

FY 2020-21 Adopted Budget

July 1, 2020 - June 30, 2021



Guilford County
STATE of NORTH CAROLINA



Guilford County

STATE of NORTH CAROLINA

Fiscal Year 2020-2021 Adopted Budget

July 1, 2020 — June 30, 2021

Board of Commissioners

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Board Vice Chair

Alan Perdue

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Alan Branson

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Daisy Mills, Budget & Management Analyst

Vincent Roberts, Budget & Management Analyst

Front Cover photos:

<i>Mental Health Crisis Center</i>	<i>Old Guilford County Courthouse after renovations</i>
<i>EMS Maintenance & Logistics Facility</i>	



Board of Commissioners Districts



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District 1



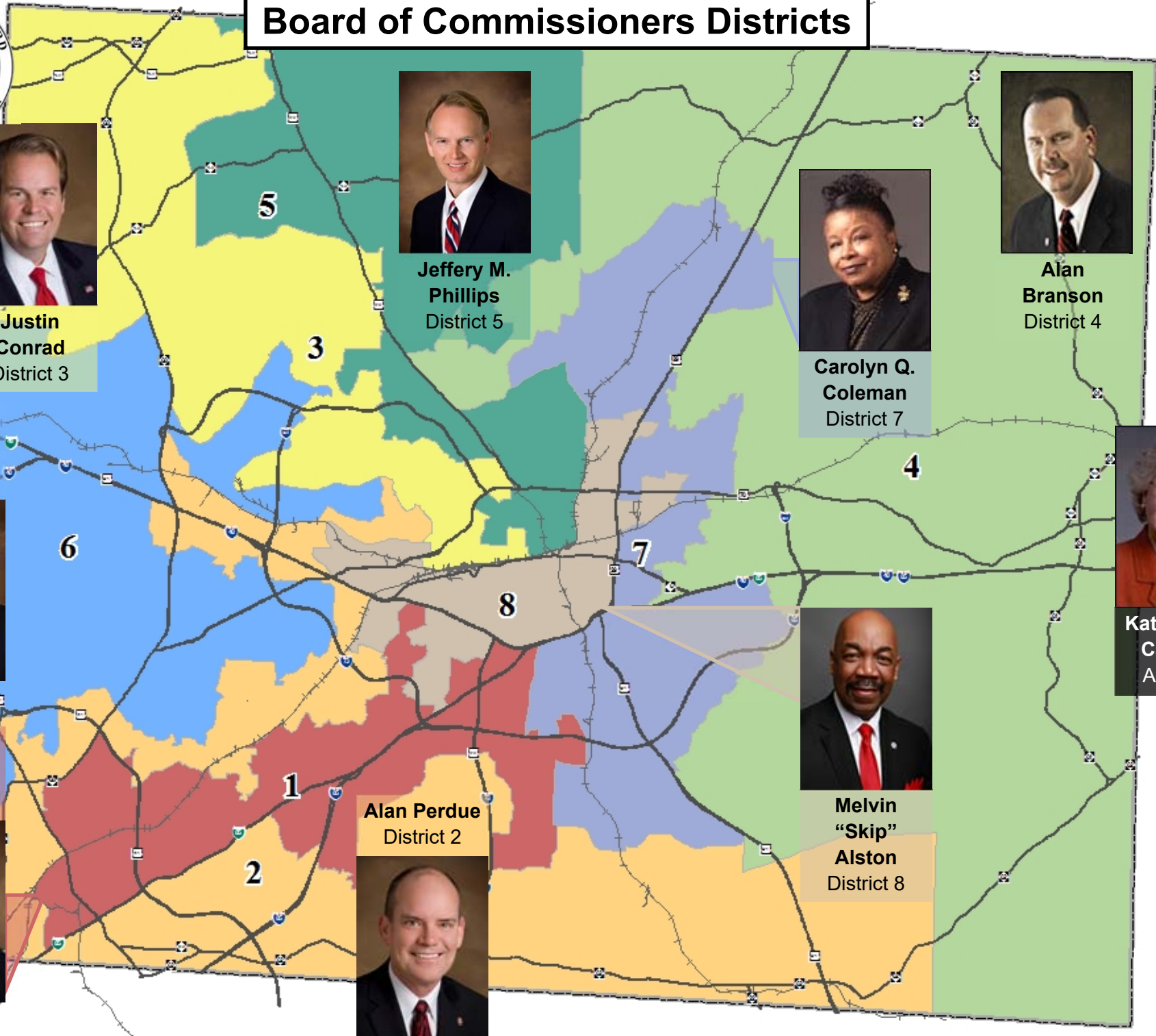
Alan Perdue
District 2



**Melvin
"Skip"
Alston**
District 8



**Katie "Kay"
Cashion**
At Large





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Guilford County

North Carolina

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morill

Executive Director



**Guilford County Fiscal Year 2020-21 Adopted Budget
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ADOPTED BUDGET ORDINANCE FOR FISCAL YEAR 2020-21





GUILFORD COUNTY

May 21, 2020

Guilford County Board of Commissioners:

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

Guilford County Board of Commissioners and Residents of Guilford County:

It is my privilege to present to you the recommended budget for the 2020-21 fiscal year. In accordance with the General Statutes of North Carolina, the budget is balanced and prepared under the guidelines of the North Carolina Local Government Budget and Fiscal Control Act. A copy of this document has been filed with the Clerk to the Board and posted on the County's website where it is available to the public for inspection.

Local Economy

Local government budgets are impacted significantly by local economic conditions. In Guilford County, the unemployment rate remains relatively low. The March 2020 unemployment rate was 4.4%, up slightly from 4.2% in March 2019. The rate of unemployed workers is the same as the North Carolina statewide rate of 4.4% and, currently lower than the national rate of 4.4% which is prior to the impact of COVID-19. 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 \$5.50 billion in February 2020 compared to \$5.23 billion the same time last year. Annual totals were projected to increase by 7% this year versus 3% last year. The county's property tax collection rate has also been on a positive trajectory in recent years due to timely payment of taxes. The real estate market has continued to strengthen with an average median three-bedroom home sale price of \$182,000 between January and April 2020 compared to \$162,900 for the same time period in 2019. Overall, the county's property tax base will increase by approximately 1.7% over estimated FY 2019-20 values.

Based on population estimates for July 2020, the county's permanent population has grown approximately 10.0% since 2010 to 537,000. However, the county's Medicaid-eligible population

has grown by more than 26% since January 2015 – a much faster pace than the general population which places increased demand on the county’s human services. The County’s Department of Commerce Economic Tier Ranking remains at Tier 2 for 2020 primarily due to median household incomes indicative that we have more work to do on the economic development front.

Much has changed since the budget retreat held in February. At that time, we were anticipating another year with modest revenue growth in property tax and sales tax. Due to the emergence of COVID-19 in the United States and government measures at all levels to control the spread of the virus, a somewhat strong economy has been crippled. Many businesses were required to close or significantly modify operations, millions of people were furloughed, schools were closed, federal stimulus packages were approved to aid jobless individuals and struggling business, businesses that did not close required many employees to work from home, sporting events and mass gatherings were stopped and thousands of people across the country have died.

Since most of the services that county governments provide are essential, Guilford County has continued to provide services with some modifications. Most of our employees have risen to the occasion and faced adversity head on and proven to be dedicated and dependable public servants. The fiscal impact on the current budget and the one proposed for FY 2020-21 is severe, particularly with respect to revenue. Projecting revenue in an environment where the economy was shut down and now is beginning to re-open has been a complex undertaking. There are many unknowns with regard to how long it will take for the economy to recover and if the reopening will cause a resurgence of the virus spread.

Thankfully, Guilford County was the recipient of a \$97.3 Coronavirus Relief Fund allocation from the U.S. Department of Treasury to assist with costs associated with response and recovery from the pandemic. These funds will be used to help the county increase preparedness to continue operations in future events and to assist the business community and non-profit organizations.

High Priority Focus Areas

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



**Organizational
Excellence**



**Healthy
People**



Public Safety



**Economic
Development**



Education



**Recreation
& Culture**



Infrastructure

Budget Priorities

Limited growth in our major revenue sources, increases in demand for many of our current services, and the need to plan for significant future community needs presented constraints on what we have been able to accomplish with this budget. The current tax rate does not produce enough recurring revenues to maintain the current budgets for major facility maintenance needs, the set-aside for future county infrastructure projects, or to expand services in areas where we are not meeting our performance standards. In addition, the current tax rate does not provide enough recurring revenue to address the operating deficit the county had at the end of FY 2018-19 and is likely to have at the end of FY 2019-20. Additional work is required to clarify the county's purpose and desired future state of our community so that we can select, build, and fund services that support an improved Guilford County.

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

- Protect the provision of quality services for our residents by attracting and retaining quality employees that provide quality work through a competitive and modernized compensation program. Our employees provide critical services that are especially necessary in the current COVID-19 public health emergency that we are experiencing during preparation of this budget.
- Support an enhanced system of mental healthcare including completing construction of a new 35,000 square foot, 16-bed facility-based behavioral health crisis center and the additional 6 new positions to support the facility and its operations.
- Expand efforts to reduce the infant mortality rate among the African-American and minority populations in Guilford County.
- Further reduce the vulnerability of the county's technology and data infrastructure through various improvements including the addition of a full-time Information Security manager as well as other technology upgrades.

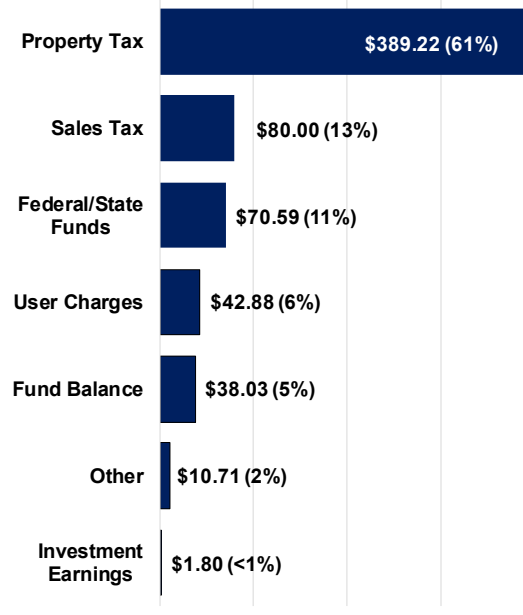
Recommended General Property Tax Rate

The proposed budget recommends a general county tax rate of 73.05 cents per \$100 of assessed valuation – no change from the current rate. The budget advances four critical board goals and maintains operations in a challenging economic and public health environment while working to limit the negative impact on critical county services.

REVENUES

Total revenues and appropriated fund balance are expected to increase by \$4.8 million next year, or 0.8% over last year's budget. The amount of fund balance used to balance the budget increases by \$8 million, mainly due to the significant decrease in sales tax revenues projected for next year. The amount of fund balance needed for general county services increases by about \$13.0 million.

About 61%, or \$389 million, of total General Fund revenues will come from the property tax. Sales tax and revenues from the federal and state governments will generate \$80 million (13%) and \$70 million (11%), respectively. Together, these three sources of funds account for nearly nine of every ten dollars of budgeted revenue.

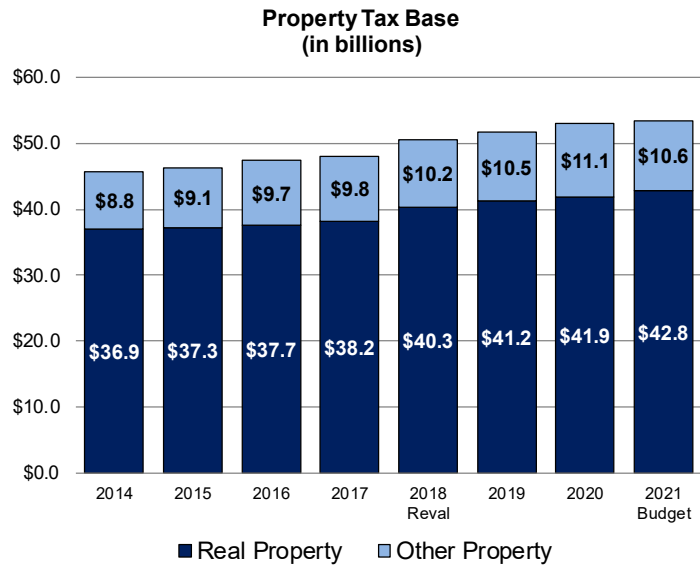


Summary of Sources of Funds

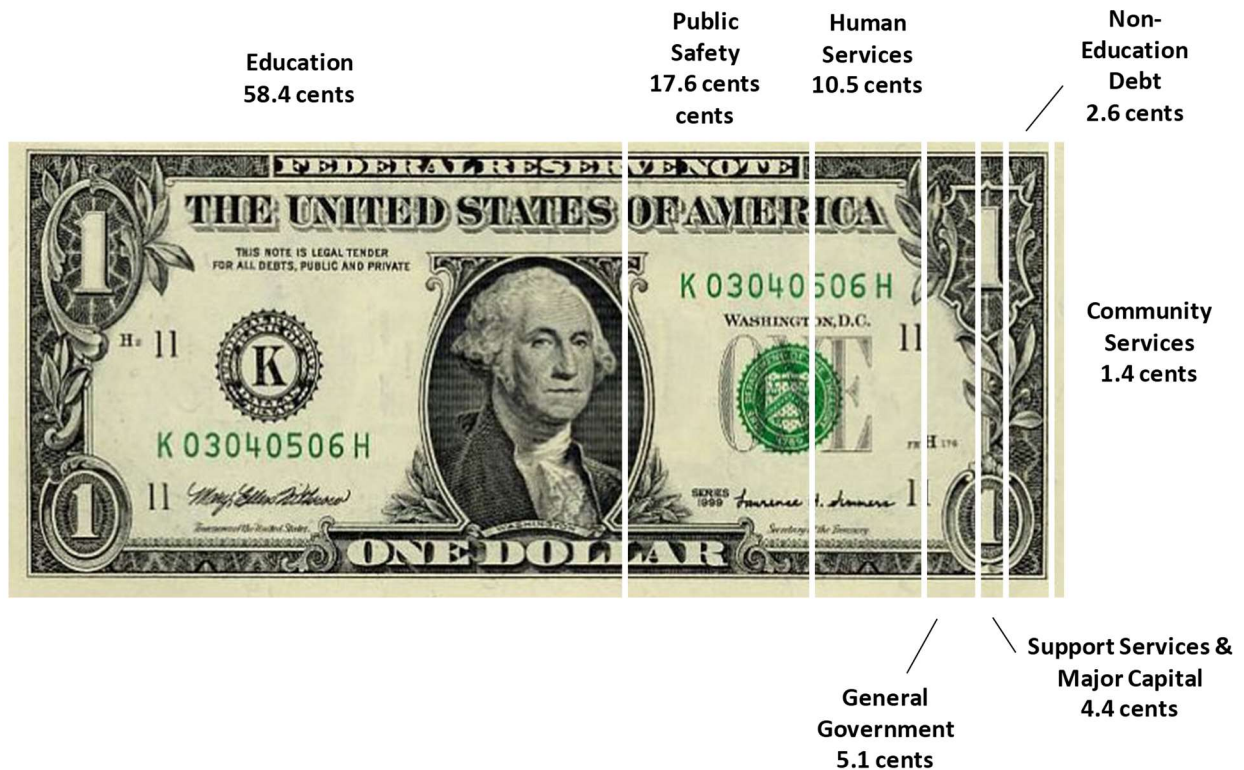
	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Pre-COVID	FY2021 Recomm	vs. FY20 Adopted	
						\$ chg	% chg
Property Tax	\$ 376,420,300	\$ 380,850,000	\$ 380,925,000	\$ 394,715,000	\$ 389,215,000	\$ 8,365,000	2.2%
Federal/State Funds	\$ 62,807,555	\$ 67,731,883	\$ 70,819,447	\$ 70,593,760	\$ 70,593,760	\$ 2,861,877	4.2%
Sales Tax	\$ 89,387,275	\$ 90,975,000	\$ 90,975,000	\$ 96,000,000	\$ 80,000,000	\$ (10,975,000)	-12.1%
User Fees & Charges	\$ 40,587,666	\$ 43,933,858	\$ 43,933,858	\$ 43,526,217	\$ 42,881,614	\$ (1,052,244)	-2.4%
Investment Earnings	\$ 5,820,633	\$ 4,406,551	\$ 4,406,551	\$ 4,406,550	\$ 1,797,550	\$ (2,609,001)	-59.2%
Other	\$ 16,196,890	\$ 10,102,642	\$ 11,538,340	\$ 11,736,282	\$ 10,708,182	\$ 605,540	6.0%
Total Revenues	\$ 591,220,319	\$ 597,999,934	\$ 602,598,196	\$ 620,977,809	\$ 595,196,106	\$ (2,803,828)	-0.5%
Fund Balance	\$ 9,089,377	\$ 30,401,116	\$ 40,577,897	\$ 28,852,474	\$ 38,029,414	\$ 7,628,298	25.1%
Total	\$ 600,309,696	\$ 628,401,050	\$ 643,176,093	\$ 649,830,283	\$ 633,225,520	\$ 4,824,470	0.8%

Property Tax

The total property tax base for FY 2020-21 is estimated to be \$52.5 billion. This is an increase of 1.9% over the prior year's estimated values and will result in an additional \$7 million of property tax revenue. The county continues to offer a discount of 0.5% for current year taxes paid by August 31. About 60% of property owners pay their tax bills by the discount deadline. The reduction in tax revenues due to this discount is approximately \$1 million. The property tax revenue projection for real property is based on a collection rate of 99.02% which is lower than prior years due to the potential impacts of COVID-19.



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



Federal & State Funds

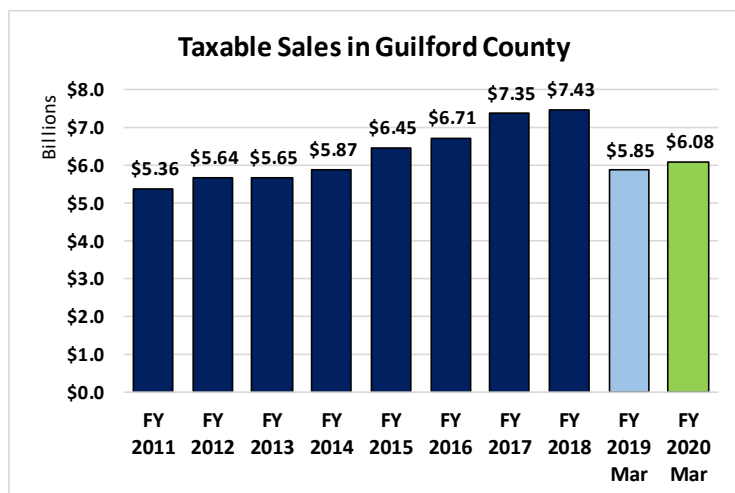
Revenues from the state and federal governments will increase by \$2.8 million to approximately \$70.6 million next year. A significant portion of this increase reflects 24 additional positions added in Social Services to address Medicaid applications as well as routine increases for reimbursements in existing positions. The still-delayed State budget means all of the increases are from federal sources.

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

Sales Tax

Sales Tax revenues are budgeted at \$80 million for next fiscal year, a decrease of \$11.0 million or about 12% under current year budgeted sales tax revenue. Compared to FY 2019-20 projected revenues prior to COVID-19, this represents a \$16 million decrease and is a significant driver in the decisions that shaped the recommended budget for FY 2021.

Through March 2020, the latest month for which sales data are available from the state, taxable retail sales in Guilford County are up 3.9% over the same period last year. Actual sales tax revenues through the April 2020 distribution (seven of the twelve distributions the county receives annually), are up 6.9% over the same period last year. The amount of sales tax revenue the county receives is based on retail sales, the sales tax rate, and **refunds** of sales taxes paid by non-profits, local governments, and other entities qualified to receive a



refund of taxes paid. Because of the way refunds are reported to and processed by the state, the reduction in net sales tax revenues can vary significantly from year to year. So far in FY 2019-20, refunds charged against the sales tax revenues returned to Guilford County are down 13% over the same period last year. Because of this decrease in refunds, actual sales tax revenues through April 2020 are \$2.6 million higher than the same period in FY 2019-20. These actual amounts are all prior to the effect of the stay-at-home orders issued by the county and state effective at the end of March, however, so there is high uncertainty surrounding the level of retail sales for the remainder of FY 2019-20 as well as the first half of FY 2020-21. The recommended budget takes a conservative approach to budgeting sales tax revenues, anticipating an average decrease of about 17% or \$16 million in sales tax revenues in FY 2020-21 compared to anticipated FY 2019-20 actual revenues due to the economic impacts of COVID-19.

The budget assumes no changes to the way sales tax revenues are distributed to counties. Any changes made by state legislators that impact both the total amount of sales tax revenue that is returned to local governments in Guilford and how those revenues are distributed within the county could have a negative impact on county revenues.

Fees & Charges

User Fees and Charges will generate about \$42.8 million in FY 2020-21. While there is considerable variation in individual user fee budgets, the overall total is about \$1.05 million less than the amount adopted last year. Law Enforcement fees will decrease by \$160,000 primarily due to an anticipated reduction in civil process activity and to better reflect actual collections; Register of Deeds fees are down by \$271,000, Inspections fees are down by \$89,000, and Public Health fees by \$25,000, all as a result of demand decreases; and Animal Services fees are down by \$95,000 to better reflect actual revenues in the past two fiscal years.

In addition to the change in fee revenues related to general service level changes, the budget proposes increases to the base fee rates for several programs:

- Adjustments in Emergency Management disaster plan review fees for NC DHSR Regulated Facilities, resulting in an estimated annual revenue increase of approximately \$30,000.
- New fees for outside agency use of the Law Enforcement firing range complex, which are primarily anticipated to offset the maintenance needs generated by those agencies.
- An increase in Court Alternatives for the daily state subsidy for in-county youth to help reflect the increased costs from Raise the Age legislation and general operating costs. The unknown impact of COVID-19 on the number of individuals in detention facilities plus the reduction in out-of-county youth held by Guilford County results in no additional revenues from this increase for FY 2020-21, and instead limits the revenue loss due to fewer out-of-county youth.

Fund Balance

The General Fund budget includes a fund balance (from all sources) appropriation of \$38.0 million to help balance the budget – about \$7.5 million more than the amount needed to balance last year's adopted budget.

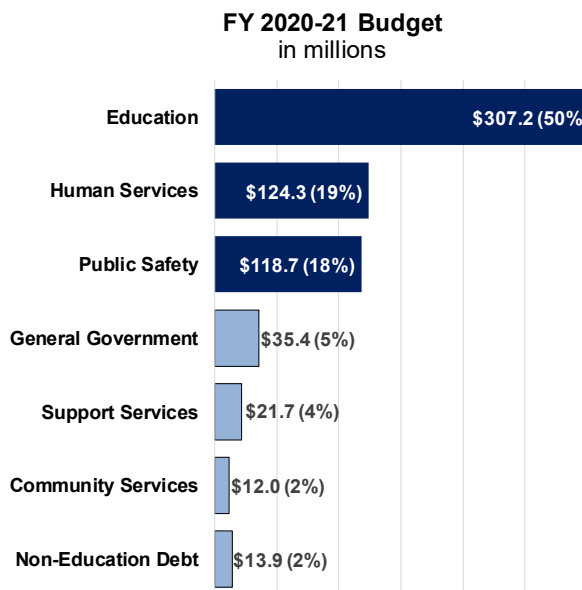
The amount of fund balance used to support general county operations is \$33.5 million, a \$13.0 increase from the prior year's budget. Restricted departmental fund balances make up the rest of the \$38.0 million of total appropriated fund balance.

For many years, the county did not expend fund balance dollars used to balance the budget, however, over the previous two fiscal years a portion of the fund balance appropriated was utilized to cover capital and operating costs. Increasing the General Fund balance appropriation for FY 2020-21 was recommended only because the projected reductions in recurring General Fund revenues such as sales tax due to COVID-19 is believed to be a short-term impact.

EXPENDITURES

The recommended FY 2020-21 General Fund budget totals \$633,225,520. This is \$4.8 million (0.8%) more than the budget adopted for FY 2019-20. Expenditures for Education, Human Services, and Public Safety continue to account for almost nine of every ten dollars included in the budget.

This budget advances several of the Board's high priority goals, including protecting the level and quality of services by attracting and retaining a high-quality workforce through competitive compensation, supporting an enhanced system of mental healthcare, initiating a human services prevention service model to produce positive outcomes and opportunities for children, and reducing the vulnerability of the county's technology infrastructure.



Summary of Expenditures by Service Category

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Pre-COVID	FY2021 Recomm	vs. FY20 Adopted	
						\$ chg	% chg
Education	\$ 308,394,981	\$ 312,397,278	\$ 313,188,381	\$ 313,116,408	\$ 307,221,738	\$ (5,175,540)	-1.7%
<i>includes Education debt repayment</i>							
Human Services	\$ 110,466,712	\$ 118,961,336	\$ 123,696,252	\$ 124,278,543	\$ 124,261,467	\$ 5,300,131	4.5%
Public Safety	\$ 110,104,094	\$ 116,090,088	\$ 119,708,409	\$ 121,643,966	\$ 118,731,371	\$ 2,641,283	2.3%
Non-Education Debt	\$ 13,268,248	\$ 14,059,303	\$ 14,068,200	\$ 13,981,504	\$ 13,946,174	\$ (113,129)	-0.8%
Support Services	\$ 21,136,642	\$ 23,609,566	\$ 25,167,065	\$ 25,435,457	\$ 21,666,285	\$ (1,943,281)	-8.2%
General Government	\$ 25,909,659	\$ 32,288,705	\$ 33,875,040	\$ 39,361,794	\$ 35,411,595	\$ 3,122,890	9.7%
Community Services	\$ 11,029,360	\$ 10,994,774	\$ 13,472,746	\$ 12,012,610	\$ 11,986,890	\$ 992,116	9.0%
Total Expenditures	\$ 600,309,696	\$ 628,401,050	\$ 643,176,093	\$ 649,830,282	\$ 633,225,520	\$ 4,824,470	0.8%
Permanent Positions	2,580.75	2,606.75	2,645.75	2,653.75	2,653.75	47.00	1.8%

Summary of Expenditures by Type of Expense

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Pre-COVID	FY2021 Recomm	vs. FY20 Adopted	
						\$ chg	% chg
Personnel	\$ 185,823,089	\$ 198,424,707	\$ 199,050,599	\$ 216,106,623	\$ 212,156,425	\$ 13,731,718	6.9%
Operating	\$ 298,932,155	\$ 312,919,560	\$ 320,599,869	\$ 321,465,660	\$ 311,981,171	\$ (938,389)	-0.3%
Debt Repayment	\$ 95,402,831	\$ 96,079,655	\$ 96,079,655	\$ 91,270,986	\$ 90,790,986	\$ (5,288,669)	-5.5%
Human Svc Assistance	\$ 12,917,539	\$ 17,127,503	\$ 17,326,272	\$ 17,070,335	\$ 17,070,335	\$ (57,168)	-0.3%
Capital Outlay	\$ 7,234,082	\$ 3,849,625	\$ 10,119,698	\$ 3,916,678	\$ 1,226,603	\$ (2,623,022)	-68.1%
Total Expenditures	\$ 600,309,696	\$ 628,401,050	\$ 643,176,093	\$ 649,830,282	\$ 633,225,520	\$ 4,824,470	0.8%
Permanent Positions	2,580.75	2,606.75	2,645.75	2,653.75	2,653.75	47.00	1.8%



Education

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

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

Guilford County Schools & Charter Schools

- The recommended FY 2020-21 local Operating and Capital Maintenance Budget for the **Guilford County Schools** is \$212,726,926, no change over the previous year's adopted budget due to the budgetary restraints from the economic impact of COVID-19.
- The Board of Education's full request for FY 2020-21 includes a \$7.5 million increase in operating and \$20.0 million in capital funding. A property tax rate increase of 4.1 cents is needed to fully fund the Board of Education's request. (Note: Guilford County Government does not allocate operating funding directly to charter schools. Guilford County Schools allocates a per pupil amount to the charter schools from its county allocation based on final funding and student population numbers and actual charter school enrollment.
- The budget includes an increase in operating funding for GCS of \$3 million from \$206,610,398 to \$209,610,398. Total student population is projected to be 80,270 (71,331 Guilford County Schools and 8,939 charter schools). This allocation increases the county's projected per pupil operating allocation from \$2,554 to \$2,611. For FY 19-20, the county ranked 6th highest in local operating funding among the 10 largest counties and 14th among all counties. The Board of Commissioners previously set target funding levels to be 3rd among the 10 largest counties and within the top 10 among all counties. Rankings for FY 20-21 will not be available until all counties adopt their budgets.
- The county funding for capital maintenance and repair projects is \$3,116,528, a decrease of \$3 million over the previous budget.
- All the county's operating allocation will be provided to the Guilford County Schools which must then make allocations to charter schools that serve Guilford County students. Based upon current school population estimates, the Guilford County Schools will retain about \$186.3 million of the total allocation and the rest, about \$23.3 million, will be distributed to charter schools. Actual charter school allocations will be based on actual student population numbers.

Guilford Technical Community College

- The operating allocation for Guilford Technical Community College (GTCC) is increased by \$450,000 to \$17,100,000. The budget recommends a capital maintenance and repair appropriation of \$550,000 million, a reduction of \$450,000 from the FY 2019-20 budget. The Board of Trustees requested a total increase of \$2.2 million in operating and capital maintenance funds.

Debt repayment for school and community college facilities will be \$76.8 million next year.



Healthy People

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

The total Human Services budget, which includes most Healthy People programs, will increase by \$5.3 million next year to a total \$124.3 million, 19.6% of the county's budget and the second largest expenditure category. Revenues offset about 58% of total expenses.

Major changes for Healthy People include:

- The annual cost of 24 new positions, authorized in the current fiscal year, in Social Services of approximately \$1 million. These positions will allow the department to increase the number of Medicaid applications processed and help ensure the county can meet its state performance goals. Federal funding offsets about half of the position costs. The budget also includes an additional \$50,000 to support local organizations providing care for seniors in the community.
- **One new Infant Mortality Coordinator position (\$56,000 starting in September 2020) in Public Health that will focus on reducing infant mortality among the African-American and minority populations in Guilford County.**
- The annual cost of 10 new grant-funded clinical positions in Public Health added during the FY 2019-20 fiscal year.
- **Six new positions for Mental Health including a Mental Health Center Director position plus other operating expenses to support the new 16 bed mental health facility that will be completed in fall 2020 (\$657,500).** Regular funding for Sandhills Center operations remains at \$9,674,000, and Sandhills will continue to use a portion of that allocation to provide the county's Mental Health Court, the Adult Drug Treatment Court, and the Juvenile Drug Treatment Court.
- The full year impact of phase 1 pay plan adjustments and merit, increases in the state retirement for employers, and increases in the county's group insurance.



Public Safety

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

Public Safety is the third largest service category in the General Fund at almost 19% of total county expenditures. 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 \$118.7 million for Public Safety services, an increase of \$2.6 million or 2.3% over the prior year's budget. Revenues offset approximately 28% of total expenses.

Major changes in the Public Safety budget include:

- The Law Enforcement budget includes additional funds for medical care of inmates (\$630,000) and funding for increases in personnel costs. The budget also includes funding for 5 replacement vehicles.
- The Emergency Services (ES) and Guilford-Metro 911 Communications budgets include:
 - A decrease of \$260,400 in the county's share of Guilford-Metro 911 expenses. Costs are shared with Greensboro based upon usage by participating county and city departments during the previous calendar year. The county will pay 40% of GM 911's net expenses next year, the same as in FY 2019-20.
 - An additional \$67,000 to support facility maintenance needs at the new EMS Maintenance & Logistics Facility, anticipated to open in late summer 2020.
 - One replacement staff vehicle.
 - \$200,000 in funding to maintain the GC STOP program; \$100,000 of this expense will be offset with ABC bottle tax revenues.
- The Family Justice Center budget includes an additional \$22,650 for the Victims of Crimes Act grant which includes the cost of existing two positions for child trauma and elder justice services.
- The Juvenile Detention/Court Alternatives budget includes the full year impact of four new positions (three Juvenile Counselor Technicians and one Human Services coordinator) added in FY 2019-20 to provide adequate supervision and programming for juveniles after the Raise the Age legislation took effect December 1, 2019 (\$408,000) plus \$42,000 for increased medical care of youth in the detention center and \$40,000 for replacement of kitchen equipment at the end of its service life.
- Funding for the five Animal Services positions added in fall 2019 to improve staff capacity to care for animals and improve the public's experience at the shelter (\$192,000).
- The full year impact of phase 1 pay plan adjustments and merit, increases in the state retirement for employers, and increases in the county's group insurance.
- The county's fire districts revenues will be \$1.8 million less than initially projected due to the economic impact of COVID-19 which results in a \$850,000 decrease in funding from Guilford County sources from the FY 2019-20 budget. No fire district tax rate changes are included in this budget.



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 \$71 million. This is \$1.0 million more than last year's combined budgets.

Major changes in the Organization Excellence and Infrastructure budgets include:

The budget does not include funding for the implementation of phase 2 of the county's market-based compensation study recommendations (an additional \$2.5 million, the same total included in the FY 2019-20 budget). This study was planned to be implemented in three phases that will allow the county to continue to provide high quality services by offering competitive compensation that attracts and retains high quality employees, but has been delayed due to the significant revenue reductions due to the COVID-19. The budget does include approximately \$1.9 million total for merit increases as well as an additional \$5.8 million to reflect cost increases in the county's self-funded healthcare plan.

An increase in the Elections budget (\$560,000) is related to the 2020 Presidential Election that is scheduled for November 2020, and will be the first major election conducted with the county's new voting machines. Unlike FY 2019-20, this expense will not be off-set by any municipal revenue resulting in a net increase in county dollars of \$730,000. The county is monitoring the public health situation in case alternative voting methods must be used to accomplish significant social distancing, but the current budget is anticipated to be sufficient should this be necessary.

The Information Services budget reflects the costs associated with the county's new enterprise resource planning software, Munis, in support of the Board's goal to promote fiscal responsibility, accountability and stewardship. **It also includes one new IT Security Manager position (\$97,600) to support the Board's goal of improving information technology infrastructure and data security.**

Scheduled debt repayments and related fees for voter-approved bonds and other capital needs, including the Spring 2019 issue of \$40 million in bonds for school and county facilities, are planned to decrease by \$4.8 million due to changes in the debt payment schedule as well as the removal of \$2.6 million in debt leveling funds. These reductions are offset by the decrease in bond premium used for interest payments from \$7.6 million in FY 2019-20 to \$1.65 million in FY 2020-21 which results in a net increase in county funds needed for debt service of \$6 million. This increase would have been greater, but the debt leveling funds helped to lessen the impact on county dollars. For FY 2021-22, however, the approved debt repayment schedules for existing debt call for a further increase in county funds of \$3.9 million due to scheduled increases in debt payments amounts. In addition, the Board of Commissioners and the Board of Education are currently reviewing a school capital facilities report that indicates an additional \$1.5 billion are needed to renovate or rebuild many of the county's 126 school facilities that were rated as unsatisfactory or in poor condition due to age and deferred maintenance. The responsibility for funding school construction rests with the county. However, if a school bond referendum is placed

on the November 2020 ballot and approved by the voters, there would be no impact on the FY 2021 budget as the bonds would not be issued for 1.5 to 2 years.

To protect current service levels and staff compensation while avoiding a general tax rate increase amidst the economic impact of COVID-19, the following significant reductions to county infrastructure and equipment maintenance/replacement programs have been made:

- The major facilities maintenance program has been reduced by \$1 million from \$2.5 million to \$1.5 million. This budget does start transferring these maintenance funds to the county's capital fund which will make them easier to maintain at fiscal year-end if projects are delayed, but additional funding will be needed in future years to address the growing maintenance needs across the county.
- The motor vehicle annual replacement budget is reduced by \$2.65 million. This will allow the county to purchase 5 replacement vehicles for general fleet operations. However, it defers 14 other needed replacements for the general fleet, as well as 24 law enforcement, 1 emergency services, and 3 animal services replacements until future years.
- The cash transfer for the county's Capital Investment Plan (CIP) is on hold for FY 2020-21, a decrease of \$1.01 million from FY 2020-21. Like the reductions in facility maintenance and vehicle replacements, this decrease was made to maintain community service levels and avoid a property tax increase. However, the county's CIP is not fully funded and additional cash funds or debt financing will be required to complete the planned projects starting in FY 2021-22.



Economic Development

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



Recreation & Culture

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

The county's Community Services departments support the Economic Development and Recreation and Culture high priority focus areas. These budgets, in total, will increase by approximately \$1.0 million to \$12.0 million in FY 2020-21. This increase is due to a significant increase in Solid Waste due to tire disposal cost increases as well as an increase incentive grant payouts scheduled during the next fiscal year in the Economic Development department.

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

Staffing and Employee Compensation

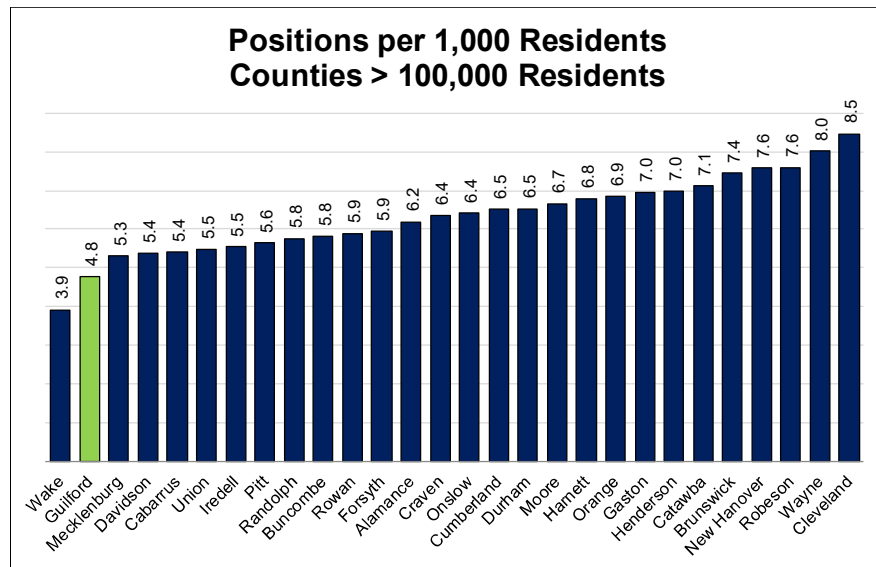
Staffing

The budget includes the following eight new positions:

- **Information Services** - 1 IT Security Manager (\$97,500)
- **Public Health** - 1 Infant Mortality Coordinator (\$56,000, starting in early September 2020)
- **Mental Health** – 1 Mental Health Center Director (\$114,200, starting in mid-September 2020) and 5 Deputy Sheriffs (\$114,000 starting in February 2021)

Note: 55 positions were requested to address demand and service needs in a variety of departments

Based on county employment data collected by the North Carolina Association of County Commissioners for FY 2019-20 adopted budgets, the latest year for which position counts are available for other counties, Guilford County had the second lowest number of employees per 1,000 residents for large counties at 4.8 positions. The average for all counties is 9 positions for every 1,000 residents.



Employee Compensation

The budget includes a merit pool equivalent to 3.0% of salaries and benefits. Employee merit pay increases are typically effective the first full pay period in January 2021. 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 \$1.85 million (\$2.25 million gross expense less expected vacancies and reimbursement revenue from non-county sources). A full year's net cost is approximately \$4.1 million (\$5.2 million gross expense less expected vacancies and reimbursement revenue from non-county sources). This merit pool is made possible by a combination of removing funding for Phase 2 of the Market Pay Plan (-\$2.5 million) and an addition \$1.5 million in lapsed salaries which leaves no excess payroll budget for current staffing levels. Should the negative fiscal impact of COVID-19 on county revenue be worse than projected, the ability to award merit adjustments will be evaluated at mid-year.

Conclusion

The recommended budget for FY 2020-21 will allow the county to advance some of the initiatives included in the Commissioners' Major Focus Areas and maintain current service levels. Slow growth or decline, however temporary, in the county's major revenue sources will limit the implementation of new programs or the expansion of existing services, but this budget works to ensure all services continue at current levels. Accomplishing this has required a delay in implementation of the second phase of the compensation/classification study, but this budget tries to limit other impacts on employees as much as possible.

Progress will be made with our high priority capital projects thanks to the Board of Commissioners' authorization of construction contracts for three projects, authorization of purchase for a fourth, and significant progress on a fifth after issuance of \$40 million in two-thirds bonds in Spring 2019. Construction is expected to be completed on the EMS Maintenance and Logistics Center, Animal Shelter and the Ambulatory Behavioral Health Crisis Center; a contract is in place for purchase of the Greensboro Parks & Recreation Building for Juvenile Justice; and the architectural design process is underway for the Law Enforcement Center. Guilford County Schools is developing a comprehensive school security plan which will be partially funded with proceeds of the two-thirds bonds.

Development of a bond referendum package for school facilities including prioritizing projects and identifying issuance amounts is ongoing. It will be incumbent on the Board of Education and the Board of Commissioners to continue to work together to develop a school facilities master plan and prioritize the projects to be included in a school bond referendum package for voter consideration.

Public school funding remains one of the Board of Commissioners' top priorities. This budget proposal does not increase in overall funding due to external economic changes, but it does shift funds to school operating from capital. Hopefully, the State of North Carolina will continue to increase school funding to offset the costs of class size mandates and other public operating needs so that county governments can allocate more resources to facilities, which is our statutory responsibility.

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

This budget was developed with the goal of maintaining the ad valorem property tax rate in the midst of the adverse COVID-19 economic impacts and includes an increased fund balance appropriation to balance revenues with expected expenditures, which has been a practice for many years. A portion of the fund balance budgeted last year was expended and a portion of the fund balance appropriated in the current year will likely be expended. The county maintains a solid financial position, but the operating budget's reliance on fund balance is a concern.

We look forward to advancing the county services and capital projects while leading a strategic recovery from the COVID-19 pandemic. This public health crisis will cause us to test new ways of doing business that could make our organization stronger in the end. We will evaluate the county's revenues closely throughout the year. If revenues are stronger than projected, we may be able to amend the budget to include things that could not be included initially, or if revenues are weaker than projected, amendments to reduce budgeted expenditures may be necessary.

I would like to thank Commissioners for your leadership and support of staff during this budget development process. I look forward to working with you over the next month to finalize a budget for Guilford County that will meet the needs of the community for the upcoming year. I would also like to thank the county department directors for submitting thoughtful budget requests and for leading a dedicated and high-performing team of professionals. Finally, I would like to thank Interim Budget Director, Alex Smith, and rest of the Budget, Management and Evaluation staff for their focus, insight, and professionalism in developing this recommended budget plan for FY 2020-21.

