & Gamble Manufacturing Company	323,744,339	3	0.68	-	-	-
Koury Corporation	241,264,415	4	0.51	249,093,944	3	0.59
American Express Travel Related Services Co.	226,306,504	5	0.48	-	-	-
CBL LLC	171,123,700	6	0.36	-	-	-
Lincoln National Life Insurance (formerly Jefferson-Pilot)	157,869,609	7	0.33	-	-	-
International Home Furnishings Center	144,321,300	8	0.30	182,030,139	4	0.43
Highwoods Forsyth LTD	137,584,338	9	0.29	154,942,200	9	0.37
Piedmont Natural Gas	137,108,189	10	0.29	-	-	-
BellSouth	-	-	-	175,604,569	6	0.41
Starmount Company	-	-	-	165,815,808	7	0.39
RF Micro Devices, Inc.	-	-	-	181,864,823	5	0.43
TYCO Electronics	-	-	-	157,197,364	8	0.37
Liberty Properties Limited Partnership	-	-	-	151,108,835	10	0.36
Total Top Ten Principal Taxpayers	\$ 2,292,944,155		4.84	\$ 2,027,949,879		4.80

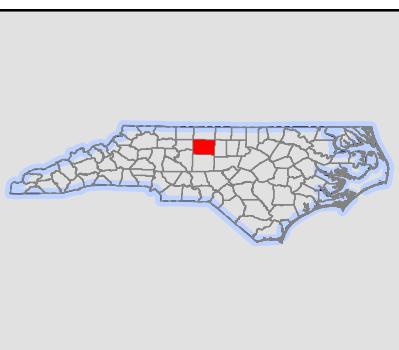
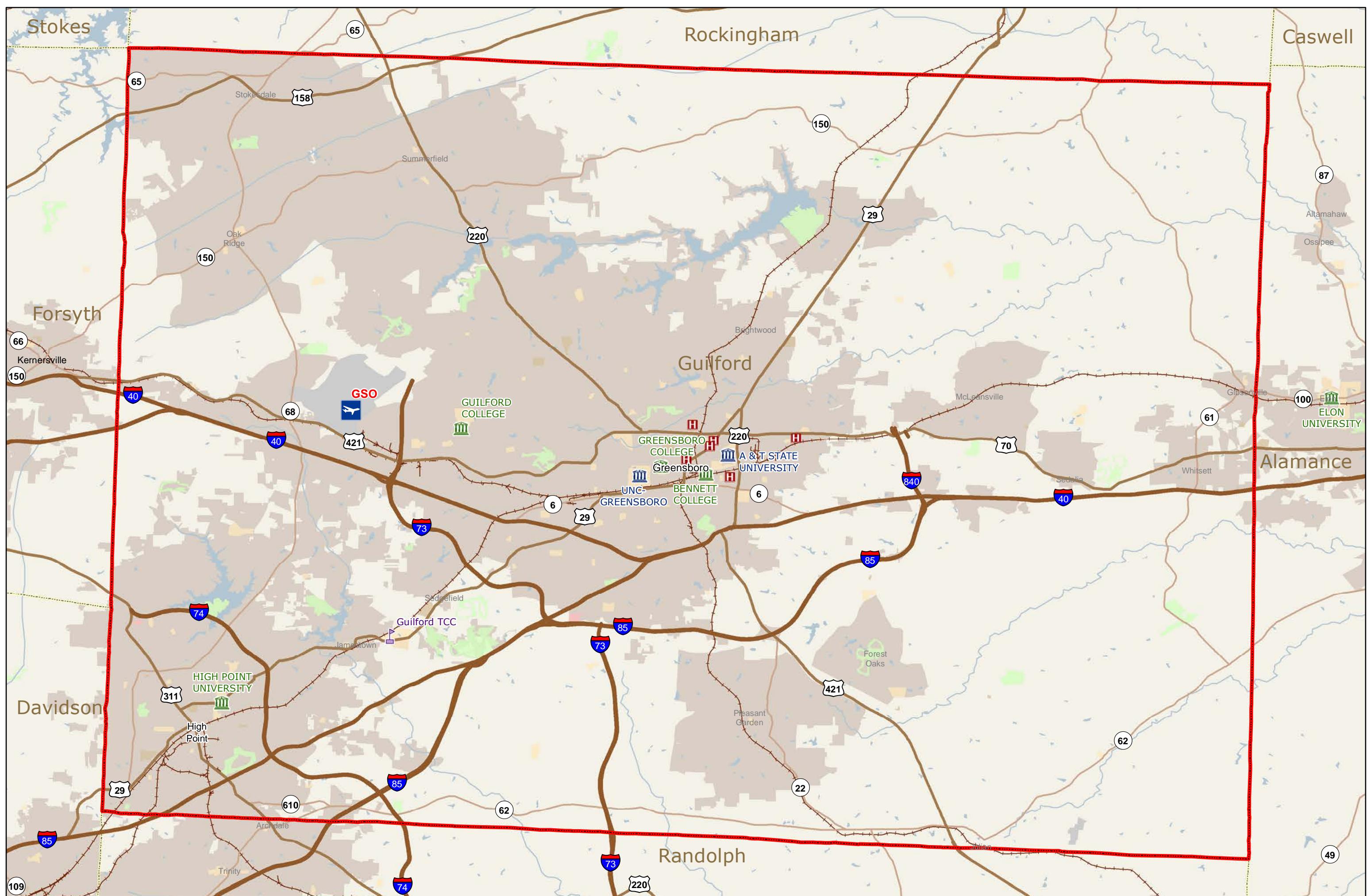
Source: Guilford County Tax Department.

**Guilford County, North Carolina
Principal Employers
Current Year and Nine Years Ago**

Employer	2016			2007		
	Employees	Rank	Percentage of Total County Employment	Employees	Rank	Percentage of Total County Employment
Guilford County School System	10,105	1	4.19	9,011	1	3.83
Cone Health	9,287	2	3.85	7,440	2	3.16
City of Greensboro	2,945	3	1.22	2,881	3	1.22
Ralph Lauren Corporation	2,853	4	1.18			
Guilford County Government	2,603	5	1.08	2,659	5	1.13
High Point Regional Health System	2,500	6	1.04	2,390	7	1.02
University of North Carolina at Greensboro	2,391	7	0.99	2,500	6	1.06
United States Postal Service	2,300	8	0.95	2,800	4	1.19
The Volvo Group	2,200	9	0.91	1,600	10	0.68
Bank of America	1,800	10	0.75	2,200	8	0.94
North Carolina A & T State University				1,710	9	0.73
Total County Employment	241,032			235,261		

Sources:

Principal employer data is from the Triad Business Journal and the individual employers. Total County employment is for calendar years 2006 and 2015 from the North Carolina Department of Commerce.



