

BUDGET MANAGEMENT AND EVALUATION

Michael Halford, Director

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

Organizational Excellence

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



BUDGET SUMMARY

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
EXPENSE							
Budget and Management	600,615	699,810	701,013	726,312	726,315	26,505	3.8%
Budget and Management	600,615	699,810	701,013	726,312	726,315	26,505	3.8%
EXPENSE							
Personnel Services	512,859	602,179	597,469	629,981	629,984	27,805	4.6%
Supplies & Materials	975	7,750	7,350	6,450	6,450	(1,300)	(16.8%)
Other Services & Charges	86,782	89,881	83,707	89,881	89,881	0	0.0%
Capital	0	0	12,487	0	0	0	0.0%
Total Expense	600,615	699,810	701,013	726,312	726,315	26,505	3.8%
REVENUE							
Miscellaneous Revenues	5,000	0	0	0	0	0	0.0%
Total Revenue	5,000	0	0	0	0	0	0.0%
County Funds	595,615	699,810	701,013	726,312	726,315	26,505	3.8%
Positions	5.00	6.00	6.00	6.00	6.00	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 and the implementation of the county's open data and innovation initiatives. The annual budget is prepared and maintained in an effective and efficient manner that is consistent with the goals and objectives of the Board of County Commissioners, in accordance with the Local Government Budget and Fiscal Control Act.

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

The department also leads the county's data and innovation strategy to support a more innovative and inquisitive workforce that asks more questions, understands more deeply, and is more results-driven.

The department will:

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

FY 2020 GOALS & OBJECTIVES

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

FY 2020 ADOPTED BUDGET HIGHLIGHTS

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

FY 2019 SIGNIFICANT ACCOMPLISHMENTS

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

KEY PERFORMANCE MEASURES

	FY17 Actual	FY18 Actual	FY19 Projected	FY20 Estimated	Target
Received the Government Finance Officers' Association Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	Yes
Number of Departments that exceed budget as noted in annual financial report	0	0	0	0	0
Actual revenue as percent of budget	101.4%	100.4%	99.5%	101%	>100%
Actual expenditures as percent of budget	95.6%	95.4%	95.9%	96%	<100%
Percent of Budget Amendments & Transfers processed within five days of receipt/approval	99.8%	99.8%	98.9%	100%	100%

FUTURE OPPORTUNITIES & CHALLENGES

- Continued development and maintenance of monthly budget-to-actual dashboards for the departments and the public that have been positively noticed by credit rating agencies for transparency will help maintain positive interaction and coordination between the Budget Office and its primary stakeholders.
- Development of a Budget Dashboard information site on the County website that will give the public real- or near-real-time updates on the budget status throughout the fiscal year represents an opportunity to improve communication, transparency, and public understanding of County operations.
- Incorporation of Fire District capital and major equipment needs into the County's long term planning process will allow better coordination of plans between the districts and the County while also improving the overall understanding of county fire requirements, opportunities, and potential issues.

COUNTY ADMINISTRATION

Marty Lawing, County Manager

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

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BUDGET SUMMARY

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

DEPARTMENTAL PURPOSE

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

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

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

FY 2020 GOALS & OBJECTIVES

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

FY 2020 ADOPTED BUDGET HIGHLIGHTS

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

FY 2019 SIGNIFICANT ACCOMPLISHMENTS

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

FUTURE OPPORTUNITIES & CHALLENGES

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

COUNTY ATTORNEY

Mark Payne, County Attorney

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

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BUDGET SUMMARY

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

DEPARTMENTAL PURPOSE

The County Attorney and staff provide prompt, responsive, efficient and effective legal advice and representation to the Board of Commissioners, the County Manager, County departments and related agencies. Legal counsel is provided on all areas of local government including contracts, civil procedure, litigation, constitutional law, open meetings, public records, child support, social services (CPS and APS), purchasing, property tax assessment and collection, foreclosures, budget and financial procedures, and personnel matters. This office serves two courthouses and a variety of clients in two major cities. The County Attorney's Office also represents and defends individual commissioners, officials and all County-related employees in the absence of a conflict.