Respectfully submitted,



Marty K. Lawing
County Manager

FY 2020-21 Budget

Changes to Recommended Budget

GENERAL FUND	Expense	Revenue	Co \$ Impact	Positions
Manager's Recommended Budget	633,225,520	633,225,520	-	2,653.75
Staff Changes to Recommended Budget				
Other Revenues				
Excise Tax		250,000	(250,000)	
Public Health				
Clinical Health				
Adjust equipment budget for updated price of AccuVax equipment	5,400		5,400	
Increase MedMax fund balance approp.		5,400	(5,400)	
PH Preparedness				
Additional Local Reponse COVID-19 funds from State	245,884	245,884	-	
	<u>251,284</u>	<u>251,284</u>	<u>-</u>	
Emergency Services				
Receive donation for COVID-19 responder support	1,000	1,000	-	
Economic Development				
Reduce Allocation to Guilford County Economic Development Alliance	(50,000)		(50,000)	
Contingency/CARES Funds for COVID Response (details on separate page)				
	735,000	735,000	-	
Staff Changes Total	937,284	1,237,284	(300,000)	-

Board Changes to Recommended Budget**Family Justice Center**

Add FJC Navigator position (July start) 60,932 60,932 1.00

Child Support Enforcement

Add Deputy Director and Child Support Manager for Business & Technology positions (October start) 131,558 131,558 2.00

Increase Federal / State reimbursement 86,828 (86,828) 44,730 2.00

County Administration - MWBE Office

Disparity Study 200,000 200,000

FY 2020-21 Budget

Changes to Recommended Budget

GENERAL FUND	Expense	Revenue	Co \$ Impact	Positions
Economic Development				
Reduce Allocation to Forward High Point Foundation from \$40,000 recommended	(20,000)		(20,000)	
Redirect Allocation from Friends of Coltrane to the Board of Comissioners & Clerk's Budget for projects to benefit youth in High Point and Greensboro	(20,000)		(20,000)	
Increase Allocation to East Market Street Development Corporation for a total allocation of \$50,000	15,000		15,000	
Increase Allocation to Southwest Renewal Foundation of High Point to be contingent on receipt of grant funding <i>(use budgeted funding from manager's contingency)</i>	-		-	
	<u>(25,000)</u>	<u>-</u>	<u>(25,000)</u>	
Board of Commissioners & Clerk				
Allocation to project to benefit youth in High Point	15,000		15,000	
Allocation to youth scholarship programs in Greensboro	15,000		15,000	
<i>(Project proposals to be brought back to board for final consideration)</i>	30,000	-	30,000	
Recreation - Parks				
Increase Maintenance Funding for Parks, Greenways, and Open Spaces	75,000		75,000	
Increase Appropriated Fund Balance		85,662	85,662	
Board Changes Total	472,490	172,490	300,000	3.00
GENERAL FUND TOTAL	634,635,294	634,635,294	-	2,656.75

FY 2020-21 Budget

Changes to Recommended Budget

**COVID RESPONSE / CARES FUNDS
DISTRIBUTION**

DISTRIBUTION	Expense	Revenue	Co \$ Impact
Clerk to the Board	5,000		5,000
County Administration	5,000		5,000
County Attorney	5,000		5,000
Human Resources	5,000		5,000
Budget and Management	5,000		5,000
Internal Audit	5,000		5,000
Finance	5,000		5,000
Purchasing	5,000		5,000
Information Services	5,000		5,000
Tax	5,000		5,000
Register of Deeds	5,000		5,000
Elections	5,000		5,000
Planning and Development	5,000		5,000
Facilities	100,000		100,000
Security	5,000		5,000
Fleet Operation	5,000		5,000
Public Health	200,000		200,000
Social Services	50,000		50,000
Child Support Enforcement	5,000		5,000
Transportation - Human Services	5,000		5,000
Veterans' Services	5,000		5,000
Cooperative Extension Service	5,000		5,000
Law Enforcement	50,000		50,000
Emergency Services	200,000		200,000
Inspections	5,000		5,000
Court Alternatives	5,000		5,000
Family Justice Center	5,000		5,000
Animal Services	5,000		5,000
Court Services	5,000		5,000
Solid Waste	5,000		5,000
Soil & Water Conservation	5,000		5,000
Recreation - Parks	5,000		5,000
Co. Admin. - Manager Contingency for COVID		735,000	(735,000)
COVID Response / CARES Funds Total	735,000	735,000	-

FY 2020-21 Budget

Changes to Recommended Budget

ROOM OCCUPANCY & TOURISM DEVELOPMENT

	Expense	Revenue	Co \$ Impact
Manager's Recommended Budget	7,500,000	7,500,000	-
Staff Changes to FY 2020-21 Recommended Budget			
Occupancy Tax			
Adjust budgeted revenues due to COVID Impact and submitted Authority budget	(1,500,000)	(1,500,000)	-
Staff Changes Total	(1,500,000)	(1,500,000)	-
ROOM OCCUPANCY & TOURISM DEVELOPMENT TOTAL	6,000,000	6,000,000	-

FIRE DISTRICTS

Manager's Recommended Budget	19,909,638	19,909,638	
Alamance Community Fire Service District Overlay			
Increase Property Tax Revenue		21,781	(21,781)
Increase Appropriation to District	21,781		21,781
	21,781	21,781	-
Gibsonville Fire Protection District			
Increase Property Tax Revenue		10,044	(10,044)
Increase Appropriation to District	10,044		10,044
	10,044	10,044	-
McLeansville Fire Service District Overlay			
Increase Property Tax Revenue		40,702	(40,702)
Increase Appropriation to District	40,702		40,702
	40,702	40,702	-
Pinecroft-Sedgefield Fire Service District Overlay			
Increase Property Tax Revenue		278,376	(278,376)
Increase Appropriation to District	278,376		278,376
	278,376	278,376	-
Pleasant Garden Fire Service District Overlay			
Increase Property Tax Revenue		22,639	(22,639)
Increase Appropriation to District	22,639		22,639
	22,639	22,639	-
Staff Changes Total	373,542	373,542	-
FIRE DISTRICTS TOTAL	20,283,180	20,283,180	-

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.
- ***Mission, Vision & Focus Areas*** of the Board of Commissioners for the County.
- ***Summary of Revenues, Expenditures, and Changes in Fund Balances***

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

GENERAL FUND SUMMARY INFORMATION

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

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

COUNTY MISSION, VISION & FOCUS AREAS

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



**Organizational
Excellence**



**Healthy
People**



Public Safety



**Economic
Development**



Education



**Recreation
& Culture**



Infrastructure

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

FUNCTIONAL AREAS and DEPARTMENTS

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

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

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

The department service pages link each department to one or more county goals and priorities, as indicated by color bars and icons at the top of each page. The pages also show the expenditures and revenues associated with each department in a Budget Summary. Actual expenditures and revenues for FY 2017, the adopted budget for FY 2018, the amended budget for FY 2018 (includes changes to the adopted budget during the year), the department's requested budget for FY 2019, and the Manager's Recommended Budget for FY 2019 are included. Also displayed are each department's purpose and goals, budget highlights, major accomplishments, performance measures, and future issues.

DEBT REPAYMENT & INFORMATION

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

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

FIRE DISTRICTS

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

OTHER FUNDS

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

MULTI-YEAR PLANS

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

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

CAPITAL

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

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

GLOSSARY

A list of terms related to governmental budgeting and accounting.

APPENDICES

The following information is contained in the Appendices section:

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

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

THE BUDGET DEVELOPMENT PROCESS

GOALS AND OBJECTIVES

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

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

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

DEPARTMENT REQUESTS

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

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

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

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

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

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

sources.

MANAGER'S RECOMMENDED BUDGET

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

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

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

BOARD APPROVED BUDGET

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

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

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

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

Guilford County FY 2020-21 Budget Calendar

Date		Action By
January 14	PowerPlan budget system ready for department use. Initial revenue and personnel estimates completed.	Budget, Management & Evaluation (BME)
January 24	Department Retreat	Departments
January 24	Technology requests due	Departments
January 31	Requests for Vehicles and Major Equipment due	Departments
February 21	Decision packages for expansion requests due	Departments
February 24 & 25	Board Retreat	County Commissioners, County Manager, Departments
Late February/ Early March	Directors begin group reviews of decision packages and alignment with county priorities.	BME, Departments
March 6	Department Budgets Due	County Departments
March - April	Manager meets with departments and Fire Districts to review budget requests.	County Manager, Budget, Management & Evaluation, Departments, Fire Districts
April 17	Available fund balances estimates provided	Finance and BME
April 28	Board Budget Work Session	County Commissioners, County Manager, Budget, Management & Evaluation
May 1	<i>Statutory deadline for School Superintendent to present budget and budget message to the Board of Education</i>	GCS/GTCC
May 15	<i>Statutory deadline for Board of Education (GCS) and Board of Trustees (GTCC) to present budget request to Board of County Commissioners</i>	GCS/GTCC
May 21	Manager presents Recommended Budget at regular Board of Commissioners meeting	County Commissioners, County Manager
Week of May 25	Board Budget Work Sessions	County Commissioners, County Manager, Budget, Management & Evaluation, Departments
June 1	<i>Statutory deadline for County Manager to present budget and budget message to the Board of County Commissioners</i>	<i>County Commissioners, County Manager, Budget, Management & Evaluation</i>
June 4	Public Hearing on the Recommended Budget and Economic Development Allocations at regular Board of Commissioners meeting	County Commissioners, County Manager, Budget, Management & Evaluation
Week of June 8	Board Budget Work Sessions	County Commissioners, County Manager, Budget & Evaluation, Departments
June 18	Adopt Budget Ordinance	County Commissioners
June 30	<i>Statutory deadline for Board of County Commissioners to adopt the Budget Ordinance</i>	
July 1	<i>New Fiscal Year Begins</i>	

THE BUDGET AMENDMENT PROCESS

LEVEL OF BUDGETARY CONTROL

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

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

BUDGET TRANSFERS

Budget transfers usually originate at the department level and are submitted to the Budget, Management & Evaluation Department for processing. Transfers adjust various line items within the department's budget, but do not affect the overall total for the department or the county. The request includes a justification and the conditions resulting in the availability of funds to support the transfer. Budget transfers may not be used to provide funding for the creation of unauthorized positions. The assigned Budget & Management Analyst reviews the request and, upon approval, makes the adjustment in the financial system.

BUDGET AMENDMENTS

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

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

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

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

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

BASIS OF BUDGETING AND BASIS OF ACCOUNTING

BASIS OF BUDGETING

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

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

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

BASIS OF ACCOUNTING

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

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

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

BUDGET AND 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.

The County reviews these policies and budgetary practices on an as-needed basis including annual review of policies established through the budget ordinance as part of budget development; upon the issuance of new state legislation; and other applicable actions.

OPERATING BUDGET & FUND BALANCE

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

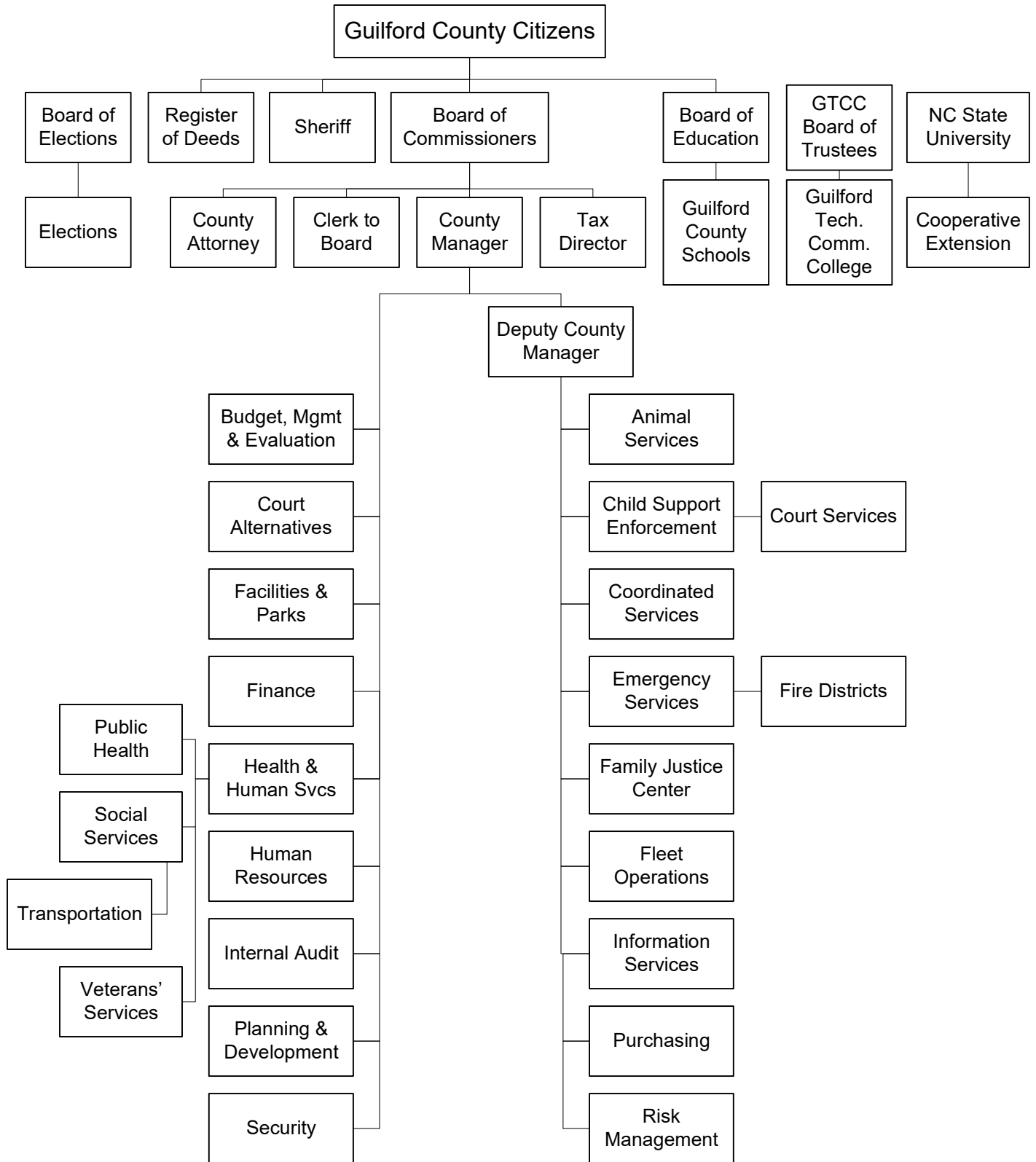
CAPITAL PROJECTS

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

DEBT

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

GUILFORD COUNTY FY 2020-21 ORGANIZATIONAL CHART



FUND STRUCTURE

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

Shaded funds are included in the annual budget ordinance For FY 2020-21. 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 2020-21 Budget
Funds Matrix**

Department	General Fund	Room Occupancy/ Tourism Development	Fire Funds	County Building Construction Fund	Total	Internal Services Financial Plan
General Government						
Budget and Management	\$ 882,029				\$ 882,029	
Clerk to the Board	\$ 548,849				\$ 548,849	
County Administration	\$ 1,762,867				\$ 1,762,867	
County Attorney	\$ 2,622,522				\$ 2,622,522	
County Commissioners	\$ 582,880				\$ 582,880	
Elections	\$ 3,064,272				\$ 3,064,272	
Finance	\$ 2,812,223				\$ 2,812,223	
Human Resources	\$ 12,692,299				\$ 12,692,299	
Internal Audit	\$ 657,468				\$ 657,468	
Purchasing	\$ 399,797				\$ 399,797	
Register of Deeds	\$ 2,294,633				\$ 2,294,633	
Tax	\$ 7,376,756				\$ 7,376,756	
	\$ 35,696,595	\$ -	\$ -	\$ -	\$ 35,696,595	\$ -
Education - Operating & Capital Funds						
Guilford County & Charter Schools	\$ 212,726,926				\$ 212,726,926	
Guilford Technical Community College	\$ 17,650,000				\$ 17,650,000	
	\$ 230,376,926	\$ -	\$ -	\$ -	\$ 230,376,926	\$ -
Community Service						
Cooperative Extension Service	\$ 711,260				\$ 711,260	
Culture & Libraries	\$ 1,834,277				\$ 1,834,277	
Economic Develop & Assistance	\$ 1,333,302				\$ 1,333,302	
Recreation (Parks)	\$ 4,823,082				\$ 4,823,082	
Planning and Development	\$ 883,994				\$ 883,994	
Soil & Water Conservation	\$ 346,903				\$ 346,903	
Solid Waste	\$ 2,079,072				\$ 2,079,072	
Room Occupancy/Tourism Development	\$ -	\$ 6,000,000			\$ 6,000,000	
	\$ 12,011,890	\$ 6,000,000	\$ -	\$ -	\$ 18,011,890	\$ -
Debt Service						
Debt Service	\$ 90,790,986				\$ 90,790,986	
	\$ 90,790,986	\$ -	\$ -	\$ -	\$ 90,790,986	\$ -
Human Services						
Child Support Enforcement	\$ 7,039,530				\$ 7,039,530	
Coordination Services	\$ 1,271,447				\$ 1,271,447	
Mental Health	\$ 10,331,409				\$ 10,331,409	
Public Health	\$ 38,682,400				\$ 38,682,400	
Social Service	\$ 66,020,152				\$ 66,020,152	
Transportation Service	\$ 1,272,580				\$ 1,272,580	
Veteran Services	\$ 291,791				\$ 291,791	
	\$ 124,909,309	\$ -	\$ -	\$ -	\$ 124,909,309	\$ -

**Guilford County
FY 2020-21 Budget
Funds Matrix**

Department	General Fund	Room Occupancy/ Tourism Development	Fire Funds	County Building Construction Fund	Total	Internal Services Financial Plan
Public Safety						
Animal Services	\$ 4,252,636				\$ 4,252,636	
Juvenile Detention	\$ 3,122,484				\$ 3,122,484	
Emergency Services	\$ 34,009,504				\$ 34,009,504	
Family Justice Center	\$ 955,434				\$ 955,434	
Inspections	\$ 2,574,937				\$ 2,574,937	
Law Enforcement	\$ 70,512,834				\$ 70,512,834	
Court Services	\$ 1,107,917				\$ 1,107,917	
Security	\$ 2,537,557				\$ 2,537,557	
Fire Districts	\$ -		\$ 20,283,180		\$ 20,283,180	
	\$ 119,073,303	\$ -	\$ 20,283,180	\$ -	\$ 139,356,483	\$ -
Facilities	\$ 9,208,812				\$ 9,208,812	
Fleet Operation	\$ 790,669				\$ 790,669	
Information Services	\$ 11,776,804				\$ 11,776,804	
Transfer for Future Capital Needs	\$ -			\$ -	\$ -	
Risk Retention - Liability, Wk Comp, Property	\$ -				\$ -	\$ 3,696,182
Health Care & Wellness	\$ -				\$ -	\$ 51,791,675
	\$ 21,776,285	\$ -	\$ -	\$ -	\$ 21,776,285	\$ 55,487,857
SUB-TOTAL	\$ 634,635,294	\$ 6,000,000	\$ 20,283,180	\$ -	\$ 660,918,474	\$ 55,487,857
Less Interfund Transfers					\$ (5,166,528)	
NET TOTAL					\$ 655,751,946	
SOURCES OF FUNDS						
Property Taxes	\$ 389,215,000		\$ 16,601,637		\$ 405,816,637	
Federal & State Funds	\$ 71,661,472				\$ 71,661,472	
Sales Taxes	\$ 80,000,000		\$ 2,907,285		\$ 82,907,285	
User Charges	\$ 42,881,614				\$ 42,881,614	\$ 54,337,165
Other	\$ 12,756,732	\$ 6,000,000		\$ -	\$ 18,756,732	\$ 249,828
Fund Balance	\$ 38,120,476		\$ 774,258		\$ 38,894,734	\$ 900,864
SUB-TOTAL	\$ 634,635,294	\$ 6,000,000	\$ 20,283,180	\$ -	\$ 660,918,474	\$ 55,487,857
Less Interfund Transfers					\$ (5,166,528)	
NET TOTAL					\$ 655,751,946	

Summary of FY 2020-2021 Budget
Appropriated Funds
Summary of Revenues, Expenditures, and Changes in Fund Balances
Actual expenses for FY 2019-20 will be available once audited amounts are available in Fall 2020.

	Actual FY 2018-19	Adopted FY 2019-20	Amended FY 2019-20	Adopted FY 2020-21	vs. FY 2019-20 Adopted	
					\$ chg	%
SUMMARY OF ALL APPROPRIATED FUNDS						
Revenues & Other Sources of Funds						
Property Taxes (current & prior years)	\$ 392,671,465	\$ 397,104,828	\$ 397,329,828	\$ 405,816,637	\$ 8,711,809	2.2%
Federal & State Funds	\$ 62,807,555	\$ 67,731,883	\$ 71,106,173	\$ 71,661,472	\$ 3,929,589	5.8%
Sales Taxes	\$ 93,149,671	\$ 94,609,130	\$ 94,609,130	\$ 82,907,285	\$ (11,701,845)	(12.4%)
User Charges	\$ 40,587,666	\$ 43,933,858	\$ 43,944,858	\$ 42,881,614	\$ (1,052,244)	(2.4%)
Other (includes Transfers In)	\$ 68,289,440	\$ 23,509,193	\$ 24,843,716	\$ 18,756,732	\$ (4,752,461)	(20.2%)
TOTAL Revenues	\$ 657,505,797	\$ 626,888,892	\$ 631,833,705	\$ 622,023,740	\$ (4,865,152)	(0.8%)
Expenditures & Other Uses of Funds						
<i>Type of Expense</i>						
Personnel Services	\$ 185,823,090	\$ 198,424,707	\$ 198,800,809	\$ 212,348,915	\$ 13,924,208	7.0%
Operating Expenses	\$ 325,973,697	\$ 341,178,878	\$ 349,456,208	\$ 339,476,235	\$ (1,702,643)	(0.5%)
Human Services Assistance	\$ 12,917,539	\$ 17,127,503	\$ 17,455,993	\$ 17,070,335	\$ (57,168)	(0.3%)
Debt Repayment	\$ 95,402,831	\$ 96,079,655	\$ 96,079,655	\$ 90,790,986	\$ (5,288,669)	(5.5%)
Capital Outlay	\$ 12,632,256	\$ 3,849,625	\$ 11,130,103	\$ 1,232,003	\$ (2,617,622)	(68.0%)
TOTAL Expenditures	\$ 632,749,413	\$ 656,660,368	\$ 672,922,768	\$ 660,918,474	\$ 4,258,106	0.6%
Service Area						
General Government	\$ 25,909,660	\$ 32,288,705	\$ 33,110,040	\$ 35,696,595	\$ 3,407,890	10.6%
Education & Education Debt	\$ 308,394,981	\$ 312,397,278	\$ 313,188,381	\$ 307,221,738	\$ (5,175,540)	(1.7%)
Human Services	\$ 110,466,712	\$ 118,961,336	\$ 124,488,463	\$ 124,909,309	\$ 5,947,973	5.0%
Public Safety	\$ 130,612,092	\$ 136,849,406	\$ 140,920,073	\$ 139,356,483	\$ 2,507,077	1.8%
Support Services	\$ 26,534,816	\$ 23,609,566	\$ 26,044,865	\$ 21,776,285	\$ (1,833,281)	(7.8%)
Community Services	\$ 17,562,905	\$ 18,494,774	\$ 21,102,746	\$ 18,011,890	\$ (482,884)	(2.6%)
Non-Education Debt	\$ 13,268,246	\$ 14,059,303	\$ 14,068,200	\$ 13,946,174	\$ (113,129)	(0.8%)
TOTAL Expenditures	\$ 632,749,412	\$ 656,660,368	\$ 672,922,768	\$ 660,918,474	\$ 4,258,106	0.6%
Excess (Deficiency) of Sources over Uses	\$ 24,756,385	\$ (29,771,476)	\$ (41,089,063)	\$ (38,894,734)	\$ (9,123,258)	30.6%
Beginning Fund Balance*	\$ 228,728,377	\$ 253,484,763	\$ 253,484,763	\$ 212,395,700	\$ (41,089,063)	(16.2%)
Ending Fund Balance*	\$ 253,484,763	\$ 223,713,287	\$ 212,395,700	\$ 173,500,966	\$ (50,212,321)	(22.4%)

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

**Summary of FY 2020-2021 Budget
Appropriated Funds
Summary of Revenues, Expenditures, and Changes in Fund Balances**
Actual expenses for FY 2019-20 will be available once audited amounts are available in Fall 2020.

	Actual FY 2018-19	Adopted FY 2019-20	Amended FY 2019-20	Adopted FY 2020-21	vs. FY 2019-20 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)	\$ 376,420,300	\$ 380,850,000	\$ 381,075,000	\$ 389,215,000	\$ 8,365,000	2.2%
Federal & State Funds	\$ 62,807,555	\$ 67,731,883	\$ 71,106,173	\$ 71,661,472	\$ 3,929,589	5.8%
Sales Taxes	\$ 89,387,275	\$ 90,975,000	\$ 90,975,000	\$ 80,000,000	\$ (10,975,000)	(12.1%)
User Charges	\$ 40,587,666	\$ 43,933,858	\$ 43,944,858	\$ 42,881,614	\$ (1,052,244)	(2.4%)
Other (includes Transfers In)	\$ 22,017,523	\$ 14,509,193	\$ 16,063,716	\$ 12,756,732	\$ (1,752,461)	(12.1%)
TOTAL Revenues	\$ 591,220,319	\$ 597,999,934	\$ 603,164,747	\$ 596,514,818	\$ (1,485,116)	(0.2%)
Expenditures & Other Uses of Funds						
<i>Type of Expense</i>						
Personnel Services	\$ 185,823,090	\$ 198,424,707	\$ 198,800,809	\$ 212,348,915	\$ 13,924,208	7.0%
Operating Expenses	\$ 298,932,155	\$ 312,919,560	\$ 321,196,890	\$ 313,193,055	\$ 273,495	0.1%
Human Services Assistance	\$ 12,917,539	\$ 17,127,503	\$ 17,455,993	\$ 17,070,335	\$ (57,168)	(0.3%)
Debt Repayment	\$ 95,402,831	\$ 96,079,655	\$ 96,079,655	\$ 90,790,986	\$ (5,288,669)	(5.5%)
Capital Outlay	\$ 7,234,082	\$ 3,849,625	\$ 10,330,103	\$ 1,232,003	\$ (2,617,622)	(68.0%)
TOTAL Expenditures	\$ 600,309,697	\$ 628,401,050	\$ 643,863,450	\$ 634,635,294	\$ 6,234,244	1.0%
Service Area						
General Government	\$ 25,909,660	\$ 32,288,705	\$ 33,110,040	\$ 35,696,595	\$ 3,407,890	10.6%
Education & Education Debt	\$ 308,394,981	\$ 312,397,278	\$ 313,188,381	\$ 307,221,738	\$ (5,175,540)	(1.7%)
Human Services	\$ 110,466,712	\$ 118,961,336	\$ 124,488,463	\$ 124,909,309	\$ 5,947,973	5.0%
Public Safety	\$ 110,104,095	\$ 116,090,088	\$ 120,160,755	\$ 119,073,303	\$ 2,983,215	2.6%
Support Services	\$ 21,136,642	\$ 23,609,566	\$ 25,244,865	\$ 21,776,285	\$ (1,833,281)	(7.8%)
Community Services	\$ 11,029,360	\$ 10,994,774	\$ 13,602,746	\$ 12,011,890	\$ 1,017,116	9.3%
Non-Education Debt	\$ 13,268,246	\$ 14,059,303	\$ 14,068,200	\$ 13,946,174	\$ (113,129)	(0.8%)
TOTAL Expenditures	\$ 600,309,696	\$ 628,401,050	\$ 643,863,450	\$ 634,635,294	\$ 6,234,244	1.0%
Excess (Deficiency) of Sources over Uses	\$ (9,089,377)	\$ (30,401,116)	\$ (40,698,703)	\$ (38,120,476)	\$ (7,719,360)	25.4%
Beginning Fund Balance*	\$ 179,526,552	\$ 170,437,176	\$ 170,437,176	\$ 129,738,473	\$ (40,698,703)	(23.9%)
Ending Fund Balance*	\$ 170,437,176	\$ 140,036,060	\$ 129,738,473	\$ 91,617,997	\$ (48,418,063)	(34.6%)

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

**Summary of FY 2020-2021 Budget
Appropriated Funds
Summary of Revenues, Expenditures, and Changes in Fund Balances**
Actual expenses for FY 2019-20 will be available once audited amounts are available in Fall 2020.

	Actual FY 2018-19	Adopted FY 2019-20	Amended FY 2019-20	Adopted FY 2020-21	vs. FY 2019-20 Adopted	
					\$ chg	%
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	\$ 16,251,165	\$ 16,254,828	\$ 16,254,828	\$ 16,601,637	\$ 346,809	2.1%
Sales Taxes	\$ 3,762,396	\$ 3,634,130	\$ 3,634,130	\$ 2,907,285	\$ (726,845)	(20.0%)
Other	\$ 10,712	\$ -	\$ -	\$ -	\$ -	-
TOTAL Revenues	\$ 20,024,273	\$ 19,888,958	\$ 19,888,958	\$ 19,508,922	\$ (380,036)	(1.9%)
Expenditures & Other Uses of Funds						
Operating	\$ 20,507,997	\$ 20,759,318	\$ 20,759,318	\$ 20,283,180	\$ (476,138)	(2.3%)
TOTAL Expenditures	\$ 20,507,997	\$ 20,759,318	\$ 20,759,318	\$ 20,283,180	\$ (476,138)	(2.3%)
Excess (Deficiency) of Sources over Uses	\$ (483,724)	\$ (870,360)	\$ (870,360)	\$ (774,258)	\$ 96,102	(11.0%)
Beginning Fund Balance*	\$ 3,272,891	\$ 2,789,167	\$ 2,789,167	\$ 1,918,807	\$ (870,360)	(31.2%)
Ending Fund Balance*	\$ 2,789,167	\$ 1,918,807	\$ 1,918,807	\$ 1,144,549	\$ (774,258)	(40.4%)

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 2021 appropriation will limit the use of fund balance available in FY 2022.

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

Summary of FY 2020-2021 Budget
Appropriated Funds
Summary of Revenues, Expenditures, and Changes in Fund Balances
Actual expenses for FY 2019-20 will be available once audited amounts are available in Fall 2020.

	Actual FY 2018-19	Adopted FY 2019-20	Amended FY 2019-20	Adopted FY 2020-21	vs. FY 2019-20 Adopted	
					\$ chg	%
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	\$ 6,533,545	\$ 7,500,000	\$ 7,500,000	\$ 6,000,000	\$ (1,500,000)	(20.0%)
TOTAL Revenues	\$ 6,533,545	\$ 7,500,000	\$ 7,500,000	\$ 6,000,000	\$ (1,500,000)	(20.0%)
Expenditures & Other Uses of Funds						
Operating	\$ 6,533,545	\$ 7,500,000	\$ 7,500,000	\$ 6,000,000	\$ (1,500,000)	(20.0%)
TOTAL Expenditures	\$ 6,533,545	\$ 7,500,000	\$ 7,500,000	\$ 6,000,000	\$ (1,500,000)	(20.0%)
Excess (Deficiency) of Sources over Uses	\$ -	\$ -	\$ -	\$ -	\$ -	-
Beginning Fund Balance*	\$ -	\$ -	\$ -	\$ -	\$ -	-
Ending Fund Balance*	\$ -	\$ -	\$ -	\$ -	\$ -	-

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

**Summary of FY 2020-2021 Budget
Appropriated Funds
Summary of Revenues, Expenditures, and Changes in Fund Balances**
Actual expenses for FY 2019-20 will be available once audited amounts are available in Fall 2020.

	Actual FY 2018-19	Adopted FY 2019-20	Amended FY 2019-20	Adopted FY 2020-21	vs. FY 2019-20 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 2020-21 Budget reflects the county's contribution from the General Fund for various capital needs.						
Revenues & Other Sources of Funds						
Federal & State Funds	\$ -	\$ -	\$ -	\$ -	\$ -	-
Investment Earnings	\$ 1,074,179	\$ 489,000	\$ 489,000	\$ -	\$ (489,000)	-
Transfers In	\$ 2,000,000	\$ 1,011,000	\$ 791,000	\$ -	\$ (1,011,000)	(100.0%)
Other	\$ 36,653,481	\$ -	\$ -	\$ -	\$ -	-
TOTAL Revenues	\$ 39,727,660	\$ 1,500,000	\$ 1,280,000	\$ -	\$ (1,500,000)	(100.0%)
Expenditures & Other Uses of Funds						
Capital Outlay	\$ 5,398,174	\$ -	\$ -	\$ -	\$ -	-
Transfers Out	\$ -	\$ -	\$ 800,000	\$ -	\$ -	-
TOTAL Expenditures	\$ 5,398,174	\$ -	\$ 800,000	\$ -	\$ -	-
Excess (Deficiency) of Sources over Uses	\$ 34,329,486	\$ 1,500,000	\$ 480,000	\$ -	\$ (1,500,000)	-
Beginning Fund Balance*	\$ 45,928,934	\$ 80,258,420	\$ 80,258,420	\$ 80,738,420	\$ 480,000	0.6%
Ending Fund Balance*	\$ 80,258,420	\$ 81,758,420	\$ 80,738,420	\$ 80,738,420	\$ (1,020,000)	(1.2%)

* Not all fund balance is available to spend. At June 30, 2019, about \$63.0 million of the \$80.3 million of fund balance has been restricted or committed to specific capital projects. About \$17.2 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 2020-2021 Budget
Appropriated Funds
Summary of Revenues, Expenditures, and Changes in Fund Balances
Actual expenses for FY 2019-20 will be available once audited amounts are available in Fall 2020.

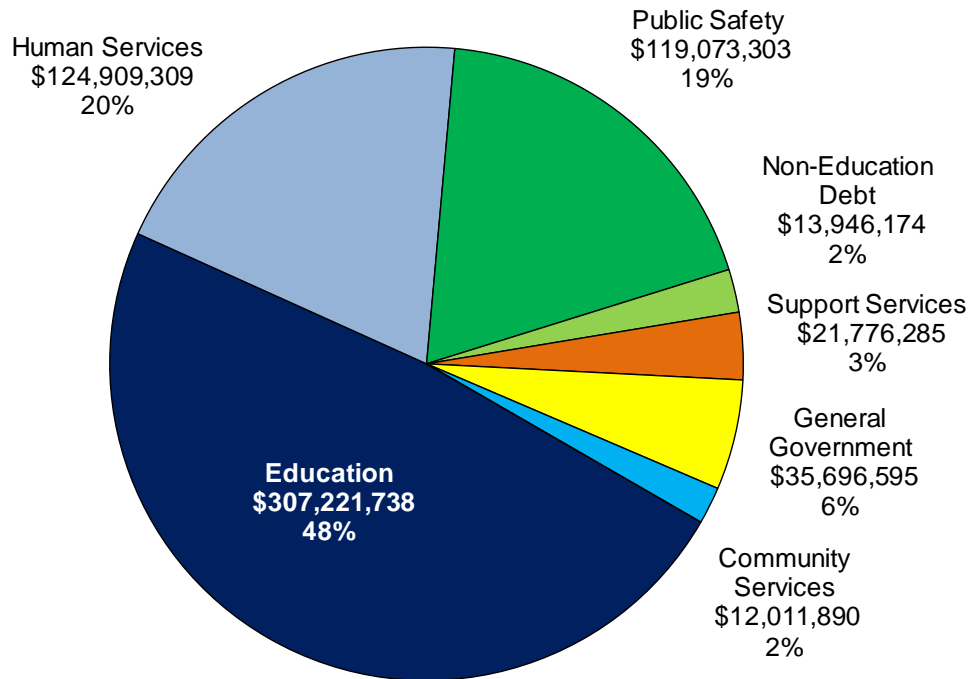
	Actual FY 2018-19	Adopted FY 2019-20	Amended FY 2019-20	Adopted FY 2020-21	vs. FY 2019-20 Adopted	
					\$ chg	%
INTERNAL SERVICES (Financial Plan, not included in All Funds Summary above)						
The Internal Services Fund accounts for risk management services provided to other departments of the County on a cost reimbursement basis.						
Expenditures						
Risk Retention - Liability, Property, WC:						
Personnel Services	\$ 214,452	\$ 211,502	\$ 211,502	\$ 233,180	\$ 21,678	10.2%
Insurance & Bonding	\$ 492,028	\$ 551,008	\$ 568,008	\$ 650,000	\$ 98,992	18.0%
Vehicle Repair Service	\$ 322,596	\$ 245,000	\$ 235,000	\$ 245,000	-	0.0%
Claims Paid	\$ 1,421,318	\$ 2,200,000	\$ 2,562,335	\$ 2,450,000	\$ 250,000	11.4%
Other Operating	\$ 115,682	\$ 94,901	\$ 154,901	\$ 118,002	\$ 23,101	24.3%
	<u>\$ 2,566,076</u>	<u>\$ 3,302,411</u>	<u>\$ 3,731,746</u>	<u>\$ 3,696,182</u>	<u>\$ 393,771</u>	<u>11.9%</u>
Health Care & Wellness						
Personnel Services	\$ -	\$ 54,897	\$ 54,897	\$ 63,752	\$ 8,855	100.0%
Professional Services	\$ 1,352,648	\$ 1,751,488	\$ 1,780,045	\$ 1,822,135	\$ 70,647	4.0%
Insurance & Bonding	\$ 3,394,056	\$ 4,101,420	\$ 4,101,420	\$ 5,081,728	\$ 980,308	23.9%
Claims Paid	\$ 40,072,979	\$ 41,188,260	\$ 42,315,184	\$ 44,737,984	\$ 3,549,724	8.6%
Other Operating	\$ -	\$ -	\$ 150,000	\$ 86,076	\$ 86,076	100.0%
	<u>\$ 44,819,683</u>	<u>\$ 47,096,065</u>	<u>\$ 48,401,546</u>	<u>\$ 51,791,675</u>	<u>\$ 4,695,610</u>	<u>10.0%</u>
TOTAL Expenditures	\$ 47,385,759	\$ 50,398,476	\$ 52,133,292	\$ 55,487,857	\$ 5,089,381	10.1%
Revenues						
User Charges	\$ 43,252,279	\$ 42,307,047	\$ 43,433,971	\$ 54,337,165	\$ 12,030,118	28.4%
Other	\$ -	\$ 40,000	\$ 190,000	\$ 189,828	\$ 149,828	374.6%
TOTAL Revenues	\$ 43,252,279	\$ 42,347,047	\$ 43,623,971	\$ 54,526,993	\$ 12,179,946	28.8%
Operating Gain/(Loss)	\$ (4,133,480)	\$ (8,051,429)	\$ (8,509,321)	\$ (960,864)	\$ 7,090,565	(88.1%)
Interest Income	\$ 1,050,798	\$ 350,000	\$ 350,000	\$ 60,000	\$ (290,000)	(82.9%)
Change	\$ (3,082,682)	\$ (7,701,429)	\$ (8,159,321)	\$ (900,864)	\$ 6,800,565	(88.3%)
Beginning Net Position	\$ 28,907,177	\$ 25,824,495	\$ 25,824,495	\$ 17,665,174	\$ (8,159,321)	(31.6%)
Ending Net Position	\$ 25,824,495	\$ 18,123,066	\$ 17,665,174	\$ 16,764,310	\$ (1,358,756)	(7.5%)



General Fund Summary Information

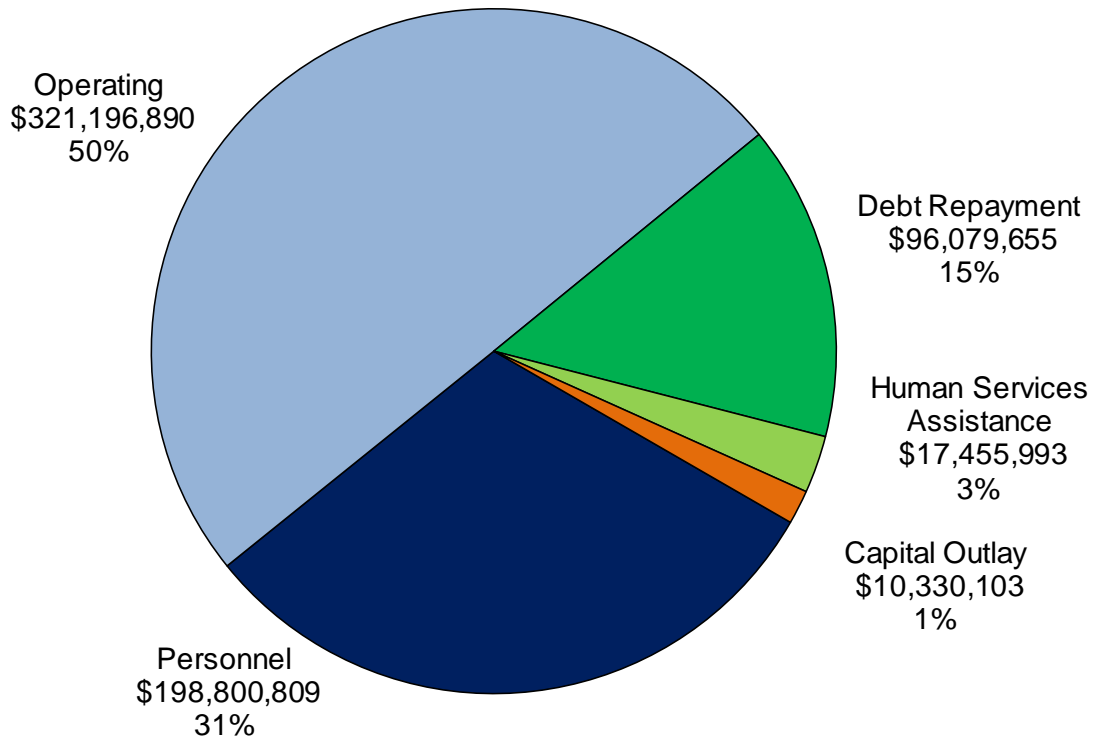
The General Fund is the main operating fund for the county. It accounts for nearly all of the county's operations. The following graphs and charts summarize the more detailed information about General Fund departments and services presented throughout this document.