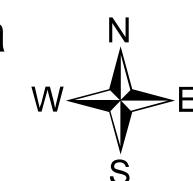
Legend

- USA Airports
- International/Regional/Municipal
- Military/Seaplane Base
- Other Airports
- Hospital
- Public /Private Univ./ Comm Col.

- Interstate
- US Highway
- State Highway
- Railroads
- Rivers
- Water
- Park
- National Forests
- Municipal Boundaries
- County Boundary

Guilford, North Carolina

3 Miles



THRIVE
in NORTH
CAROLINA



FY 2017-18 STAFF GOALS & PRIORITIES



Organizational Excellence

Guilford County is an organization of excellence that provides the optimal level of services through sound fiscal practices that value a high-performing, professional, and innovative workforce.

- 1.1. Meet the needs of today's workforce by continuing to implement staff engagement strategies**
 - 1.1.1. Encourage employee health and well-being
 - 1.1.2. Offer creative and flexible benefit options
 - 1.1.3. Enhance educational incentives and tuition reimbursement
 - 1.1.4. Encourage work/life balance opportunities
 - a. Provide opportunity for flexible work hours where possible
 - 1.1.5. Develop additional pathways for employee feedback
 - 1.1.6. Facilitate succession planning through career ladders/progression
 - 1.1.7. Establish employee service excellence award program
- 1.2. Strive to be an “Employer of Choice”**
 - 1.2.1. Revise recruitment practices to target today's workforce
 - 1.2.2. Offer capacity building through cross-training
 - 1.2.3. Offer competitive compensation and benefits
 - a. Educate employees on benefits
 - 1.2.4. Attract and retain competent and talented employees
- 1.3. Promote fiscal responsibility, accountability, and stewardship**
 - 1.3.1. Maintain AAA bond rating
 - 1.3.2. Increase operational efficiency
 - 1.3.3. Develop sound short- and long-term operating budget and capital plans
 - 1.3.4. Establish departmental business plans
- 1.4. Provide leadership in community collaboration**
 - 1.4.1. Develop strategic partnerships with local universities, colleges, and businesses
 - 1.4.2. Establish paid internship program
- 1.5. Provide exceptional customer experience**
 - 1.5.1. Be transparent and accessible
 - 1.5.2. Coordinate county communication efforts to include social media
 - 1.5.3. Enhance pathways for customer feedback
 - 1.5.4. Support Open Data initiative
 - 1.5.5. Expand employee customer service and supervisory training
 - 1.5.6. Establish brand recognition
 - 1.5.7. Educate citizens about county responsibilities, service, and performance
- 1.6. Develop the County's capacity for innovation and creative service delivery**



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.

2.1. Promote healthy behaviors and communities

- 2.1.1. Improve overall community health
- 2.1.2. Prevent the spread of communicable diseases
- 2.1.3. Develop a plan to expand and fund school medical services
- 2.1.4. Develop a plan to address opiate and other substance abuse issues
- 2.1.5. Reduce the incidence of preventable injuries and deaths
 - a. Provide strong educational and prevention programs focused on reducing:
 - a-1. Tobacco use
 - a-2. Infant mortality
 - a-3. Domestic violence
 - a-4. Teen pregnancy
 - a-5. Other unhealthy and risky behaviors
- 2.1.6. Protect the health of our environment
 - a. Provide effective environmental health services
- 2.1.7. Minimize healthcare gaps and health disparities
- 2.1.8. Address primary health issues identified in the 2016 Community Health Assessment

2.2. Support a system of quality mental health care

- 2.2.1. Provide effective community services to address mental health needs
 - a. Address mental health issues in the jail population
 - b. Develop effective and sustainable community mental health services
- 2.2.2. Work with Sandhills to improve awareness and access to behavioral health services

2.3. Protect our community's most vulnerable residents

- 2.3.1. Protect children
- 2.3.2. Protect aging adults
- 2.3.3. Protect disabled citizens
- 2.3.4. Develop strategies to reduce the number of children in foster care
- 2.3.5. Increase outreach to veterans regarding services and benefits

2.4. Support resident self-sufficiency

- 2.4.1. Effectively and efficiently administer state & federal assistance programs
 - a. Ensure timely and accurate processing of Medicaid eligibility
 - b. Ensure timely and accurate processing of Food & Nutrition Services applications
- 2.4.2. Coordinate and reduce duplication of social, physical, and behavioral health services
- 2.4.3. Build collaborative cross-sector partnerships to address underlying threats to resident self-sufficiency



Public Safety

Guilford County promotes public safety through maintenance of safe and secure communities through strategically coordinated and professional public safety services.

3.1. Provide effective emergency response to public safety incidents

- 3.1.1. Meet appropriate response time standards
- 3.1.2. Meet appropriate care standards
- 3.1.3. Develop sustainable funding strategies for response and system capacity
 - a. Law Enforcement
 - a-1. LEC Renovation
 - a-2. Jail consolidation
 - b. EMS
 - b-1. Rural/unincorporated growth
 - b-2. Completion of I-840 loop
 - b-3. Medicaid/Medicare reimbursement strategies
 - b-4. Develop alternatives to emergency medical care for chronic conditions
 - c. Fire
 - c-1. Implement rural fire study recommendations
 - c-2. Support fire district planning
 - d. Animal Services
 - d-1. Develop and build Animal Services facility replacement
 - d-2. Develop comprehensive service plan for Animal Services

3.2. Provide effective adult and youth detention services

- 3.2.1. Provide safe facilities for employees and inmates
 - a. Plan for feasibility of expanded juvenile detention facility due to change in law
- 3.2.2. Address physical and behavioral health needs of inmates
 - a. Provide and support mental health programs in jails
 - b. Support post-release services that address mental health and substance abuse
- 3.2.3. Support re-entry programs to help reduce recidivism
 - a. Stepping Up
 - b. Offender Accountability Program

3.3. Develop strategies to improve hiring and retention of public safety work force

3.4. Promote prevention, readiness, and resiliency

- 3.4.1. Prevent and mitigate damage from safety threats
- 3.4.2. Reduce the frequency and severity of crime
- 3.4.3. Enhance disaster response and recovery capacity
- 3.4.4. Integrate services that involve and engage the community
- 3.4.5. Develop comprehensive strategies to reduce school violence and disruptions
- 3.4.6. Evaluate feasibility of establishing a Family Justice Center in High Point



Economic Development

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

4.1. Grows local jobs

- 4.1.1. Improve processes for businesses
 - a. Coordinate with local municipalities
- 4.1.2. Support Guilford County Economic Development Alliance (GCEDA)
- 4.1.3. Help existing employers retain and expand jobs to improve economic vitality county-wide
- 4.1.4. Support entrepreneurship and local businesses
- 4.1.5. Foster growth of incubators and small businesses
- 4.1.6. Support the local tourism industry
 - a. Regional and national festivals and events

4.2. Build a diverse, high-quality workforce

- 4.2.1. Retain area college and university graduates
 - a. Coordinate job placement and internships
- 4.2.2. Build workforce capacity through SAY YES

4.3. Expand and diversify local and regional economies

- 4.3.1. Attract and retain industries and commerce
 - a. Support Greensboro-Randolph Megasite
 - b. Support PTIA development
- 4.3.2. Support downtown site development

4.4. Solidify Guilford County's economic development rating status as a Tier I County

- 4.4.1. Reduce unemployment rate
- 4.4.2. Increase median household income
- 4.4.3. Expand the county's tax base



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.