FY 2020 GOALS & OBJECTIVES

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

- Maintain growth in cross-training staff to provide a versatility to clients.
- Maximize on collection of delinquent tax revenue in litigating *In Rem* tax foreclosure proceedings in-house through the FY 2020.
- Prioritize cases to ensure timely litigation and resolution.
- Continue progress in costs savings in utilizing electronic storage of documents.
- Continue researching and finalize options for an electronic storage system for litigation matters that will better utilize the department's existing staff and fiscal resources in an efficient, responsible manner.
- Continue to monitor and evaluate staffing levels and caseload ratios throughout the fiscal year to maximize efficiency and reduce reliance on outside counsel where practicable and cost effective, while meeting statutory mandates for client and citizen services.
- Continue ongoing prioritization of the Contract Management System to increase response time and finalization of County contracts.
- Continue individual and group trainings in how to navigate and utilize the Contract Management System.
- Continue collaboration with DHHS in the successful implementation of outside counsel and staff paralegal to operate the Family Law Facilitator Program, thus, reducing the number of TPR petitions.
- As budget allows, provide School of Government training to all staff in their primary areas of practice for furthered education.

FY 2020 ADOPTED BUDGET HIGHLIGHTS

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

FY 2019 SIGNIFICANT ACCOMPLISHMENTS

The County Attorney's office has continued to maintain and manage the County's legal needs as efficiently as possible within budgetary and resource constraints. The Department has maintained a staff of ten full-time attorneys; seven full-time support staff; 2 part-time staff; and limited case-specific contracted legal services. In defending, representing, enforcing, or advising clients, the County Attorney's Office has accomplished the following:

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

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

KEY PERFORMANCE MEASURES

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

FUTURE OPPORTUNITIES & CHALLENGES

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

COUNTY COMMISSIONERS & CLERK TO BOARD

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

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

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BUDGET SUMMARY

County Commissioners

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

Clerk to the Board

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

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

DEPARTMENTAL PURPOSE

Board of County Commissioners

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

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

Clerk to the Board

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

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

FY 2020 GOALS & OBJECTIVES

- To inform, educate and engage residents and stakeholders about county responsibilities, services and results.
- Complete minutes within 45 days of each meeting.
- Provide on boarding information for new appointees within 30 days.

- Post adopted county code and ordinance changes online within 2 weeks of the change.
- Develop a comprehensive county-wide communications plan.
- Create Boards & Commissions introductory video for potential and current volunteers and appointees.
- Launch Phase II of electronic legal notice system.

FY 2020 ADOPTED BUDGET HIGHLIGHTS

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

FY 2019 SIGNIFICANT ACCOMPLISHMENTS

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

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

FUTURE OPPORTUNITIES & CHALLENGES

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

BOARD OF ELECTIONS

Charlie Collicutt, Director

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

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BUDGET SUMMARY

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
EXPENSE							
Elections-Administration	1,907,474	1,930,157	1,932,285	2,497,614	2,497,614	567,457	29.4%
Elections	1,907,474	1,930,157	1,932,285	2,497,614	2,497,614	567,457	29.4%
EXPENSE							
Personnel Services	1,571,774	1,547,174	1,547,174	2,021,188	2,021,188	474,014	30.6%
Supplies & Materials	57,412	108,777	112,378	137,677	137,677	28,900	26.6%
Other Services & Charges	278,289	274,206	272,733	338,749	338,749	64,543	23.5%
Total Expense	1,907,474	1,930,157	1,932,285	2,497,614	2,497,614	567,457	29.4%
REVENUE							
Charges for Services	420,373	0	0	167,800	167,800	167,800	0.0%
Miscellaneous Revenues	711	600	600	1,250	1,250	650	108.3%
Total Revenue	421,084	600	600	169,050	169,050	168,450	28,075.0%
County Funds	1,486,390	1,929,557	1,931,685	2,328,564	2,328,564	399,007	20.7%
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 2020 GOALS & OBJECTIVES