**FY 2020-21 General Fund Budget
by Service**



	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	vs. FY20 Adopted	
						\$ chg	% chg
Education	\$ 308,394,981	\$ 312,397,278	\$ 313,188,381	\$ 307,221,738	\$ 307,221,738	\$ (5,175,540)	-1.7%
<i>includes Education debt repayment</i>							
Human Services	\$ 110,466,712	\$ 118,961,336	\$ 124,488,463	\$ 124,261,467	\$ 124,909,309	\$ 5,947,973	5.0%
Public Safety	\$ 110,104,094	\$ 116,090,088	\$ 120,160,755	\$ 118,731,371	\$ 119,073,303	\$ 2,983,215	2.6%
Non-Education Debt	\$ 13,268,247	\$ 14,059,303	\$ 14,068,200	\$ 13,946,174	\$ 13,946,174	\$ (113,129)	-0.8%
Support Services	\$ 21,136,642	\$ 23,609,566	\$ 25,244,865	\$ 21,666,285	\$ 21,776,285	\$ (1,833,281)	-7.8%
General Government	\$ 25,909,661	\$ 32,288,705	\$ 33,110,040	\$ 35,411,595	\$ 35,696,595	\$ 3,407,890	10.6%
Community Services	\$ 11,029,360	\$ 10,994,774	\$ 13,602,746	\$ 11,986,890	\$ 12,011,890	\$ 1,017,116	9.3%
Total Expenditures	\$ 600,309,697	\$ 628,401,050	\$ 643,863,450	\$ 633,225,520	\$ 634,635,294	\$ 6,234,244	1.0%
Permanent Positions	2,580.75	2,606.75	2,645.75	2,653.75	2,656.75	50.00	1.9%

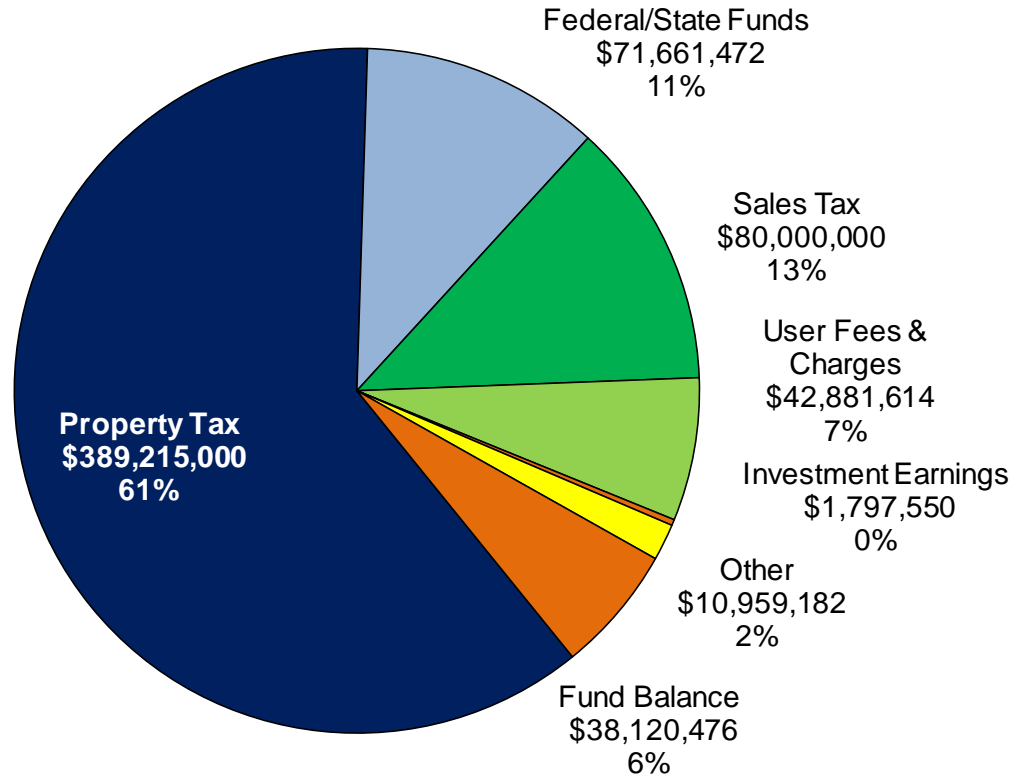
FY 2020-21 General Fund Budget by Type of Expense



Summary of Expenditures by Type of Expense

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	vs. FY20 Adopted	
						\$ chg	% chg
Personnel	\$ 185,823,090	\$ 198,424,707	\$ 198,800,809	\$ 212,156,425	\$ 212,348,915	\$ 13,924,208	7.0%
Operating	\$ 298,932,155	\$ 312,919,560	\$ 321,196,890	\$ 311,981,171	\$ 313,193,055	\$ 273,495	0.1%
Debt Repayment	\$ 95,402,831	\$ 96,079,655	\$ 96,079,655	\$ 90,790,986	\$ 90,790,986	\$ (5,288,669)	-5.5%
Human Svc Assistance	\$ 12,917,539	\$ 17,127,503	\$ 17,455,993	\$ 17,070,335	\$ 17,070,335	\$ (57,168)	-0.3%
Capital Outlay	\$ 7,234,082	\$ 3,849,625	\$ 10,330,103	\$ 1,226,603	\$ 1,232,003	\$ (2,617,622)	-68.0%
Total Expenditures	\$ 600,309,697	\$ 628,401,050	\$ 643,863,450	\$ 633,225,520	\$ 634,635,294	\$ 6,234,244	1.0%
Permanent Positions	2,580.75	2,606.75	2,645.75	2,653.75	2,656.75	50.00	1.9%

FY 2020-21 General Fund Budget by Source of Funds



Summary of Sources of Funds

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	vs. FY20 Adopted	
						\$ chg	% chg
Property Tax	\$ 376,420,300	\$ 380,850,000	\$ 381,075,000	\$ 389,215,000	\$ 389,215,000	\$ 8,365,000	2.2%
Federal/State Funds	\$ 62,807,555	\$ 67,731,883	\$ 71,106,173	\$ 70,593,760	\$ 71,661,472	\$ 3,929,589	5.8%
Sales Tax	\$ 89,387,275	\$ 90,975,000	\$ 90,975,000	\$ 80,000,000	\$ 80,000,000	\$ (10,975,000)	-12.1%
User Fees & Charges	\$ 40,587,666	\$ 43,933,858	\$ 43,944,858	\$ 42,881,614	\$ 42,881,614	\$ (1,052,244)	-2.4%
Investment Earnings	\$ 5,820,633	\$ 4,406,551	\$ 4,406,551	\$ 1,797,550	\$ 1,797,550	\$ (2,609,001)	-59.2%
Other	\$ 16,196,890	\$ 10,102,642	\$ 11,657,165	\$ 10,708,182	\$ 10,959,182	\$ 856,540	8.5%
Total Revenues	\$ 591,220,319	\$ 597,999,934	\$ 603,164,747	\$ 595,196,106	\$ 596,514,818	\$ (1,485,116)	-0.2%
Fund Balance	\$ 9,089,378	\$ 30,401,116	\$ 40,698,703	\$ 38,029,414	\$ 38,120,476	\$ 7,719,360	25.4%
Total	\$ 600,309,697	\$ 628,401,050	\$ 643,863,450	\$ 633,225,520	\$ 634,635,294	\$ 6,234,244	1.0%

GENERAL FUND BUDGETS BY DEPARTMENT
Expense & Revenue

Department	FY 2019 Actual		FY 2020 Adopted Budget		FY 2020 Amended Budget		FY 2021 Adopted Budget	
	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue
General Government								
Budget and Management	\$ 529,635	\$ -	\$ 726,315	\$ -	\$ 774,989	\$ -	\$ 882,029	\$ -
Clerk to the Board	\$ 332,499	\$ 600	\$ 466,207	\$ 3,000	\$ 531,836	\$ 3,000	\$ 548,849	\$ 30,776
County Administration	\$ 862,743	\$ 37,056	\$ 1,544,356	\$ 30,028	\$ 1,531,469	\$ 1,030,028	\$ 1,762,867	\$ 735,000
County Attorney	\$ 2,231,573	\$ 13,066	\$ 2,589,839	\$ 12,000	\$ 2,660,010	\$ 12,000	\$ 2,622,522	\$ 12,000
County Commissioners	\$ 468,171	\$ -	\$ 974,398	\$ -	\$ 1,027,161	\$ -	\$ 582,880	\$ -
Elections	\$ 1,847,559	\$ 5,031	\$ 2,497,614	\$ 169,050	\$ 2,723,053	\$ 169,050	\$ 3,064,272	\$ 700
Finance	\$ 2,553,721	\$ 98,560	\$ 2,736,368	\$ 96,000	\$ 2,808,268	\$ 96,000	\$ 2,812,223	\$ 100,000
Human Resources	\$ 7,689,466	\$ 46,558	\$ 10,685,800	\$ 58,591	\$ 9,751,388	\$ 58,591	\$ 12,692,299	\$ -
Internal Audit	\$ 471,815	\$ -	\$ 624,200	\$ -	\$ 662,330	\$ -	\$ 657,468	\$ -
Purchasing	\$ 272,415	\$ 97	\$ 330,815	\$ -	\$ 360,815	\$ -	\$ 399,797	\$ -
Register Of Deeds	\$ 2,186,244	\$ 5,873,501	\$ 2,330,846	\$ 5,439,740	\$ 2,335,846	\$ 5,439,740	\$ 2,294,633	\$ 5,656,830
Tax	\$ 6,463,820	\$ 1,806,374	\$ 6,781,947	\$ 1,770,552	\$ 7,942,875	\$ 1,770,552	\$ 7,376,756	\$ 1,823,644
General Government Total	\$ 25,909,661	\$ 7,880,843	\$ 32,288,705	\$ 7,578,961	\$ 33,110,040	\$ 8,578,961	\$ 35,696,595	\$ 8,358,950
Education								
Guilford County & Charter Schools	\$ 208,610,398	\$ -	\$ 212,726,926	\$ -	\$ 213,526,926	\$ -	\$ 212,726,926	\$ -
Guilford Technical Community College	\$ 17,650,000	\$ -	\$ 17,650,000	\$ -	\$ 17,650,000	\$ -	\$ 17,650,000	\$ -
Education Total	\$ 226,260,398	\$ -	\$ 230,376,926	\$ -	\$ 231,176,926	\$ -	\$ 230,376,926	\$ -
Community Services								
Cooperative Extension Service	\$ 637,045	\$ 56,173	\$ 706,164	\$ 41,500	\$ 713,584	\$ 41,500	\$ 711,260	\$ 38,800
Culture & Libraries	\$ 1,842,807	\$ 9,000	\$ 1,834,277	\$ 6,470	\$ 1,834,277	\$ 6,470	\$ 1,834,277	\$ 6,470
Economic Develop & Assistance	\$ 949,588	\$ -	\$ 1,133,350	\$ -	\$ 3,428,134	\$ -	\$ 1,333,302	\$ -
Recreation (Parks)	\$ 4,879,870	\$ 1,167,972	\$ 4,458,312	\$ 1,194,400	\$ 4,602,459	\$ 1,194,400	\$ 4,823,082	\$ 1,199,178
Planning and Development	\$ 851,753	\$ 89,238	\$ 869,520	\$ 64,038	\$ 937,719	\$ 64,038	\$ 883,994	\$ 69,320
Soil & Water Conservation	\$ 303,338	\$ 36,215	\$ 318,820	\$ 35,090	\$ 336,590	\$ 35,775	\$ 346,903	\$ 34,443
Solid Waste	\$ 1,564,959	\$ 986,025	\$ 1,674,331	\$ 993,704	\$ 1,749,983	\$ 993,704	\$ 2,079,072	\$ 1,079,675
Community Services Total	\$ 11,029,360	\$ 2,344,623	\$ 10,994,774	\$ 2,335,202	\$ 13,602,746	\$ 2,335,887	\$ 12,011,890	\$ 2,427,886
Debt Service								
Debt Service	\$ 95,402,830	\$ 19,665,414	\$ 96,079,655	\$ 15,096,623	\$ 96,079,655	\$ 15,096,623	\$ 90,790,986	\$ 9,111,300
Debt Service Total	\$ 95,402,830	\$ 19,665,414	\$ 96,079,655	\$ 15,096,623	\$ 96,079,655	\$ 15,096,623	\$ 90,790,986	\$ 9,111,300
Human Services								
Child Support Enforcement	\$ 6,324,859	\$ 6,118,936	\$ 6,747,354	\$ 6,670,191	\$ 6,880,273	\$ 6,670,191	\$ 7,039,530	\$ 6,782,019
Coordination Services	\$ 1,304,911	\$ 1,316,515	\$ 1,274,437	\$ 1,155,424	\$ 1,541,090	\$ 1,337,952	\$ 1,271,447	\$ 1,255,424
Mental Health	\$ 9,674,000	\$ -	\$ 9,674,000	\$ -	\$ 9,674,000	\$ -	\$ 10,331,409	\$ -
Public Health	\$ 33,529,676	\$ 17,172,114	\$ 36,518,294	\$ 18,045,110	\$ 38,937,735	\$ 19,770,917	\$ 38,682,400	\$ 19,722,711
Social Service	\$ 57,973,958	\$ 37,831,025	\$ 63,343,284	\$ 41,771,598	\$ 65,965,758	\$ 42,275,937	\$ 66,020,152	\$ 43,112,797
Transportation Service	\$ 1,538,338	\$ 1,367,911	\$ 1,122,950	\$ 1,070,296	\$ 1,203,590	\$ 1,031,588	\$ 1,272,580	\$ 1,075,901
Veteran Services	\$ 120,970	\$ 2,216	\$ 281,017	\$ 3,000	\$ 286,017	\$ 3,000	\$ 291,791	\$ 3,000
Human Services Total	\$ 110,466,712	\$ 63,808,717	\$ 118,961,336	\$ 68,715,619	\$ 124,488,463	\$ 71,089,585	\$ 124,909,309	\$ 71,951,852

GENERAL FUND BUDGETS BY DEPARTMENT
Expense & Revenue

Department	FY 2019 Actual		FY 2020 Adopted Budget		FY 2020 Amended Budget		FY 2021 Adopted Budget	
	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue
Public Safety								
Animal Services	\$ 3,647,147	\$ 1,105,671	\$ 4,235,302	\$ 1,185,366	\$ 4,490,938	\$ 1,231,973	\$ 4,252,636	\$ 1,022,508
Juvenile Detention	\$ 2,335,295	\$ 2,183,446	\$ 2,883,116	\$ 2,540,973	\$ 2,688,741	\$ 2,541,598	\$ 3,122,484	\$ 2,286,139
Emergency Services	\$ 30,127,149	\$ 18,469,504	\$ 32,698,734	\$ 19,876,695	\$ 33,215,062	\$ 19,957,130	\$ 34,009,504	\$ 19,755,043
Family Justice Center	\$ 630,867	\$ 70,824	\$ 819,086	\$ 208,055	\$ 859,086	\$ 243,055	\$ 955,434	\$ 242,168
Inspections	\$ 2,445,884	\$ 1,279,568	\$ 2,537,285	\$ 1,124,848	\$ 2,472,093	\$ 1,124,848	\$ 2,574,937	\$ 1,139,701
Law Enforcement	\$ 67,929,679	\$ 8,366,187	\$ 69,295,243	\$ 7,301,917	\$ 72,686,261	\$ 8,987,026	\$ 70,512,834	\$ 8,319,641
Court Services	\$ 898,093	\$ 270	\$ 1,080,748	\$ 360	\$ 1,120,084	\$ 360	\$ 1,107,917	\$ 360
Security	\$ 2,089,980	\$ 20,052	\$ 2,540,574	\$ 26,600	\$ 2,628,490	\$ 26,600	\$ 2,537,557	\$ 26,600
Public Safety Total	\$ 110,104,094	\$ 31,495,522	\$ 116,090,088	\$ 32,264,814	\$ 120,160,755	\$ 34,112,590	\$ 119,073,303	\$ 32,792,160
Support Services								
Facilities	\$ 7,315,680	\$ 1,399,247	\$ 10,336,634	\$ 1,411,262	\$ 9,179,018	\$ 1,561,262	\$ 9,208,812	\$ 1,396,262
Fleet Operation	\$ 1,161,289	\$ 52,458	\$ 1,096,999	\$ 25,000	\$ 1,153,337	\$ 25,000	\$ 790,669	\$ 25,000
Information Services	\$ 10,659,673	\$ 23,906	\$ 11,164,933	\$ 3,216	\$ 11,845,623	\$ 3,216	\$ 11,776,804	\$ 3,216
Transfer for Future Capital Needs	\$ 2,000,000	\$ -	\$ 1,011,000	\$ -	\$ 3,066,887	\$ -	\$ -	\$ -
Support Services Total	\$ 21,136,642	\$ 1,475,611	\$ 23,609,566	\$ 1,439,478	\$ 25,244,865	\$ 1,589,478	\$ 21,776,285	\$ 1,424,478
Non-Departmental								
General Revenues	\$ -	\$ 505,320,736	\$ -	\$ 500,970,353	\$ -	\$ 511,060,326	\$ -	\$ 508,568,668
Other Funds Total	\$ -	\$ 505,320,736	\$ -	\$ 500,970,353	\$ -	\$ 511,060,326	\$ -	\$ 508,568,668
Grand Total	\$ 600,309,697	\$ 631,991,466	\$ 628,401,050	\$ 628,401,050	\$ 643,863,450	\$ 643,863,450	\$ 634,635,294	\$ 634,635,294

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 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.

9 of the 40 departments on the list account for more than 90% of all available county funds.

Department	Adopted FY 2020-21			Cummulative	
	Total Budget	County		County	
		\$	%	\$	%
Education	\$ 307,221,738	\$ 300,301,928	98%	\$ 300,301,928	59%
Law Enforcement	\$ 70,512,834	\$ 62,193,193	88%	\$ 362,495,121	71%
Social Service	\$ 66,020,152	\$ 22,907,355	35%	\$ 385,402,476	76%
Public Health	\$ 38,682,400	\$ 18,959,689	49%	\$ 404,362,165	80%
Emergency Services	\$ 34,009,504	\$ 14,254,461	42%	\$ 418,616,626	82%
Information Services	\$ 11,776,804	\$ 11,773,588	100%	\$ 430,390,214	85%
County Debt Repayment	\$ 13,946,174	\$ 11,754,684	84%	\$ 442,144,898	87%
Mental Health	\$ 10,331,409	\$ 10,331,409	100%	\$ 452,476,307	89%
Facilities	\$ 9,208,812	\$ 7,812,550	85%	\$ 460,288,857	91%
Human Resources*	\$ 12,692,299	\$ 12,692,299	100%	\$ 472,981,156	93%
Tax	\$ 7,376,756	\$ 5,553,112	75%	\$ 478,534,268	94%
Parks & Open Space	\$ 4,823,082	\$ 3,623,904	75%	\$ 482,158,172	95%
Animal Services	\$ 4,252,636	\$ 3,230,128	76%	\$ 485,388,300	95%
Elections	\$ 3,064,272	\$ 3,063,572	100%	\$ 488,451,872	96%
Finance	\$ 2,812,223	\$ 2,712,223	96%	\$ 491,164,095	97%
County Attorney	\$ 2,622,522	\$ 2,610,522	100%	\$ 493,774,617	97%
Security	\$ 2,537,557	\$ 2,510,957	99%	\$ 496,285,574	98%
Culture & Libraries	\$ 1,834,277	\$ 1,827,807	100%	\$ 498,113,381	98%
Inspections	\$ 2,574,937	\$ 1,435,236	56%	\$ 499,548,617	98%
Economic Develop & Assistance	\$ 1,333,302	\$ 1,333,302	100%	\$ 500,881,919	98%
Court Services	\$ 1,107,917	\$ 1,107,557	100%	\$ 501,989,476	99%
County Administration	\$ 1,762,867	\$ 1,027,867	58%	\$ 503,017,343	99%
Solid Waste	\$ 2,079,072	\$ 999,397	48%	\$ 504,016,740	99%
Budget & Management	\$ 882,029	\$ 882,029	100%	\$ 504,898,769	99%

90% of County \$

10% of County \$

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 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.

9 of the 40 departments on the list account account for more than 90% of all available county funds.

Department	Adopted FY 2020-21			Cummulative	
	Total Budget	County		County	
		\$	%	\$	%
Juvenile Detention	\$ 3,122,484	\$ 836,345	27%	\$ 505,735,114	99%
Planning and Development	\$ 883,994	\$ 814,674	92%	\$ 506,549,788	100%
Fleet Operation	\$ 790,669	\$ 765,669	97%	\$ 507,315,457	100%
Family Justice Center	\$ 955,434	\$ 713,266	75%	\$ 508,028,723	100%
Cooperative Extension Service	\$ 711,260	\$ 672,460	95%	\$ 508,701,183	100%
Internal Audit	\$ 657,468	\$ 657,468	100%	\$ 509,358,651	100%
County Commissioners	\$ 582,880	\$ 582,880	100%	\$ 509,941,531	100%
Clerk to the Board	\$ 548,849	\$ 518,073	94%	\$ 510,459,604	100%
Purchasing	\$ 399,797	\$ 399,797	100%	\$ 510,859,401	100%
Soil & Water Conservation	\$ 346,903	\$ 312,460	90%	\$ 511,171,861	101%
Veteran Services	\$ 291,791	\$ 288,791	99%	\$ 511,460,652	101%
Child Support Enforcement	\$ 7,039,530	\$ 257,511	4%	\$ 511,718,163	101%
Transportation Service	\$ 1,272,580	\$ 196,679	15%	\$ 511,914,842	101%
Coordination Services	\$ 1,271,447	\$ 16,023	1%	\$ 511,930,865	101%
Transfer for Future Capital Needs	\$ -	\$ -		\$ 511,930,865	101%
Register Of Deeds	\$ 2,294,633	\$ (3,362,197)	-147%	\$ 508,568,668	100%
TOTAL	\$ 634,635,294	\$ 508,568,668	80%		

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 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.

9 of the 40 departments on the list account for more than 90% of all available county funds.

Department	Adopted FY 2020-21		Cummulative		
	Total Budget	County		County	
		\$	%	\$	%
Breakdown of County \$:					
Property Taxes	\$ 389,215,000	77%			
Sales Taxes	\$ 80,000,000	16%			
Fund Balance	\$ 33,622,368	7%			
Other Revenues	\$ 4,079,900	1%			
Federal & State Funds	\$ 1,583,000	0.3%			
User Charges & Fees	\$ 68,400	0.01%			
TOTAL	\$ 508,568,668	100%			

** The FY 2021 budget includes \$5.8 million in Human Resources (HR) for group insurance and compensation adjustments. Because this funding is temporary and will be distributed across all departments based on actual benefit enrollment and expenses at fiscal year-end, HR has been ranked based on its budget without this unique funding.*

Summary of Positions by Department

Departments	FY 18-19	FY 19-20			FY 20-21			Change vs. FY 19-20
	Adopted	Adopted	Adds	Moves	New	Cut	Total	
GENERAL FUND								
Child Support Enforcement	95.85	96.85	-	-	2.00	-	98.85	2.00
Coordinated Services	0.10	0.10	-	-	-	-	0.10	-
Mental Health	-	-	-	-	6.00	-	6.00	6.00
Public Health	405.00	406.50	10.00	-	1.00	-	417.50	11.00
Social Services	623.50	627.50	24.00	-	-	-	651.50	24.00
Transportation	17.00	15.00	-	-	-	-	15.00	-
Veterans Services*	1.00	4.00	-	-	-	-	4.00	-
Human Services	1,142.45	1,149.95	34.00	-	9.00	-	1,192.95	43.00
Animal Services	45.00	47.00	5.00	-	-	-	52.00	5.00
Court Alternatives	33.00	37.00	-	(1.00)	-	-	36.00	(1.00)
Emergency Services	261.25	276.25	-	(1.00)	-	-	275.25	(1.00)
Family Justice Center	8.00	10.00	-	-	1.00	-	11.00	1.00
Inspections	27.00	27.00	-	-	-	-	27.00	-
Law Enforcement	665.00	663.00	-	-	-	-	663.00	-
Court Services	15.15	15.15	-	-	-	-	15.15	-
Security	16.00	17.00	-	-	-	-	17.00	-
Public Safety	1,070.40	1,092.40	5.00	(2.00)	1.00	-	1,096.40	4.00
Parks	31.00	30.00	-	-	-	-	30.00	-
Planning & Development	9.00	8.75	-	-	-	-	8.75	-
Soil & Water Conservation	3.00	3.00	-	-	-	-	3.00	-
Solid Waste	6.00	6.25	-	-	-	-	6.25	-
Community Services	49.00	48.00	-	-	-	-	48.00	-
Budget and Management	6.00	6.00	-	1.00	-	-	7.00	1.00
County Administration	4.90	5.90	-	-	-	-	5.90	-
County Attorney	18.00	19.00	-	-	-	-	19.00	-
County Commissioners	9.00	9.00	-	-	-	-	9.00	-
Clerk to Board	3.00	4.00	-	-	-	-	4.00	-
Elections	16.00	16.00	-	-	-	-	16.00	-
Finance	27.00	27.00	-	-	-	-	27.00	-
Human Resources	18.00	18.00	-	1.00	-	-	19.00	1.00
Internal Audit	5.00	5.00	-	-	-	-	5.00	-
Purchasing	4.00	4.00	-	-	-	-	4.00	-
Register of Deeds	26.50	26.50	-	-	-	-	26.50	-
Tax Department	64.00	64.00	-	-	-	-	64.00	-
General Government	201.40	204.40	-	2.00	-	-	206.40	2.00
Facilities	60.00	61.00	-	-	-	-	61.00	-
Information Services	49.00	49.00	-	-	1.00	-	50.00	1.00
Fleet Operations	2.00	2.00	-	-	-	-	2.00	-
Support Services	111.00	112.00	-	-	1.00	-	113.00	1.00
Total General Fund	2,574.25	2,606.75	39.00	-	11.00	-	2,656.75	50.00
INTERNAL SERVICES								
Risk Management	2.50	2.50	-	-	-	-	2.50	-
Healthcare	-	1.00	-	-	-	-	1.00	-
Total Internal Services	2.50	3.50	-	-	-	-	3.50	-
Total All Departments	2,576.75	2,610.25	39.00	-	11.00	-	2,660.25	50.00

Summary of Position Changes from FY 2019-20 to FY 2020-21

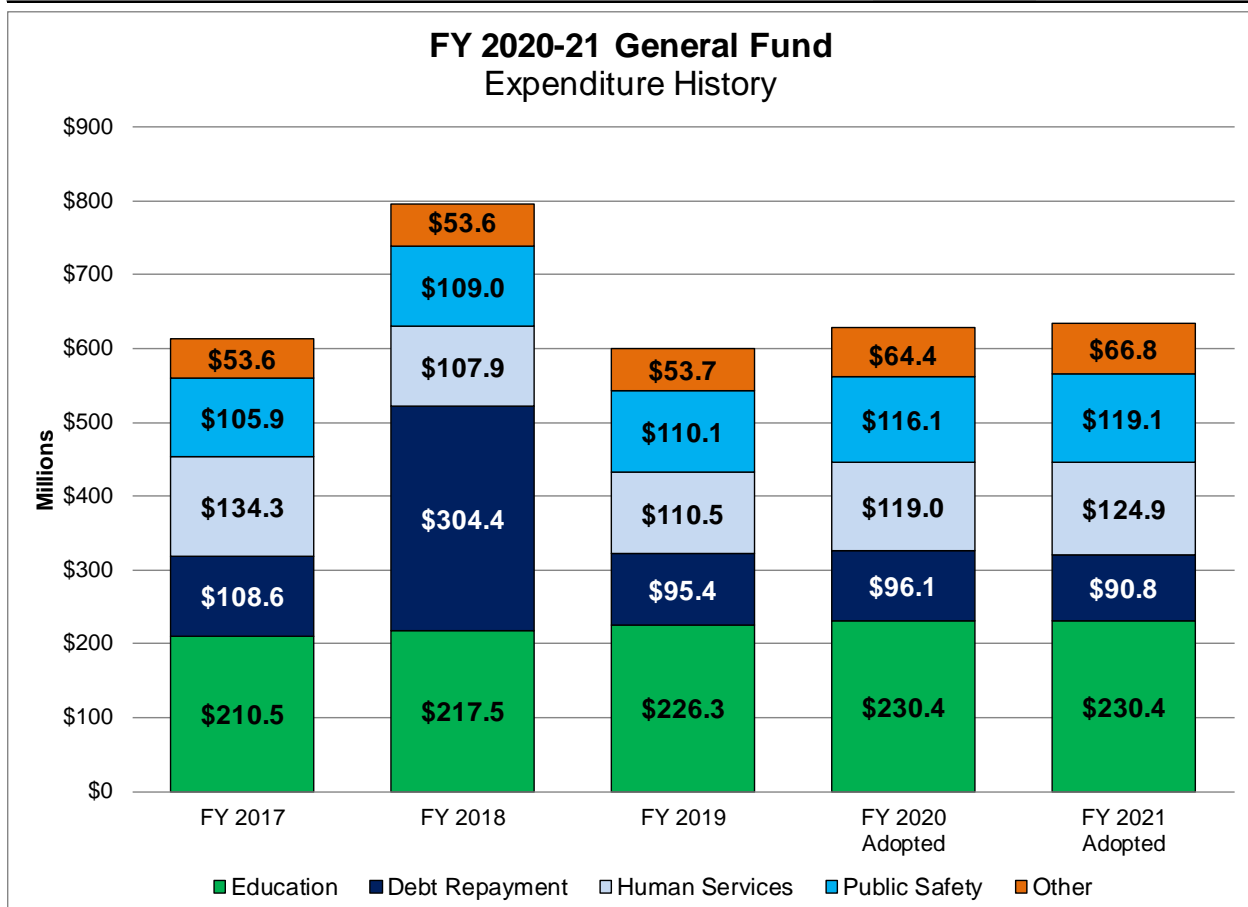
Department	Position Name	FTE
BOARD-APPROVED CHANGES DURING FY 2019-20		
Public Health	Nursing Specialist Supervisor, Nurse Specialist II, Community Health Consultant, Nurse Specialist I	10.00
Social Services	Lead Eligibility Caseworkers, Eligibility Case Workers, Eligibility Supervisor	24.00
Animal Services	Veterinarian, Customer Service Manager, Senior Office Specialist, Foster / Placement Coordinator, Animal Cleaning Tech	5.00
		39.00
RECOMMENDED CHANGES FOR FY 2020-21 (starting July 2020 unless otherwise noted)		
Information Services	IT Security Manager	1.00
Public Health	Infant Mortality Coordinator (Sep 2020)	1.00
Mental Health	Mental Health Center Director (Sep 2020)	1.00
	Deputy Sheriffs (Feb 2021)	5.00
		6.00
Child Support	Deputy Director (Oct 2020)	1.00
	Child Support Manager (Oct 2020)	1.00
		2.00
Family Justice Center	Navigator	1.00
Total Adopted Changes for FY 2020-21		11.00
Grand Total FY 201-21 Staffing Adjustments		50.00

GENERAL FUND EXPENDITURES

The fiscal year (FY) 2020-21 General Fund budget totals \$634,635,294. This is \$6.2 million (1.0%) more than the budget approved for FY 2019-20. The general property tax rate is \$0.7305 per \$100 of assessed valuation, no change from the FY 2019-20 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

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	vs. FY20 Adopted	
						\$ chg	% chg
Education	\$ 308,394,981	\$ 312,397,278	\$ 313,188,381	\$ 307,221,738	\$ 307,221,738	\$ (5,175,540)	-1.7%
<i>includes Education debt repayment</i>							
Human Services	\$ 110,466,712	\$ 118,961,336	\$ 124,488,463	\$ 124,261,467	\$ 124,909,309	\$ 5,947,973	5.0%
Public Safety	\$ 110,104,094	\$ 116,090,088	\$ 120,160,755	\$ 118,731,371	\$ 119,073,303	\$ 2,983,215	2.6%
Non-Education Debt	\$ 13,268,247	\$ 14,059,303	\$ 14,068,200	\$ 13,946,174	\$ 13,946,174	\$ (113,129)	-0.8%
Support Services	\$ 21,136,642	\$ 23,609,566	\$ 25,244,865	\$ 21,666,285	\$ 21,776,285	\$ (1,833,281)	-7.8%
General Government	\$ 25,909,661	\$ 32,288,705	\$ 33,110,040	\$ 35,411,595	\$ 35,696,595	\$ 3,407,890	10.6%
Community Services	\$ 11,029,360	\$ 10,994,774	\$ 13,602,746	\$ 11,986,890	\$ 12,011,890	\$ 1,017,116	9.3%
Total Expenditures	\$ 600,309,697	\$ 628,401,050	\$ 643,863,450	\$ 633,225,520	\$ 634,635,294	\$ 6,234,244	1.0%
Permanent Positions	2,580.75	2,606.75	2,645.75	2,653.75	2,656.75	50.00	1.9%



Summary of Budgeted Expenses

North Carolina counties are “arms” of the state government and are responsible for implementing mandated state and federal programs at the local level. While counties provide various services beyond the required programs, their primary responsibilities are focused on administering and funding core state programs in education, human services, and public safety. These core responsibilities are reflected in the recommended allocation of resources for 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 48% of the total county operating budget. **Human Services** and **Public Safety** services, the next largest expenditures, account for 20% and 19% of expenses, respectively.

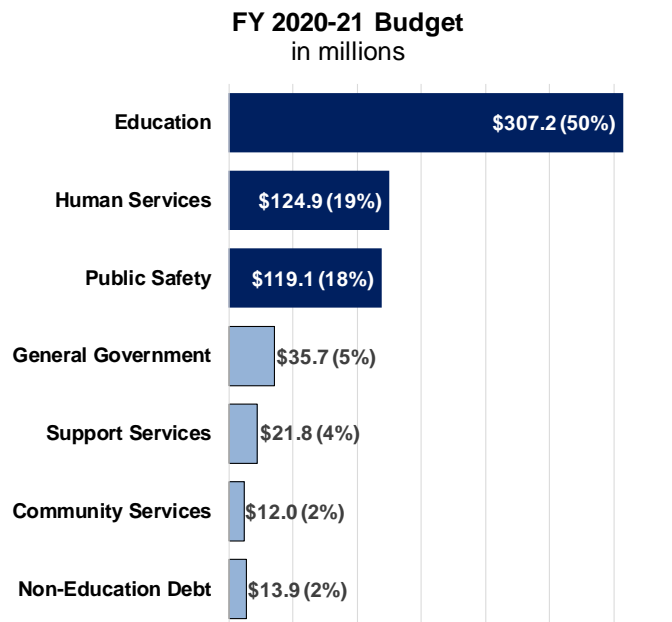
The budget includes \$212.7 million in operating and capital maintenance support for the **Guilford County Schools** – the same combined amount as the previous year’s budget. The operating and capital budget for **Guilford Technical Community College** totals \$17.65 million – no net change from the previous year’s budget. The budget also includes \$76.8 million for the repayment of voter-approved **debt for the construction and renovation of school and community college facilities**, a decrease of \$5.2 million based on the bond repayment schedules.

The overall **Human Services** budget increases by 5%, or \$5.9 million. One new Infant Mortality Coordinator in Public Health, a Mental Health Director and five Deputy Sheriffs, and a Deputy Director and Child Support Manager in Child Support Enforcement are included in the budget at a first-year cost of \$405,100 (\$707,600 annually). These positions will allow the County to work to reduce infant mortality among the African American and minority populations; to support an enhanced system of mental health through the opening of the new 35,000 square foot, 16-bed behavioral health crisis center that is anticipated to be finished in fall 2020; and to improve and maintain the quality of Child Support services and continuity. Funding for other operational needs of the behavioral center (\$410,000) and the normal allocation to Sandhills Center (\$9,674,000) are also included. The Social Services budget includes an additional \$956,000 for the full year cost of 24 eligibility positions added in FY 2020, including 23 dedicated to Medicaid applicants. An additional \$644,100 for ten grant-funded nurse and other clinic positions is included in the

SUMMARY OF GENERAL FUND CHANGES	
in millions	
PERSONNEL	
3% Merit pool (applied in January 2021)	\$ 2.25
State change in employer’s retirement share	\$ 2.02
County increase for employee healthcare	\$ 8.96
Board-approved position changes during FY 19-20	\$ 1.80
New positions for FY 20-21	<u>\$ 0.59</u>
	\$ 15.63
MAJOR CHANGES	
CARES Funds for COVID Response	\$ 0.98
Inmate medical services	\$ 0.67
MWBE Disparity Study	\$ 0.20
Economic Development Incentives	\$ 0.20
Security services	\$ 0.15
Park, Greenway, and Open Space Maintenance	<u>\$ 0.08</u>
	\$ 2.28
NET OTHER CHANGES	
Debt Repayment	\$(5.29)
Defer major technology, equipment & vehicles	\$(2.92)
Reduce transfer for future capital needs	\$(1.01)
Defer major facility maintenance	\$(1.30)
Court facility maintenance needs	\$(0.19)
County’s share of Guilford-Metro 911	\$(0.26)
Net other reductions	<u>\$(0.71)</u>
	\$(11.67)
TOTAL CHANGE	\$ 6.23

Public Health budget. This budget also increases the use of Medicaid Maximization funds for eligible public health expenses.

The overall **Public Safety** budget increases by 2.6% which includes additional funding for inmate and juvenile detainee medical care, critical technology needs, and the county’s share of Guilford-Metro 911. Replacement vehicles for Law Enforcement and Emergency Services are included, but at a significantly lower amount (-\$2.18 million) due to the economic impact of COVID-19. The annual cost of four Juvenile Detention positions that started in March 2020 to provide capacity for 16 & 17 year olds moving from jails to Juvenile Detention due to state’s Raise the Age legislation is also included (\$512,000).



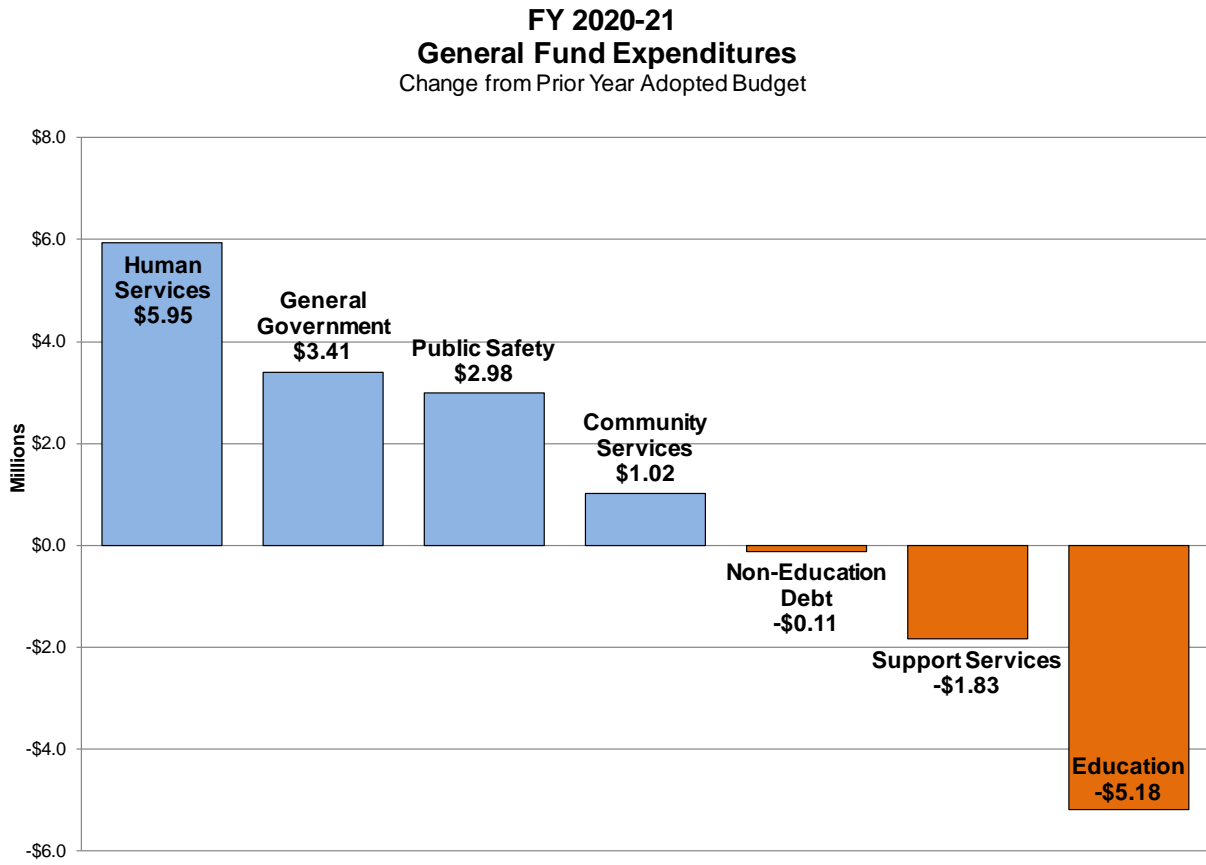
The Emergency Services budget includes the full-year cost of 15 new positions added in FY 2020 to expand emergency medical system (ambulance) response capacity. The \$308,000 cost of these new positions is expected to be fully offset emergency medical service rates.

Funding for low- or no-cost spay/neuter services has been removed from the Animal Services budget to reduce cost because of the impact of COVID-19. These need for services will be monitored for future budgets.

The **General Government** budget pauses phase II of the county’s market pay plan update, started in FY 2020, due to the impact of COVID-19 on revenues, but it does retain a 3% merit raise for employees who continue to provide quality services. It also includes an additional \$5.8 million in Human Resources for the County’s contribution to the employee healthcare plan, with another \$3.1 million distributed across the other service areas.

The **Support Services** budget includes a new IT Security Manager position (\$97,000) to help protect the county’s technology infrastructure and data. To prepare a budget that protects current service levels as much as possible without a property tax increase, several significant reductions were also made in Support Services. The county’s facility maintenance program (-\$1,500,000), the vehicle replacement (-\$2,540,000) and technology plan (-\$257,500) budgets were all reduced, and the annual set-aside for future building projects planned for in the Capital Investment Plan (CIP) was paused for FY 2021 (-\$1,011,00). Additional cash funds or debt issues will be required to fully fund the projects included in the CIP. For more information, see the CIP section of this document.

The following chart illustrates the overall changes in the FY 2020-21 budget by service area.