5.1. Ensure adequate funding of public education

- 5.1.1. Develop sustainable operating funding strategies
- 5.1.2. Develop sustainable capital funding strategies
 - a. Conduct jointly-funded school capital needs assessment
 - b. Develop 10-year school capital funding model
 - c. Explore coordination of capital plans with Guilford Technical Community College

5.2. Support high academic performance and career readiness

- 5.2.1. Ensure students are healthy
 - a. Expand school medical services
- 5.2.2. Identify impact of school-related county services

5.3. Work with SAY YES Guilford to create a successful program

5.4. Coordinate common service functions

- 5.4.1. Explore coordination of administrative functions
- 5.4.2. Explore coordination of facility maintenance functions
- 5.4.3. Explore coordination of other county services
- 5.4.4. Support and promote local education initiatives
 - a. SAY YES, Ready for School Ready for Life, and other partnerships
 - b. collaborative space and programs with GTCC and high schools



Recreation & Culture

Guilford County offers leisure and physical activities, and cultural opportunities that enhance quality of life.

6.1. Provide quality sustainable recreation/park facilities

- 6.1.1. Encourage passive recreation
 - a. Open Space access

6.2. Support partnerships that build a vibrant community

- 6.2.1. Provide planned space for mixed-use active recreation spaces
 - a. County/School shared use of parks and sports fields
 - b. Development of Bryan Park (soccer, cross country, equestrian, lacrosse)
 - c. Repurposing of the County Farm (equestrian)
- 6.2.2. Recruit and attract regional cultural events
 - a. Folk Festival
- 6.2.3. Improve existing infrastructure to attract regional sporting events
 - a. Soccer
 - b. Lacrosse
 - c. Equestrian
 - d. Cross-Country

6.3. Support a safe and attractive environment



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.

7.1. Plan for the County's future

- 7.1.1. Project and addressing water and sewer needs
- 7.1.2. Develop county-wide gigabit broadband access
- 7.1.3. Maintain comprehensive land use/area plans to facilitate quality growth and development and environmental stewardship
- 7.1.4. Work with Board of Elections to secure voting machines

7.2. Improve service delivery through technology

- 7.2.1. Increase efficiency and collaboration
 - a. Support, not hinder, current processes
- 7.2.2. Reduce paper use by using electronic alternatives
- 7.2.3. Improve customer service

7.3. Optimize use of county space

- 7.3.1. Improve records management and storage
- 7.3.2. Study and optimization of space including meeting and training rooms
- 7.3.3. Alternatives to construction
 - a. Off-site or alternate locations
 - b. Telework

7.4. Provide safe and accessible public facilities

- 7.4.1. Increased security in County facilities
 - a. Increased security in courthouse



AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2017-2018

I. A. Be it ordained by the Board of County Commissioners for Guilford County, North Carolina this the 15th day of June, 2017:

That for the operation of Guilford County's government and its subdivisions for the fiscal year beginning July 1, 2017, and ending June 30, 2018, 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	\$ 489,593
COUNTY ADMINISTRATION	\$ 1,334,783
COUNTY ATTORNEY	\$ 2,366,911
CLERK TO THE BOARD	\$ 305,477
INTERNAL AUDIT	\$ 529,683
BUDGET & MANAGEMENT	\$ 566,118
FINANCE	\$ 2,589,854
PURCHASING	\$ 394,462
FACILITIES	\$ 10,872,202
INFORMATION SERVICES	\$ 10,353,759
HUMAN RESOURCES	\$ 7,898,553
FLEET OPERATIONS	\$ 1,147,462
DEBT SERVICE	\$ 99,725,281
TAX	\$ 6,207,465
REGISTER OF DEEDS	\$ 2,197,513
ELECTIONS	\$ 2,508,744
HEALTH & HUMAN SERVICES	\$ 98,874,409
<i>(Adopted at Health & Human Services level. For information only Public Health \$33,952,269 and Social Services \$64,922,140)</i>	
MENTAL HEALTH	\$ 9,674,000
COORDINATED SERVICES	\$ 1,279,331
CHILD SUPPORT ENFORCEMENT	\$ 6,309,612
TRANSPORTATION - HUMAN SERVICES	\$ 1,270,341
PUBLIC ASSISTANCE MANDATES	\$ 2,408,156
EMERGENCY SERVICES	\$ 29,847,342
COURT ALTERNATIVES	\$ 2,735,273
FAMILY JUSTICE CENTER	\$ 380,126
OTHER PROTECTION	\$ 1,017,947
LAW ENFORCEMENT	\$ 66,601,596
ANIMAL SERVICES	\$ 3,840,313
SECURITY	\$ 1,975,656
COOPERATIVE EXTENSION SERVICE	\$ 643,464
PLANNING & DEVELOPMENT	\$ 890,730
INSPECTIONS	\$ 2,352,929

SOIL & WATER CONSERVATION	\$ 329,508
SOLID WASTE	\$ 1,482,587
CULTURE & LIBRARIES	\$ 1,844,077
RECREATION - PARKS	\$ 4,277,565
ECONOMIC DEVELOPMENT & ASSISTANCE - Including attached detail	\$ 1,380,780
EDUCATION - CURRENT EXPENSE	
GUILFORD COUNTY PUBLIC SCHOOLS	\$ 195,860,398
GUILFORD TECHNICAL COMMUNITY COLLEGE	\$ 15,150,000
EDUCATION - CAPITAL OUTLAY	
GUILFORD COUNTY PUBLIC SCHOOLS	\$ 5,000,000
GUILFORD TECHNICAL COMMUNITY COLLEGE	\$ 1,500,000
CAPITAL OUTLAY	\$ 2,000,000
SUB-TOTAL GENERAL FUND APPROPRIATIONS	\$ 608,414,000
LESS: Transfer to County Building Construction Fund (Project Ordinances)	\$ (2,000,000)
LESS: Transfer to School Capital Outlay Fund	\$ (6,500,000)
NET GENERAL FUND APPROPRIATIONS	<u>\$ 599,914,000</u>

Section 2. That for the said fiscal year there is hereby appropriated for the FIRE PROTECTION/SERVICE DISTRICT FUNDS (as listed below) the following:

Alamance Community Fire Protection District	\$1,206,790
Alamance Community Fire Service District Overlay	\$0
Climax Fire Protection District	\$114,902
Climax Fire Protection Service District Overlay	\$51,042
Colfax Fire Protection District	\$611,668
Colfax Fire Protection Service District Overlay	\$219,589
No. 13 (Rankin) Fire Protection District	\$1,106,857
No. 13 (Rankin) Fire Service District Overlay	\$345,585
No. 14 (Franklin Blvd.) Fire Protection District	\$199,789
No. 14 (Franklin Blvd.) Fire Service District Overlay	\$53,160
No. 18 (Deep River) Fire Protection District	\$234,073
No. 18 (Deep River) Fire Service District Overlay	\$0
No. 28 (Frieden's) Fire Protection District	\$175,492
No. 28 (Frieden's) Fire Service District Overlay	\$68,442
Fire Protection District No. 1 (Horneytown)	\$37,551
Gibsonville Fire Protection District	\$14,375

Guilford College Community Fire Protection District	\$592,070
Guilford College Community Fire Service District Overlay	\$38,874
Guil-Rand Fire Protection District	\$150,066
Guil-Rand Fire Protection Service District Overlay	\$29,937
Julian Vol Fire Protection District	\$100,624
Julian Fire Service District Overlay	\$0
Kimesville Fire Protection District	\$120,883
McLeansville Fire Protection District	\$953,079
McLeansville Fire Service District Overlay	\$336,280
Mount Hope Community Fire Protection District	\$728,467
Mount Hope Community Fire Service District Overlay	\$0
Northeast Guil Fire Protection District	\$999,333
Northeast Fire Svc. Dist. Overlay	\$300,431
Oak Ridge Fire Protection District	\$1,613,854
Oak Ridge Fire Service District Overlay	\$0
Pinecroft-Sedgefield Fire Protection District	\$2,092,668
Pinecroft-Sedgefield Fire Service District Overlay	\$358,718
Pleasant Garden Fire Protection District	\$721,905
Pleasant Garden Fire Service District Overlay	\$76,278
PTIA Fire Service District	\$254,923
Southeast Fire Protection District	\$219,170
Southeast Fire Service District Overlay	\$0
Stokesdale Fire Protection District	\$789,836
Summerfield Fire Protection District	\$2,397,721
Summerfield Fire Service District Overlay	\$743,356
Whitsett Fire Protection District	\$614,855
Whitsett Fire Service District Overlay	<u>\$144,793</u>
Total	\$18,817,436

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	\$ 33,708,907
FEDERAL/STATE FUNDS	\$ 70,548,032
SALES TAX	\$ 85,546,675
PROPERTY TAX	\$ 366,250,750
OTHER REVENUES	\$ 12,651,083
USER CHARGES	\$ 39,708,553
TRANSFERS FROM OTHER FUNDS	\$ -
SUB-TOTAL GENERAL FUND REVENUES	\$ 608,414,000
LESS: Transfer to County Building Construction Fund	\$ (2,000,000)
LESS: Transfer to School Capital Outlay Fund	\$ (6,500,000)
NET GENERAL FUND REVENUES	<u>\$ 599,914,000</u>

NOTE: The General Fund Appropriated Fund Balance is comprised of the following components:

Fund Level	\$ 23,900,000
Adoption Incentive Program	\$ 159,000
Bond Premium Funds for Debt Service	\$ 8,584,504
Public Health - Medicaid Maximization	\$ 444,453
Public Health - Well Drillers' Fees	\$ 16,630
Public Health - Hazardous Spill Fund	\$ 17,948
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	\$ 155,000
Animal Services - Susie's Fund	\$ 150,000
Family Justice Center - Donations & Grants	\$ 6,200
Register of Deeds - Automation & Enhancement Preservation	\$ 24,279
	\$ 33,708,907

B. SPECIAL TAX/SERVICE DISTRICTS: In addition to the Countywide budget necessary for the function of the county government, Guilford County is required by law to make appropriations and to levy and collect taxes which have been authorized by the vote of the people of the special tax districts or by the establishment of a fire protection district or fire service district overlay. The appropriations made in I., A., Section 2 of this ordinance are hereby funded by revenue estimates according to the following schedules:

District	Property Tax	Sales Tax	Fund Balance	Adopted Budget
Alamance Community Fire Protection District	\$972,863	\$215,289	\$18,638	\$1,206,790
Alamance Community Fire Service District Overlay	\$0	\$0	\$0	\$0
Climax Fire Protection District	\$89,690	\$19,913	\$5,299	\$114,902
Climax Fire Protection Service District Overlay	\$44,846	\$3,982	\$2,214	\$51,042
Colfax Fire Protection District	\$508,032	\$103,636	\$0	\$611,668
Colfax Fire Protection Service District Overlay	\$182,384	\$37,205	\$0	\$219,589
No. 13 (Rankin) Fire Protection District	\$862,426	\$190,418	\$54,013	\$1,106,857
No. 13 (Rankin) Fire Service District Overlay	\$258,818	\$57,125	\$29,642	\$345,585
No. 14 (Franklin Blvd.) Fire Protection District	\$153,806	\$34,004	\$11,979	\$199,789
No. 14 (Franklin Blvd.) Fire Service District Overlay	\$42,297	\$9,350	\$1,513	\$53,160
No. 18 (Deep River) Fire Protection District	\$187,690	\$39,968	\$6,415	\$234,073
No. 18 (Deep River) Fire Service District Overlay	\$0	\$0	\$0	\$0
No. 28 (Frieden's) Fire Protection District	\$144,146	\$31,346	\$0	\$175,492
No. 28 (Frieden's) Fire Service District Overlay	\$56,218	\$12,224	\$0	\$68,442
Fire Protection District No. 1 (Horneytown)	\$31,111	\$5,640	\$800	\$37,551
Gibsonville Fire Protection District	\$11,431	\$2,569	\$375	\$14,375
Guilford College Community Fire Protection District	\$485,355	\$106,715	\$0	\$592,070
Guilford College Community Fire Service District Overlay	\$31,530	\$7,344	\$0	\$38,874
Guil-Rand Fire Protection District	\$122,033	\$25,810	\$2,223	\$150,066
Guil-Rand Fire Protection Service District Overlay	\$24,408	\$5,162	\$367	\$29,937
Julian Vol Fire Protection District	\$76,373	\$16,561	\$7,690	\$100,624
Julian Fire Service District Overlay	\$0	\$0	\$0	\$0
Kimesville Fire Protection District	\$96,614	\$20,857	\$3,412	\$120,883
McLeansville Fire Protection District	\$741,105	\$162,876	\$49,098	\$953,079
McLeansville Fire Service District Overlay	\$275,691	\$60,589	\$0	\$336,280
Mount Hope Community Fire Protection District	\$563,257	\$131,114	\$34,096	\$728,467
Mount Hope Community Fire Service District Overlay	\$0	\$0	\$0	\$0