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

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

FY 2020 ADOPTED BUDGET HIGHLIGHTS

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

FY 2019 SIGNIFICANT ACCOMPLISHMENTS

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

KEY PERFORMANCE MEASURES

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

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

FUTURE OPPORTUNITIES & CHALLENGES

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

FINANCE

Harley Will, Director

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

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BUDGET SUMMARY

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

DEPARTMENTAL PURPOSE

The Finance Department advances the County vision by administering and managing its fiscal affairs in compliance with laws and regulations and in conformity with generally accepted accounting principles in an efficient and cost-effective manner. The department maintains efficiency through frequent monitoring of procedures for improvements to allow it to absorb the continually increasing volume of transactions, information requests, and reporting requirements. Fiscal responsibility is advanced through operational efficiency, process automation, and debt cost reductions as well as maximization of revenues. Funds are disbursed to County vendors and employees in compliance with laws, regulations, the budget ordinance, and County policy. The department bills certain accounts receivable and invests County funds in accordance with State laws and County investment policy to maximize returns within the parameters of preserving principal and maintaining necessary liquidity. Financial Analysts review and approve grant reports to maximize the County's financial resources. Finance also prepares the County's Comprehensive Annual Financial Report and the annual financial report for the Local Government Commission which are important means of communication and provide transparency on County finances. Official Statements are prepared on an as needed basis for bond issues to communicate additional up-to-date information about the County to potential investors.

FY 2020 GOALS & OBJECTIVES

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

FY 2020 ADOPTED BUDGET HIGHLIGHTS

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

FY 2019 SIGNIFICANT ACCOMPLISHMENTS

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

KEY PERFORMANCE MEASURES

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

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

FUTURE OPPORTUNITIES & CHALLENGES

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

HUMAN RESOURCES

Karen Fishel, Director

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

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BUDGET SUMMARY

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
EXPENSE							
Human Resources-Administration	1,739,431	1,683,037	1,844,845	1,791,800	1,791,800	108,763	6.5%
Human Resources-Other	5,535,939	7,374,000	7,344,000	8,894,000	8,894,000	1,520,000	20.6%
Human Resources	7,275,371	9,057,037	9,188,845	10,685,800	10,685,800	1,628,763	18.0%
EXPENSE							
Personnel Services	7,097,283	8,876,440	8,836,927	10,444,684	10,444,684	1,568,244	17.7%
Supplies & Materials	11,608	14,997	16,612	16,600	16,600	1,603	10.7%
Other Services & Charges	146,530	165,600	335,306	224,516	224,516	58,916	35.6%
Capital	19,950	0	0	0	0	0	0.0%
Total Expense	7,275,371	9,057,037	9,188,845	10,685,800	10,685,800	1,628,763	18.0%
REVENUE							
Miscellaneous Revenues	143,289	58,591	58,591	58,591	58,591	0	0.0%
Total Revenue	143,289	58,591	58,591	58,591	58,591	0	0.0%
County Funds	7,132,082	8,998,446	9,130,254	10,627,209	10,627,209	1,628,763	18.1%
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 and solutions in the following areas: Talent Acquisition, Employee Relations, Organizational Development and Learning, Classification and Compensation, Total Rewards, and HRMS. The department is responsible for ensuring the County's compliance with various state and federal laws, the development and monitoring of the annual Health Care Budget, review and processing of various HR/Payroll transactions, maintenance of required personnel records, and creating and analyzing statistical reports for the County Commissioners, media, and departments. The budget for this department also contains the County's share of the group insurance premium expense for retirees enrolled under the County's Retiree Health Insurance Program.

FY 2020 GOALS & OBJECTIVES

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

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

FY 2020 ADOPTED BUDGET HIGHLIGHTS

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

KEY PERFORMANCE MEASURES

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

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

FUTURE OPPORTUNITIES & CHALLENGES

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

INTERNAL AUDIT

Chad Muhlestein, Director

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

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BUDGET SUMMARY

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

DEPARTMENTAL PURPOSE

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

The Internal Audit Department serves the citizens of Guilford County by providing consulting and audit services that help county government reduce risk through proper internal controls, and promote responsibility and accountability through the efficient use of resources to achieve results in a responsive and effective manner. Department focus areas include improving the effectiveness and responsiveness of service delivery through streamlining processes; reducing or avoiding costs, including through partnerships to achieve economies of scale; examining and recommending internal controls as services are merged, consolidated or changed; and ensuring new technologies are used fully across departments.