Expenditure Types

Summary of Expenditures by Type of Expense							
	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	vs. FY20 Adopted	
						\$ chg	% chg
Personnel	\$ 185,823,090	\$ 198,424,707	\$ 198,800,809	\$ 212,156,425	\$ 212,348,915	\$ 13,924,208	7.0%
Operating	\$ 298,932,155	\$ 312,919,560	\$ 321,196,890	\$ 311,981,171	\$ 313,193,055	\$ 273,495	0.1%
Debt Repayment	\$ 95,402,831	\$ 96,079,655	\$ 96,079,655	\$ 90,790,986	\$ 90,790,986	\$ (5,288,669)	-5.5%
Human Svc Assistance	\$ 12,917,539	\$ 17,127,503	\$ 17,455,993	\$ 17,070,335	\$ 17,070,335	\$ (57,168)	-0.3%
Capital Outlay	\$ 7,234,082	\$ 3,849,625	\$ 10,330,103	\$ 1,226,603	\$ 1,232,003	\$ (2,617,622)	-68.0%
Total Expenditures	\$ 600,309,697	\$ 628,401,050	\$ 643,863,450	\$ 633,225,520	\$ 634,635,294	\$ 6,234,244	1.0%
Permanent Positions	2,580.75	2,606.75	2,645.75	2,653.75	2,656.75	50.00	1.9%

Personnel Services (e.g., salaries and related benefits) account for 34% 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 49% of total expenditures. Other expenditures are for Debt Repayment (14%), Human Services Assistance (3%), and funding for capital needs (<1%).

Personnel Services

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

The table to the right summarizes **changes to the base payroll expense in the General Fund** that are included in the budget. More detail regarding these changes is presented in the sections below. Overall, total **Personnel Services** expenses are projected to increase by \$13.73 million. The total number of permanent full- and part-time positions in the General Fund is 2,653.75 (including the nine-member Board of Commissioners). There are an additional 3.5 positions in the Internal Services fund for risk management and healthcare activities. Overall, there is a net increase of 47.0 positions from the prior year's adopted budget.

General Fund Payroll Change Summary in millions	
Base Payroll Change includes full-year impact of FY 19-20 merit, turnover, etc.	\$ (1.12)
Position Changes:	
<i>Positions added mid-year in FY 19-20 (net +39.0)</i>	\$ 1.80
<i>New Positions for FY 20-21 (+8.0)</i>	\$ 0.59
	\$ 2.40
3% Merit Pool (Jan 2020)	\$ 1.85
State-mandated Retirement Change	\$ 2.02
Increase in County Contribution for Group Insurance	\$ 8.55
Adjustment in Worker's Comp Budget	\$ 0.38
Other Changes	\$ (0.15)
Total General Fund Payroll Change	\$ 13.92

FY 2019-20 Mid-Year Board-Approved Personnel Additions

The Board of Commissioners approved a net increase of 39 new positions during FY 2019-20 in the Social Services, Public Health, and Animal Services departments. Since these positions were

approved after the FY 2019-20 budget was adopted, they were not included in the original budget total. The annual impact of funding these positions in next year's budget is approximately \$1.8 million.

FY 2019-20 New Positions

The budget includes a total of **11 new positions in the General Fund**. Position changes include:

- +6 new positions for **Mental Health** (one Mental Health Director and five deputy sheriffs) to oversee and provide security for operations at the county's new 16 bed adult mental health facility. The building is currently under construction and is anticipated to be completed in Fall 2020. These positions are budgeted accordingly, with the director starting in September 2020 and the deputy sheriffs in late January 2021. (\$228,000 for the four positions in FY 2021; \$1.025 million full-year).
- +1 new IT Security Manager in **Information Services** at an annual cost of approximately \$97,500 to protect the county's information technology infrastructure and data. This position will help ensure the county follows information security best practices, complies with state and federal cyber security requirements, and develops internal security training for staff.
- +1 new Infant Mortality Coordinator position in **Public Health** to expand on the county's health outreach and education programs with a focus on reducing infant mortality among African-American and minority populations. This position is budgeted to start in September 2020 to allow staff time to recover from COVID-19 response efforts (\$57,700 in FY 2021; \$73,125 full-year).
- +1 Deputy Director and +1 Child Support Manager to increase the department's capacity to review, identify, and implement business process efficiencies, strategies, and long-term continuity of operations so that staff can better serve our clients and meet state performance measures.

Total Service Positions

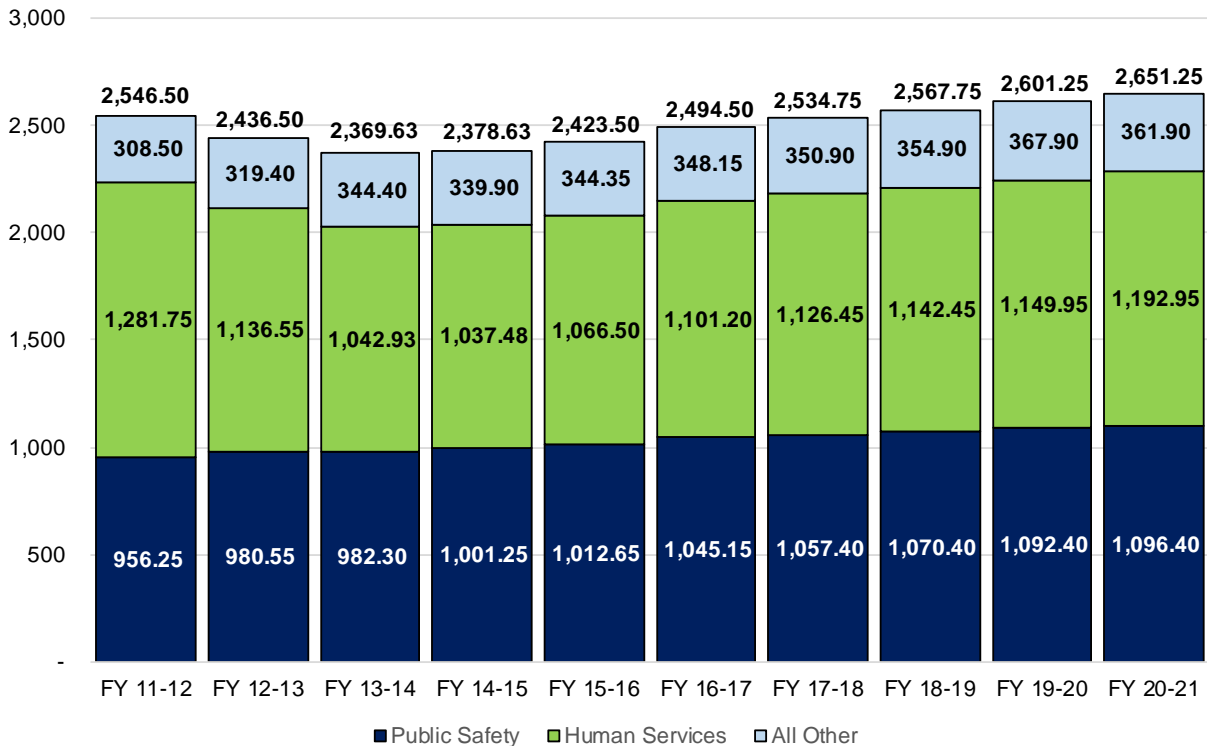
The budget includes 2,651.25 total permanent positions (in all funds, excluding Commissioners). This equates to about 4.8 positions for every 1,000 residents, the same as the prior fiscal year.

Positions per 1,000 Residents



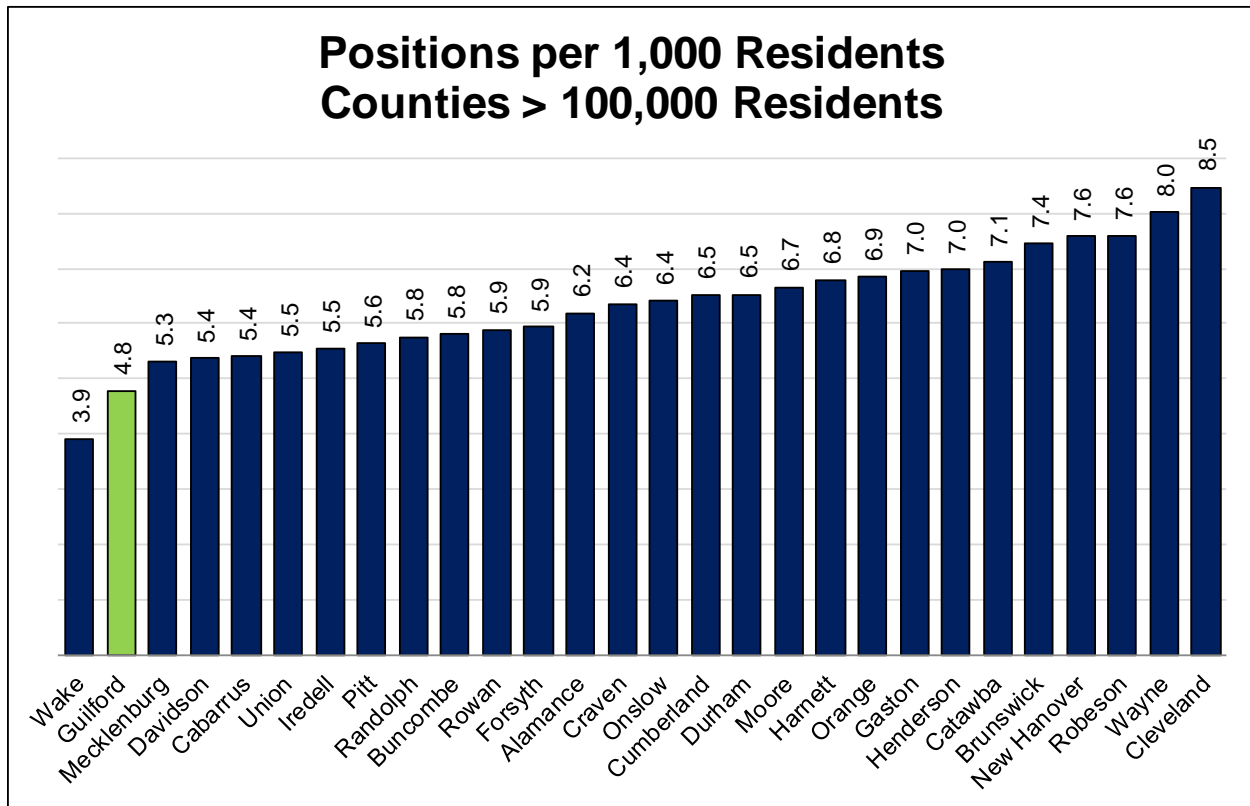
Permanent Positions

(All Funds, Excluding Commissioners)



How does Guilford County compare?

Based on county employment data collected by the North Carolina Association of County Commissioners for FY 2019-20 adopted budgets, the latest year for which position counts are available for other counties, Guilford County had the second lowest number of employees per 1,000 residents for counties with populations of at least 100,000 (4.8 positions, with 87 out of 100 counties reporting data). Guilford ranks second lowest of all reporting counties. The median for all reporting counties is 65% higher at about 7.9 positions for every 1,000 residents.



Employee Compensation

The budget includes a merit pool equivalent to 3.0% of salaries and benefits. Employee merit pay increases will be awarded effective the first full pay period in January 2020. Merit adjustments will be based on job performance and may be more or less than 3% based on individual and overall department performance scores. The first year net cost of the merit program is approximately \$1.85 million (\$2.25 million gross expense less expected vacancies and reimbursement revenue from non-county sources). A full year's net cost is approximately \$3.77 million (\$4.76 million gross expense less expected vacancies and reimbursement revenue from non-county sources).

The budget does not include a \$2.5 million for the planned implementation of phase two of the county's market-based compensation study recommendations due to this phase being postponed after the impact of COVID-19 on revenues. The market study will allow the county to continue to provide high quality services by offering competitive compensation that attracts and retains high quality employees, and was planned to be implemented in three phases.

Operating, Debt Repayment, and Capital Expenses

Funding for **Operating Expenses and Future Major Infrastructure Needs** will increase by \$273,500 next year. Most of this change is related to no net increase in operating and capital allocations to the Guilford County Schools (including operating funds for charter schools) and Guilford Technical Community College. Other adjustments throughout the county, including reductions to major facility maintenance budgets and the set-aside for future capital needs, result in a slight decrease of operating and capital expenditures. More details are available in the summary by service area and individual department pages.

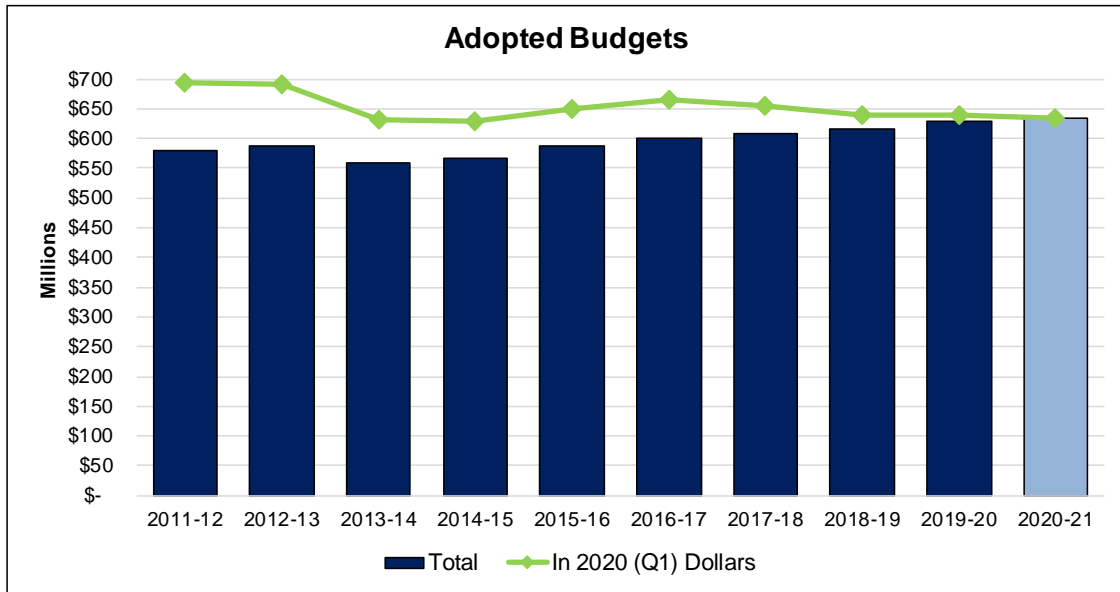
The total **Debt Repayment** budget will decrease by \$5.3 million next fiscal year while county cost will increase by \$6.0 million. Scheduled debt repayments and related fees for voter-approved bonds and other capital needs are planned to decrease by \$2.9 million. The rest of the decrease comes from removing \$2.6 million in debt leveling funds put in the FY 2019-20 budget to prepare for a scheduled increase in county funds need for debt service - \$3.1 million in FY 2020-21 and \$3.9 million in FY 2021-22. The increase in county funding is the result of debt premium used for interest payments being expended. In addition to current debt obligations, the Board of Commissioner and the Board of Education are currently reviewing a school capital facilities report that indicates an additional \$1.5 billion are needed to renovate or rebuild nearly half of the county's 126 school facilities that were rated as unsatisfactory or in poor condition due to age and deferred maintenance. The responsibility for funding school construction rests with the county. 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 remains at the same level as FY 2019-20.

Capital Outlay is expected to decrease by \$2.6 million. Capital funds are typically allocated for vehicle purchases and large equipment needs. The budget significantly reduces the amount allocated for vehicle replacement in an effort to maintain service levels in other program areas and avoid an increase in the property tax rate. Additional funds will be required in future years to return to recommended equipment and vehicle replacement schedules.

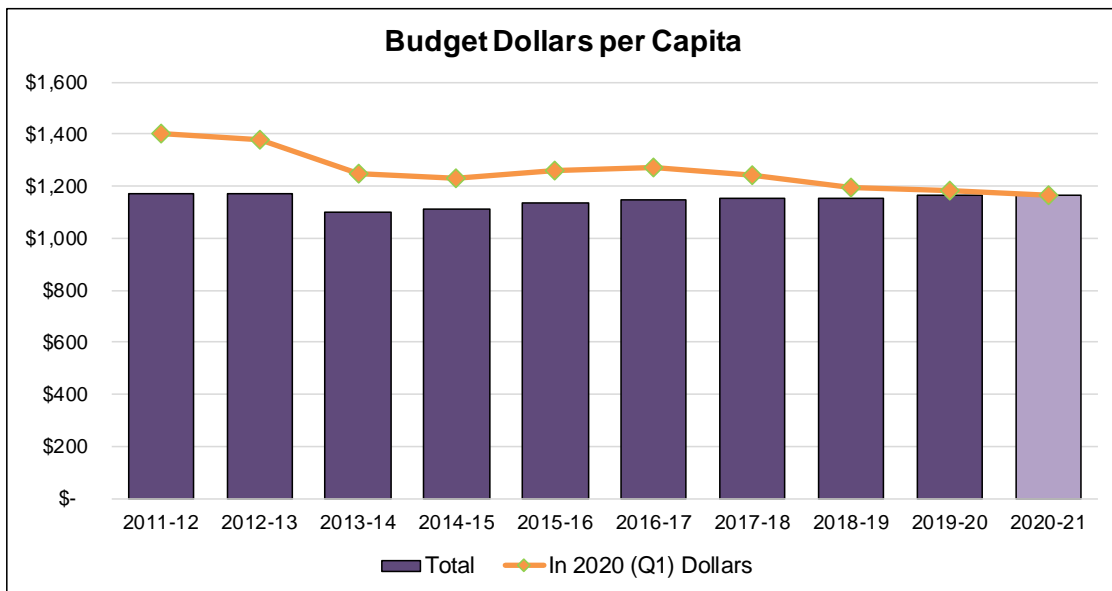
Budget History

Guilford County's budget has increased less than the inflation rate over the last 10 years. After adjusting for inflationary impacts specific to state and local governments, the FY 2020-21 budget has fallen by over 8% since FY 2011-12. This means that the county has about \$58 million less in "purchasing power" today than it did ten years ago.



Fiscal Year	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Budget Total	\$ 579.9	\$ 587.5	\$ 558.5	\$ 567.6	\$ 586.4	\$ 600.6	\$ 608.4	\$ 616.3	\$ 628.4	\$ 634.6
In 2020 Dollars	\$ 692.6	\$ 690.1	\$ 632.7	\$ 628.7	\$ 649.6	\$ 664.9	\$ 655.9	\$ 638.7	\$ 638.5	\$ 634.6

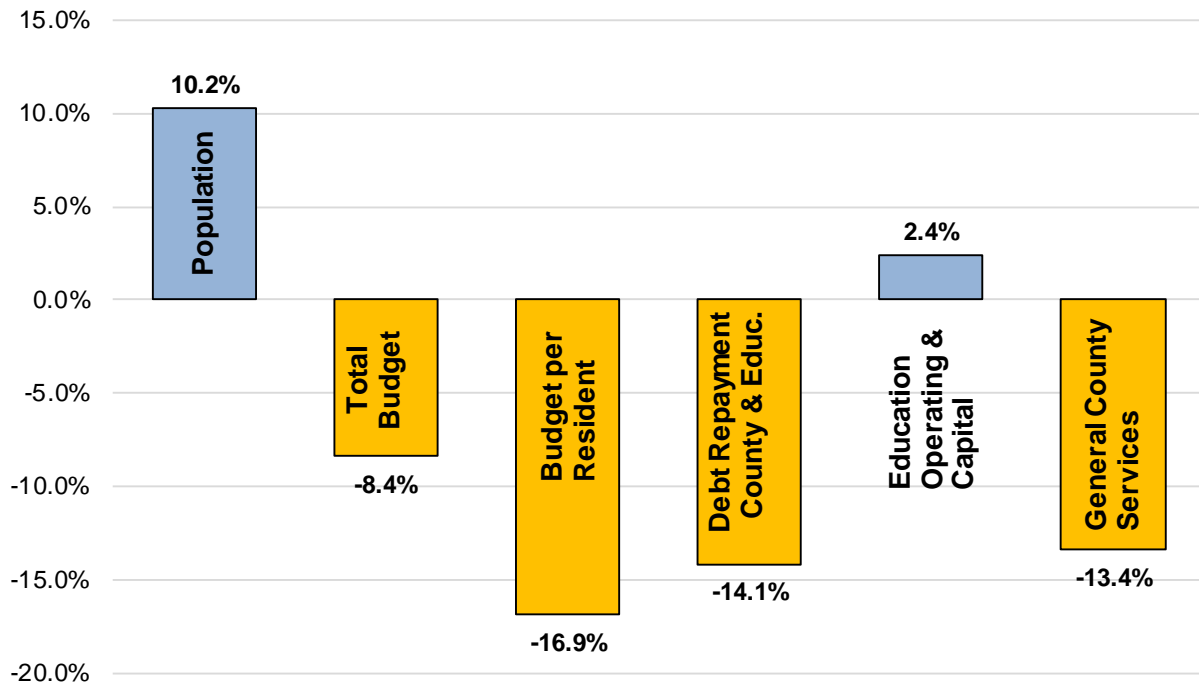
Likewise, after controlling for the effects of inflation, the county's budget per person has fallen by \$237 or 17%, from \$1,400 to \$1,164.



Fiscal Year	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Budget Total	\$ 1,172	\$ 1,171	\$ 1,101	\$ 1,109	\$ 1,135	\$ 1,146	\$ 1,152	\$ 1,156	\$ 1,166	\$ 1,164
In 2020 Dollars	\$ 1,400	\$ 1,376	\$ 1,248	\$ 1,229	\$ 1,257	\$ 1,269	\$ 1,242	\$ 1,198	\$ 1,185	\$ 1,164

Inflation-adjusted percent changes over the last 10 years in various budget categories are shown in the following chart. Although the county's population has increased by 10% since July 2011, the inflation-adjusted budget per resident has fallen by 17%. Debt repayment has decreased by 14%, while Education operating and capital spending has not changed and spending on all other county services has fallen by almost 14%.

10-Year Percent Changes Budgets adjusted for Inflation - 2020 (Q1) Dollars



Future General Fund Budget Projections

Due to the many unknowns presented by the COVID-19 pandemic, a 10 year projection must deal with the many unknowns present at the time this budget was adopted and should be considered only one anticipated option of several possibilities. Indications prior to the impact of the pandemic showed continued sales tax and property value growth, though, as in prior years, not enough to resolve the budgetary pressures of deferred maintenance and the county's capital plan, among other needs.

The overall observations from the FY 2019-20 10-year projection still remain true: Despite modest changes in overall expense amounts, the ten-year projections indicate a sizable gap between recurring revenues and recurring expenses. The county has relied on fund balance to fill the gap in past adopted budgets. Fortunately, close monitoring of expenses, one-time revenues from state legislative changes, increases in revenues because of the improving economy, and a delay in the sale of the remaining 2008 voter-approved bonds allowed the county to add to, rather than use, fund balance for several years. In FY 2017-18, however, the county had to use approximately \$5 million of its savings to pay recurring expenses, \$5 million in FY 2018-19, and was projected to use about the same amount again in FY 2019-20 prior to the impact of COVID-19. These uses of fund balance have decreased the amount of savings the county has available for use in emergencies and to comply with the state's recommended level of reserves. Additional recurring revenues or the elimination of recurring expenses will be required in future budgets to correct this structural imbalance and eliminate annual operating deficits so the county is better prepared to respond in the case of significant emergencies such as pandemics and natural disasters without having to rely heavily on external emergency support.

Guilford County
General Fund 10-Year Projections

Estimates at 6/30/2020

	FY 2020 ACTUAL	FY 2021 ADOPTED	Pick %	FY 2022 PROJECTION	FY 2023 PROJECTION	FY 2024 PROJECTION	FY 2025 PROJECTION	FY 2026 PROJECTION	FY 2027 PROJECTION	FY 2028 PROJECTION	FY 2029 PROJECTION	FY 2030 PROJECTION
EXPENSE												
General County Services												
Personnel Services	193,425,570	212,348,915	3.0%	218,719,382	228,370,964	238,312,093	245,461,456	252,825,299	260,410,058	268,222,360	276,269,031	284,557,102
Fund Pay Study Phases 2 & 3?												
			2 Yrs	3,000,000	3,000,000							
Supplies & Materials	10,878,562	12,609,427	2.0%	12,126,616	12,369,148	12,616,531	12,868,861	13,126,239	13,388,763	13,656,539	13,929,669	14,208,263
Other Services & Charges	61,278,388	69,106,702	2.0%	70,488,836	71,898,613	73,336,585	74,803,317	76,299,383	77,825,371	79,381,878	80,969,516	82,588,906
Human Services Assistance	14,590,449	17,070,335	2.0%	17,411,742	17,759,977	18,115,176	18,477,480	18,847,029	19,223,970	19,608,449	20,000,618	20,400,631
Capital	8,780,282	1,232,003	2.0%	3,849,625	3,926,618	4,005,150	4,085,253	4,166,958	4,250,297	4,335,303	4,422,009	4,510,449
Other	(292,034)	(400,000)	1.0%	(404,000)	(408,040)	(412,120)	(416,242)	(420,404)	(424,608)	(428,854)	(433,143)	(437,474)
	288,661,217	311,967,382		325,192,201	336,917,279	345,973,414	355,280,125	364,844,504	374,673,851	384,775,675	395,157,700	405,827,876
Debt Repayment (existing & planned as of 6/30/20)												
	93,079,571	90,790,986		93,437,594	106,409,068	114,690,573	111,436,140	89,957,008	86,992,300	68,624,755	60,343,898	53,236,917
Plan for future needs with Debt Repayment Leveling?												
			Yes	-	-	-	-	3,122,563	6,087,271	24,454,816	32,735,673	39,842,654
Transfer to Capital for Special Facility Maintenance												
	2,275,887	1,500,000	2.0%	1,530,000	1,560,600	1,591,812	1,623,648	1,656,121	1,689,244	1,723,029	1,757,489	1,792,639
Fund projected facility needs?												
			Part	765,000	1,147,500	1,170,450	1,193,859	1,217,736	1,242,091	1,266,933	1,292,271	1,318,117
Transfer to Capital for the Capital Investment Plan												
	791,000	-	0.0%	1,011,000	1,011,000	1,011,000	1,011,000	1,011,000	1,011,000	1,011,000	1,011,000	1,011,000
Fund planned CIP projects?												
			No	-	-	-	-	-	-	-	-	-
Education												
Guilford County Schools - Operating	206,610,398	209,610,398	2.0%	213,802,606	218,078,658	222,440,231	226,889,036	231,426,817	236,055,353	240,776,460	245,591,989	250,503,829
Guilford County Schools - Capital	6,116,528	3,116,528	2.0%	3,178,859	3,242,436	3,307,284	3,373,430	3,440,899	3,509,717	3,579,911	3,651,509	3,724,539
Guilford Tech Comm College - Operating	16,650,000	17,100,000	2.0%	17,442,000	17,790,840	18,146,657	18,509,590	18,879,782	19,257,377	19,642,525	20,035,375	20,436,083
Guilford Tech Comm College - Capital	1,000,000	550,000	2.0%	561,000	572,220	583,664	595,338	607,244	619,389	631,777	644,413	657,301
	230,376,926	230,376,926		234,984,465	239,684,154	244,477,837	249,367,394	254,354,741	259,441,836	264,630,673	269,923,287	275,321,752
TOTAL EXPENSE	615,184,601	634,635,294		656,920,259	686,729,600	708,915,086	719,912,165	716,163,674	731,137,593	746,486,880	762,221,318	778,350,955
Percent Change				3.5%	4.5%	3.2%	1.6%	-0.5%	2.1%	2.1%	2.1%	2.1%
Coronavirus Relief Act (CARES) Funds												
CARES Eligible Personnel & Capital Expenses	(14,630,000)	(12,572,031)										
Remaining Non-CARES Expense	600,554,601	622,063,263										
REVENUE												
Taxes												
Property Taxes	385,098,828	389,215,000	2.0%	396,999,300	404,939,286	413,038,072	421,298,833	429,724,810	438,319,306	447,085,692	456,027,406	465,147,954
Sales Taxes	85,494,563	80,000,000	3.0%	82,400,000	84,872,000	87,418,160	90,040,705	92,741,926	95,524,184	98,389,909	101,341,607	104,381,855
1/4 cent Sales Tax Increase?												
			Yes	17,304,000	17,823,120	18,357,814	18,908,548	19,475,804	20,060,079	20,661,881	21,281,737	21,920,189
Other Taxes	4,690,973	4,242,500	3.0%	4,369,775	4,500,868	4,635,894	4,774,971	4,918,220	5,065,767	5,217,740	5,374,272	5,535,500
Penalties, Fines & Forfeiture	1,496,101	1,256,400	2.0%	1,281,528	1,307,159	1,333,302	1,359,968	1,387,167	1,414,910	1,443,209	1,472,073	1,501,514
Licenses and Permits	2,197,324	1,934,151	2.0%	1,972,834	2,012,291	2,052,537	2,093,587	2,135,459	2,178,168	2,221,732	2,266,166	2,311,489
Intergovernmental	64,409,281	71,661,472	3.0%	73,811,316	76,025,656	78,306,425	80,655,618	83,075,287	85,567,545	88,134,572	90,778,609	93,501,967
Charges for Services	38,541,385	40,947,463	2.0%	41,766,412	42,601,741	43,453,775	44,322,851	45,209,308	46,113,494	47,035,764	47,976,479	48,936,009
Other Financing Sources	1,125,867	190,400	2.0%	194,208	198,092	202,054	206,095	210,217	214,421	218,710	223,084	227,546
Miscellaneous Revenues	8,257,331	7,067,432	1.0%	7,138,106	7,209,487	7,281,582	7,354,398	7,427,942	7,502,221	7,577,244	7,653,016	7,729,546
TOTAL REVENUES	591,311,653	596,514,818		627,237,480	641,489,699	656,079,615	671,015,574	686,306,140	701,960,096	717,986,451	734,394,449	751,193,570

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

Estimates at 6/30/2020

	FY 2020 ACTUAL	FY 2021 ADOPTED	Pick %	FY 2022 PROJECTION	FY 2023 PROJECTION	FY 2024 PROJECTION	FY 2025 PROJECTION	FY 2026 PROJECTION	FY 2027 PROJECTION	FY 2028 PROJECTION	FY 2029 PROJECTION	FY 2030 PROJECTION
Revenues less Expenses	(23,872,948)	(38,120,476)		(29,682,779)	(45,239,901)	(52,835,471)	(48,896,591)	(29,857,534)	(29,177,497)	(28,500,429)	(27,826,870)	(27,157,385)
Departmental Assigned and Restricted Fund Balances	3,252,333	2,842,308		1,841,108	1,919,156	1,988,352	2,041,798	2,096,723	2,153,168	2,211,177	2,270,794	2,332,064
Debt Premium Funds*	7,641,123	1,655,800		13,365,231	11,111,876							
Net Funding Needed	(12,979,492)	(33,622,368)		(14,476,440)	(32,208,870)	(50,847,119)	(46,854,793)	(27,760,811)	(27,024,329)	(26,289,252)	(25,556,076)	(24,825,321)
ADJUSTED Revenues less Expense (reflects average historic ratios of actual to budgeted amounts)												
Expenses	600,554,601	616,426,625		647,286,074	676,658,240	698,518,361	709,354,160	705,660,643	720,414,959	735,539,139	751,042,821	766,935,905
Revenues	591,311,653	597,124,955		632,608,741	646,983,007	661,697,861	676,761,723	692,183,227	707,971,234	724,134,829	740,683,334	757,626,312
Department Fund Balances & Bond Premiums	10,893,456	4,498,108		15,206,339	13,031,031	1,988,352	2,041,798	2,096,723	2,153,168	2,211,177	2,270,794	2,332,064
Net Funding Needed	1,650,508	(14,803,562)		529,006	(16,644,202)	(34,832,147)	(30,550,640)	(11,380,693)	(10,290,558)	(9,193,133)	(8,088,693)	(6,977,529)
Unassigned Fund Balance at Year-End	79,890,903	65,087,341		65,616,347	48,972,145	14,139,998	(16,410,641)	(27,791,334)	(38,081,892)	(47,275,026)	(55,363,719)	(62,341,248)
% of Next Year's Budget	12.6%	9.9%		9.5%	6.9%	1.9%	-2.2%	-3.8%	-5.1%	-6.2%	-7.1%	

Assumptions:

Personnel costs increase at the FY 2020-21 merit pool rate of 3.0% per year while Supplies & Materials, Other Services & Charges, Human Services Assistance and Capital increase at 2% per year.

Debt Service reflects existing and anticipated repayment schedules.

Transfer to Capital for Special Facility Maintenance meets the average recommended funding based on APPA and county benchmarks for square footage and replacement value of buildings as of the FY 2020-21 budget.

Transfer to Capital (County) reflects cash funding needed in planned Capital Investment Program (CIP) to complete all projects through 2030 as funding is available and is maintained in future years to provide cash funding for future needs.

Guilford County Schools (GCS) operating expense increases by approximately 2% each year, based on the rate of increase in property values and the increase in the FY 2019-20 budget. The Board of Education requested a total of \$20 million in base capital maintenance (excl. security projects) for FY 2020-21. The plan assumes a return to pre-COVID levels of funding by FY 2022-23 and the same property value-based rate of increase after that.

Guilford Technical Community College (GTCC) operating expense increases at the same rate as Guilford County Schools each year, the FY 19-20 approved increase.

The plan assumes a return to pre-COVID levels of funding by FY 2022-23 and the same rate rate of increase as operating after that.

Sales Taxes and Other Taxes increase at 3% per year, and voters approve the referendum for a 1/4 cent sales tax increase on the ballot in November 2020. Intergovernmental Revenues increase at approximately the same rate as expenses reflecting their relationship with reimbursable services like Social Services. Property Taxes and all revenues are projected to increase 2% per year. Property Taxes and all other revenues are projected to increase 2% per year.

Education and Related Debt

\$307.2 million

The budget includes \$307.2 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 \$5.2 million less than the amount included in the previous budget.

The budget includes no net change for GCS and charter schools, but it does shift \$3 million to operating funds from GCS capital maintenance and repair funds. The total operating and capital budget for GTCC also remains the same as last year at \$17.65 million including a similar shift of \$450,000 from capital to operating for community college. \$5.2 million less is budgeted for repayment of voter-approved debt that was issued for the construction and renovation of school and community college facilities.

Education and education-related debt payments make up about 49% of total General Fund expenditures. However, only a small amount of non-county funding is received to offset these expenditures. As a result, the county must allocate over 58 cents of every dollar of property tax collected for Education expenses.

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	vs. FY20 Adopted	
						\$ chg	% chg
Guilford County Schools (GCS) including Operating Expense Allocations for Charter Schools							
Operating Expenses	\$202,610,398	\$206,610,398	\$207,410,398	\$209,610,398	\$209,610,398	\$3,000,000	1.5%
Capital Maintenance	\$6,000,000	\$6,116,528	\$6,116,528	\$3,116,528	\$3,116,528	-\$3,000,000	-49.0%
Debt Repayment	\$72,160,250	\$72,214,985	\$72,207,156	\$67,551,167	\$67,551,167	-\$4,663,818	-6.5%
Total	\$280,770,648	\$284,941,911	\$285,734,082	\$280,278,093	\$280,278,093	-\$4,663,818	-1.6%
Guilford Technical Community College (GTCC)							
Operating Expenses	\$16,150,000	\$16,650,000	\$16,650,000	\$17,100,000	\$17,100,000	\$450,000	2.7%
Capital Maintenance	\$1,500,000	\$1,000,000	\$1,000,000	\$550,000	\$550,000	-\$450,000	-45.0%
Debt Repayment	\$9,974,333	\$9,805,367	\$9,804,299	\$9,293,645	\$9,293,645	-\$511,722	-5.2%
Total	\$27,624,333	\$27,455,367	\$27,454,299	\$26,943,645	\$26,943,645	(\$511,722)	-1.9%
Total Education	\$308,394,981	\$312,397,278	\$313,188,381	\$307,221,738	\$307,221,738	-\$5,175,540	-1.7%
Sources of Funds							
Federal & State Funds							
<i>Lottery Funds</i>	\$ 4,799,500	\$ 4,750,000	\$ 4,750,000	\$ 4,750,000	\$ 4,750,000	\$0	0.0%
<i>American Rec/Reinvest Act</i>	\$ 2,178,273	\$ 2,169,810	\$ 2,169,810	\$ 2,169,810	\$ 2,169,810	\$0	0.0%
County Funds	\$ 301,417,208	\$ 305,477,468	\$ 306,268,571	\$ 300,301,928	\$ 300,301,928	-\$5,175,540	-1.7%
Sources of Funds	\$ 308,394,981	\$ 312,397,278	\$ 313,188,381	\$ 307,221,738	\$ 307,221,738	-\$5,175,540	-1.7%

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

For public school systems, the General Statutes require that the following categories be provided for mainly from local funds: buildings, furniture, and apparatus; garage and maintenance equipment for school buses; liability insurance; maintenance of plant; site acquisition; furnishing of

superintendent's office; school building supplies; and water supply and sewerage facilities. Part of the local funds allocation is also shared with charter schools based on the average per pupil budget.

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

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

Guilford County Schools

The total budget presented by the Superintendent to the Guilford County Board of Education (BoE) from all funding sources is \$842.6 million. (This includes capital maintenance funds but excludes debt repayment for school needs. Debt payments are included in the county's budget, not the Board of Education's budget.) Approximately 70% of the requested funding would come from the state and federal governments and other non-Guilford County sources. The Board of Education will finalize its request and present it to the Board of Commissioners in mid-May.

The Superintendent's request from the county for the local part of the total budget is \$234.1 million, or \$21.4 million more than the previous year's budget (+\$7.5 million in additional operating funding and an additional \$13.9 million for capital maintenance needs). More information about the Board of Education's request is included in the Education section of this document.

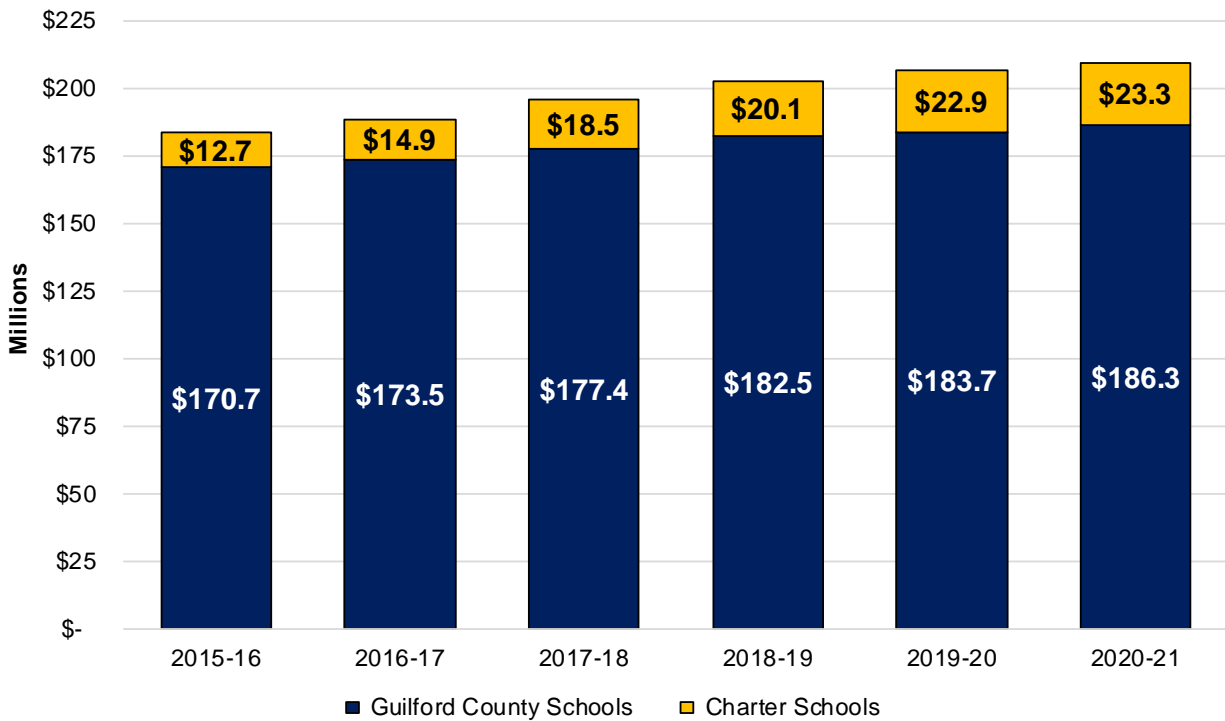
The FY 2020-21 local Operating and Capital Maintenance Budget for the Guilford County Schools is \$212,726,926, the same total amount as the previous year's adopted budget.

- **The budget includes an increase in operating funding of \$3 million from \$206,610,398 to \$209,610,398.** This allocation increases the county's projected per pupil operating allocation from \$2,554 to \$2,611, based on state student population estimates. For FY 19-20, the county ranked 6th highest in local operating funding per pupil among the 10 largest counties and 14th among all counties. The Board of Commissioners previously set per pupil target funding levels of third among the 10 largest counties and within the top 10 among all counties. Rankings for FY 2020-21 will not be available until all counties adopt their budgets.
- The Board of Education has responsibility for determining the final allocation of these funds and may choose to allocate all or some of the county budget for pay increases for locally funded teachers, operating expenses for new facilities, or other system needs. Per state law, the local county appropriation must be shared on a per pupil basis with charter schools that have enrolled students from Guilford County
- **The county funding for capital maintenance and repair projects is \$3,116,528 million, a decrease of \$3 million over the previous budget.** At the present time, the Board of Education is not required to appropriate local capital funds to charter schools.
- A property tax rate increase of 4.04 cents would be needed to fully fund the Superintendent's request. (Note: Guilford County Government does not allocate operating funding directly to charter schools. Guilford County Schools allocates a per pupil amount to the charter schools from its county allocation based on final funding and student population numbers and actual charter school enrollment.)

In addition to the operating and capital maintenance funding described above, the budget includes \$67.6 million dollars for the repayment of voter-approved bonds for school construction and renovation projects.