District	Property Tax	Sales Tax	Fund Balance	Adopted Budget
Northeast Guil Fire Protection District	\$819,482	\$174,800	\$5,051	\$999,333
Northeast Fire Svc. Dist. Overlay	\$245,027	\$52,265	\$3,139	\$300,431
Oak Ridge Fire Protection District	\$1,302,230	\$243,554	\$68,070	\$1,613,854
Oak Ridge Fire Service District Overlay	\$0	\$0	\$0	\$0
Pinecroft-Sedgefield Fire Protection District	\$1,623,992	\$341,064	\$127,612	\$2,092,668
Pinecroft-Sedgefield Fire Service District Overlay	\$324,804	\$27,284	\$6,630	\$358,718
Pleasant Garden Fire Protection District	\$584,969	\$127,910	\$9,026	\$721,905
Pleasant Garden Fire Service District Overlay	\$62,592	\$13,686	\$0	\$76,278
PTIA Fire Service District	\$209,185	\$45,738	\$0	\$254,923
Southeast Fire Protection District	\$179,569	\$39,080	\$521	\$219,170
Southeast Fire Service District Overlay	\$0	\$0	\$0	\$0
Stokesdale Fire Protection District	\$651,715	\$138,121	\$0	\$789,836
Summerfield Fire Protection District	\$1,879,252	\$408,090	\$110,379	\$2,397,721
Summerfield Fire Service District Overlay	\$582,568	\$126,507	\$34,281	\$743,356
Whitsett Fire Protection District	\$489,163	\$108,669	\$17,023	\$614,855
Whitsett Fire Service District Overlay	\$144,793	\$0	\$0	\$144,793
Total	\$15,061,465	\$3,146,465	\$609,506	\$18,817,436

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	\$ 2,000,000
TOTAL COUNTY BLDG. CONSTRUCTION FUND APPROPRIATIONS	\$ 2,000,000

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	\$ 3,268,997
EMPLOYEE HEALTH CARE PLAN	\$ 42,493,002
TOTAL INTERNAL SERVICES FUND APPROPRIATIONS	\$ 45,761,999

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	\$ 6,000,000
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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)	\$ 2,000,000
TOTAL COUNTY BLDG. CONSTRUCTION FUND REVENUES	\$ 2,000,000

INTERNAL SERVICES FUND

FUND BALANCE APPROPRIATED	\$ 2,303,561
OTHER REVENUES	\$ 180,000
USER CHARGES	\$ 43,278,438
TOTAL INTERNAL SERVICES FUND REVENUES	\$ 45,761,999

ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND

OCCUPANCY TAX	\$ 6,000,000
TOTAL ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND REVENUES	\$ 6,000,000

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

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	\$ 608,414,000
FIRE PROTECTION/SERVICE DISTRICT FUNDS	
Alamance Community Fire Protection District	\$ 1,206,790
Alamance Community Fire Service District Overlay	\$ -
Climax Fire Protection District	\$ 114,902
Climax Fire Protection Service District Overlay	\$ 51,042
Colfax Fire Protection District	\$ 611,668
Colfax Fire Protection Service District Overlay	\$ 219,589
No. 13 (Rankin) Fire Protection District	\$ 1,106,857
No. 13 (Rankin) Fire Service District Overlay	\$ 345,585
No. 14 (Franklin Blvd.) Fire Protection District	\$ 199,789
No. 14 (Franklin Blvd.) Fire Service District Overlay	\$ 53,160
No. 18 (Deep River) Fire Protection District	\$ 234,073
No. 18 (Deep River) Fire Service District Overlay	\$ -
No. 28 (Frieden's) Fire Protection District	\$ 175,492
No. 28 (Frieden's) Fire Service District Overlay	\$ 68,442
Fire Protection District No. 1 (Horneytown)	\$ 37,551
Gibsonville Fire Protection District	\$ 14,375
Guilford College Community Fire Protection District	\$ 592,070
Guilford College Community Fire Service District Overlay	\$ 38,874
Guil-Rand Fire Protection District	\$ 150,066
Guil-Rand Fire Protection Service District Overlay	\$ 29,937
Julian Vol Fire Protection District	\$ 100,624
Julian Fire Service District Overlay	\$ -
Kimesville Fire Protection District	\$ 120,883
McLeansville Fire Protection District	\$ 953,079
McLeansville Fire Service District Overlay	\$ 336,280
Mount Hope Community Fire Protection District	\$ 728,467
Mount Hope Community Fire Service District Overlay	\$ -
Northeast Guil Fire Protection District	\$ 999,333
Northeast Fire Svc. Dist. Overlay	\$ 300,431

Oak Ridge Fire Protection District	\$ 1,613,854
Oak Ridge Fire Service District Overlay	\$ -
Pinecroft-Sedgefield Fire Protection District	\$ 2,092,668
Pinecroft-Sedgefield Fire Service District Overlay	\$ 358,718
Pleasant Garden Fire Protection District	\$ 721,905
Pleasant Garden Fire Service District Overlay	\$ 76,278
PTIA Fire Service District	\$ 254,923
Southeast Fire Protection District	\$ 219,170
Southeast Fire Service District Overlay	\$ -
Stokesdale Fire Protection District	\$ 789,836
Summerfield Fire Protection District	\$ 2,397,721
Summerfield Fire Service District Overlay	\$ 743,356
Whitsett Fire Protection District	\$ 614,855
Whitsett Fire Service District Overlay	<u>\$ 144,793</u>
TOTAL FIRE PROTECTION/SERVICE	\$ 18,817,436
COUNTY BUILDING CONSTRUCTION FUND	\$ 2,000,000
INTERNAL SERVICES FUND	\$ 45,761,999
ROOM OCCUPANCY & TOURISM DEVELOPMENT TAX FUND	<u>\$ 6,000,000</u>
SUB-TOTAL APPROPRIATIONS - ALL FUNDS	\$ 680,993,435
LESS:	
Transfer to County Building Construction Fund	\$ (2,000,000)
Transfer to School Capital Outlay Fund (Project Ordinances)	<u>\$ (6,500,000)</u>
Total Transfers to Other Funds	\$ (8,500,000)
TOTAL APPROPRIATION - ALL FUNDS	<u>\$ 672,493,435</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	\$ 36,621,974
FEDERAL/STATE FUNDS	\$ 70,548,032
SALES TAX	\$ 88,693,140
PROPERTY TAX	\$ 381,312,215
OTHER REVENUES	\$ 12,831,083
USER CHARGES	\$ 82,986,991
OCCUPANCY TAX	\$ 6,000,000
TRANSFER FROM OTHER FUNDS	<u>\$ 2,000,000</u>
SUB-TOTAL REVENUES - ALL FUNDS	\$ 680,993,435
LESS: Transfers from Other Funds	\$ (2,000,000)
LESS: Transfers included in GCS/GTCC Capital Project Ordinances	<u>\$ (6,500,000)</u>
TOTAL REVENUES - ALL FUNDS	<u>\$ 672,493,435</u>

VI. A. That there is hereby levied for the fiscal year beginning July 1, 2017 and ending June 30, 2018, 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, 2017, 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 COUNTWIDE TAX RATE: \$0.7305

Revenue-Neutral Tax Rate – Because the county has recently reassessed real property values, it must include in the budget, for comparison purposes, a statement of the revenue-neutral tax rate for the budget. This is the rate that, when applied to the updated property values and after controlling for the average annual change in the tax base, will generate the same amount of revenue in FY 2017-18 had a property revaluation not occurred. **The revenue neutral general countywide rate for FY 2017-18 is \$0.7305, the same as the Recommended Countywide Tax Rate. Revenue-neutral tax rates for fire district taxes are included in the next section.**

NOTE: This rate is based on estimated total valuation of property, for the purpose of taxation, of \$50,541,506,355, which is 100% of the total assessed property tax valuation.