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

FY 2020 GOALS & OBJECTIVES

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

FY 2020 ADOPTED BUDGET HIGHLIGHTS

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

FY 2019 SIGNIFICANT ACCOMPLISHMENTS

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

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

KEY PERFORMANCE MEASURES

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

FUTURE OPPORTUNITIES & CHALLENGES

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

PURCHASING

Jacqueline Boyce, Director

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BUDGET SUMMARY

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
EXPENSE							
Purchasing-Administration	378,216	324,412	321,422	330,715	330,715	6,303	1.9%
Purchasing-Property and Other	426	250	250	100	100	(150)	(60.0%)
Purchasing	378,642	324,662	321,672	330,815	330,815	6,153	1.9%
EXPENSE							
Personnel Services	365,109	302,548	302,448	313,216	313,216	10,668	3.5%
Supplies & Materials	2,083	4,550	2,884	4,000	4,000	(550)	(12.1%)
Other Services & Charges	11,451	17,564	16,340	13,599	13,599	(3,965)	(22.6%)
Total Expense	378,642	324,662	321,672	330,815	330,815	6,153	1.9%
REVENUE							
Miscellaneous Revenues	30	0	0	0	0	0	0.0%
Total Revenue	30	0	0	0	0	0	0.0%
County Funds	378,612	324,662	321,672	330,815	330,815	6,153	1.9%
Positions	5.00	4.00	4.00	4.00	4.00	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 supplier registration (Supplier Portal) and bidding solution (Strategic Sourcing) along with informal and formal bid processes, request-for-purchase (RFP) and request-for-quotation (RFQ) processes to solicit bids.

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

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

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

FY 2020 GOALS & OBJECTIVES

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

FY 2020 ADOPTED BUDGET HIGHLIGHTS

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

FY 2019 SIGNIFICANT ACCOMPLISHMENTS

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

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

KEY PERFORMANCE MEASURES

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

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

FUTURE OPPORTUNITIES & CHALLENGES

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

REGISTER OF DEEDS

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

Organizational Excellence

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



BUDGET SUMMARY

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

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, Legitimations, Amendments, and Military Discharges.

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

FY 2020 GOALS & OBJECTIVES

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

FY 2020 ADOPTED BUDGET HIGHLIGHTS

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

FY 2019 SIGNIFICANT ACCOMPLISHMENTS

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

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

KEY PERFORMANCE MEASURES

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

FUTURE OPPORTUNITIES & CHALLENGES

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

TAX DEPARTMENT

Ben Chavis, Director

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

Organizational Excellence

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



BUDGET SUMMARY

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
EXPENSE							
Tax-Greensboro	6,063,239	6,703,018	6,828,941	6,781,947	6,781,947	78,929	1.2%
Tax	6,063,239	6,703,018	6,828,941	6,781,947	6,781,947	78,929	1.2%
EXPENSE							
Personnel Services	4,474,819	4,574,378	4,574,378	4,604,437	4,604,437	30,059	0.7%
Supplies & Materials	38,800	48,360	43,841	47,220	47,220	(1,140)	(2.4%)
Other Services & Charges	1,549,620	2,080,280	2,210,722	2,130,290	2,130,290	50,010	2.4%
Total Expense	6,063,239	6,703,018	6,828,941	6,781,947	6,781,947	78,929	1.2%
REVENUE							
Charges for Services	1,639,357	1,586,269	1,586,269	1,761,852	1,761,852	175,583	11.1%
Miscellaneous Revenues	11,233	10,025	10,025	8,700	8,700	(1,325)	(13.2%)
Total Revenue	1,650,590	1,596,294	1,596,294	1,770,552	1,770,552	174,258	10.9%
County Funds	4,412,650	5,106,724	5,232,647	5,011,395	5,011,395	(95,329)	(1.9%)
Positions	63.00	64.00	64.00	64.00	64.00	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 2020 GOALS & OBJECTIVES