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

**Estimated Allocation of County Operating Budget
for Public Schools**

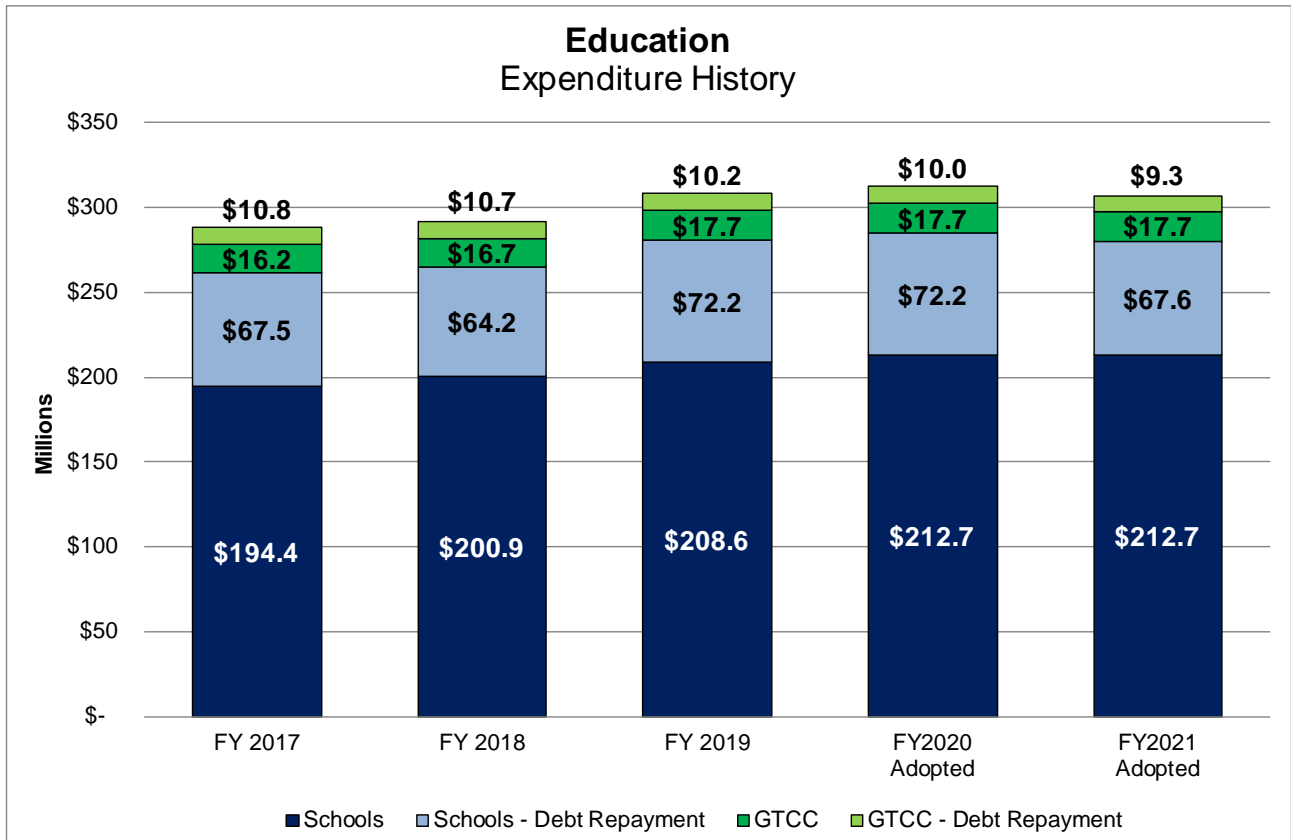


Guilford Technical Community College

The Guilford Technical Community College’s Board of Trustees has requested a total budget of \$19,855,000 from Guilford County - \$17,675,000 in operating funds and \$2,180,000 in capital outlay funds. This request is \$2.2 million higher than the current year’s budget. More details about the Board of Trustee’s request may be found in the Education section of this document.

- **The FY 2020-21 budget increases the operating allocation for Guilford Technical Community College by \$450,000 million to \$17,100,000.** The additional support will assist the College in paying for the operating costs of new facilities and other expenses for which the county is responsible for funding.
- **The budget includes \$550,000 for capital maintenance and repairs, \$450,000 less than the amount appropriated in the previous budget.**

The county budget also allocates \$9.3 million for debt repayment for voter-approved bonds for new and renovated community college facilities.



Human Services

\$124.9 million

The recommended budget includes \$124.9 million for Human Services expenditures, an increase of \$5.9 million (5.0%) from the current year's budget. Human Services is the second largest expenditure category and accounts for almost 20% of General Fund expenditures. Departments in this category include Public Health; Social Services; local support for mental health, developmental disability, and substance abuse services; and Human Services Transportation.

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	vs. FY20 Adopted	
						\$ chg	% chg
Department							
Child Support Enforcement	\$6,324,859	\$6,747,354	\$6,880,273	\$6,902,972	\$7,039,530	\$292,176	4.3%
Coordinated Services	\$1,304,911	\$1,274,437	\$1,541,090	\$1,271,447	\$1,271,447	(\$2,990)	-0.2%
Mental Health	\$9,674,000	\$9,674,000	\$9,674,000	\$10,331,409	\$10,331,409	\$657,409	6.8%
Public Health	\$33,529,676	\$36,518,294	\$38,937,735	\$38,231,116	\$38,682,400	\$2,164,106	5.9%
Social Services	\$57,973,958	\$63,343,284	\$65,965,758	\$65,970,152	\$66,020,152	\$2,676,868	4.2%
Transportation	\$1,538,338	\$1,122,950	\$1,203,590	\$1,267,580	\$1,272,580	\$149,630	13.3%
Veterans Services	\$120,970	\$281,017	\$286,017	\$286,791	\$291,791	\$10,774	3.8%
Total Expenditures	\$110,466,712	\$118,961,336	\$124,488,463	\$124,261,467	\$124,909,309	\$5,947,973	5.0%
Sources of Funds							
Federal & State Funds	\$51,624,847	\$56,346,893	\$57,703,875	\$58,315,096	\$58,647,808	\$2,300,915	4.1%
User Charges	\$7,219,790	\$8,753,768	\$8,764,768	\$8,257,107	\$8,257,107	(\$496,661)	-5.7%
Other	\$1,800,979	\$1,966,386	\$2,422,284	\$2,561,498	\$2,561,498	\$595,112	30.3%
Fund Balance	\$3,163,101	\$1,648,572	\$2,198,658	\$2,480,039	\$2,485,439	\$836,867	50.8%
County Funds	\$46,657,995	\$50,245,717	\$53,398,878	\$52,647,727	\$52,957,457	\$2,711,740	5.4%
Sources of Funds	\$110,466,712	\$118,961,336	\$124,488,463	\$124,261,467	\$124,909,309	\$5,947,973	5.0%
Permanent Positions	1,144.950	1,149.950	1,183.950	1,190.950	1,192.950	43.000	3.7%

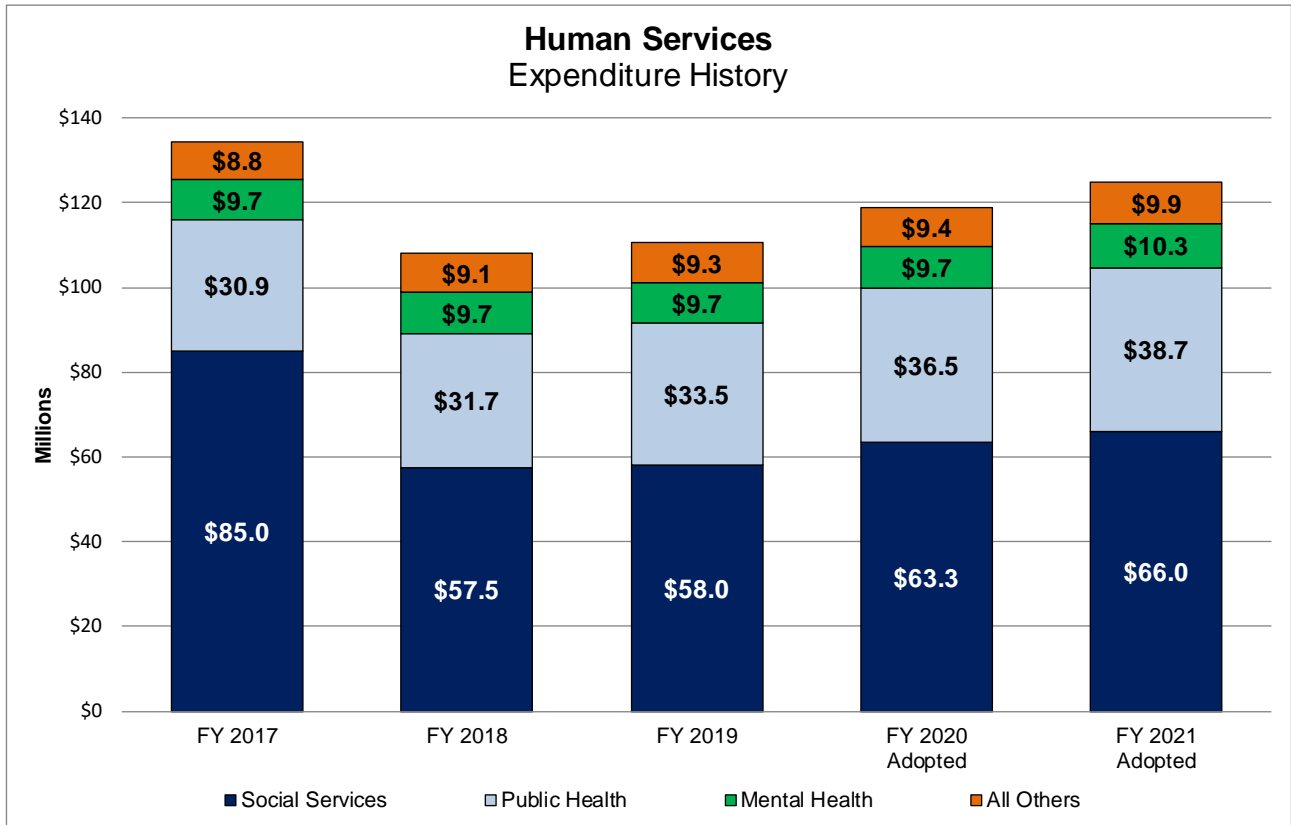
Six new positions including a Mental Health Director have been added to the Mental Health budget to oversee and provide security for operations at the county's new 16 bed adult mental health facility. The building is currently under construction and is anticipated to be completed in Fall 2020. These positions are budgeted accordingly, with the director starting in September 2020 and the deputy sheriffs in late January 2021. Additional funding for some facility operating expenses has also been included (\$657,500 total for FY 2021; \$1.025 million annually).

One new Infant Mortality Coordinator position has been added to Public Health to expand on the county's health outreach and education programs with a focus on reducing infant mortality among African-American and minority populations. This position is budgeted to start in September 2020 to allow staff time to recover from COVID-19 response efforts (\$57,700 in FY 2021; \$73,125 annually). The budget also includes \$609,565 for 10 grant-funded nurse and clinical support positions added in FY 2019-20.

The Social Services budget includes full funding for twenty-four eligibility caseworkers and supervisors added by the Board during last fiscal year after the original budget was adopted (\$1 million total; \$278,000 net county dollars after federal reimbursement). These positions will support processing of Medicaid applications to meet state and federal timeliness standards.

Child Support Enforcement received a Deputy Director and a Child Support Manager to start in October 2020 to provide capacity for strategic development, process review, and continuous improvement and to improve long-term continuity of operations for necessary business functions in the department (\$131,600 total or \$43,400 net in FY 2021; \$182,600 total or \$60,300 net after reimbursement annually).

No departments received significant non-personnel budget increases in FY 2020-21.



Public Safety

\$119.1 million

At 19% 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 \$119.1 million for Public Safety services, an increase of \$2.9 million (2.6%) over the prior year's budget. Revenues offset approximately 28% of total expenses.

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	vs. FY20 Adopted	
						\$ chg	% chg
Department							
Animal Services	\$3,647,147	\$4,235,302	\$4,490,938	\$4,247,636	\$4,252,636	\$17,334	0.4%
Juvenile Detention	\$2,335,295	\$2,883,116	\$2,688,741	\$3,117,484	\$3,122,484	\$239,368	8.3%
Emergency Services	\$30,127,149	\$32,698,734	\$33,215,062	\$33,808,504	\$34,009,504	\$1,310,770	4.0%
Family Justice Center	\$630,867	\$819,086	\$859,086	\$889,502	\$955,434	\$136,348	16.6%
Inspections	\$2,445,884	\$2,537,285	\$2,472,093	\$2,569,937	\$2,574,937	\$37,652	1.5%
Law Enforcement	\$67,929,679	\$69,295,243	\$72,686,261	\$70,462,834	\$70,512,834	\$1,217,591	1.8%
Court Services	\$898,093	\$1,080,748	\$1,120,084	\$1,102,917	\$1,107,917	\$27,169	2.5%
Security	\$2,089,980	\$2,540,574	\$2,628,490	\$2,532,557	\$2,537,557	(\$3,017)	-0.1%
Total Expenditures	\$110,104,094	\$116,090,088	\$120,160,755	\$118,731,371	\$119,073,303	\$2,983,215	2.6%
Sources of Funds							
Federal & State Funds	\$1,219,390	\$1,457,008	\$2,473,631	\$2,137,688	\$2,137,688	\$680,680	46.7%
User Charges	\$27,666,917	\$29,241,550	\$29,241,550	\$29,033,466	\$29,033,466	(\$208,084)	-0.7%
Other	\$1,747,869	\$1,225,210	\$1,373,835	\$1,314,560	\$1,315,560	\$90,350	7.4%
Fund Balance	\$861,346	\$341,046	\$1,023,574	\$305,446	\$305,446	(\$35,600)	-10.4%
County Funds	\$78,608,572	\$83,825,274	\$86,048,165	\$85,940,211	\$86,281,143	\$2,455,869	2.9%
Sources of Funds	\$110,104,094	\$116,090,088	\$120,160,755	\$118,731,371	\$119,073,303	\$2,983,215	2.6%
Permanent Positions	1,072.400	1,092.400	1,095.400	1,095.400	1,096.400	4.000	0.4%

The Law Enforcement budget includes additional funds for medical care of inmates (\$630,000) and includes funding for 5 replacement vehicles.

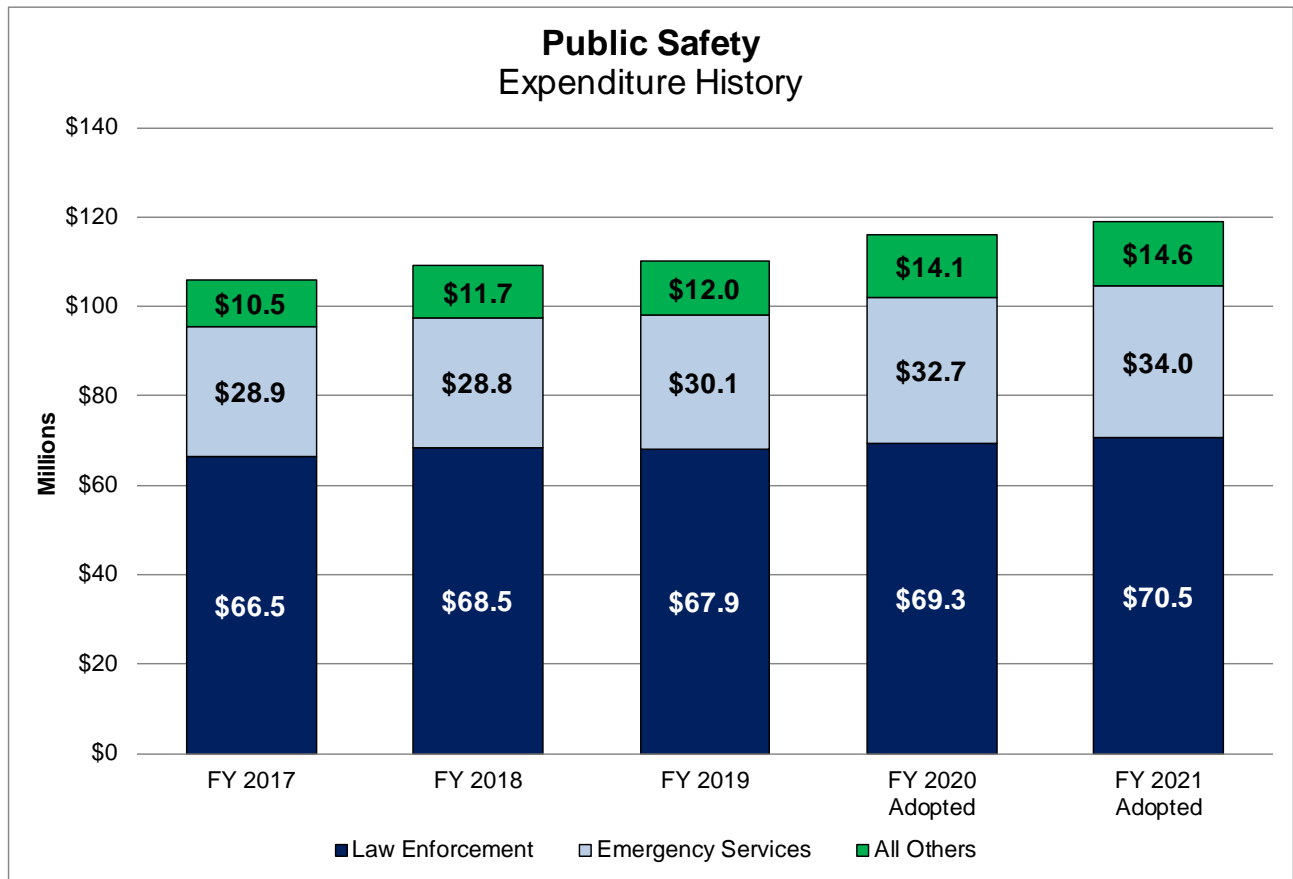
The Emergency Services (ES) and Guilford-Metro 911 Communications budgets include:

- A decrease of \$260,400 in the county's share of Guilford-Metro 911 expenses. Costs are shared with Greensboro based upon usage by participating county and city departments during the previous calendar year. The county will pay 40% of GM 911's net expenses next year, the same as the previous year.
- One replacement staff vehicle.
- \$200,000 in funding to maintain the GC STOP Program. \$100,000 of this expense will be offset with ABC bottle tax revenues found in the Human Services service area.

The Juvenile Detention/Court Alternatives budget includes the full year impact of four new positions (three Juvenile Counselor Technicians and one Human Services coordinator) added in FY 2019-20 to provide adequate supervision and programming for juveniles after the Raise the Age legislation took effect December 1, 2019 (\$408,000) plus \$42,000 for increased medical care of youth in the detention center and \$40,000 for replacement of kitchen equipment at the end of its service life.

The Family Justice Center budget includes one new Navigator position (\$61,000) as well as an additional \$22,650 for the Victims of Crimes Act grant which includes two existing positions for child trauma and elder justice services.

Animal Services received full-year funding for the five positions added in FY 2019-20 including a Veterinarian and a Customer Service Manager (\$192,000). Additional funds are also included in the Security budget for higher costs associated with the master security services contract and for enhancements at county facilities (\$150,000).



Support Services & Capital Needs

\$21.8 million

At \$21.8 million, Guilford County's Support Services departments make up 3% 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.

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	vs. FY20 Adopted	
						\$ chg	% chg
Department							
Facilities	\$7,315,680	\$10,336,634	\$9,179,018	\$9,108,812	\$9,208,812	(\$1,127,822)	-10.9%
Information Services	\$10,659,673	\$11,164,933	\$11,845,623	\$11,771,804	\$11,776,804	\$611,871	5.5%
Fleet Operations	\$1,161,289	\$1,096,999	\$1,153,337	\$785,669	\$790,669	(\$306,330)	-27.9%
Transfer to Capital Plan	\$2,000,000	\$1,011,000	\$3,066,887	\$0	\$0	(\$1,011,000)	-100.0%
Total Expenditures	\$21,136,642	\$23,609,566	\$25,244,865	\$21,666,285	\$21,776,285	(\$1,833,281)	-7.8%
Sources of Funds							
User Charges	\$713,498	\$763,000	\$763,000	\$748,000	\$748,000	(\$15,000)	-2.0%
Other	\$762,113	\$676,478	\$826,478	\$676,478	\$676,478	\$0	0.0%
County Funds	\$19,661,031	\$22,170,088	\$23,655,387	\$20,241,807	\$20,351,807	(\$1,818,281)	-8.2%
Sources of Funds	\$21,136,642	\$23,609,566	\$25,244,865	\$21,666,285	\$21,776,285	(\$1,833,281)	-7.8%
Permanent Positions	112.000	112.000	112.000	113.000	113.000	1.000	0.9%

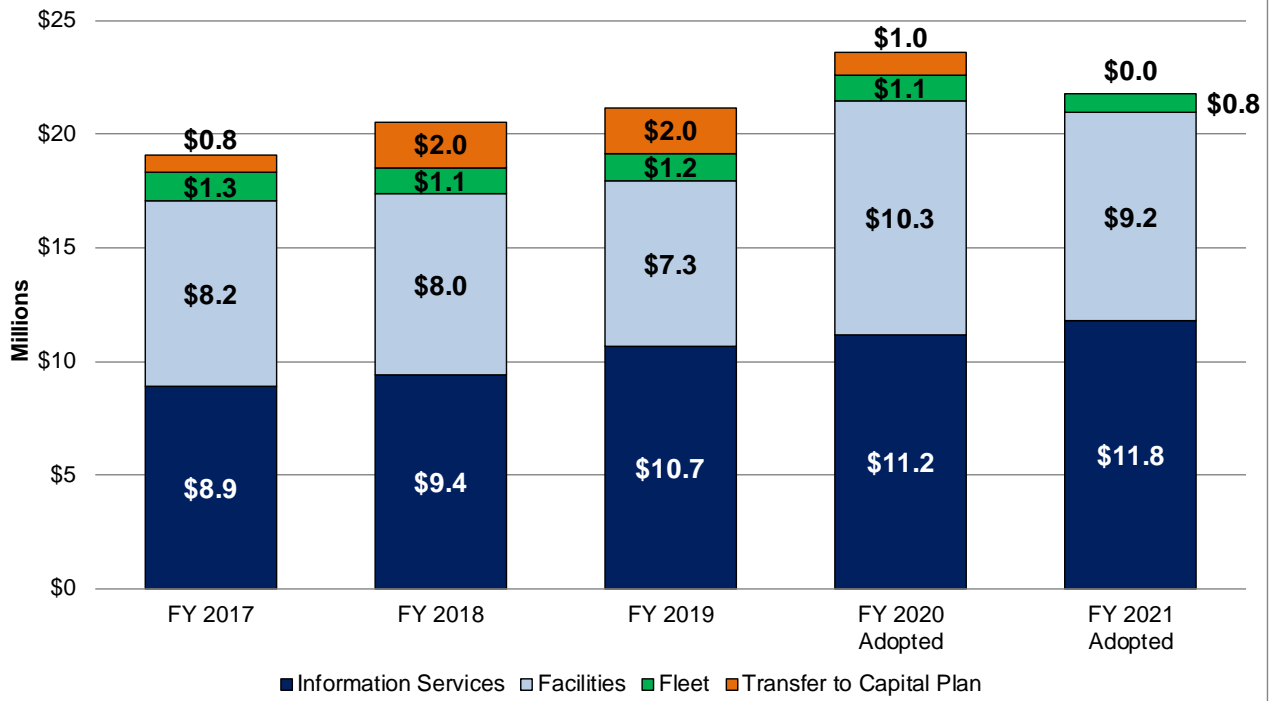
The decrease in the Facilities budget reflects a reduction in major facility maintenance from \$2.5 million to \$1 million. This decrease was one of the major changes made to prepare a budget that maintained external community services levels without a property tax increase. This reduction, however, defers needed maintenance and is likely to increase repair costs for public facilities over the next several years.

The Information Services budget includes one new IT Security Manager Position (\$97,600 annually) to protect the county's information technology infrastructure and data and help ensure the county follows information security best practices, complies with state and federal cyber security requirements, and develops internal security training for staff. This budget also includes the costs associated with county's new enterprise resource planning software, Munis, as well as county-wide technology needs.

The Fleet Operations annual budget is reduced by \$306,330, and only includes funds for only five general fleet vehicles. This reflects the reduction in vehicle purchases necessary to balance the budget after the revenue impacts of COVID-19 which results in the deferment of other needed replacements until future years.

The budget pauses the cash transfer for the county's Capital Investment Plan (CIP), reducing it from \$1.1 million to \$0 for FY 2021. Interest on the capital fund balance will still accrue, but proceeds are expected to be minimal. Like the reductions in facility maintenance and vehicle replacements, this decrease was made to maintain community service levels and avoid a property tax increase. However, the county's CIP is not fully funded and additional cash funds or debt issues will be required to fully fund all of the planned projects.

Support Services Expenditure History



General Government

\$35.7 million

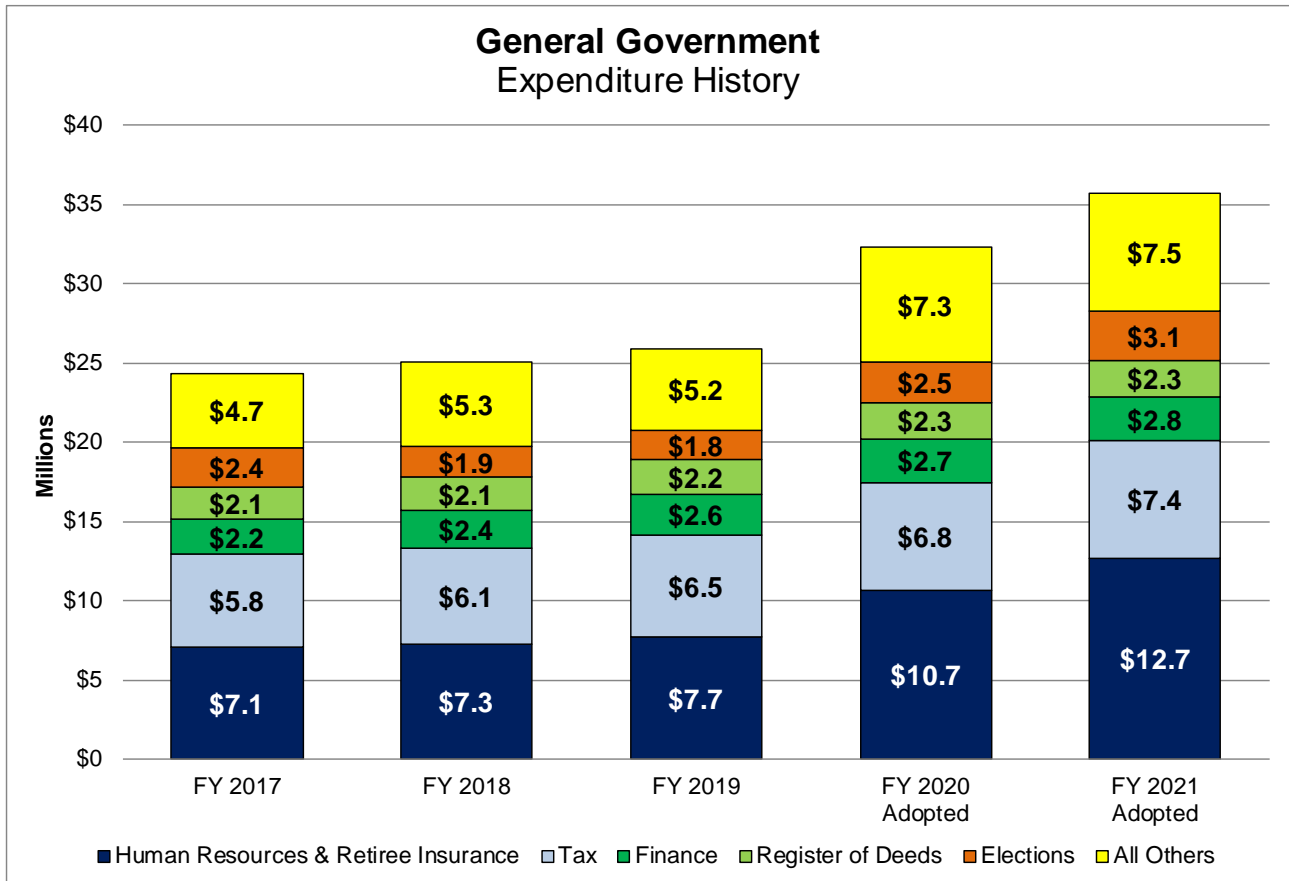
General Government departments provide for the overall policy direction, administration, record keeping, and fiscal and legal management of the county. Among others, this category includes the budgets for the Guilford County Board of Commissioners, the Clerk to the Board, County Administration, the County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

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	vs. FY20 Adopted	
						\$ chg	% chg
Department							
Budget & Management	\$529,635	\$726,315	\$774,989	\$877,029	\$882,029	\$155,714	21.4%
Commissioners & Clerk	\$800,670	\$1,440,605	\$1,558,997	\$1,096,729	\$1,131,729	(\$308,876)	-21.4%
County Administration	\$862,743	\$1,544,356	\$1,531,469	\$1,557,867	\$1,762,867	\$218,511	14.1%
County Attorney	\$2,231,573	\$2,589,839	\$2,660,010	\$2,617,522	\$2,622,522	\$32,683	1.3%
Elections	\$1,847,559	\$2,497,614	\$2,723,053	\$3,059,272	\$3,064,272	\$566,658	22.7%
Finance	\$2,553,721	\$2,736,368	\$2,808,268	\$2,807,223	\$2,812,223	\$75,855	2.8%
Human Resources	\$7,689,466	\$10,685,800	\$9,751,388	\$12,687,299	\$12,692,299	\$2,006,499	18.8%
Internal Audit	\$471,815	\$624,200	\$662,330	\$652,468	\$657,468	\$33,268	5.3%
Purchasing	\$272,415	\$330,815	\$360,815	\$394,797	\$399,797	\$68,982	20.9%
Register of Deeds	\$2,186,244	\$2,330,846	\$2,335,846	\$2,289,633	\$2,294,633	(\$36,213)	-1.6%
Tax	\$6,463,820	\$6,781,947	\$7,942,875	\$7,371,756	\$7,376,756	\$594,809	8.8%
Total Expenditures	\$25,909,661	\$32,288,705	\$33,110,040	\$35,411,595	\$35,696,595	\$3,407,890	10.6%
Sources of Funds							
Federal & State Funds	\$31,695	\$27,028	\$1,027,028	\$27,776	\$762,776	\$735,748	2722.2%
User Charges	\$3,833,253	\$3,971,452	\$3,971,452	\$3,641,394	\$3,641,394	(\$330,058)	-8.3%
Other	\$3,918,486	\$3,455,902	\$3,455,902	\$3,654,800	\$3,904,800	\$448,898	13.0%
Fund Balance	\$97,409	\$124,579	\$124,579	\$49,980	\$49,980	(\$74,599)	-59.9%
County Funds	\$18,028,818	\$24,709,744	\$24,531,079	\$28,037,645	\$27,337,645	\$2,627,901	10.6%
Sources of Funds	\$25,909,661	\$32,288,705	\$33,110,040	\$35,411,595	\$35,696,595	\$3,407,890	10.6%
Permanent Positions	203.400	204.400	206.400	206.400	206.400	2.000	1.0%

General Government expenditures total \$35.7 million and are about 6% of total general fund expenditures. Total expenditures for FY 2020-21 are about \$3.4 million higher than those adopted for the previous year. Major changes in General Government department include:

- The budget postpones funding for the implementation of phase 2 of the county's market-based compensation study recommendations (\$2.5 million). This study is planned to be implemented in three phases that will allow the county to continue to provide high quality services by offering competitive compensation that attracts and retains high quality employees, but has been delayed due to the significant revenue reductions due to the COVID-19. The budget does include approximately \$1.9 million total for merit increases.
- Human Resources' budget reflects an additional \$5.8 million in employer contributions for the county's self-funded healthcare plan due to continued increases in costs as well as depletion of the healthcare fund balance over the past several fiscal years.

- An increase in the Elections budget due to the presidential election scheduled for fall 2020, the first major general election with the county's new voting machines that were purchased in FY 2019-20. Also, unlike FY 2019-20, the additional expense will not be offset by revenues from the municipal elections resulting in a net county cost increase of \$730,000.



Community Services

\$12.0 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.

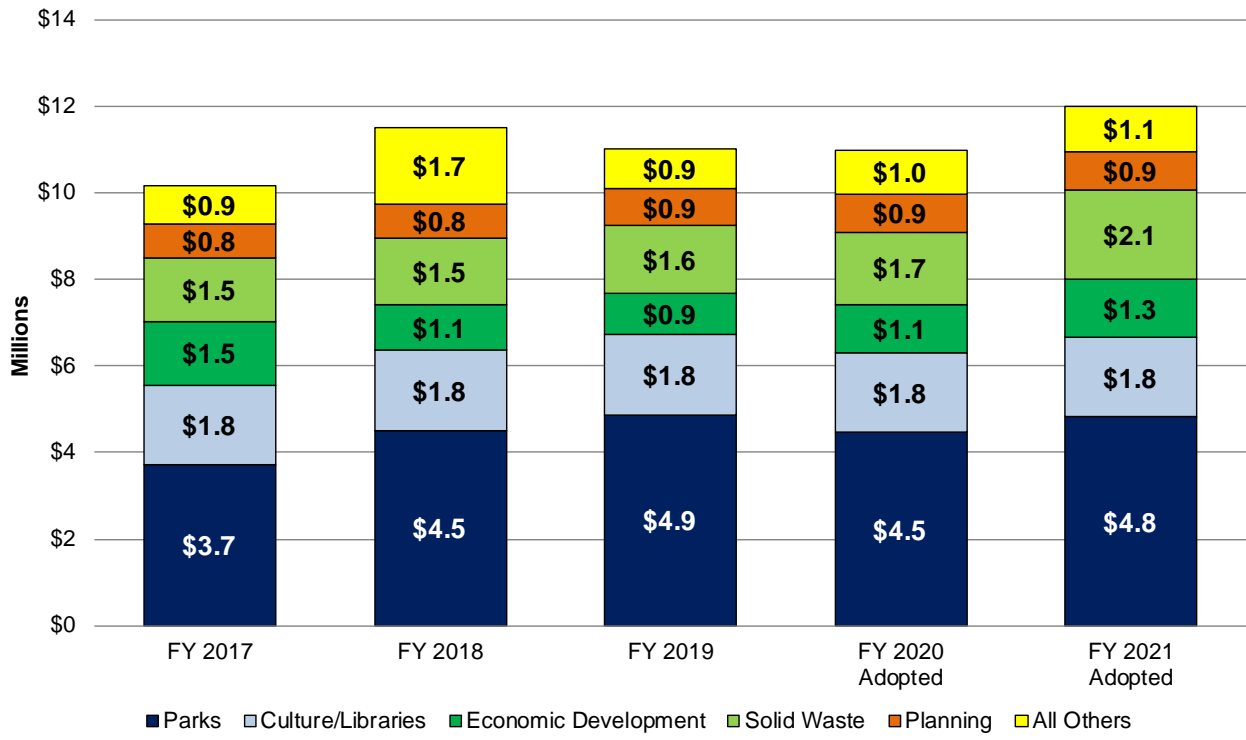
Department	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	vs. FY20 Adopted	
						\$ chg	% chg
Department							
Cooperative Extension	\$637,045	\$706,164	\$713,584	\$706,260	\$711,260	\$5,096	0.7%
Culture & Libraries	\$1,842,807	\$1,834,277	\$1,834,277	\$1,834,277	\$1,834,277	\$0	0.0%
Economic Development	\$949,588	\$1,133,350	\$3,428,134	\$1,408,302	\$1,333,302	\$199,952	17.6%
Parks	\$4,879,870	\$4,458,312	\$4,602,459	\$4,743,082	\$4,823,082	\$364,770	8.2%
Planning & Development	\$851,753	\$869,520	\$937,719	\$878,994	\$883,994	\$14,474	1.7%
Soil & Water Conservation	\$303,338	\$318,820	\$336,590	\$341,903	\$346,903	\$28,083	8.8%
Solid Waste	\$1,564,959	\$1,674,331	\$1,749,983	\$2,074,072	\$2,079,072	\$404,741	24.2%
Total Expenditures	\$11,029,360	\$10,994,774	\$13,602,746	\$11,986,890	\$12,011,890	\$1,017,116	9.3%
Sources of Funds							
Federal & State Funds	\$902,079	\$900,454	\$901,139	\$1,074,700	\$1,074,700	\$174,246	19.4%
User Charges	\$1,092,667	\$1,129,088	\$1,129,088	\$1,133,247	\$1,133,247	\$4,159	0.4%
Other	\$249,420	\$206,217	\$206,217	\$218,496	\$218,496	\$12,279	6.0%
Appropriated Fund Balance	\$100,457	\$99,443	\$99,443	\$1,443	\$1,443	(\$98,000)	-98.5%
County Funds	\$8,684,737	\$8,659,572	\$11,266,859	\$9,559,004	\$9,584,004	\$924,432	10.7%
Sources of Funds	\$11,029,360	\$10,994,774	\$13,602,746	\$11,986,890	\$12,011,890	\$1,017,116	9.3%
Permanent Positions	48.000	48.000	48.000	48.000	48.000	-	0.0%

Total Community Services expenditures are expected to increase by \$1.0 million from the prior year's budget. This change includes \$200,000 increase in incentive grant payouts scheduled during the next fiscal year in the Economic Development. A full list of approved allocations is included on the Economic Development pages in the Community Services section of this document.

The other notable changes in Community Services include the Solid Waste budget increasing by \$405,000 for contracted tire disposal services, and the Parks budget increasing by \$365,000 for grounds and trail maintenance, contracted life guard services, and Triad Park operations. The Parks budget does include full-year costs for part-time salaries and other operating expenses associated with pool operation, but the county is evaluating the state of COVID-19 advisories and any actual expenditures will be determined accordingly.

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

Community Services Expenditure History



Non-Education Debt Repayment

\$13.9 million

Total debt repayment expenditures in the FY2020-21 budget are expected to be just over \$96 million, including fees and other expenses related to debt management. Most of this expense is related to the repayment of bonds voters have approved to fund various public construction projects. Approximately \$76.8 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 supports all other debt-financed projects, including the Greensboro Detention Center, parks and open space development, a new animal shelter, and other county facilities. This amount is about \$113,000 lower than the amount included in the prior year's budget.

The total Debt Repayment budget (Education and non-Education debt) will decrease by \$5.3 million next fiscal year. Scheduled debt repayments and related fees for voter-approved bonds and other capital needs are planned to decrease by \$2.9 million. The rest of the decrease comes from removing \$2.6 million in debt leveling funds put in the FY 2019-20 budget to prepare for a scheduled increase in county funds need for debt service - \$3.1 million in FY 2020-21 and \$3.9 million in FY 2021-22. The increase in county funding is the result of debt premium used for interest payments being expended. In addition to current debt obligations, the Board of Commissioner and the Board of Education are currently reviewing a school capital facilities report that indicates an additional \$1.5 billion are needed to renovate or rebuild nearly half of the county's 126 school facilities that were rated as unsatisfactory or in poor condition due to age and deferred maintenance. The responsibility for funding school construction rests with the county. More information about the county's outstanding debt and future debt repayment may be found in the Debt Repayment section of this document.



GENERAL FUND REVENUES

General Fund revenues and appropriated fund balance for next year total \$634,635,294. This is \$6.2 million (+1%) more than the budget adopted for FY 2019-20.

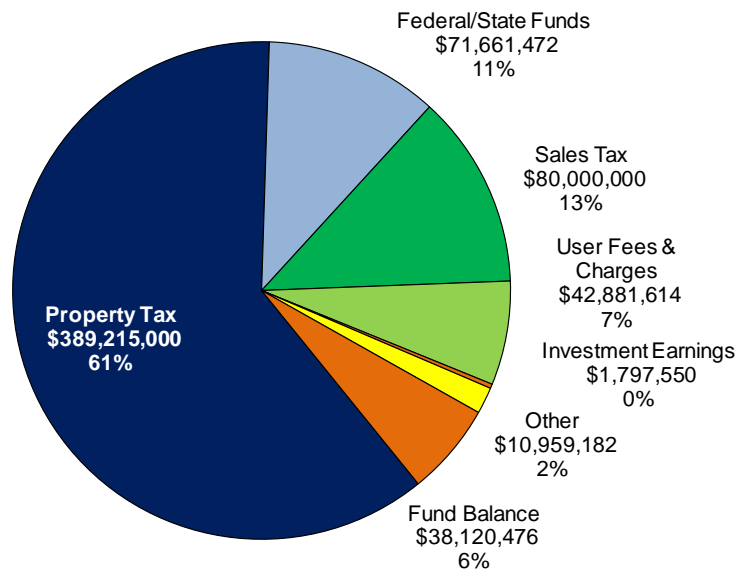
The general recommended county-wide **property tax rate** for FY 2020-21 is \$0.7305 for each \$100 of assessed valuation, no change from the prior year's property tax rate. This means that you will pay \$73.05 in property tax for each \$10,000 of property owned in Guilford County. Depending on where you live in Guilford County, your property may be subject to additional municipal, fire, or other tax rates. Each penny of property tax generates about \$5.3 million.

Nearly nine of every ten dollars of revenue are generated from just three sources – property taxes (61%), sales taxes (13%), and federal and state funds (11%). Other revenues are generated by fees for various services, such as ambulance transportation and medical visits to Public Health clinics, investment earnings, and appropriations of fund balance.