B. That there is hereby levied for the fiscal year beginning July 1, 2017 and ending June 30, 2018, 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, 2017, 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	Revenue Neutral Rate	Adopted Tax Rate	Fire Protection/Service District	Current Tax Rate	Revenue Neutral Rate	Adopted Tax Rate
Alamance Comm. Fire Protection Dist.	\$0.0998	\$0.0981	\$0.0998	Kimesville Fire Protection Dist.	\$0.1097	\$0.1076	\$0.1097
Alamance Comm. Fire Svc. Dist. Overlay	\$0.0000	\$0.0000	\$0.0000	McLeansville Fire Protection Dist.	\$0.1000	\$0.0975	\$0.1000
Climax Fire Protection Dist.	\$0.1000	\$0.1006	\$0.1000	McLeansville Fire Svc. Dist. Overlay	\$0.0372	\$0.0363	\$0.0372
Climax Fire Svc. Dist. Overlay	\$0.0200	\$0.0201	\$0.0500	Mount Hope Comm. Fire Protection Dist.	\$0.0800	\$0.0842	\$0.0800
Colfax Fire Protection Dist.	\$0.1000	\$0.0934	\$0.1000	Mount Hope Comm. Fire Svc. Dist. Overlay	\$0.0000	\$0.0000	\$0.0000
Colfax Fire Svc. Dist. Overlay	\$0.0359	\$0.0335	\$0.0359	Northeast Fire Protection Dist.	\$0.1000	\$0.0970	\$0.1000
No. 13 (Rankin) Fire Protection Dist.	\$0.1000	\$0.0963	\$0.0963	Northeast Fire Svc. Dist. Overlay	\$0.0299	\$0.0290	\$0.0299
No. 13 (Rankin) Fire Svc. Dist. Overlay	\$0.0300	\$0.0289	\$0.0289	Oak Ridge Fire Protection Dist.	\$0.0848	\$0.0860	\$0.0977
No. 14 (Franklin Blvd.) Fire Protection Dist.	\$0.1000	\$0.0988	\$0.1000	Oak Ridge Fire Svc. Dist. Overlay	\$0.0000	\$0.0000	\$0.0000
No. 14 (Franklin Blvd.) Fire Svc. Dist. Overlay	\$0.0275	\$0.0272	\$0.0275	Pinecroft-Sedgefield Fire Protection Dist.	\$0.1000	\$0.0936	\$0.1000
No. 18 (Deep River) Fire Protection Dist.	\$0.0941	\$0.0909	\$0.0941	Pinecroft-Sedgefield Fire Svc. Dist. Overlay	\$0.0080	\$0.0075	\$0.0200
No. 18 (Deep River) Fire Svc. Dist. Overlay	\$0.0000	\$0.0000	\$0.0000	Pleasant Garden Fire Protection Dist.	\$0.1000	\$0.0968	\$0.1000
No. 28 (Frieden's) Fire Protection Dist.	\$0.1000	\$0.0992	\$0.1000	Pleasant Garden Fire Svc. Dist. Overlay	\$0.0107	\$0.0104	\$0.0107
No. 28 (Frieden's) Fire Svc. Dist. Overlay	\$0.0390	\$0.0387	\$0.0390	PTIA Service District	\$0.0495	\$0.0491	\$0.0495
Fire Protection District #1 (Horneytown)	\$0.1100	\$0.1071	\$0.1300	Southeast Fire Protection Dist.	\$0.1250	\$0.1234	\$0.1250
Gibsonville Fire Protection Dist.	\$0.0972	\$0.0945	\$0.0945	Southeast Fire Svc. Dist. Overlay	\$0.0000	\$0.0000	\$0.0000
Guilford College Comm. Fire Protection Dist.	\$0.1000	\$0.0989	\$0.1000	Stokesdale Fire Protection Dist.	\$0.1000	\$0.0967	\$0.1000
Guilford College Comm. Fire Svc. Dist. Overlay	\$0.0500	\$0.0502	\$0.0500	Summerfield Fire Protection Dist.	\$0.1000	\$0.0978	\$0.1000
Guil-Rand Fire Protection Dist.	\$0.1000	\$0.0938	\$0.1000	Summerfield Fire Svc. Dist. Overlay	\$0.0310	\$0.0303	\$0.0310
Guil-Rand Fire Svc. Dist. Overlay	\$0.0200	\$0.0188	\$0.0200	Whitsett Fire Protection Dist.	\$0.1000	\$0.0996	\$0.1000
Julian Fire Protection Dist.	\$0.1300	\$0.1354	\$0.1354	Whitsett Fire Svc. Dist. Overlay	\$0.0000	\$0.0000	\$0.0296
Julian Fire Svc. Dist. Overlay	\$0.0000	\$0.0000	\$0.0000				

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

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

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

Chairman: Salary - \$2,025/month

Vice-Chairman: Salary - \$1,750/month

All Other Commissioners: Salary - \$1,725/month

• Communication stipend (optional) - \$60/month

D. That the appropriations in the Board of Elections department in I., A. Section 1., includes compensation to members of the Board of Elections at the rate of \$25/meeting plus amounts sufficient to provide total annual compensation for the Chairman of the Board of Elections in the amount of \$4,950 and for other members in the amount of \$3,520. Precinct officials shall be compensated as follows: Chief Judges - \$150/election; Judges - \$135/election; Precinct Transfer Assistants - \$135/election; and Assistants - \$110/election (precinct officials maintaining their Precinct Officials Certification are paid an additional \$35/election). Pursuant to G.S. 163-32, members of the Board of Elections shall also be reimbursed within budgeted funds for expenditures necessary and incidental to the discharge of their duties.

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

B. That the County Manager, as Budget Officer, shall have the authority to transfer moneys from one appropriation to another within the same fund up to \$30,000 per transaction; except that funds appropriated shall not be used to create unauthorized positions; funds placed in the appropriations for merit raises shall be used solely for that purpose; and further that the County Manager shall have the authority to transfer moneys appropriated in the General Fund for insurance, salaries & benefits, energy, technology, and facility expense (53100 - Routine Building Maintenance/Repair, 53110 - Maintenance of Lawns/Grounds, 53290 - Special Facilities Maintenance/Repair) accounts to the same accounts in other departments within the General fund to adjust for projected expenditure patterns. Each such transfer shall be reported to the Board of Commissioners at its next regular meeting.