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

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

FY 2020 ADOPTED BUDGET HIGHLIGHTS

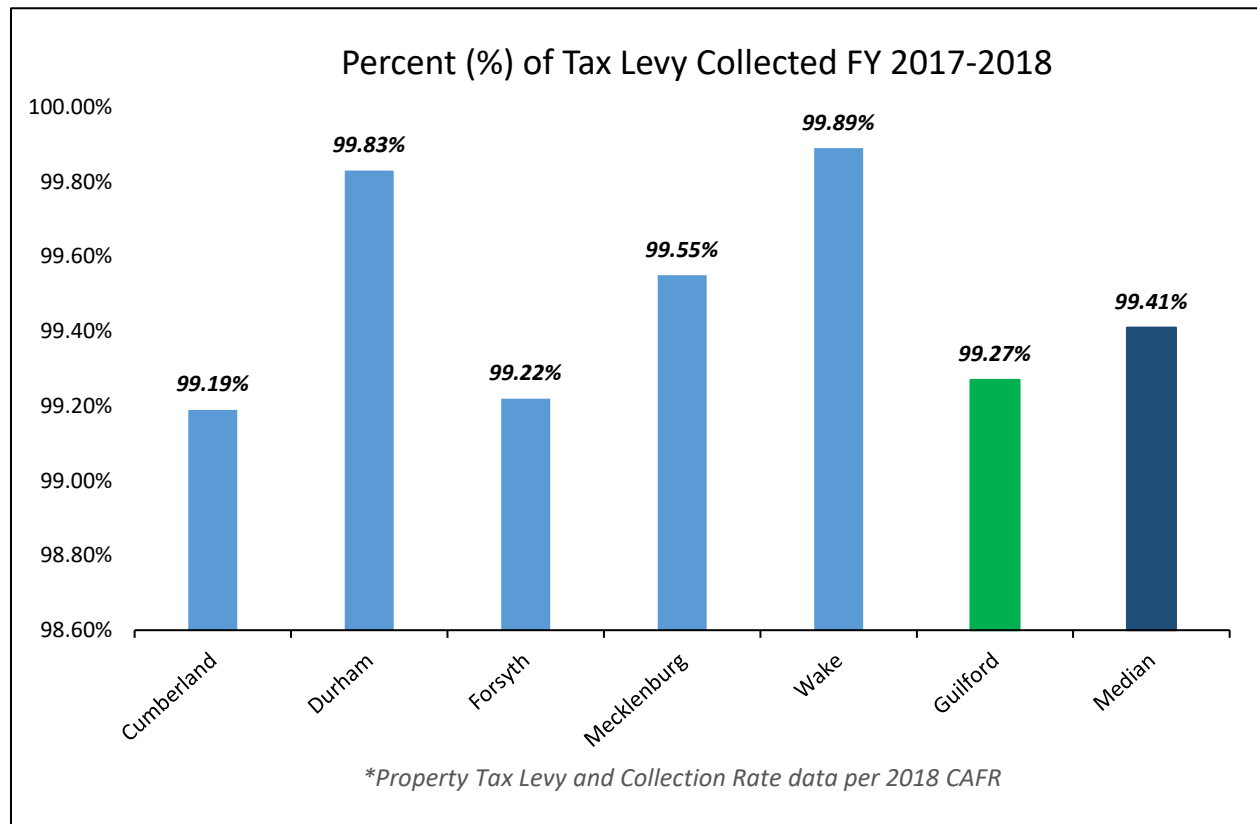
- The Tax FY 2020 Adopted net budget decreased by \$95,329, or 1.9%, to reflect anticipated increases in Charges for Services revenue that will offset increases in Personnel Services and Other Services & Charges.
- Personnel Services increased by \$30,059, or 0.7%, to reflect merit-based increases while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

FY 2019 SIGNIFICANT ACCOMPLISHMENTS

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

KEY PERFORMANCE MEASURES

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



FUTURE OPPORTUNITIES & CHALLENGES

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