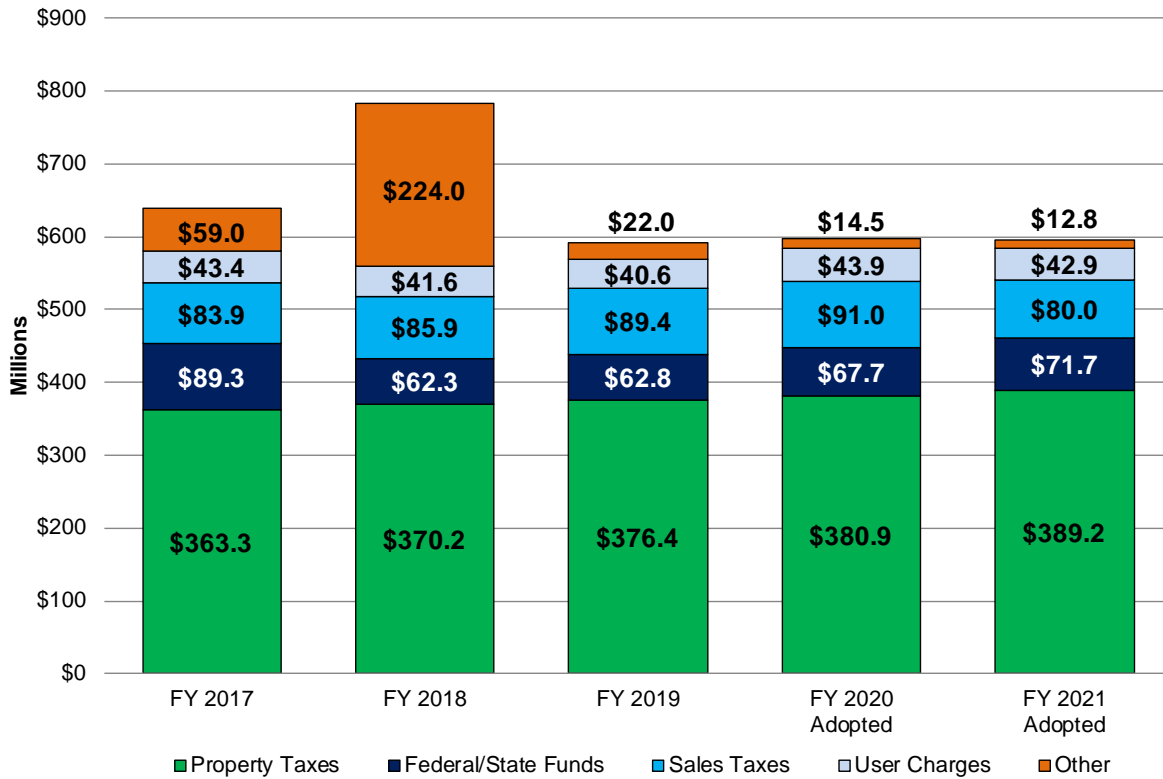
Summary of Sources of Funds

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	vs. FY20 Adopted	
						\$ chg	% chg
Property Tax	\$ 376,420,300	\$ 380,850,000	\$ 381,075,000	\$ 389,215,000	\$ 389,215,000	\$ 8,365,000	2.2%
Federal/State Funds	\$ 62,807,555	\$ 67,731,883	\$ 71,106,173	\$ 70,593,760	\$ 71,661,472	\$ 3,929,589	5.8%
Sales Tax	\$ 89,387,275	\$ 90,975,000	\$ 90,975,000	\$ 80,000,000	\$ 80,000,000	\$ (10,975,000)	-12.1%
User Fees & Charges	\$ 40,587,666	\$ 43,933,858	\$ 43,944,858	\$ 42,881,614	\$ 42,881,614	\$ (1,052,244)	-2.4%
Investment Earnings	\$ 5,820,633	\$ 4,406,551	\$ 4,406,551	\$ 1,797,550	\$ 1,797,550	\$ (2,609,001)	-59.2%
Other	\$ 16,196,890	\$ 10,102,642	\$ 11,657,165	\$ 10,708,182	\$ 10,959,182	\$ 856,540	8.5%
Total Revenues	\$ 591,220,319	\$ 597,999,934	\$ 603,164,747	\$ 595,196,106	\$ 596,514,818	\$ (1,485,116)	-0.2%
Fund Balance	\$ 9,089,378	\$ 30,401,116	\$ 40,698,703	\$ 38,029,414	\$ 38,120,476	\$ 7,719,360	25.4%
Total	\$ 600,309,697	\$ 628,401,050	\$ 643,863,450	\$ 633,225,520	\$ 634,635,294	\$ 6,234,244	1.0%

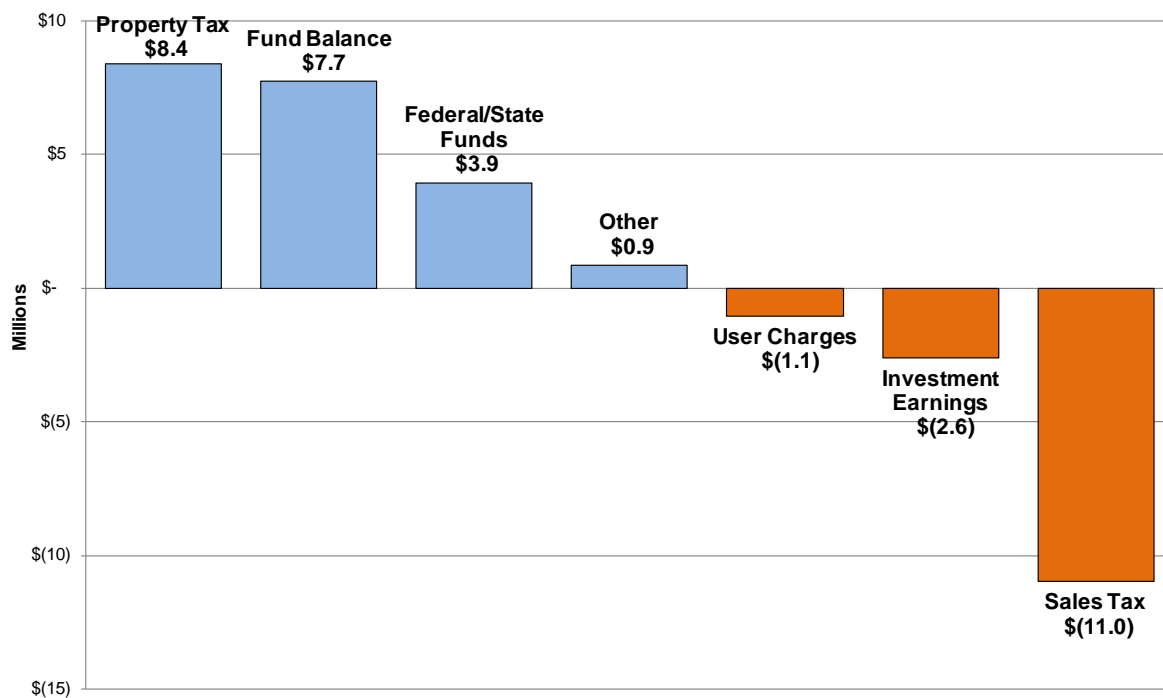
FY 2020-21 General Fund Budget by Source of Funds



FY 2020-21 General Fund Sources of Funds History



FY 2020-21 General Fund Sources of Funds Change from Prior Year Adopted Budget



Property Tax

\$389.2 million

The property tax is the largest source of funds for Guilford County. Current year taxes (taxes paid in the year when due) are expected to generate \$386.7 million. Another \$2.52 million will come from payments made for taxes originally due in prior years. Each penny of property tax generates about \$5.3 million.

Estimating Property Tax Revenues

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

Assessed Value of Taxable Property

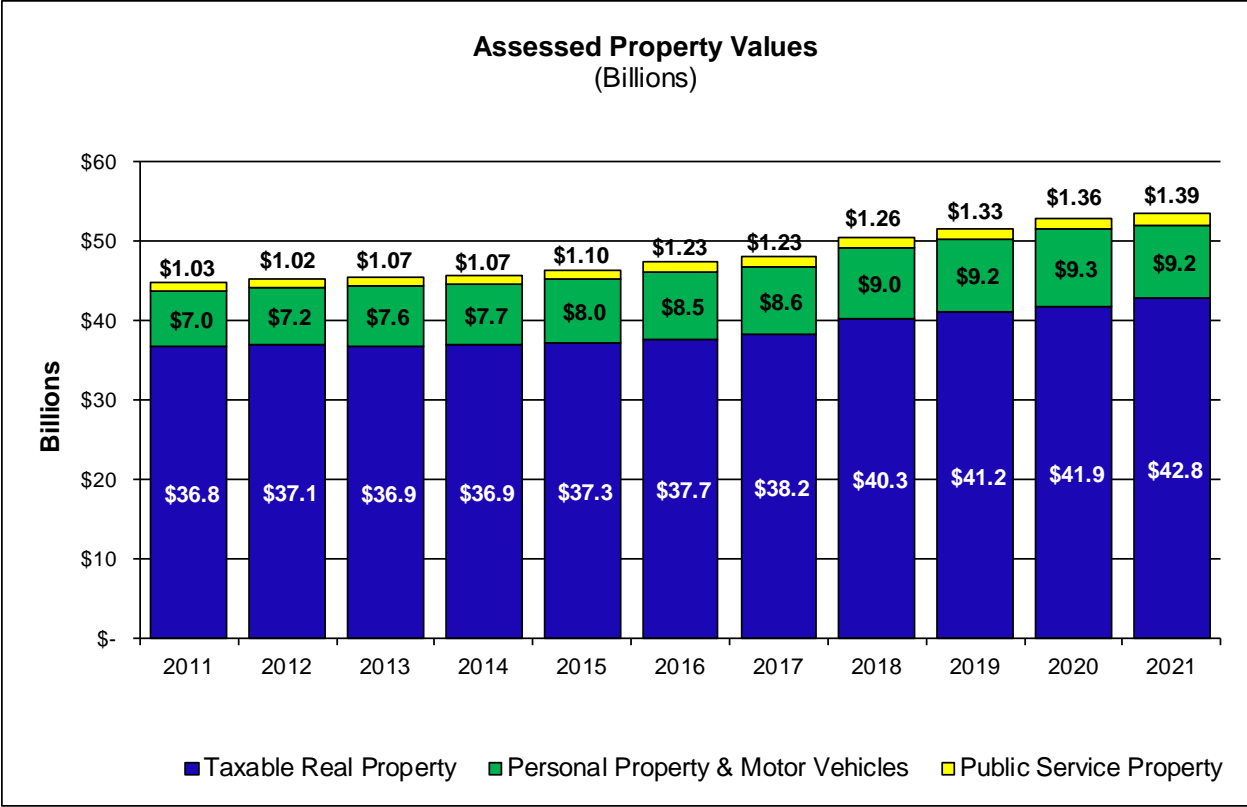
Like all North Carolina counties, Guilford County levies a property tax on four general types of property: Real Property (e.g., houses, land); Motor Vehicles/Automobiles; Personal Property (e.g., business machinery, boats); and property held by businesses that is routinely moved among various jurisdictions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

The total property tax base for next year is estimated to be \$53.5 billion. This reflects the most recent estimates of real values established during the current property reappraisal cycle, as well as current projections for personal property, public service property, and motor vehicle values. The projected property tax base is 1.0% higher than the value estimated for the current year.

Assessed Property Values and General Tax Rates

Fiscal Year	Tax Rate	Taxable Real Property	Personal Property & Motor Vehicles	Public Service Property	Total	% chg
2011	73.74	\$ 36,814,403,214	\$ 7,017,828,595	\$ 1,034,274,005	\$ 44,866,505,814	-0.06%
2012	78.24	\$ 37,050,457,734	\$ 7,227,866,545	\$ 1,015,778,351	\$ 45,294,102,630	0.95%
2013	R 78.04	\$ 36,878,183,334	\$ 7,590,981,343	\$ 1,067,428,654	\$ 45,536,593,331	0.54%
2014	77.00	\$ 36,943,994,578	\$ 7,740,910,221	\$ 1,065,598,325	\$ 45,750,503,124	0.47%
2015	77.00	\$ 37,250,079,172	\$ 8,006,152,728	\$ 1,103,440,544	\$ 46,359,672,444	1.33%
2016	76.00	\$ 37,676,197,767	\$ 8,471,203,141	\$ 1,226,988,869	\$ 47,374,389,777	2.19%
2017	75.50	\$ 38,246,738,073	\$ 8,610,242,120	\$ 1,226,988,869	\$ 48,083,969,062	1.50%
2018	R 73.05	\$ 40,320,892,044	\$ 8,959,449,632	\$ 1,261,164,679	\$ 50,541,506,355	5.11%
2019	73.05	\$ 41,173,794,830	\$ 9,183,324,162	\$ 1,325,606,744	\$ 51,682,725,736	2.26%
2020	P 73.05	\$ 41,885,682,905	\$ 9,689,090,595	\$ 1,387,279,848	\$ 52,962,053,348	2.48%
2021	B 73.05	\$ 42,846,869,440	\$ 9,245,788,646	\$ 1,387,279,848	\$ 53,479,937,934	0.98%

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



Property Tax Rate

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

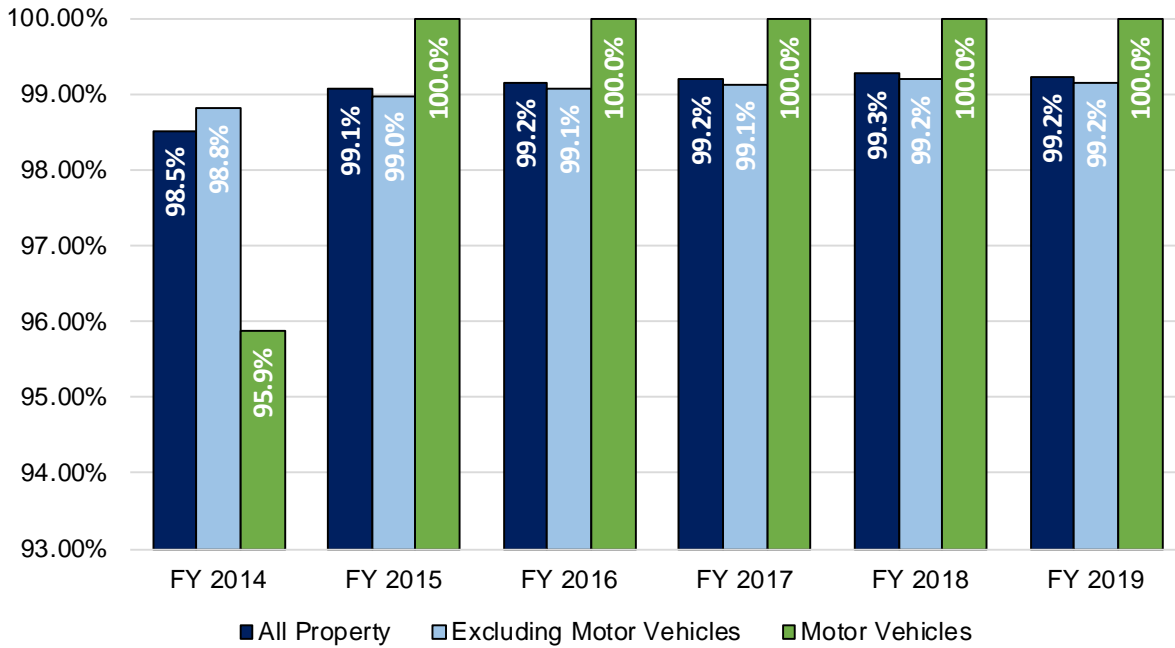
Collection Rate and Discount Rate

When estimating property tax revenues, North Carolina counties must consider the fact that they will not collect 100% of the total taxes billed each year. In Guilford County, the overall collection rate in FY 2018-19 was 99.23%, slightly higher than the prior year’s rate. The overall collection rate for FY 2019-20 is estimated to remain roughly equal to FY 2018-19’s rate.

The FY 2020-21 budget assumes an overall collection rate of approximately 99.02%. This rate is slightly lower than the collection rate projected for FY 2018-19 to provide protection against unexpected changes in property values that could impact property tax revenues.

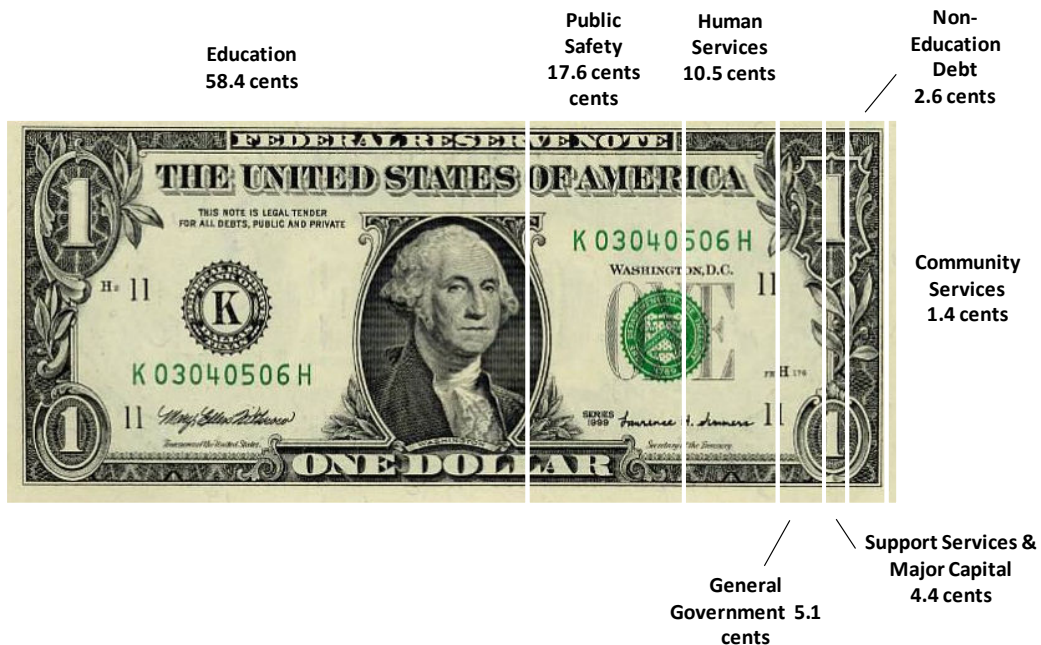
The county offers a discount of 0.5% on current year taxes paid by August 31. About 60% of property owners pay their tax bill(s) by the discount deadline. There is no reduction tax revenues from this discount because it actually increases the payment rate for real and personal property taxes.

Property Tax Collection Rates



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

\$71.7 million

Federal and state funds represent about 11%, or \$71.7 million, of total revenues anticipated to be received in FY 2020-21. This represents an increase of \$3.9 million (5.8%) from the amount of federal and state funds included in the FY 2019-20 adopted budget.

Human Services Reimbursements and Grants

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

Lottery Funds

The original legislation that established the North Carolina Education Lottery directed 40% of lottery proceeds to counties for local school capital needs, including debt service on school facilities. Guilford County chose to use its share of lottery revenues to repay debt/bonds issued to build and renovate school facilities. Several years ago, the state changed the lottery legislation and reduced the amount of money provided to counties. Many counties,

including Guilford County, had already approved bonds and issued debt that was to be supported by lottery proceeds. As a result of this unexpected drop in revenue, Guilford County was forced to reduce spending in other areas of operation and increase property taxes to provide resources to replace the lost lottery funds.

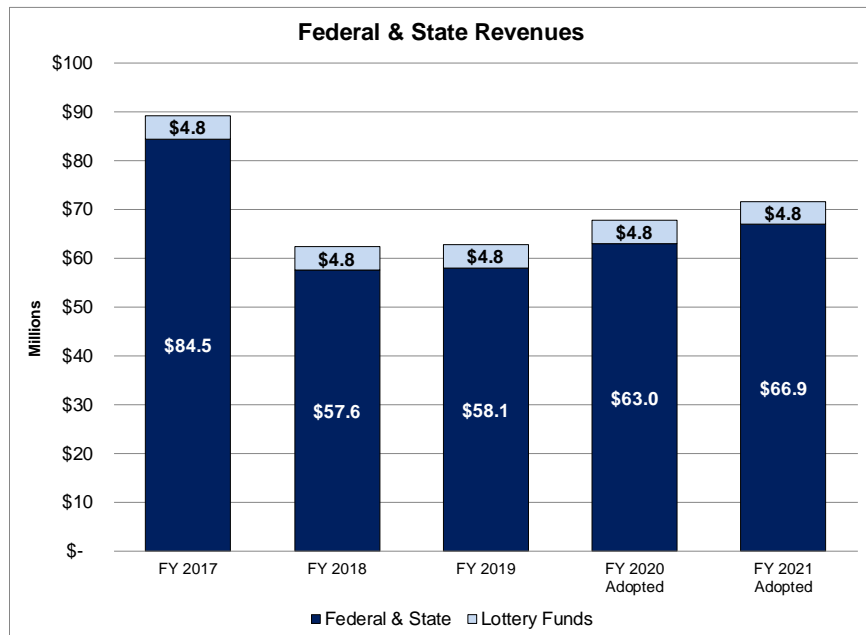
The budget includes \$4.75 million of lottery revenues. If the original lottery legislation were still in effect, the county's share of lottery revenues would exceed \$10 million.

American Recovery and Reinvestment Act Funds

A portion of the school bonds approved by voters in 2008 was issued using bonds authorized by the American Recovery and Reinvestment Act of 2009 (ARRA). As part of that act, the county is eligible to receive a federal subsidy payment for portions of the debt service paid for these ARRA-related debt instruments. The FY 2020-21 budget includes \$2.7 million of ARRA subsidy revenue.

Coronavirus Relief Act Funds

The budget includes a one-time allocation of \$735,000 in Coronavirus Relief Act or CARES funds to provide departments additional funding for COVID-19 response and related expenses.



Sales Tax

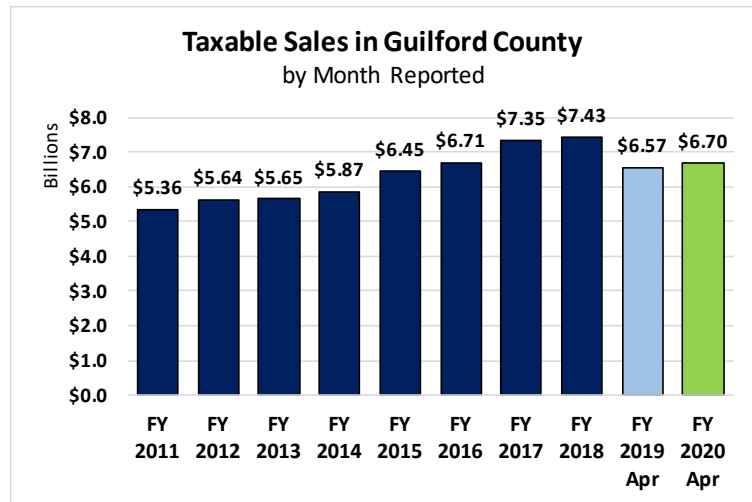
\$80.0 million

Sales Tax revenues are budgeted at \$80.0 million for FY 2020-21 – an \$11 million or 12% decrease from the prior year’s budget. Sales Tax revenues normally accounts for about 14.5% of total county revenues, but it is only 12.6% in this budget

Sales Tax Components & Distribution to Local Governments

The State of North Carolina levies a general sales tax of 4.75% on eligible purchases. Counties are authorized to levy general local sales taxes of up to 2.25%, for a combined rate of 7.0% for most purchases (some counties are also authorized to levy an additional 0.50% transit county tax for public transportation). Guilford County levies local sales taxes of 2.0%, for a combined general rate of 6.75%.

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



FY 2020-21 Projections

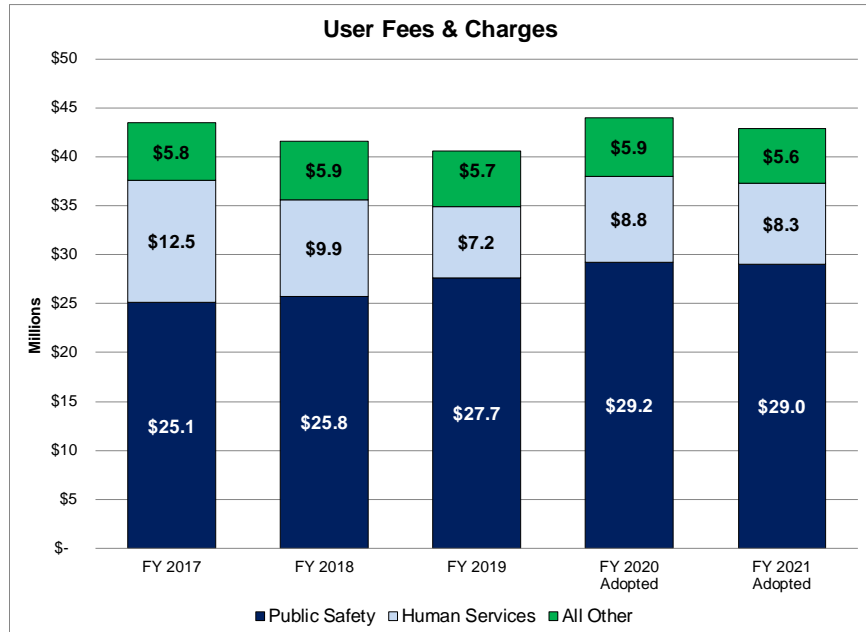
Through April 2020 collections, the latest month for which sales collection amounts are available from the state and which reflect March activity, taxable retail sales in Guilford County are up 2% over the same period last year. Actual sales tax revenues through the June 2020 distribution (reflecting nine of the twelve distributions the county receives annually), are up just 5.4% over the same period last year. The amount of sales tax revenue the county receives is based on retail sales, the sales tax rate, and refunds of sales taxes paid by non-profits, local governments, and other entities qualified to receive a refund of taxes paid. Because of the way refunds are reported to and processed by the state, the reduction in net sales tax revenues can vary significantly from year to year. Through April 2020 collections far in FY 2019-20, refunds charged against the sales tax revenues returned to Guilford County are down 15% compared to the same period last year. Because of this decrease in refunds, actual sales tax revenues through June 2020 are \$3.5 million higher than the same period in FY 2019-20. These actual amounts are largely prior to the full effect of the stay-at-home orders issued by the county and state effective at the end of March, however, so there is high uncertainty surrounding the level of retail sales for the remainder of FY 2019-20 as well as the first half of FY 2020-21. The budget takes a conservative approach to budgeting sales tax revenues due to the still-unknown and emerging economic impacts of COVID-19.

User Fees and Charges

\$42.9 million

County departments expect to generate approximately \$42.9 million from fees and other charges for services, such as fees for ambulance transportation and medical visits to the Health Department. Most user fees and charges are collected by Public Safety and Human Services departments. Other fees include inspections and permitting charges, fees received from the state for housing out-of-county inmates, fees paid to the Register of Deeds for various documents and transactions, and park fees. Revenue from user charges and fees accounts for 7% of total county revenues.

While there is considerable variation in individual user fee budgets, the overall total is about \$1 million less than the amount adopted for fiscal year 2019-20. Law Enforcement fees will increase by \$265,000 primarily for school resource officer reimbursements. Register of Deeds, Public Health, Emergency Services, Court Alternatives, and Animal Services fees all decreased to a lower projected service level resulting from COVID-19 impacts. Elections also decreased about \$168,000 in fees because no reimbursable municipal elections are scheduled for FY 2020-21.



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

The FY 2020-21 budget includes the following fee adjustments:

- Adjustments in Emergency Management disaster plan review fees for NC DHRS Regulated Facilities, resulting in an estimated annual revenue increase of approximately \$30,000.
- New fees for outside agency use of the Law Enforcement firing range complex, which are primarily anticipated to offset the maintenance needs generated by those agencies.

- An increase in Court Alternatives for the daily state subsidy for in-county youth to help reflect the increased costs from Raise the Age legislation and general operating costs. The unknown impact of COVID-19 on the number of individuals in detention facilities plus the reduction in out-of-county youth held by Guilford County results in no additional revenues from this increase for FY 2020-21, and instead limits the revenue loss due to fewer out-of-county youth.

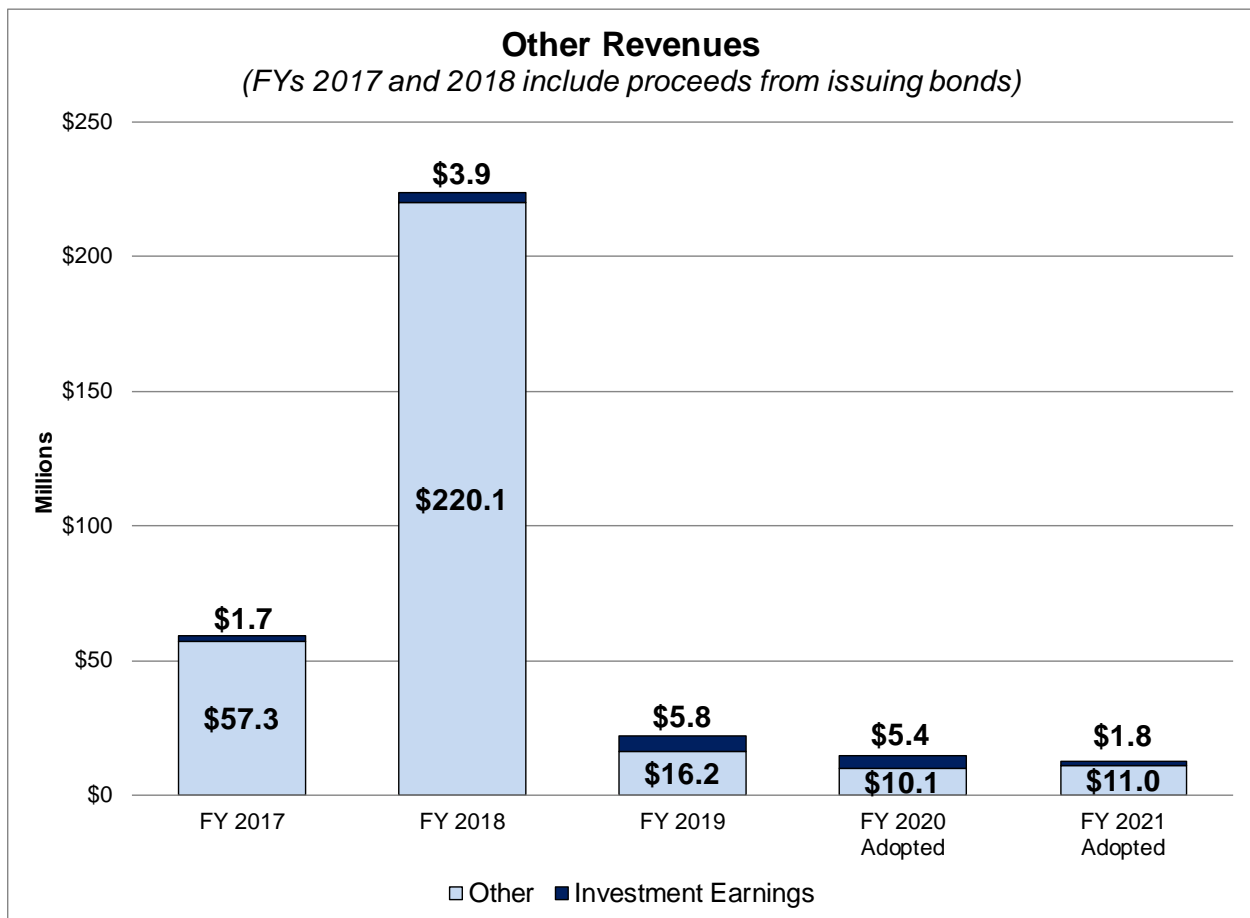
More detail about specific fees is included in the appendix.

Other Revenues

\$12.5 million

Next year, Guilford County expects to receive approximately \$12.8 million in Other Revenues for the General Fund. These revenues are from a number of sources, including investment earnings, penalties for late payment of property taxes, certain taxes paid to the Register of Deeds, cable television franchise revenues, and grants and donations from various organizations.

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



Fund Balance (all General Fund sources)

\$38.1 million

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

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

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

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

FY 2020-21 Budget

The General Fund budget includes a fund balance (from all sources) appropriation of \$38.1 million to help balance the budget – about \$7.7 million more than the amount needed to balance last year’s adopted budget. This increase is directly related to the decrease in sales tax and other revenues resulting from the impact of COVID-19. In exchange, this will allow the county to maintain service levels for residents without raising taxes for the FY 2021 fiscal year.

The amount of fund balance used to support general county operations is \$33.5 million, a \$13.0 million increase from the prior year’s budget. The departmental fund balances presented below, which can only be used for specific purposes, make up the rest of the \$38.0 million of total appropriated fund balance.

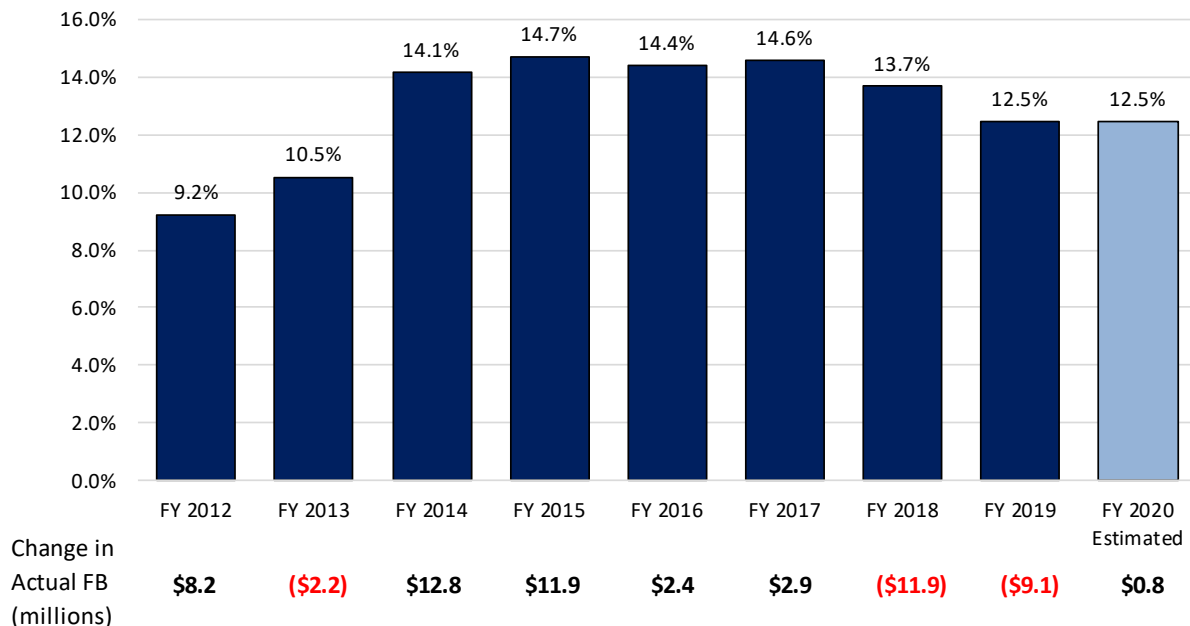
- **Public Health - \$2,405,039** to offset expenses in Medicaid and other program areas.
- **Social Services - \$25,000** for Team HOPE.
- **Debt Repayment - Bond Premium Funds - \$1,655,800** of bond premium funds generated by the recent sales of general obligation bonds. These funds will be used to help pay for debt service during the first three years of the bonds’ repayment periods.
- **Law Enforcement - \$256,246** of restricted Federal Forfeiture Funds and Unauthorized Substance Abuse Tax Funds, as well as donations for the Explorer Post program. The

Forfeiture and Substance Abuse Tax funds will be used to purchase various program supplies and equipment for Law Enforcement purposes. By law, these funds may only be used for law enforcement expenses.

- **Animal Shelter – Have a Heart Fund - \$18,200** of funds that must be used for specific expenses related to animals.
- **Family Justice Center - \$31,000** of donations/grant funds to be used for purposes specified by the donors and grantors.
- **Register of Deeds (ROD) Automation Funds - \$49,980** 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.
- **Soil & Water Conservation - \$1,443**

At the end of FY 2018-19, the county’s recurring revenues did not cover its recurring expenses and approximately \$4.7 million of general fund balance, or savings, were used to make ends meet (above the amount of restricted bond premium funds for debt repayment). The use of unassigned fund balance in FY 2019-20 is estimated to be about \$15 million due to anticipated revenue short falls due to the impact of COVID-19. Use of Federal Coronavirus Relief Act or CARES funds to pay for expenses and staff time required for the county’s response efforts to COVID-19 eliminated the need to spend fund balance in FY 2020 for these unanticipated and unbudgeted expenses so no unassigned fund balance is anticipated to be spent in FY 2020. The use of fund balance in past years has reduced the amount of money the county has for emergencies and to meet the state’s recommendation of maintaining a reserve level of 8% of the next year’s expenses. While CARES funds helped offset unexpected expenses related to COVID-19, the FY 2020-21 budget is likely to use the remaining unassigned fund balance available leaving just the 8% minimum for emergencies. Additional recurring revenues and/or reductions to recurring expenses will be needed to avoid operating at a deficit in future years.

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



MISSION, VISION & FOCUS AREAS

Guilford County Mission

To provide efficient, effective, and responsive government.

Guilford County Vision

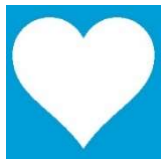
Guilford County Government will be a high performing local government organization that maintains a culture which embraces diversity, strives for equality, inspires individual and organizational excellence in an effective, fiscally sound and sustainable manner, and promotes quality development while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

Guilford County Focus Areas

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



**Organizational
Excellence**



**Healthy
People**



Public Safety



**Economic
Development**



Education



**Recreation
& Culture**



Infrastructure

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

The following are the Board's high priority focus areas for FY 2020-21.

Organizational Excellence



Maintain Competitive Compensation and Benefits

- Implement Phase 2 of the classification / compensation plan
- Continue performance-based compensation adjustments with a 3% merit pool

Employee Wellbeing

- Expand wellbeing initiatives for the county's employees by enhancing the fitness center for employees and offering professional wellness and health coaching.

Promote Fiscal Responsibility, Accountability and Stewardship

- Maintain AAA bond rating with all major rating agencies

Implement Phase II of the Munis Enterprise Resource Planning System to increase efficiency in business processes.



Proactively Address the Opioid and Substance Abuse Problem

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

Enhance School Medical Services and Quality of Life for Children

- Expand the use of telemedicine in public school
- Reduce the number of children in foster care

Support an Enhanced System of Mental Health Care

- Complete construction and start operation of a new 35,000 square foot, 16-bed adult facility based-behavioral health crisis center adjacent to the 16-bed child facility-based crisis center to be constructed by Sandhills Center

Initiate a Human Services Prevention Service Model to produce positive outcomes and opportunities for children and other vulnerable populations in the county.

- Increase the number of foster children reunifications and adoptions.

Reduce the rate of infant mortality among the African-American and minority populations in the county.

Public Safety



Complete the architectural design and contract for the construction of a new Law Enforcement Center

Begin the implementation of the Task Force strategic recommendations for long term sustainability of the Rural Fire Service.

Economic Development



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

- Support the Guilford County Economic Development Alliance and other economic development allies.

Expand and Diversify the local and regional economies

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

Education



Ensure adequate funding for Public Education

Support a Comprehensive School Safety and Security Plan

- Utilize \$10 million in tax exempt financing proceeds and seek additional state and federal funding assistance to fund additional security technology measures in schools to include emergency radio communication enhancements.

Finalize Phase I of a School Bond Referendum Plan to be included on the ballot in the fall of 2020

Include a Referendum for a Local Option Sales Tax on the 2020 General Election Ballot

Recreation & Culture



Work with citizen groups and external stakeholders to expand and improve trails and greenways in the county.

Support Historic Structure preservation in the County.

Continue to support the Arts and the positive impact they have on the local economy.

Develop a Master Plan for the County Farm

Infrastructure



Reduce the vulnerability of the county's technology and data assets by making system security more robust by implementing best practices to include a full time Security Manager / Officer.

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

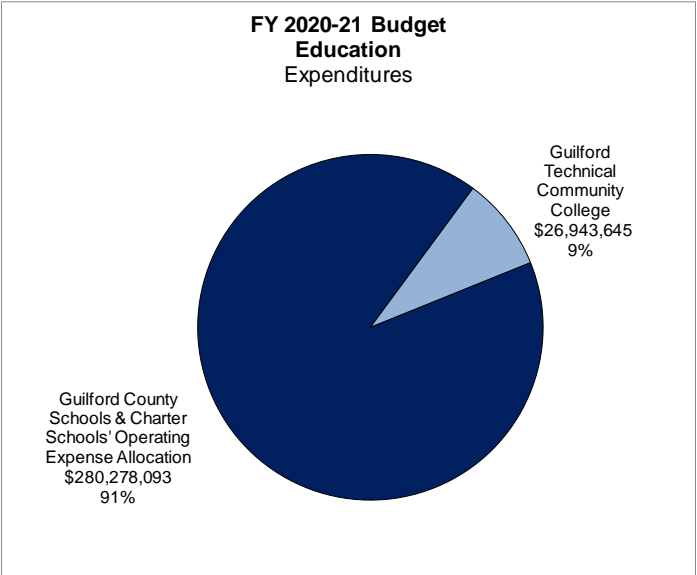
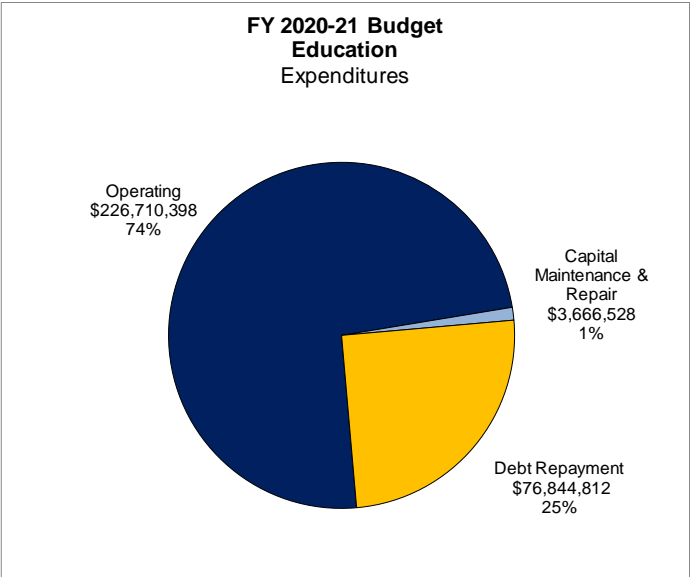
Expenditures

The FY 2020-21 Adopted Budget includes \$307.3 million for Education and Education Debt Repayment, a decrease of approximately \$5.2 million or 1.7% from the prior year. Education, including repayment of facility debt for the Guilford County Schools (GCS) and Guilford Technical Community College (GTCC), is Guilford County’s largest expenditure area, accounting for 48.4% of total general fund expenditures.

The FY 2020-21 budget increases operating funding for GCS by \$3.0 million and for GTCC by \$0.5 million. For GCS, this appropriation increases the County’s projected per pupil operating funding from \$2,554 to \$2,611.

The budget also includes capital maintenance and repair allocations of \$3.1 million for GCS and \$0.6 million for GTCC.