C. That during a Locally Declared State of Emergency, the County Manager is authorized to (1) make expenditures from the contingency appropriation in the General Fund for items not specifically provided for elsewhere in I. through IV. inclusive of this ordinance in the amounts not

to exceed \$90,000 for each expenditure; (2) transfer moneys from one appropriation to another within the same fund up to \$100,000 per transaction; except that funds appropriated are restricted to a response to or recovery from a declared State of Emergency; and (3) expedite and modify current county purchasing and contract processes to meet the life safety and recovery needs during a declared State of Emergency within applicable state laws. Any actions exercised according to this section shall be reported to the Board of Commissioners at its next regular meeting.

IX. A. That the County Manager is authorized to establish fees within the various departments and agencies for miscellaneous services and items such as copies, maps, books, etc., according to guidelines that may be administratively determined or that may be established by the Board of County Commissioners. To the extent permitted by law, the Register of Deeds fees are as prescribed by law; it is recognized herein that the Register in his discretion may waive fees incurred by the District Attorney's Office and Public Defender's Office for the 18th Judicial District in the execution of their duties.

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

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

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

C. That the County Manager or designee shall have authority to execute the following contracts, amendments, or change orders, provided they comply with N.C. Gen. Stat. § 143-129 procedures and are within budgeted funds: (a) any lease agreement for one year or less; (b) any contract for land acquisition (c) any contract for construction or repair that is less than \$500,000; (d) any contract, for apparatus, supplies, materials, equipment, that does not exceed 90,000, or other lawful matter where formal bids are not required by law, including those committing no funds; (e) all service contracts, including but not limited to, service and information technology contracts as defined by N.C. Gen. Stat. § 143-129.8, and resolution of a claim that do not exceed \$200,000; (f) amendments or change orders to all contracts described in Section (e) herein, when the aggregate of the amendment requires less than a \$200,000 increase in the expenditure of public funds in a single fiscal year; and (g) grant agreements for public funds within budgeted amounts.

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

D. The Manager is authorized to dispose of sell, lease or otherwise dispose of any county property except real property, with a value of less than \$30,000.

E. That proposed projects where the estimated professional fee is in an amount less than \$30,000 or the amount authorized by G.S. 143-64.32, whichever is greater, for architectural, engineering and surveying services are hereby exempted from the requirements of Article 3D of Chapter 143 of the General Statutes, in accordance with G.S. 143-64.32. In addition, other particular projects may be exempted from the requirements of said Article 3D by the County Manager, in a manner which states the reasons therefore and the circumstances attendant thereto in each instance, as authorized by G.S. 143-64.32

F. The County Manager is authorized to accept gifts, in-kind services, and monetary donations up to \$25,000 per donation to the extent permitted by and pursuant to N.C. General Statute 159-15.

X. **A.** That in accordance with G.S. 159-13.1 the Board of Commissioners adopts a financial plan to operate the Internal Service Fund for the fiscal year beginning July 1, 2017 and ending June 30, 2018, 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 2017-2018 in the Tax Department's budget to cover the cost that is estimated to be incurred during FY 2017-2018 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, 2017 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, 2017.

ADOPTED this the 15th day of June, 2017.

Economic Development Organization Funding							
	FY 2015 Adopted	FY 2016 Adopted	FY 2017 Adopted	FY 2018 Requested	FY 2018 Manager	FY 2018 Board	vs. FY2017 Adopted
Community-Based Organizations - Economic Development							
African-American Atelier	50,000	50,000	50,000	50,000	50,000	50,000	-
Friends of John Coltrane	20,000	20,000	20,000	30,000	20,000	20,000	-
High Point Arts Council	50,000	50,000	50,000	50,000	50,000	50,000	-
Renaissance Community Co-op	-	-	-	-	-	25,000	25,000
United Arts Council - GSO	55,000	55,000	55,000	55,000	55,000	55,000	-
United Arts Council - GSO - National Folk Festival	-	25,000	25,000	25,000	25,000	25,000	-
	175,000	200,000	200,000	210,000	200,000	225,000	25,000
Economic Development Agencies							
Downtown Greensboro	40,000	-	40,000	50,000	40,000	40,000	-
East Market Street Development	20,000	20,000	20,000	30,000	20,000	20,000	-
Greensboro Economic Development Partnership	175,000	-	100,000	100,000	100,000	100,000	-
Guilford County Tourism Development Authority	40,000	40,000	40,000	40,000	40,000	40,000	-
High Point Economic Development	100,000	-	100,000	100,000	100,000	100,000	-
High Point Market Authority	75,000	75,000	75,000	100,000	75,000	75,000	-
The City Project	30,000	-	-	-	-	-	-
Piedmont Triad Film Commission	25,000	-	-	35,000	-	25,000	25,000
Guilford County Economic Development		300,000	100,000	100,000	100,000	100,000	-
	505,000	435,000	475,000	555,000	475,000	500,000	25,000
	680,000	635,000	675,000	765,000	675,000	725,000	50,000

**CAPITAL PROJECT ORDINANCE FOR GUILFORD COUNTY SCHOOLS –
FY 2017-18 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 2017-18 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 2017-18 Capital Allocation	Capital Outlay \$5,000,000	Transfer from General Fund \$5,000,000

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 15, 2017 to be effective July 1, 2017 in accordance with G.S. 159-17.

CAPITAL PROJECT ORDINANCE FOR GUILFORD TECHNICAL COMMUNITY COLLEGE – FY 2017-18 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 2017-18 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 2017-18 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 15, 2017 to be effective July 1, 2017 in accordance with G.S. 159-17.

Changes to FY 2017-18 Recommended Budget	Expense	Revenue	Net County \$
GENERAL FUND			
Manager's Recommended Budget	\$ 606,840,000	\$ 606,840,000	\$ -
Staff Changes			
Solid Waste			
Service contract with Spectrum to extend Ethernet Wide Area (WAN) services to the Bishop Road facilities to permit connections to the county's servers.	\$ 5,000		\$ 5,000
Planning			
Development Ordinance funding	\$ 17,000	\$ -	\$ 17,000
Soil & Water Conservation District			
Account for district funds in county's budget	\$ 3,300	\$ 3,300	\$ -
Child Support			
Revenue adjustments		\$ 54,000	\$ (54,000)
Social Services			
Budget Adoption Incentive fund	\$ 159,000		\$ 159,000
Appropriate Fund Balance - Adoption Incentive funds		\$ 159,000	\$ (159,000)
Law Enforcement			
Adjust Jamestown revenue	\$ -	\$ 736	\$ (736)
Adjust SRO revenue	\$ -	\$ 2,899	\$ (2,899)
Add'l equip. (kitchen equip, repeater, washing machines)	\$ 155,000		\$ 155,000
Appropriate Fund Balance - some of remaining Inmate Welfare Funds		\$ 155,000	\$ (155,000)
Reduce Unauthorized Substance Abuse funds	\$ (35,000)	\$ (35,000)	
Tax			
Adjust accounting for foreclosure court costs and attorney fees	\$ 105,000	\$ 27,000	\$ 78,000

Changes to FY 2017-18 Recommended Budget	Expense	Revenue	Net County \$
Coordinated Services eCivis contract - additional funds to cover upgraded software	\$ 9,600		\$ 9,600
Budget Community Foundation of Greater Greensboro grant	\$ 5,000	\$ 5,000	\$ -
Emergency Services Reduce Guilford-Metro 911 contribution to reflect reduction by Greensboro	\$ (10,449)		\$ (10,449)
General County Revenues Adjust Beer & Wine Tax to actual FY 16-17 receipts Adjust Vehicle Taxes - Prior Years		\$ 17,102 \$ 50,000	\$ (17,102) \$ (50,000)
	Total Staff Changes	\$ 413,451	\$ 439,037
			\$ (25,586)
Board Changes			
Public Health Add one school nurse supervisor (12 month position, August start, incl. transportation, phone, and computer/software set-up)	\$ 73,955		\$ 73,955
Add one Environmental Health Specialist for restaurant/food handling facilities/pool inspections and permitting (August start, incl. office supplies, transportation, and computer/software set-up)	\$ 57,837	\$ 20,000	\$ 37,837
Family Justice Center Add one Client Services Navigator (August start, incl. office supplies, phone, transportation, and computer/software set-up)	\$ 63,180		\$ 63,180
Emergency Services Add 5 EMTs & 5 Paramedics - increase fee revenues by like amount (October start)	\$ 398,288	\$ 398,288	\$ -

Changes to FY 2017-18 Recommended Budget	Expense	Revenue	Net County \$
Cooperative Extension Community/School Garden Coordinator (increase professional services, not a county employee)	\$ 17,289		\$ 17,289
Education Add \$2,000,000 to Guilford County Schools operating allocation Reduce Guilford County Schools capital allocation by \$1,500,000	\$ 2,000,000 \$ (1,500,000)		\$ 2,000,000 \$ (1,500,000)
Economic Development Add \$25,000 for Piedmont Triad Film Commission Add \$25,000 for Renaissance Community Co-op	\$ 25,000 \$ 25,000		\$ 25,000 \$ 25,000
Transportation Increase drivers' pay rates by \$0.20/hour (total estimated at \$7,900 - additional costs will be absorbed through normal vacancy patterns)			
Sales Tax Revenues Adjust sales tax revenues to balance budget		\$ 716,675	\$ (716,675)
	Total Board Changes	\$ 1,160,549	\$ 1,134,963
			\$ 25,586
GENERAL FUND ADOPTED BUDGET	\$ 608,414,000	\$ 608,414,000	\$ -
FIRE FUNDS			
Manager's Recommended Budget	\$ 18,766,518	\$ 18,766,518	\$ -
Board Changes			
Fire Tax Rates & Budgets			

Changes to FY 2017-18 Recommended Budget	Expense	Revenue	Net County \$
Adjust Fire Tax Rates and budgets for selected districts as outlined in the attached schedule	\$ 50,918		\$ 50,918
Adjust property taxes per above		\$ 182,760	\$ (182,760)
Adjust fund balance appropriation per above		\$ (131,842)	\$ 131,842
Total Board Changes	\$ 50,918	\$ 50,918	\$ -
ALL FIRE FUNDS ADOPTED BUDGETS	\$ 18,817,436	\$ 18,817,436	\$ -



JCPC Program Applicants for FY 2017-18

Program	Type of Service	FY 2017	FY 2018	FY 2018 Adopted		Served YTD in 2016-17	Est. to Serve in 2017-18
		JCPC Funding	Total Request	JCPC Funding	County Match		
Barium Springs STOP	Sex Offender Treatment	49,718	61,066	50,000	8,309	37	40
Best Brother Excelling with Self Sufficiency to Thrive BEST Monitoring	Mentoring	-	32,245	-	-	-	20
JCPC Administration		5,000	5,000	5,000	-	-	-
Kellin Foundation Safe Harbor	Individual Counseling	-	256,271	-	-	-	70
Nehemiah's: A Way Out	Vocational Skills	-	36,500	-	-	-	45
Nehemiah's: STEM and Afterschool	Tutoring-GSO	-	36,500	30,000	-	-	60
One Step Further Community Service/Restitution	Restitution/Community Service	98,000	110,000	98,000	10,000	239	280
One Step Further Junior-Senior Life Skills	Interpersonal Skill Building	35,000	37,400	36,000	1,400	230	350
One Step Further Juvenile Mediation	Mediation/Conflict Resolution	37,991	49,834	37,991	11,843	52	80
One Step Further Teen Court	Teen Court	69,125	78,225	69,125	9,100	311	250
Operation Xcel Operation 3 Steps Ahead	Summer Tutoring	32,000	20,000	10,000	-	10	60
Operation Xcel Operation Homework	School Year Tutoring-HP	-	50,000	20,000	5,000	48	35
Operation Xcel Operation Mentor	Mentoring	-	13,168	-	-	10	28
People and Paws for Hope Second Chance	Interpersonal Skill Building	95,108	110,731	95,108	10,731	61	90
Selfless Foundation Skills on Wheels	Tutoring	-	139,111	-	-	-	1,500
Transitioning Minds	Mentoring	-	206,012	-	-	-	160
Unifour Changing Faces: Interpersonal	Interpersonal Skill Building	25,000	31,000	25,000	6,000	26	40
Unifour Changing Faces: Mentoring	Mentoring	30,000	37,000	30,000	7,000	61	40
Unifour Changing Faces: Vocational	Vocational Skills	44,582	52,582	44,582	8,000	26	40
Youth Focus ACT	Temporary Shelter	57,000	57,000	57,000	-	20	150
Youth Focus Active Parenting	Parent/Family Skill Building	37,000	37,000	37,000	-	28	50
Youth Focus ASAP	Group Home	80,000	100,000	80,000	7,000	19	18
Youth Focus Counseling	Individual Counseling	85,500	85,500	85,500	-	417	200
Youth Focus Mell Burton	Structured Day	73,750	100,000	73,700	-	108	115
Youth Focus On-Site Assessor	Assessments	50,000	50,000	50,000	-	105	175
Youth Focus Psychological Testing	Assessments	27,000	27,000	27,000	-	27	36
Youth Focus Ready To Work	Vocational Skill Building	25,000	25,000	-	-	120	100
Youth Focus Rites of Passage	Interpersonal Skill Building	31,000	31,000	26,768	-	54	60
Total		987,774	1,875,145	987,774	84,383	2,009	4,092