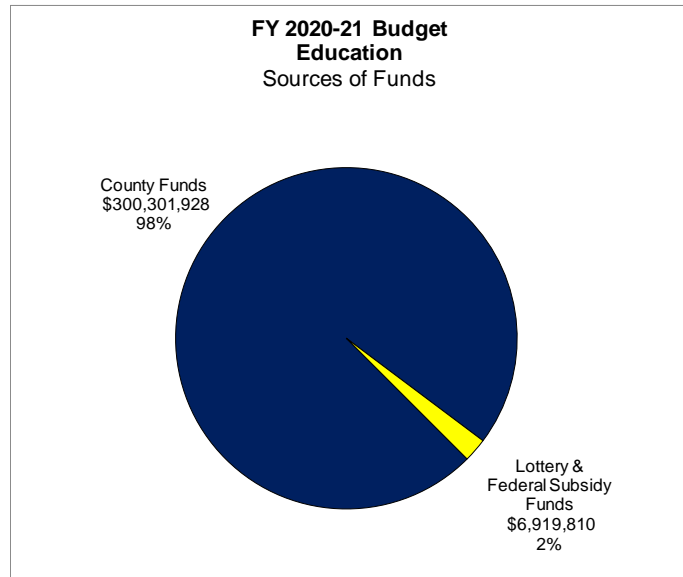
Education-related debt repayment is expected to decrease by just under \$5.2 million in FY 2020-21 to \$76.8 million, based on existing payment schedules. This expense represents the payments on existing issues of voter-approved debt and Qualified School Construction Bonds approved by the Board of Commissioners for school and community college capital needs



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

Revenues

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



	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	vs. FY20 Adopted	
						\$ chg	% chg
Guilford County Schools (GCS) including Operating Expense Allocations for Charter Schools							
Operating Expenses	\$202,610,398	\$206,610,398	\$207,410,398	\$209,610,398	\$209,610,398	\$3,000,000	1.5%
Capital Maintenance	\$6,000,000	\$6,116,528	\$6,116,528	\$3,116,528	\$3,116,528	-\$3,000,000	-49.0%
Debt Repayment	\$72,160,250	\$72,214,985	\$72,207,156	\$67,551,167	\$67,551,167	-\$4,663,818	-6.5%
Total	\$280,770,648	\$284,941,911	\$285,734,082	\$280,278,093	\$280,278,093	-\$4,663,818	-1.6%
Guilford Technical Community College (GTCC)							
Operating Expenses	\$16,150,000	\$16,650,000	\$16,650,000	\$17,100,000	\$17,100,000	\$450,000	2.7%
Capital Maintenance	\$1,500,000	\$1,000,000	\$1,000,000	\$550,000	\$550,000	-\$450,000	-45.0%
Debt Repayment	\$9,974,333	\$9,805,367	\$9,804,299	\$9,293,645	\$9,293,645	-\$511,722	-5.2%
Total	\$27,624,333	\$27,455,367	\$27,454,299	\$26,943,645	\$26,943,645	(\$511,722)	-1.9%
Total Education	\$308,394,981	\$312,397,278	\$313,188,381	\$307,221,738	\$307,221,738	-\$5,175,540	-1.7%
Sources of Funds							
Federal & State Funds							
Lottery Funds	\$ 4,799,500	\$ 4,750,000	\$ 4,750,000	\$ 4,750,000	\$ 4,750,000	\$0	0.0%
American Rec/Reinvest Act	\$ 2,178,273	\$ 2,169,810	\$ 2,169,810	\$ 2,169,810	\$ 2,169,810	\$0	0.0%
County Funds	\$ 301,417,208	\$ 305,477,468	\$ 306,268,571	\$ 300,301,928	\$ 300,301,928	-\$5,175,540	-1.7%
Sources of Funds	\$ 308,394,981	\$ 312,397,278	\$ 313,188,381	\$ 307,221,738	\$ 307,221,738	-\$5,175,540	-1.7%

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

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Guilford County Schools	280,770,648	284,941,911	285,734,082	280,278,093	280,278,093	(4,663,818)	(1.6%)
EXPENSE							
Operating Expenses	202,610,398	206,610,398	207,410,398	209,610,398	209,610,398	3,000,000	1.0%
Capital Maintenance	6,000,000	6,116,528	6,116,528	3,116,528	3,116,528	(3,000,000)	(49.0%)
Debt Repayment	72,160,250	72,214,985	72,207,156	67,551,167	67,551,167	(4,663,818)	(6.5%)
Total Expense	280,770,648	284,941,911	285,734,082	280,278,093	280,278,093	(4,663,818)	(1.6%)
REVENUE							
Federal & State Funds							
<i>Lottery Funds</i>	4,799,500	4,750,000	4,750,000	4,750,000	4,750,000	0	0.0%
<i>American Rec/Reinvest Act</i>	1,847,332	1,840,154	1,840,154	1,840,154	1,840,154	0	0.0%
Total Revenue	6,646,832	6,590,154	6,590,154	6,590,154	6,590,154	0	0.0%
County Funds	274,123,816	278,351,757	279,143,928	273,687,939	273,687,939	(4,663,818)	(1.7%)

DEPARTMENTAL PURPOSE

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

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

The Superintendent must present a recommended budget to the Board of Education by May 1st of each year. The Board of Education must present its formal request budget to the county by May 15th of each year. The Superintendent's Budget requested a total of \$234.1 million from Guilford County -- \$214,110,398 for operating expenses and \$20.0 million for capital needs.

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

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- The FY 2021 budget increases operating funding for the Guilford County Schools by \$3.0 million, or 1.45%, to a total of \$209,610,398. This appropriation brings the County's per pupil funding to \$2,611, up from \$2,554 in FY 2020 or an additional 2.2% per pupil based on the North Carolina Department of Public Instruction's estimated enrollment for FY 2021.
- A total of \$3.1 million is included for capital outlay for the Guilford County School System. The total represents a decrease of \$3 million over FY 2020.
- The increase to the operating budget will allow Guilford County Schools to receive approximately \$2.5 million, or 1.4%, in additional operating funding. Charter schools, which are funded by the school system based on the estimated per pupil amount, will receive an additional \$455,669, or 2.0%.
- The FY 2021 budget also included \$67.5 million in debt service related to the Guilford County Schools. This represents a decrease of \$4.6 million, or 6.5%, primarily due to the debt service schedule.

County Allocation for Guilford County Schools

	FY 2019-20	FY 2020-21		
	Adopted Budget	Adopted Budget	\$ Chg	% Chg
Operating Funds	\$ 206,610,398	\$ 209,610,398	\$ 3,000,000	1.0%
Capital Maintenance & Repair Funds	\$ 6,116,528	\$ 3,116,528	\$ (3,000,000)	-49.0%
Total County Funding	\$ 212,726,926	\$ 212,726,926	\$ -	0.0%
Student Population (GCS + Charter)*	80,886	80,270	(616)	-0.8%
Per Pupil Operating Allocation	\$ 2,554	\$ 2,611	\$ 57	2.2%

* NC DPI ADM Estimates for budget year

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

GUILFORD TECHNICAL COMMUNITY COLLEGE

Dr. Anthony J. Clarke, 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

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Guilford Tech. Comm. College	27,624,333	27,455,367	27,454,299	26,943,645	26,943,645	(511,722)	(1.9%)
EXPENSE							
Operating Expenses	16,150,000	16,650,000	16,650,000	17,100,000	17,100,000	450,000	2.7%
Capital Maintenance	1,500,000	1,000,000	1,000,000	550,000	550,000	(450,000)	(45.0%)
Debt Repayment	9,974,333	9,805,367	9,804,299	9,293,645	9,293,645	(511,722)	(5.2%)
Total Expense	27,624,333	27,455,367	27,454,299	26,943,645	26,943,645	(511,722)	(1.9%)
REVENUE							
Federal & State Funds							
<i>American Rec/Reinvest Act</i>	330,941	329,656	329,656	329,656	329,656	0	0.0%
Total Revenue	330,941	329,656	329,656	329,656	329,656	0	0.0%
County Funds	27,293,392	27,125,711	27,124,643	26,613,989	27,120,383	(511,722)	(1.9%)

DEPARTMENTAL PURPOSE

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

The Community College's Board of Trustees requested a total budget of \$19,855,000 from Guilford County for FY 2021 (\$17,675,000 in operating funds and \$2,180,000 in capital outlay funds). This request is \$2,205,000 or 12.5% higher than the FY 2019-20 Adopted Budget.

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- The FY 2021 Adopted Budget increases operating funding for the community college by \$450,000, or 2.7%, to a total \$17,100,000. This additional funding will be used for personnel expenses, including merit and retirement adjustments; the on-going operating

costs of new facilities; as well as other college expenses for which the county holds funding responsibility.

- The budget also reduces capital funding to maintain the college's facilities by \$450,000, from \$1.0 million to \$550,000.
- The FY 2021 budget includes approximately \$9.3 million in debt service related to GTCC. This represents a decrease of about \$500,000, or 5.2%, due to scheduled debt payments of the remaining bonds for GTCC capital projects.

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

Human Services

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

- Public Health
- Mental Health
- Social Services
- Child Support Enforcement
- Transportation
- Veteran Services
- Coordination Services

Expenditures

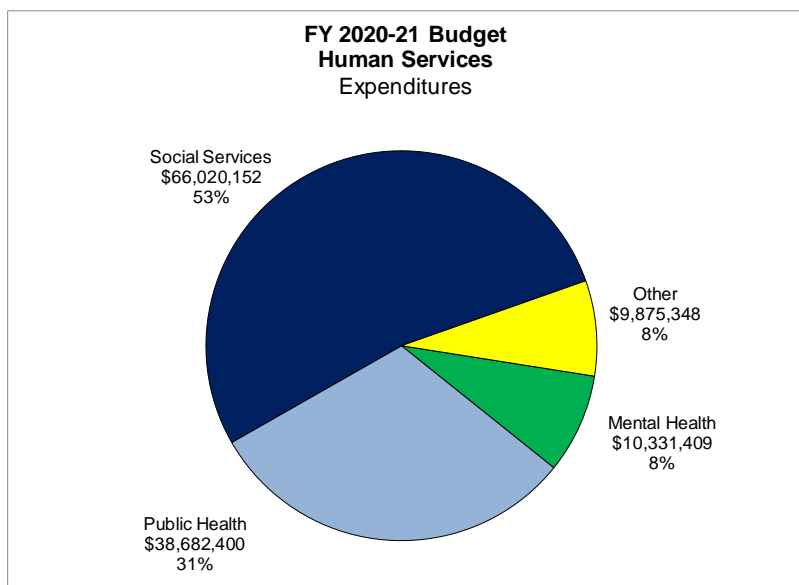
The FY 2020-21 budget includes \$124.9 million for Human Services expenditures, an increase of approximately \$5.9 million or 5% from FY 2019-20. Human Services is the second largest service area after Education and accounts for 19.7% of total County expenditures.

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. In FY 2019, Veterans’ Services was moved from a Social Services program to a full DHHS Division, also with its own budget page.

The Social Services expenditure budget increased by approximately \$2.7 million or 4.2%, including the addition of 24 Medicaid positions added mid-year in FY 2020 as well as other routine personnel adjustments and merit increases. No new positions were added in the FY 2020-21 budget.

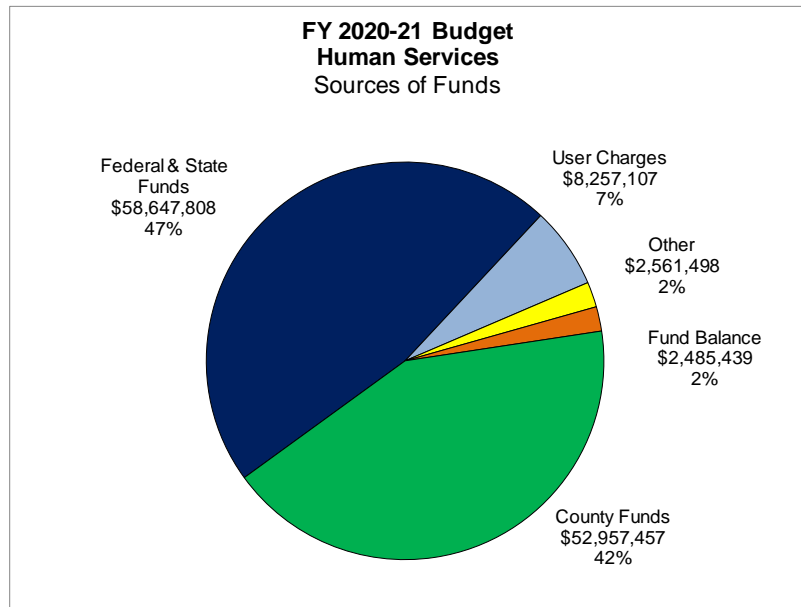
The Public Health expense budget increased by approximately \$2.1 million, or 5.9% due primarily to routine personnel adjustments. Public Health funding is influenced by State-mandated funding levels for county health departments throughout North Carolina; the statute states that counties shall provide (using ad valorem property tax dollars) net-county funding for public health services equal to that appropriated during FY 2011. Like Social Services, Public Health receives multiple grants and similar funding from non-County sources that impact funding.



Revenues

For FY 2020-21, total Human Services revenues increased by about \$3.2 million or 4.7% from the FY 2019-20 budget.

Federal & State Revenues support 47% of the Human Services operations while County Funds support 42%, User Charges 7%, Other Revenues 2%, and restricted Fund Balance 2%.



	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	vs. FY20 Adopted	
						\$ chg	% chg
Department							
Child Support Enforcement	\$6,324,859	\$6,747,354	\$6,880,273	\$6,902,972	\$7,039,530	\$292,176	4.3%
Coordinated Services	\$1,304,911	\$1,274,437	\$1,541,090	\$1,271,447	\$1,271,447	(\$2,990)	-0.2%
Mental Health	\$9,674,000	\$9,674,000	\$9,674,000	\$10,331,409	\$10,331,409	\$657,409	6.8%
Public Health	\$33,529,676	\$36,518,294	\$38,937,735	\$38,231,116	\$38,682,400	\$2,164,106	5.9%
Social Services	\$57,973,958	\$63,343,284	\$65,965,758	\$65,970,152	\$66,020,152	\$2,676,868	4.2%
Transportation	\$1,538,338	\$1,122,950	\$1,203,590	\$1,267,580	\$1,272,580	\$149,630	13.3%
Veterans Services	\$120,970	\$281,017	\$286,017	\$286,791	\$291,791	\$10,774	3.8%
Total Expenditures	\$110,466,712	\$118,961,336	\$124,488,463	\$124,261,467	\$124,909,309	\$5,947,973	5.0%
Sources of Funds							
Federal & State Funds	\$51,624,847	\$56,346,893	\$57,703,875	\$58,315,096	\$58,647,808	\$2,300,915	4.1%
User Charges	\$7,219,790	\$8,753,768	\$8,764,768	\$8,257,107	\$8,257,107	(\$496,661)	-5.7%
Other	\$1,800,979	\$1,966,386	\$2,422,284	\$2,561,498	\$2,561,498	\$595,112	30.3%
Fund Balance	\$3,163,101	\$1,648,572	\$2,198,658	\$2,480,039	\$2,485,439	\$836,867	50.8%
County Funds	\$46,657,995	\$50,245,717	\$53,398,878	\$52,647,727	\$52,957,457	\$2,711,740	5.4%
Sources of Funds	\$110,466,712	\$118,961,336	\$124,488,463	\$124,261,467	\$124,909,309	\$5,947,973	5.0%
Permanent Positions	1,144.950	1,149.950	1,183.950	1,190.950	1,192.950	43.000	3.7%

CHILD SUPPORT ENFORCEMENT

Angela Liverman, Director

400 West Market Street, Greensboro, NC 27401 (336) 641-6438
300 East Russell Avenue, High Point, NC 27260 (336) 641-2660

Healthy People

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



BUDGET SUMMARY

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Child Support Enforcement	6,324,859	6,747,354	6,775,273	6,902,972	7,034,530	287,176	4.3%
CARES Contingency	0	0	5,000	0	5,000	5,000	0.0%
Child Support Enforcement	6,324,859	6,747,354	6,780,273	6,902,972	7,039,530	292,176	4.3%
EXPENSE							
Personnel Services	5,826,792	6,188,445	6,188,445	6,372,416	6,503,974	315,529	5.1%
Supplies & Materials	66,534	85,475	108,675	75,650	80,650	(4,825)	(5.6%)
Other Services & Charges	431,532	473,434	467,153	454,906	454,906	(18,528)	(3.9%)
Capital	0	0	16,000	0	0	0	0.0%
Total Expense	6,324,859	6,747,354	6,780,273	6,902,972	7,039,530	292,176	4.3%
REVENUE							
Intergovernmental	5,915,123	6,535,021	6,535,021	6,535,021	6,621,849	86,828	1.3%
Charges for Service	72,198	60,170	60,170	60,170	60,170	0	0.0%
Miscellaneous Revenues	131,614	75,000	75,000	100,000	100,000	25,000	33.3%
Total Revenue	6,118,936	6,670,191	6,670,191	6,695,191	6,782,019	111,828	1.7%
County Funds	205,923	77,163	110,082	207,781	257,511	180,348	233.7%
Positions	95.85	96.85	96.85	96.85	98.85	2.00	2.1%

DEPARTMENTAL PURPOSE

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

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

FY 2021 GOALS & OBJECTIVES

- The agency continues to use technology to increase efficiency and productivity by using the imaging system and the acquisition and use of dual monitors.
- The agency would like to continue to encourage staff development, productivity, and improve customer service by offering new training opportunities to include in house training, webinars, and encouraging attendance at state conferences. This goal is made more difficult by the challenges of scheduling outside trainers consistently as well as staff turnover.
- The agency continues to seek ways in both the Greensboro and High Point Offices to meet the demands and increasing expansion of the agency's needs and to address the many safety concerns of the department.

FY 2021 ADOPTED BUDGET HIGHLIGHTS

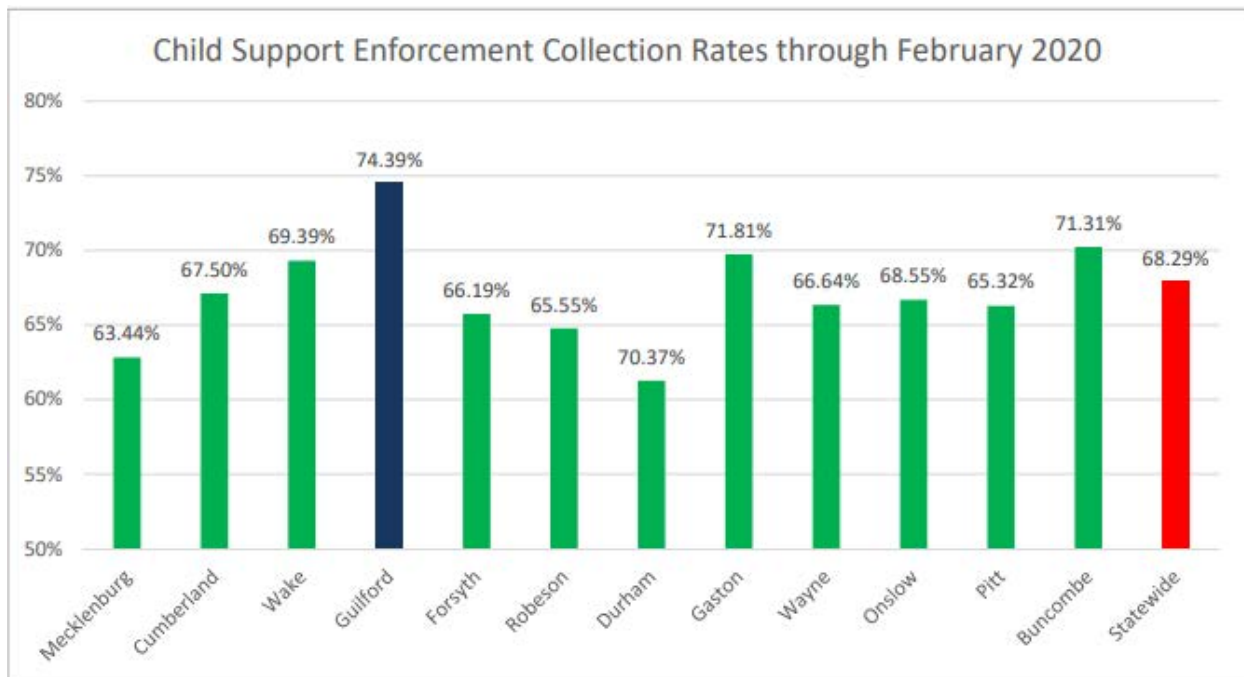
- The Child Support Enforcement budget increased \$292,176, or 4.3%, mostly due to the addition of two positions, a Deputy Director and a Support Manager for Business & Technology, included in Personnel Services. These positions will help improve the department's capacity for strategic development, process review, and continuous improvement; to better coordinate between the department's two offices in Greensboro and High Point, and to better balance workload and improve long-term continuity of operations.
- Revenues increased by \$292,176 primarily due to the anticipated reimbursement for the two new positions.

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

- The department collected \$34,049,477.00, which was 99.62% of the goal for fiscal year FY 2020. Approximately 98% of the collections were disbursed directly to families, per state regulations, with the rest supporting department activities.
- As of March 2020, the agency maintains the largest current support collection rate when compared to the 12 largest counties in the state at 74.39%.
- The NC FAST coordinator has provided very beneficial assistance to the establishment unit by troubleshooting triggers and errors created by NC FAST in an effort to help with dispersing and building cases.
- The Greensboro Office of the Guilford County Child Support Department met all of the five performance measures for FY 2020 and received an award certificate at the North Carolina Annual Child Support Conference in August 2019 for this accomplishment.

KEY PERFORMANCE MEASURES

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
Collection Rate	74.74%	73.35%	70.50%	73.00%	73.35%
Cases Under Order	81.76%	83.62%	81.50%	82%	82%
Paternity Establishment Rate	102.53%	101%	100%	101%	101%
Payment to Arrears	69.88%	71.86%	69.80%	69.50%	69.50%
Total Collections	\$34,049,477	\$35,148,730	\$32,000,000	\$34,049,000	\$34,100,000
Total Caseload	20,547	20,000	20,000	20,500	20,500
Total Caseload per FTE	213	202	202	202	202
Total Caseload per Agent	426	400	400	400	400



FUTURE OPPORTUNITIES AND CHALLENGES

- The agency must obtain fingerprints and background checks to include information regarding where every current employee and new hire(s) has lived, worked and/or attended school within the last five (5) years according to IRS legislation 1075 Publication. This will be an additional cost to the agency.

- The agency continues to face challenges because of inadequate space and safety concerns. The agency needs more staff offices, , additional training and conference rooms, and dedicated interview spaces for both the High Point and Greensboro Offices to carry out daily operations and meet departmental performance measures. Both offices also need changes to address ongoing concerns about overall facility security and function including improved lobbies or entrances, client waiting and interview areas, and other changes to public and shared 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 thereby adversely affecting the percentage of cases under order. The challenge of increasing the cases under order can be obtained by adding two new positions in the establishment unit in the High Point Office.
- Guilford County offers countywide leadership trainings to identify future leaders in county government and employees are encouraged to take advantage of the opportunities for career growth and succession planning.
- HB 630 requires each County DSS and Child Support Departments to have a Memorandum of Understanding to meet Federally mandated performance measures to continue to receive federal funding. Again, additional positions and/or other resources are needed to meet this mandate by strategizing and focusing on key performance measures.

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

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Coord Services Administration	44,491	36,780	47,280	33,790	33,790	(2,990)	(8.1%)
General Services	165,500	165,500	242,625	165,500	165,500	0	0.0%
JCPC Services	1,094,921	1,072,157	1,251,185	1,072,157	1,072,157	0	0.0%
Coordination Services	1,304,911	1,274,437	1,541,090	1,271,447	1,271,447	(2,990)	(0.2%)
EXPENSE							
Personnel Services	5,000	6,280	6,280	3,290	3,290	(2,990)	(47.6%)
Other Services & Charges	1,299,911	1,268,157	1,534,810	1,268,157	1,268,157	0	0.0%
Total Expense	1,304,911	1,274,437	1,541,090	1,271,447	1,271,447	(2,990)	(0.2%)
REVENUE							
Intergovernmental	1,215,204	1,155,274	1,337,802	1,205,274	1,205,274	50,000	4.3%
Appropriated Fund Balance	100,000	0	0	50,000	50,000	50,000	0.0%
Miscellaneous Revenues	1,310	150	150	150	150	0	0.0%
Total Revenue	1,316,515	1,155,424	1,337,952	1,255,424	1,255,424	100,000	8.7%
County Funds	(11,603)	119,013	203,138	16,023	16,023	(102,990)	(86.5%)
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 2021 ADOPTED BUDGET HIGHLIGHTS

- The JCPC budget is largely unchanged other than some reallocation of funds between lines in the budget.
- Intergovernmental revenues decreased about \$50,000, causing the County to appropriate \$50,000 of funds balance to cover the decrease
- The budget maintains funding for the e-Civis grant locator software utilized by county departments and non-profit agencies to identify and apply for grant funding.

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

- Additional RFPs were electronically posted and processed due to State of North Carolina Department of Public Safety expansion funds. Funds were awarded to seven local programs that assisted with Raise the Age (three of which are new programs).
- Coordinated with DPS for the use of discretionary funds that were awarded to one local program to assist with COVID-19 related concerns/situations
- Coordinated with members and programs for virtual meetings; saved time and space during the pandemic in allowing for safe meetings increased involvement of stakeholders
- Continued electronic submissions of reporting and for the following: annual Monitoring reports of all programs to DPS; Annual Plan & certifications to DPS; programs submitting monthly reporting and expenditure reports to Guilford County; applications for those wishing to become a JCPC Member when vacancies occur; and RFP Applications for annual funding through DPS.
- Continued compliance with State Statues which includes coordination of monthly meetings, committee meetings, scheduling annual program monitoring, annual funding allocation processing, monthly reimbursement processing and collaborating with all allied partners.

JUVENILE CRIME PREVENTION COUNCIL

The Guilford County Juvenile Crime Prevention Council (JCPC), 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. A County Administration staff member serves as staff support to the council. Resource coordination and collaboration with both the Board of Commissioners and community-at-large is a significant function. The Guilford County Juvenile Crime Prevention Council was formed as a direct result of the Juvenile Justice Reform Act, S.L. 1998-202, enacted by Governor James B. Hunt. The Act requires the Board of County Commissioners to appoint a Juvenile Crime Prevention Council to act as a local juvenile justice planning body in order to receive State funding for juvenile court services and delinquency prevention programs. The JCPC is responsible for recommending the allocation of state and county funds to achieve the program's goals. Each year, the Guilford County JCPC reviews the risk factors and needs associated with youth involved with the court

system. The Council then develops a community request for proposals to address the established needs. The tables below reflect statistics about at-risk Guilford County Youth and the issues that the local JCPC aims to address through targeted prevention programming efforts. The Juvenile Crime Prevention Council is evaluated funding proposals received for the upcoming fiscal year and below is its recommendation to the Board of Commissioners for the FY 2020 JCPC County Funding Plan, which must be approved by the Board of Commissioners upon adoption of the budget.

Planned JCPC Program Funding for FY 2020-21

Program Provider	DPS JCPC Funding	County Cash Match	Local Funding				Other Funds	Total	% Non DPS JCPC Program Revenues
			Local Cash Match	Local In-Kind	Other Federal / State Funds				
AYN/YF- Act Together Crisis Care	\$ 77,000		\$ 438,041		\$ 264,000		\$ 779,041	90%	
AYN/YF- Active Parenting of Teens	\$ 37,000		\$ 11,100		\$ 10,795		\$ 58,895	37%	
AYN/YF- ASAP Residential Substance Abuse Treatment	\$ 102,000	\$ 7,000	\$ 26,798		\$ 327,255		\$ 463,053	78%	
AYN/YF- Mell/Burton Structured Day	\$ 80,000	\$ 9,955	\$ 179,211	\$ 158,000	\$ 1,365,111		\$ 1,792,277	96%	
AYN/YF- Outpatient Counseling	\$ 80,000	\$ 10,695			\$ 106,597	\$ 13,000	\$ 210,292	62%	
AYN/YF- Psychological Testing	\$ 30,500	\$ 4,000			\$ 5,500		\$ 40,000	24%	
Barium Springs- STOP Program	\$ 51,130	\$ 5,500	\$ 8,342		\$ 234,940		\$ 299,912	83%	
Changing Faces Interpersonal	\$ 38,443	\$ 3,800	\$ 8,197				\$ 50,440	24%	
Changing Faces Mentoring	\$ 56,332	\$ 4,500	\$ 17,143				\$ 77,975	28%	
Changing Faces Vocational	\$ 55,685	\$ 7,000	\$ 12,865				\$ 75,550	26%	
OSF- Community Service-Restitution	\$ 120,390	\$ 7,700	\$ 17,832	\$ 7,500			\$ 153,422	22%	
OSF- Guilford County Teen Court	\$ 105,980	\$ 10,000	\$ 45,970	\$ 5,400			\$ 167,350	37%	
OSF- Junior-Senior Life Skills	\$ 77,183	\$ 5,000	\$ 37,236	\$ 4,560			\$ 123,979	38%	
OSF- Juvenile Medidation Program	\$ 31,305	\$ 1,850	\$ 6,800	\$ 768			\$ 40,723	23%	
Operation Homework	\$ 35,000	\$ 5,000		\$ 17,800	\$ 82,481		\$ 140,281		
Positive Action All Ages	\$ 62,898			\$ 19,515			\$ 82,413		
Nehemiah's Tech & Robotic Academy	\$ 55,674		\$ 2,000	\$ 43,032			\$ 100,706		
Nehemiah's Apprenticeship Training	\$ 35,100			\$ 11,500			\$ 46,600		
BOTSO Mentoring	\$ 29,665			\$ 15,481			\$ 45,146	34%	
Selfless Foundation- Comprehensive Clinical Assessment	\$ 50,740	\$ 3,000		\$ 5,422			\$ 59,162		
Communities in Schools Job Skills	\$ 62,550			\$ 22,450			\$ 85,000	26%	
JCPC Administration	\$ 15,000						\$ 15,000		
TOTAL	\$ 1,289,575	\$ 85,000	\$ 811,535	\$ 311,428	\$ 2,396,679	\$ 13,000	\$ 4,907,217	74%	

* funding amounts current as of 5-7-20 and is subject to change

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

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Mental Health Admin	6,974,000	6,974,000	6,974,000	7,631,409	7,631,409	657,409	9.4%
Mental Health Clinics	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	10,331,409	10,331,409	657,409	6.8%
EXPENSE							
Personnel Services	0	0	0	247,409	247,409	247,409	0.0%
Supplies & Materials	0	0	0	60,000	60,000	60,000	0.0%
Other Services & Charges	9,674,000	9,674,000	9,674,000	10,024,000	10,024,000	350,000	3.6%
Total Expense	9,674,000	9,674,000	9,674,000	10,331,409	10,331,409	657,409	6.8%
County Funds	9,674,000	9,674,000	9,674,000	10,331,409	10,331,409	657,409	6.8%

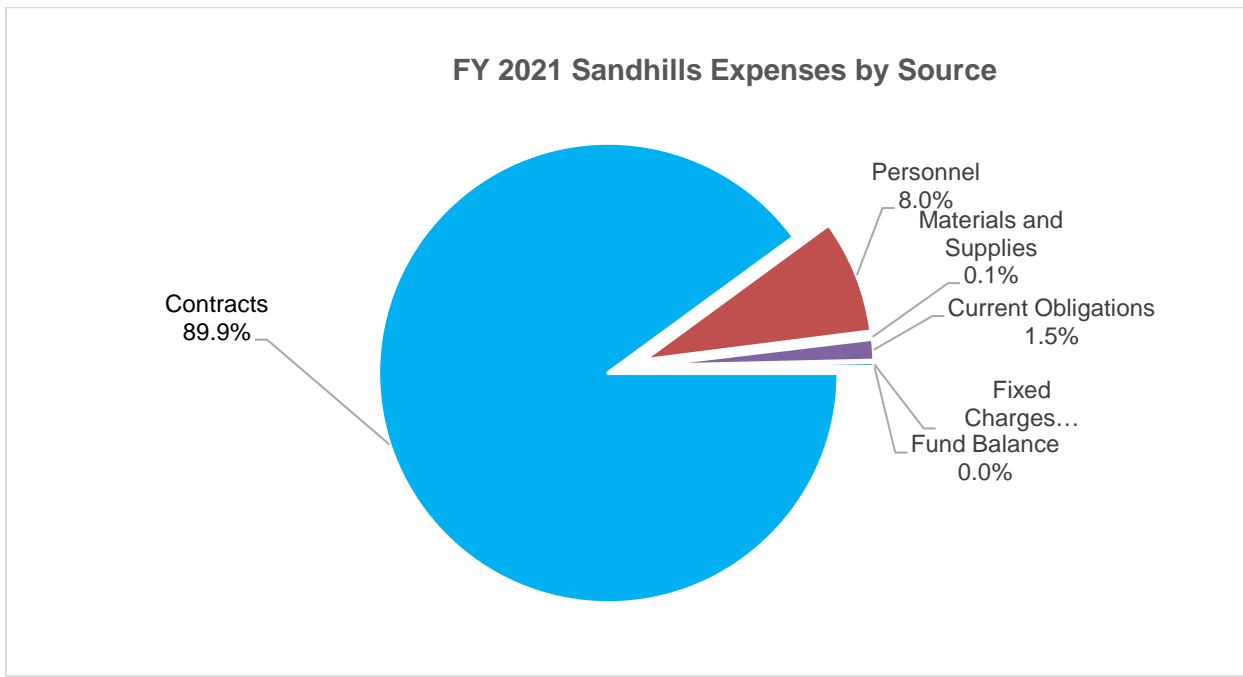
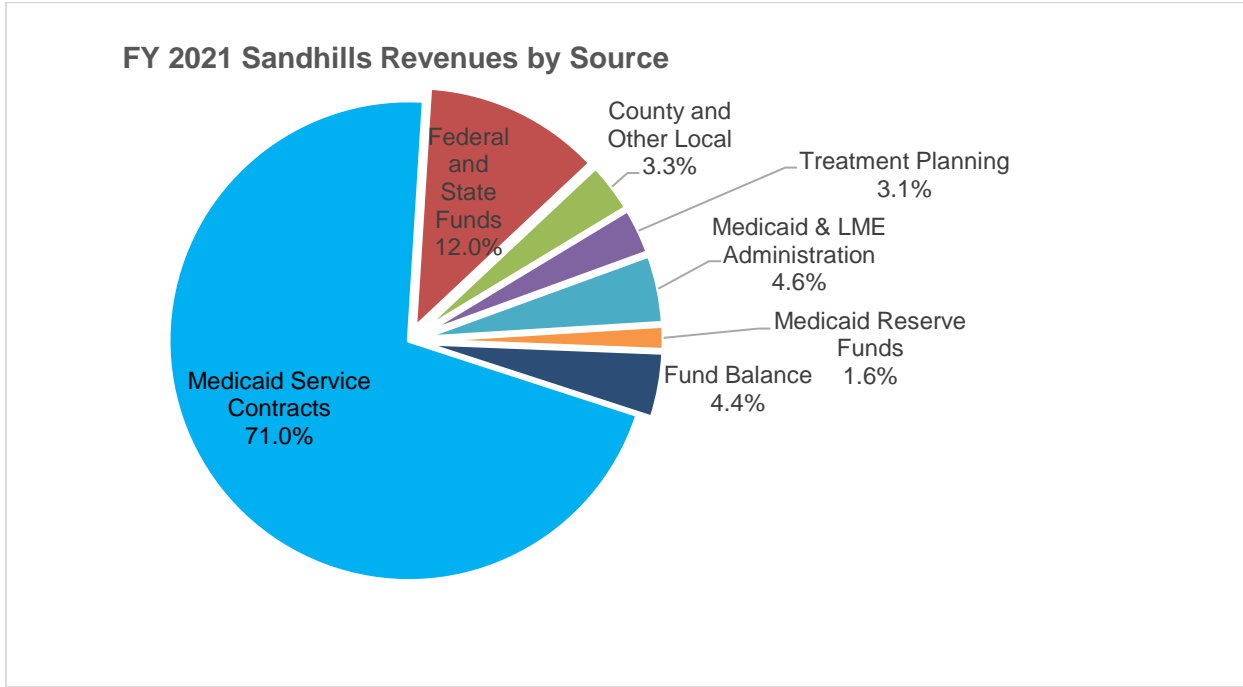
DEPARTMENTAL PURPOSE

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 2021 ADOPTED BUDGET HIGHLIGHTS

- The FY 2021 Adopted budget increased by \$657,409, or 9.4%, from FY 2020. The entire increase is for six positions added to oversee and provide security for operations at the county's new 16 bed adult mental health facility starting in Fall 2020.
- Personnel expenses increased \$247,409 reflecting the first-year cost of a Mental Health Facility Director and five deputy sheriffs for the new adult mental health facility.

- Other Services & Charges also increased by \$350,000 from the FY 2020 Adopted budget. These increases including funding for additional contract security and medical services for the new adult mental health facility.



Adult Drug Treatment Court

The Courts target adult offenders who present with a long history of addiction and the need for treatment and judicial oversight. The Court uses a team based approach, lead by the presiding Judge to guide the participants through treatment and utilizes sanctions/rewards for adhering to the rules/regulations of the program.

- The Adult Drug Treatment Court (ADTC) began accepting individuals who participate in an OPT (Opiate Treatment Program). With the increase of overdoses and deaths from heroin/opiates, EBP shows that OTP in conjunction with counseling has a higher success rate for individuals in recovery.
- ADTC staff continue to develop community relationships with local treatment providers to enhance the services provided to the clients. They attend various community trainings, town hall meetings, and maintain open dialogue with various members of the community to promote the effectiveness of Drug Treatment Courts.

Juvenile Drug Treatment Court

The Courts provide an effective and accountable response by the criminal justice system that breaks the cycle of addiction and criminality in our community. Juvenile Drug Court targets youthful offenders under the age of 16 and incorporates family and natural support systems, educational and criminal justice involvement.

- The Juvenile Drug Treatment Court (JDTC) has seen 100% of its graduates of the program maintain at least 120 days of sobriety and improvement in school attendance, as well as relationships with school and family members.
- JDTC staff maintain close working relationships with Juvenile Court Counselors to ensure target population is referred and program compliance is sustained.
- Program staff have continued to develop relationships with community partners, stakeholders, community resources, and all involved with the programs.

Mental Health Court

Mental Health Court utilizes mental health assessments, individualized treatment plans and ongoing judicial monitoring to address both the mental health needs of offenders and the public safety concerns of our community.

- The Mental Health Court has seen an influx of referrals and successful program completion from the individuals that participate in the court.
- The Mental Health Court has seen a reduction in admissions to inpatient psychiatric facilities during participation in the program. Therefore, utilizing community treatment providers to ensure the mental stability of participating clients.
- Program staff have continued to develop relationships with community partners, stakeholders, community resources, and all involved with the programs.

PUBLIC HEALTH

Dr. Iulia Vann, 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

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Public Health Administration	2,984,629	2,408,938	3,842,884	2,093,520	2,093,515	(315,423)	(13.1%)
Community Health	10,052,945	10,382,080	10,633,572	11,801,678	11,801,678	1,419,598	13.7%
Health Education	1,699,524	1,653,632	1,720,035	1,638,777	1,638,777	(14,855)	(0.9%)
Clinical Health	8,924,938	11,170,697	10,882,773	11,551,815	11,557,220	386,523	3.5%
Environmental Health	3,660,368	4,036,130	4,044,630	4,182,816	4,182,816	146,686	3.6%
Allied Health	5,988,485	6,625,422	7,071,805	6,702,579	6,702,581	77,159	1.2%
PH Preparedness	218,787	241,395	542,036	259,929	505,813	264,418	109.5%
CARES Contingency	0	0	200,000	0	200,000	200,000	0.0%
Public Health	33,529,676	36,518,294	38,937,735	38,231,116	38,682,400	2,164,106	5.9%
EXPENSE							
Personnel Services	27,780,116	29,838,977	29,115,243	31,839,331	31,839,331	2,000,354	6.7%
Supplies & Materials	1,975,006	2,292,585	2,874,362	2,180,413	2,566,297	273,712	11.9%
Other Services & Charges	3,316,036	4,069,553	4,240,473	3,942,621	4,002,621	(66,932)	(1.6%)
Human Services Assistance	103,509	150,704	275,704	154,536	154,536	3,832	2.5%
Capital	357,374	166,475	2,431,953	114,215	119,615	(46,860)	(28.1%)
Other	(2,366)	0	0	0	0	0	0.0%
Total Expense	33,529,676	36,518,294	38,937,735	38,231,116	38,682,400	2,164,106	5.9%
REVENUE							
Licenses & Permits	781,950	688,570	688,570	699,250	699,250	10,680	1.6%
Intergovernmental	6,541,315	7,042,763	7,637,570	7,124,126	7,370,010	327,247	4.6%
Charges for Service	6,262,657	7,870,416	7,881,416	7,369,875	7,369,875	(500,541)	(6.4%)
Appropriated Fund Balance	2,494,266	1,241,572	1,969,511	2,405,039	2,410,439	1,168,867	94.1%
Other Financing Sources	31	0	0	0	0	0	0.0%
Miscellaneous Revenues	1,091,895	1,201,789	1,593,850	1,873,137	1,873,137	671,348	55.9%
Total Revenue	17,172,114	18,045,110	19,770,917	19,471,427	19,722,711	1,677,601	9.3%
County Funds	16,357,562	18,473,184	19,166,818	18,759,689	18,959,689	486,505	2.6%
Positions	404.50	406.50	416.50	417.50	417.50	11.00	2.7%

DEPARTMENTAL PURPOSE

The Department of Public Health provides patient care services that include medical care, laboratory services, and pharmacy. A large part of the operation also includes environmental health services such as sanitary sewage management, food and lodging sanitation, public swimming pool inspections, and on-site water supplies. The Community based services range

from in-home care for elderly or disabled of any age, to home-visiting program for pregnant women and newborn babies, to health education, and to health-related emergency preparedness services. Additional key programs include school nursing, nutrition services for all ages, disease outbreak investigations and treatment, and other children's services such as immunizations and dentistry.

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

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

Additional mandated services include:

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

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

FY 2021 GOALS & OBJECTIVES

- Continue and expand all clinical services including Primary Care services and Telehealth.
- Monitor the progression of Medicaid Managed Care Transformation that has been put on hold at this time and prepare to quickly and efficiently implement all necessary changes to adhere to the new Medicaid Guidelines.
- Enhance communicable disease investigations and follow-up through staff training and operational support.
- Implement, coordinate and evaluate new evidence-based programs that focus on reducing the infant mortality racial disparities seen in our community.

- Enhance the Clinical and School Health programs by exploring innovative ways of using Telehealth technology.
- Maintain in-home services for disabled children (CAP/C) and disabled adults (CAP/DA) and manage the waiting lists for services as funding allows.
- Seek to increase the number of School Nurses on a graduated schedule in order to reduce the nurse to student ratio from the current 1:1900 nearer the generally accepted standard of 1:750.
- Maintain high percentage of children under 24 months of age who receive required childhood immunizations at 98% by sponsoring various outreach and patient education activities.
- Increase timeline compliance with wastewater system inspection requirements.
- Maintain visibility of health promotion, disease prevention, and drug use messages by participating in public school and university events, recreation center activities, community health fairs, faith-based conferences, and other appropriate venues.
- Manage Vital Records to the benefit of citizens by meeting the requirement for filing birth certificates within 3 days, and death certificates within 5 days of receipt.
- For the purpose of maintaining our focus on prevention, we will continue to educate the public on environmental health hazards such as Lead Abatement and water quality; communicable infection prevention; chronic disease management; and personal health promotion.
- Recruit, hire, and onboard key vacant positions such as the Deputy Public Health Director, Communications Manager, Epidemiologist and Environmental Health Program Manager.

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- The FY 2021 Adopted expense budget increased by \$2.2 million, or 5.9%, from the FY 2020 Adopted budget. While this increase is partially offset by other revenue sources, net county funding for Public Health increased by \$486,505, or 2.6%.
- Public Health FY 2021 Adopted revenues increased by \$1.7 million, or 9.3%, primarily driven by an increase of \$671,348 or 55.9% in Miscellaneous Revenues, including Duke Endowment and community contributions.
- Personnel expenses increased by \$2.0 million, or 6.7%, mainly due to routine personnel adjustments and additional over-time for Environmental Health staff to continue to provide optimal services.
- Supplies & Materials increased by \$273,712, or 11.9%, primarily driven by increases in medical supplies and funding to improve conference and training room technology.
- Other Services & Charges decreased by \$66,932, or 1.6%, from FY 2020. The majority of this decrease stemmed from a \$245,000 decrease in Special Facilities Maintenance, a \$21,693, or 32.4%, decrease in Advertising, and a \$20,390, or 1.6%, decrease in Medical

Services. These decreases were offset by a couple notable increases as well: a \$69,467, or 20.7%, increase in Telephone to allow for an upgrade to smart phones for field employees, and a \$53,348, or 38.9%, increase in Software, Service, & Maintenance.

- One Infant Mortality Coordinator position was added to Public Health's Community Health division. This position will provide additional capacity for the existing Infant Mortality programs and will support the Board's priority of reducing high infant mortality rates among African American and minority communities throughout the county with a focus on high-risk areas.
- Six additional positions were requested but not included in the FY 2021 budget including five school nurses and one nurse practitioner for telehealth in schools.

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

- During FY 2019, Public Health welcomed a new Medical Director (Annette Bey MD, MBA) and experienced the retirement of our long-term Health Director, Mrs. Merle Green. FY 2019 has also been marked by several retirements in other key positions: Environmental Health Program Manager, Communications Manager, Epidemiologist and Regional Tobacco Prevention Manager. Dr. Iulia Vann, has been appointed Health Director.
- Our program that provides Care Management for Children (CC4C) was successful in linking children and families to services that enhanced their health status and the Social Determinants of Health through expert Case Management. Similar services were provided for pregnant women through our Obstetrics Care Management program (OBCM).
- Our in-home care program for disabled adults (CAP/DA) continued to provide valuable services that were instrumental in helping vulnerable clients to remain in their homes with assistance (rather than seeking Nursing Home placements) in order to age-in-place.
- Our school health program continued to document illnesses in children ranging from acute infections such as strep throat, influenza, or appendicitis, to chronic diseases such as high blood pressure, diabetes, and cardio-vascular disease. The nursing staff continue to target the most at-risk students for additional services.
- This year we added new medical contracts at our High Point location, and renewed key contracts with Wake Forest Medical Center, Cone Health Foundation, Healthy High Point Foundation, and other key partnering agencies. These grants allow PH to expand services in targeted areas.
- We negotiated and completed all 4 Pre-Paid Health Plans contracts for Medicaid Managed Care: WellCare, UnitedHealth Care, AmeriHealth Caritas, and Healthy Blue and developed attachment to contracts that included all reimbursable Local Health Department specific services.
- The department negotiated and completed contract with NC's largest clinically-integrated physician's network, Community Care Physician Network (CCPN) , that will provide case management to all our Medicaid clients.
- Facilitated the implementation of the Formerly Incarcerated Transition program by creating a partnership between our Public Health Department, our local FQHC (Triad Adult and

Pediatric Medicine), UNC Family Medicine and NC Department of Public Safety. The program focuses on linking justice involved individuals to Primary Care and facilitating treatment and management of chronic diseases including Mental Health and Substance Abuse. The program is utilizing Community Health Workers with lived-experiences to serve as liaisons between the clients and the health care team.

- The clinical and IS teams worked on CureMD optimization – Best Practice Advisories, Health Alerts, Quality Measures, Practice Productivity Dashboards, UpToDate integration, and NCCARE360 integration.
- The Department worked collaboratively with the Regional Tobacco Consultant, the Guilford County Attorney, Guilford County Municipalities and county leadership to develop and pass a new BOH County-wide Tobacco Rule that prohibits the use of all tobacco products including vape in all county buildings and cars.
- The Department developed and implemented a department-wide Branding Guidelines to create a unified voice and image for the community and partners.
- The Department applied for and was awarded over \$500,000 in grant money.
- Public Health Successfully coordinated and completed Dental Clinic renovations.
- The Department advocated and provided justification to successfully receive county funding for 2 new Environmental Health Inspector positions.

KEY PERFORMANCE MEASURES

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
Adult Health					
Community Alternative Program for Disabled Adults -(CAP/DA) served/ waiting list	DA-275	DA-300	DA-300	DA-300	DA-300
Community Alternative Program for Disabled Children - (CAP/C) served/ waiting list	C-67	C-77	C-77	C-77	C-77
School Health Nurse / Student Ratio	1:1737	1:1775	1:1596	1:1471	1:750
Newborn Home Visiting	3,367	3,500	4,256	4,256	6,000
	Unduplicated 4,068	Unduplicated 4,200	Unduplicated 5,000	Unduplicated 5,000	Unduplicated 6,600
	Total	Total	Total	Total	Total
Clinical Services					
General Clinical Visits Completed	35,663	36,000	36,500	36,550	36,550
Dental Visits Completed	4,854	5,000	7,000	7,000	7,000

Laboratory Tests Performed	198,155	185,147	199,000	199,000	199,000
Prescriptions Filled by Pharmacy	61,755	51,614	62,000	62,000	62,000
% of Children 24 Month of Age or Below Receiving Required Childhood Immunizations (State Goal is 85%)	72%	85%	100%	100%	100%
Women, Infant and Children (WIC) % of "Base Caseload" within County (State Mandated 97%)	89%	96%	97%	97%	100%
Maternity Clients Visit Counts	6,491	6,500	6,500	6,500	6,500
Family Planning Patient Visit Counts	8,196	9,000	10,000	10,000	10,000
Communicable Disease					
STD Clients that Obtain Clinical Services	11,886	12,000	12,000	12,000	12,000
Tuberculosis Cases	23	22	20	20	0
Reportable Communicable Diseases Reported	1,224	1,200	1,200	1,200	1,200
Refugee Clients Assisted within Clinic	664	700	700	700	700
Refugees Health Assessments Completed	100%	100%	100%	100%	100%
Refugees Health Assessments Completed within State Mandated 90 Day Timeframe	100%	100%	100%	100%	100%
Food and Lodging					
Compliance with Required Inspections by Establishments	67%	71%	71%	75%	80%
Reported Food-Borne Illnesses	52	55	55	55	40
Restaurant Employees attended Servsafe	16	4	8	8	8
Restaurant Employees Successfully Completing Serve Safe	55%	60%	65%	70%	75%
Water Quality Program					
Required Wastewater System Inspections (Pump Systems) Conducted	558	612	800	950	1217
Compliance with Required Wastewater System Inspections	46.04%	50.50%	65.74%	78.06%	100.00%
Health Education					
Teen Girls Reached Through Teen Pregnancy Prevention Efforts	1,308	850	850	850	850
Citizens Contacted Through STD Outreach Activities	1,484	500	800	800	1,200
Citizens Tested During STD Outreach Activities	4,497	2,500	2,500	3,000	2,475

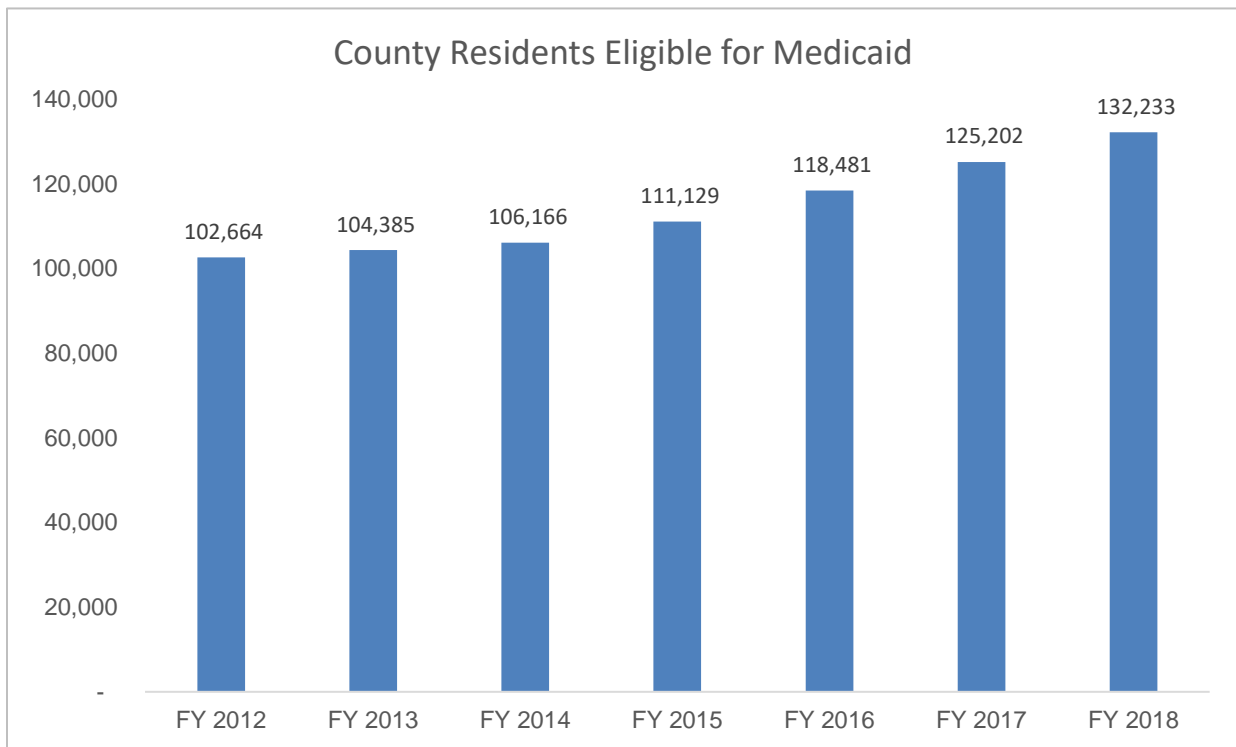
Citizens That Tested Positive for Any STD Through Health Ed Outreach Program	11%	10%	10%	10%	12%
Media Contacts Made to Promote Public Health Prevention Goals and Messaging	3,155	2,700	3,000	3,000	3,000

Vital Records

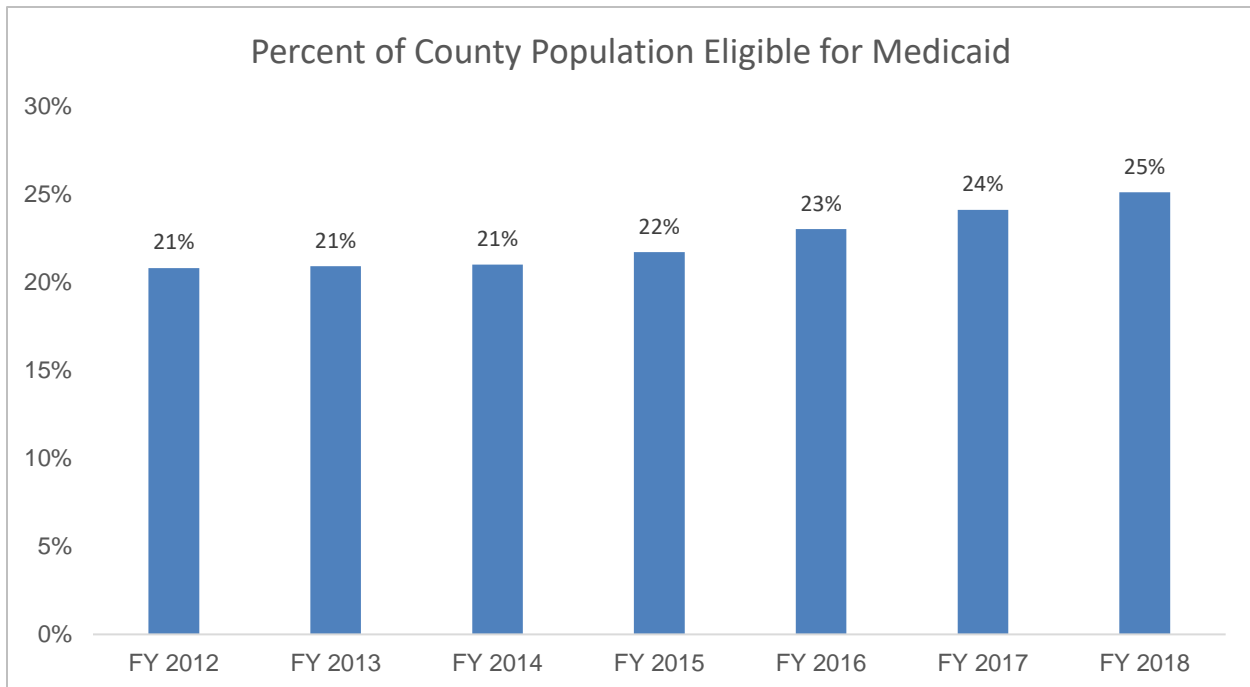
Average Number of Days for Death Registration (Filed Within 5 Days)	7.7	6.9	6.9	6.9	5
Average Number of Days for Birth Registration (Filed Within 5 Days)	3.8	3	3	3	3

COMMUNITY MEDICAID POPULATION

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



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



Population Source: NC OSBM County Estimates

FUTURE OPPORTUNITIES & CHALLENGES

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

SOCIAL SERVICES

Heather Skeens, Social Services Division Director

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

Healthy People

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



BUDGET SUMMARY

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Social Services	31,334,664	31,900,940	32,666,137	33,054,030	33,054,030	1,153,090	3.6%
Social Services Programs	12,573,397	16,303,008	16,377,355	17,859,648	17,859,648	1,556,640	9.5%
Family Supportive Services	9,025,478	10,144,862	10,076,199	10,052,000	10,052,000	(92,862)	(0.9%)
Older Adults Services	2,749,142	2,492,398	2,742,686	2,492,398	2,492,398	0	0.0%
Community Based Services	34,599	35,500	35,500	35,500	35,500	0	0.0%
Social Services Financial Asst	25,618	75,500	74,400	85,500	85,500	10,000	13.2%
Medical Assistance	2,231,842	2,391,076	2,280,938	2,391,076	2,391,076	0	0.0%
Veteran Services	(782)	0	0	0	0	0	0.0%
CARES Contingency	0	0	127,220	0	50,000	50,000	0.0%
Social Service	57,973,958	63,343,284	64,380,435	65,970,152	66,020,152	2,676,868	4%
EXPENSE							
Personnel Services	39,396,382	40,294,290	40,665,728	43,229,468	43,229,468	2,935,178	7.3%
Supplies & Materials	227,848	224,215	245,805	173,500	223,500	(715)	(0.3%)
Other Services & Charges	5,535,698	5,847,980	5,878,047	5,651,385	5,651,385	(196,595)	(3.4%)
Human Services Assistance	12,814,030	16,976,799	17,202,679	16,915,799	16,915,799	(61,000)	(0.4%)
Capital	0	0	388,176	0	0	0	0.0%
Total Expense	57,973,958	63,343,284	64,380,435	65,970,152	66,020,152	2,676,868	4.2%
REVENUE							
Intergovernmental	36,643,783	40,565,539	41,136,658	42,396,774	42,396,774	1,831,235	4.5%
Charges for Service	85,179	109,612	109,612	102,812	102,812	(6,800)	(6.2%)
Appropriated Fund Balance	568,835	407,000	229,147	25,000	25,000	(382,000)	(93.9%)
Miscellaneous Revenues	533,228	689,447	723,284	588,211	588,211	(101,236)	(14.7%)
Total Revenue	37,831,025	41,771,598	42,198,701	43,112,797	43,112,797	1,341,199	3.2%
County Funds	20,142,933	21,571,686	22,181,734	22,857,355	22,907,355	1,335,669	6.2%
Positions	627.50	627.50	651.50	651.50	651.50	24.00	3.8%

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

In previous years, the County's **Medical Assistance** Program has been included in the Public Assistance Mandates section of the budget. From FY 2017 forward, these funds will be a part of Social Service's budget. County Medical Assistance accounts for reimbursement-eligible medical transportation services.

FY 2021 GOALS & OBJECTIVES

- Implement service improvement and facilitation programs:
 - Implement QA/Training team in Aging and Adult Services
 - Increase the number of licensed foster homes
 - Southeastern Work Force Strategies/ AMAC
 - Family First Prevention
 - Medicaid Transformation
 - Maximize available childcare subsidy funds

- Continue to monitor and transition all eligibility activities and Children’s Services to the NC FAST system.
- Continue to utilize technology to maximize efficiency and effectiveness of agency.
- Continue partnership/collaboration with Family Justice Center (GSO and HP) to address elder abuse, neglect and exploitation via Adult Protective Services.
- Develop new and strengthen existing agency training programs within all divisions.

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- Revenues increased by 3.2% or \$1,341,199. The increases reflect a Federal Crisis Intervention payment increase of \$293,000, a Share the Warmth Fund decrease of \$24,017, and the reimbursements of the new Medicaid positions. Some of the revenue increases are to reflect anticipated reimbursements for positions.
- Total expenses increased by 4.2% or \$2,676,868 including \$2.9 million in Personnel Services for routine personnel increases and full-year funding for positions added mid-year in FY 2019-20.
- Other Services and Charges decreased by \$196,595 including decreases in postage and delivery, telephone, equipment rental, advertising and software expenses.
- The budget does not include two Aging & Adult Protective Services Social Workers requested by Social Services.

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

- Social Services’ Economic Services Division continues to process food and nutrition benefits timely and over the past year, the division has continuously met the 95% timeliness federal guidelines.
-
- The Food and Nutrition Services Unit process and administers an average of \$11 million dollars in EBT benefits for use at local grocers and food stores throughout the Guilford County community.
- Since November 2019, counties were given state approval to serve from Child Daycare Waiting Lists. The Daycare Unit has served 885 additional children in Guilford County, allowing families to benefit from affordable and safe childcare.
- The Family Law Facilitator Program has successfully obtained custody orders to avoid 82 children entering custody.
- There has been a reduction of the number of children in foster care to 449 children.
- Social Services’ Children’s Services Division coordinated a successful Celebrate the Children campaign, which provided Christmas and holiday gifts to children in foster care.

- There are currently 111 Foster Parents in Guilford County providing care and support for children in foster care.
- Guilford County's Children's Services Division has licensed 25 new foster homes since 7/1/2019.
- Our relationship has continued with Southeastern Workforce Strategies supporting the AMAC initiative to assist the department in increasing Guilford County's reunification and timely permanence rates.
- 77 children have been adopted and gone to permanent homes during this fiscal year
- SHIFT NC Partnership was implemented to address Teen Sexual Health Education.
- The Aging and Adult Services Division received 698 Adult Protective Services (APS) referrals and provided community outreach to those who did not meet the APS law criteria.
- Adult Guardianship provided comprehensive case management/protective services for up to 264 adult wards, to date.
- Total Restorations to date (4) from Adult Guardianship; these individuals are deemed to be able to care for themselves and therefore have their full rights returned and the guardianship of Social Services is terminated.
- Maintained annual In-Home Aide/ Adult Day Service customer satisfaction rate of 96.83%.
- Aging and Adult Services' Partnership with the Diaper Bank of North Carolina allows the agency to serve the Aging and Adult population of Guilford County with donated adult diaper products (savings ranging from \$25-\$50 per delivery).

KEY PERFORMANCE MEASURES

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
Administration					
Estimated Agency Efficiency Increases from Technology Initiatives in Progress	50%	60%	50%	50%	n/a
Adult & Aging Services					
Adult Foster Care Guardianship caseload per SW	32	28	32	35	25-30
Adult Homes caseload per SW	11	11	11	12	12
Adult Protective Service apps per SW	83	89	95	100	-
Adult Protective Service caseload per SW	14	15	16	17	12

AS 1 - Abuse/ Neglect evaluations completed within 30 days	97.60%	98%	100%	100%	95%
AS 2 - Exploitation cases completed within 45 days	97.50%	98%	100%	100%	90%
In-Home Aide Caseload per SW	46	47	49	49	40
In-Home Aide/Adult Day Care Initial Visit Timeliness (<i>goal: 100% of assignments within 7 business days</i>)	100%	100%	100%	100%	100%

Children, Youth & Families

Foster Care caseload per SW	13	15	15	15	15
18-21 Foster Care caseload per SW	19.5	22	25	27	15
Adoption caseload per SW	18.5	18	18	18	15
Abuse Assessment Cases per SW	13	13	12	11	10
In-Home Services Cases per SW	13	12	11	10	10
Number of Homes per Licensing/Placement Social Worker	21	21	22	22	15

Rate of repeat maltreatment	Data not available	Data not available	5%	5%	7%
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Economic Services

Average FNS applications per month	644	700	700	700	demand
Average FNS recertification cases per month	3,700	3,700	3,700	3,700	demand
Percent of FNS applications processed timely	98%	98%	98%	98%	95%
Percent of FNS recertification cases processed timely	96%	96%	97%	97%	95%
Average Medicaid recertification cases per month	9,000	10,000	10,300	10,609	demand

FUTURE OPPORTUNITIES AND CHALLENGES

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

TRANSPORTATION

Irma Zimmerman, 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

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Transportation-Human Serv	1,538,338	1,122,950	1,179,463	1,267,580	1,267,580	144,630	12.9%
CARES Contingency	0	0	5,000	0	5,000	5,000	0.0%
Transportation Service	1,538,338	1,122,950	1,184,463	1,267,580	1,272,580	149,630	13.3%
EXPENSE							
Personnel Services	655,327	639,449	619,804	755,079	755,079	115,630	18.1%
Supplies & Materials	7,836	8,001	18,001	8,001	13,001	5,000	62.5%
Other Services & Charges	469,496	475,500	489,885	504,500	504,500	29,000	6.1%
Capital	405,680	0	56,773	0	0	0	0.0%
Total Expense	1,538,338	1,122,950	1,184,463	1,267,580	1,272,580	149,630	13.3%
REVENUE							
Intergovernmental	1,307,206	1,045,296	1,049,374	1,050,901	1,050,901	5,605	0.5%
Charges for Service	17,806	25,000	25,000	25,000	25,000	0	0.0%
Other Financing Sources	42,900	0	30,000	0	0	0	0.0%
Total Revenue	1,367,911	1,070,296	1,104,374	1,075,901	1,075,901	5,605	0.5%
County Funds	170,427	52,654	80,089	191,679	196,679	144,025	273.5%
Positions	15.00	15.00	15.00	15.00	15.00	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 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 2021 GOALS & OBJECTIVES

- Ensure a safe and healthy rides to our citizens of Guilford County
- Value economic growth and to provide and produce a rich quality of life for all riders of GCTAMS.
- Provide efficient, effective, and responsive government that meets the public transportation needs and improves our community.
- Provide employment transportation options to persons in need of financial assistance.
- Implement ROAP – Employment Assistance Program
- Review service delivery methods bi-annually
- Review service delivery methods bi-annually
- Restrict able bodied persons to Bus Ticket Distribution Program
- Maximize the value of county dollars through the use of available grant programs for transportation.
 - Develop list of all available grants related to existing programs or services
 - Develop a new program or service every two years based upon grant funding availability.

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- Overall Transportation revenues increased by \$5,605 to a total of \$1,075,901 with the additional funding coming from the Federal Home and Community Care Block Grant.
- Total expenses increased by \$149,630 or 13% from FY 2020. The increase includes \$115,9630 from Personnel Services, \$26,500 from Insurance and Bonding and \$35,000 from Vehicle Repair and Vehicle Fuel.

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

- The world was hit with COVID-19 in the latter part of FY 2020. Transportation had a significant decrease in ridership due to closing of daycare centers, senior centers, school closings, doctor's offices and some employment trips that were not considered essential. Transportation was able to continue to transport life sustaining and essential trips (dialysis appointments, employment and some medical appointments) during these uncertain times. The drivers and staff were able to continue to work and have other duties assigned to them within DSS.
- The Transportation Department was able to order extra PPE supplies and cleaning supplies to sanitize the buses after each pick up and drop off. The drivers where given mask to wear, gloves, hand sanitizer for their safety. The drivers were given extra masks (50 per box per bus) and hand sanitizer for riders to be able to use while on the bus for their safety.

KEY PERFORMANCE MEASURES

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
Trips	50,760	51,000	52,000	52,500	55,000
Cost per trip	\$26.52	\$26.52	\$26.52	\$26.52	\$26.52

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

FUTURE OPPORTUNITIES AND CHALLENGES

- Increase in demand for transportation services combined with limited grant funds.
- Future opportunities and challenges going to be able to provide the same amount of quality transportation service to the citizens of Guilford County due to HB 77 being passed to cut of funding for the ROAP (Rural Operating Assistance Program) for FY 2021. The amount of 2020 ROAP funding allocated to the transportation was \$481,193.02.
- ROAP/SMAP unspent funds extension were sent to all transit entities by NCDOT-PTD to decide to keep or return the unspent funds from FY 2020 to be able to carry over into FY 2021 due to the Pandemic. Under the CARES ACT GCTAMS were allocated the amount of funding from the City of Greensboro's MPO \$95,000 under the 5307 grant and City of High Point's MPO \$250,000 that will be used to off set most of the short fall in revenue as well as the remaining amount from the FY 2020 ROAP allocation.
- If we do not get any assistance for FY21 ROAP Grant, we will have to consider the impact on our staffing and level of service.
- Also, there is uncertainty of when the centers being able to reopen to full capacity. The buses will not be able to hold their full capacity due to social distances for the safety of the riders and drivers. The transit vehicles will have extra barriers installed for the protection of the drivers.
- To remain an efficient and safe transport to all riders and drivers.

VETERANS' SERVICES

Robert Shelly, Veterans' Services Division Director

1203 Maple St., Greensboro, NC 27401
325 E. Russell Ave., High Point, NC 27260

Healthy People

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



BUDGET SUMMARY

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Veteran Services	120,970	281,017	281,017	286,791	286,791	5,774	2.1%
CARES Contingency	0	0	5,000	0	5,000	5,000	0.0%
Veteran Services	120,970	281,017	286,017	286,791	291,791	10,774	3.8%
EXPENSE							
Personnel Services	102,376	268,527	268,527	273,461	273,461	4,934	1.8%
Supplies & Materials	0	1,250	6,250	1,250	6,250	5,000	400.0%
Other Services & Charges	18,594	11,240	11,240	12,080	12,080	840	7.5%
Total Expense	120,970	281,017	286,017	286,791	291,791	10,774	3.8%
REVENUE							
Intergovernmental	2,216	3,000	3,000	3,000	3,000	0	0.0%
Total Revenue	2,216	3,000	3,000	3,000	3,000	0	0.0%
County Funds	118,754	278,017	283,017	283,791	288,791	10,774	3.9%
Positions	2.00	4.00	4.00	4.00	4.00	0.00	0.0%

Note: Veterans' Services became a separate Health & Human Services division in the FY 2018-19 budget.

DEPARTMENTAL PURPOSE

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

FY 2021 GOALS & OBJECTIVES

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

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- The overall Veterans' Services budget increased by 10,744 from FY 2020 including a net increase in Personnel Services of \$4,934 after a \$15,000 decrease in part-time salaries. Supplies and Materials also increased \$5,000 reflecting additional funding for operating supplies.

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

- Veterans' Services successfully transitioned to a full, independent division of Human Services following action by the Board of Commissioners in the FY 2019 Adopted budget.
- Veterans' Services initiated a review of its operations and outreach that continues into FY 2020 as it works to improve the veterans' experience and access to resources.
- In FY 2019, Veterans Services' provided services to 927 clients. In FY 2020, the department has provided services to 2,411 clients.
- Veterans' Services has established itself as an integral part of the local community.

KEY PERFORMANCE MEASURES

Veterans' Services performance measures are currently being reviewed for accuracy and relevance to improve the usefulness of these measures. Veterans' Services recently purchased Bell Data software that will enhance quality of service and improve reporting on the services provided by the department.

FUTURE OPPORTUNITIES & CHALLENGES

- The number of veterans and eligible families to be served will continue to increase as aging veterans and dependents seek VA services. We will continue to serve those that have been recently discharged from the military and call Guilford County home.
- As January 1, 2020 we started processing claims for our Blue Water Navy Veterans due to their exposure to Agent Orange and/ or Widow's Pension.
- We will continue to meet the needs of our Veterans that are returning from Iraq and Afghanistan who seeks advice not only on Claim-related issues but VA Hospital Care, Education benefits, homelessness, employment, and community support systems for emergency financial assistance.
- The Department had an increase in the number of OIF/OEF Veterans from previous year. Many veterans did not understand the process and wanted an Advocate working on their behalf.
- The department looks forward to moving into a facility that will co-locate the staff into one building which will enhance our ability to conduct more outreach into the local community
- The addition of a Receptionist will allow for the continuation of service to our clients and allow for the office to remain open. Currently there is no administrative support for the staff.

Public Safety

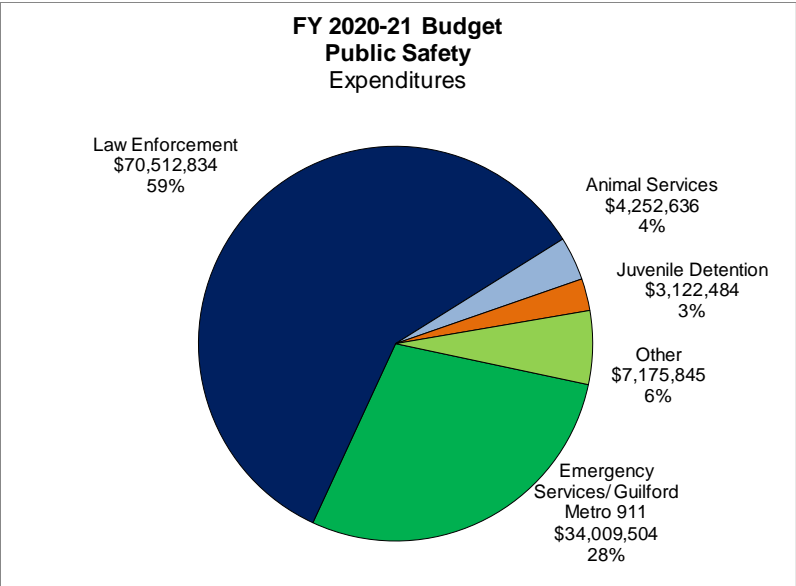
Guilford County’s Public Safety departments work to safeguard and ensure the well-being of residents and visitors. The County addresses public safety in a variety of ways, whether is it through the provision of emergency medical transportation in times of crisis, animal control services or the enforcement 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 departments include:

- Security
- Law Enforcement
- Emergency Services
- Inspections
- Juvenile Detention
- Family Justice Center
- Animal Services
- Court Services

Expenditures

Guilford County will spend a total of \$119.1 million for Public Safety in FY 2020-21, an increase of about \$3.0 million, or 2.6%, from the FY 2019-20 budget. The net increase in County funds will be on 2.5 million or 2.9% with non-county revenues increasing as well. Public Safety accounts for 18.8% of the total expenditures for the county.



The FY 2020-21 budget continues to align the Law Enforcement budget more closely with actual expenditures to better identify efficiencies. It also includes \$500,000 from an increase in contracted medical services, maintains funding for the county’s re-entry program and replaces 5 vehicles at the end of their service life.

The Emergency Services (ES) budget is increasing by approximately \$1.3 million, or 4.0%, due to the increases instituted during Phase 1 of the County-wide compensation study in FY 2020 (approx. \$1.4 million) plus a combination of increased medical supplies costs, increased radio items for repair/replacement, increased state medical examiner and EMS billing fees reflecting increased call volume; and an increase in the County’s share of 911 calls to Guilford-Metro. The budget also includes funds for one replacement staff vehicle.

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

The Animal Services budget is increasing by about \$17,300, or less than 1%, primarily due to adjustments in medical services and contracted staffing following the addition of 5 positions in

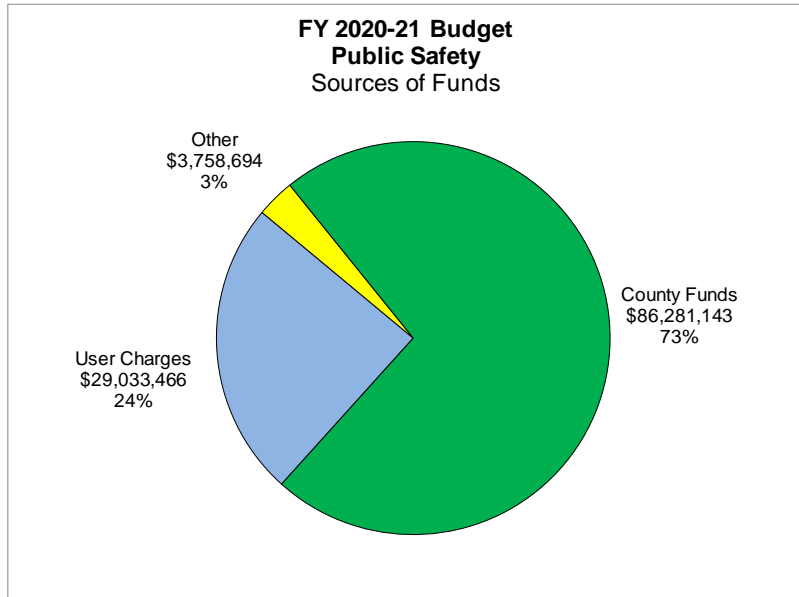
FY 2020. Once the planned new facility is constructed, there may be additional adjustments in future budgets to reflect the new operating location.

The Family Justice Center (FJC) budget is increasing by \$136,348, or 16.6%, primarily due to increased demand at the Greensboro location and the addition of one new Navigator position to assist clients in the FJC.

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

Revenues

Most (73%) of Public Safety services are funded from general County funds. User fees and charges, primarily for ambulance services and various Law Enforcement fees, will generate 24% of the Public Safety revenues. The remaining funds will come from the federal and state government, fund balance, and other minor revenues.



	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	vs. FY20 Adopted	
						\$ chg	% chg
Department							
Animal Services	\$3,647,147	\$4,235,302	\$4,490,938	\$4,247,636	\$4,252,636	\$17,334	0.4%
Juvenile Detention	\$2,335,295	\$2,883,116	\$2,688,741	\$3,117,484	\$3,122,484	\$239,368	8.3%
Emergency Services	\$30,127,149	\$32,698,734	\$33,215,062	\$33,808,504	\$34,009,504	\$1,310,770	4.0%
Family Justice Center	\$630,867	\$819,086	\$859,086	\$889,502	\$955,434	\$136,348	16.6%
Inspections	\$2,445,884	\$2,537,285	\$2,472,093	\$2,569,937	\$2,574,937	\$37,652	1.5%
Law Enforcement	\$67,929,679	\$69,295,243	\$72,686,261	\$70,462,834	\$70,512,834	\$1,217,591	1.8%
Court Services	\$898,093	\$1,080,748	\$1,120,084	\$1,102,917	\$1,107,917	\$27,169	2.5%
Security	\$2,089,980	\$2,540,574	\$2,628,490	\$2,532,557	\$2,537,557	(\$3,017)	-0.1%
Total Expenditures	\$110,104,094	\$116,090,088	\$120,160,755	\$118,731,371	\$119,073,303	\$2,983,215	2.6%
Sources of Funds							
Federal & State Funds	\$1,219,390	\$1,457,008	\$2,473,631	\$2,137,688	\$2,137,688	\$680,680	46.7%
User Charges	\$27,666,917	\$29,241,550	\$29,241,550	\$29,033,466	\$29,033,466	(\$208,084)	-0.7%
Other	\$1,747,869	\$1,225,210	\$1,373,835	\$1,314,560	\$1,315,560	\$90,350	7.4%
Fund Balance	\$861,347	\$341,046	\$1,023,574	\$305,446	\$305,446	(\$35,600)	-10.4%
County Funds	\$78,608,571	\$83,825,274	\$86,048,165	\$85,940,211	\$86,281,143	\$2,455,869	2.9%
Sources of Funds	\$110,104,094	\$116,090,088	\$120,160,755	\$118,731,371	\$119,073,303	\$2,983,215	2.6%
Permanent Positions	1,072.400	1,092.400	1,095.400	1,095.400	1,096.400	4.000	0.4%

ANIMAL SERVICES

Jorge L. Ortega, Jr., Director

4525 W. Wendover Ave., Greensboro, NC 27409 (336) 641-3400

Public Safety

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



Healthy People

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



BUDGET SUMMARY

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Animal Shelter	2,520,878	2,847,388	3,074,164	2,979,038	2,979,038	131,650	4.6%
Animal Control	1,126,269	1,387,914	1,411,774	1,268,597	1,268,598	(119,316)	(8.6%)
CARES Contingency	0	0	5,000	0	5,000	5,000	0.0%
Animal Services	3,647,147	4,235,302	4,490,938	4,247,636	4,252,636	17,334	0.4%
EXPENSE							
Personnel Services	2,300,979	2,603,723	2,756,494	3,162,834	3,162,834	559,111	21.5%
Supplies & Materials	444,519	482,998	526,276	443,000	448,000	(34,998)	(7.2%)
Other Services & Charges	900,635	1,010,581	1,036,783	641,802	641,802	(368,779)	(36.5%)
Capital	1,014	138,000	171,385	0	0	(138,000)	(100.0%)
Total Expense	3,647,147	4,235,302	4,490,938	4,247,636	4,252,636	17,334	0.4%
REVENUE							
Charges for Service	850,211	1,087,691	1,087,691	945,458	945,458	(142,233)	(13.1%)
Appropriated Fund Balance	172,578	28,200	32,807	18,200	18,200	(10,000)	(35.5%)
Miscellaneous Revenues	82,883	69,475	111,475	58,850	58,850	(10,625)	(15.3%)
Total Revenue	1,105,671	1,185,366	1,231,973	1,022,508	1,022,508	(162,858)	(13.7%)
County Funds	2,541,476	3,049,936	3,258,965	3,225,128	3,230,128	180,192	5.9%
Positions	45.00	47.00	52.00	52.00	52.00	5.00	10.6%

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 2021 GOALS & OBJECTIVES

- Continue to seek strategic partnerships within the community to enhance our services for pets and their owners.
- Continue the County's partnership with Project Bark.
- Continue project to replace the existing county Animal Shelter complex. Construction started in April 2020 and is expected to take 12-18 months to complete.
- Continue to monitor and handle the large volume of animals housed at the Animal Shelter that includes coordination with local rescue groups.
- Continue to educate the public about and enforce the County's animal control ordinance and other applicable laws.
- Increase presentation of animals housed at the shelter on the Animal Shelter website and other social media platforms.

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- The Animal Services budget increased by \$17,334, or less than 1%, due primarily to changes in personnel costs and an associated reduction in contracted staffing and medical services due to the addition of five positions in FY 2020. Other changes include funds for training and dues & memberships to ensure staff can retain professional certifications, and insurance. This budget will allow the department to continue to house and care for animals in the shelter and provide animal control services throughout the county.
- Susie's Fund and Maddie's Fund budgets have been reduced to zero for FY 2021 due to the donation and grant funds being fully expended in FY 2020. The department anticipates seeking additional grants during the fiscal year, and continues to evaluate other community-focused programs like SPOT and Project Bark to ensure a high quality of service.
- Animal Services revenues decreased by \$162,858, or 13.7%, as a result of reducing the shelter revenue budget to reflect actual revenues.
- Animal Services also requested an Animal Rescue Coordinator to oversee communication and interaction with all animal transfer operations. Funding for this position was available in the FY 2021 Adopted budget.

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

- Successfully collaborated with Animal Services Advisory Board to receive citizen input and recommendations on Animal Services operations in Guilford County.
- Hired additional Shelter staff:
 1. Shelter Veterinarian – will help improve the level of medical care for all the animals in the shelter.

2. Customer Service Manager – will help improve the shelter’s reputation with visitors and increase our positive animal outcomes.
 3. Foster Coordinator – will help increase and manage the number of animals in foster homes which will result in positive animal outcomes.
 4. Animal Care Technicians – added several positions to help improve the daily care of all the animals in the shelter.
- Continued to have a progressive adoption program by working with our community partners, social media, and rescue organizations to increase the number of adoptions. Implemented monthly adoption special promotions to encourage adoptions.
 - Utilized budgeted county funds and Susie’s Fund to provide medical treatment to injured, abused, or neglected animals received by the animal shelter.
 - The Animal Services Director continues to identify strategic objectives to help the animal shelter move forward and increase the standard level of animal care.
 - Secured various grants to improve operations:
 1. \$7,000 Grant to purchase cages for animal transport during times of emergencies.
 2. \$35,000 Grant to help with community outreach efforts to increase pet retention in our community and to reduce shelter intakes.

KEY PERFORMANCE MEASURES

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
Animal Control					
Dispatched Calls	14,702	15,784	15,626	15,470	demand
Dispatched Calls per Officer	1,470	1,578	1,563	1,547	demand
Calls for Animals Running Loose	3,275	3,406	3,542	3,684	demand
Positive Rabies Reports	13	14	14	14	demand
Animal Shelter					
Number of animals taken in	6,700	6,500	6,000	5,500	5,500
Average Daily Population	310	300	300	250	250
Average Length of Stay	16	14	12	10	10
Live Release/Outcome Rate	85%	85%	85%	90%	90%

FUTURE OPPORTUNITIES & CHALLENGES

- Combining animal control and shelter operations will require time to fully integrate operations but is anticipated to allow better tracking and coordination of operation of both functions through physical co-location, centralized administration, and easier sharing of information.

- The shelter population is currently at manageable levels, but current facility is continually in need of repair and at times, does not meet minimum standards of care. The construction of the new animal shelter will begin in April 2020. This new facility will provide a more efficient facility layout that will improve operations and capacity of animal care, reduce the cost of maintenance, and will be viewed as a resource for the community.
- There is currently strong community support for the animal shelter. The opportunity is there to build strong private-public partnerships to help sustain the animal shelter's life-saving efforts.
- Community outreach focus:
 1. Gate City Pet Project - work that is focused in communities where there is evidence of high animal surrender;
 2. Dog Walking Programs - working with local colleges and universities to get available dogs out of the shelter for morning walks and enrichment programs;
 3. Coalitions – working collaboratively with other local animal welfare organizations to help decrease animal surrenders to the shelter

JUVENILE DETENTION

Doug Logan, Director

15 Lockheed Court, Greensboro, NC 27409 (336) 641-2600

Public Safety

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



BUDGET SUMMARY

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Detention Services	2,335,295	2,883,116	2,683,741	3,117,484	3,117,484	234,368	8.1%
CARES Contingency	0	0	5,000	0	5,000	5,000	0.0%
Juvenile Detention	2,335,295	2,883,116	2,688,741	3,117,484	3,122,484	239,368	8.3%
EXPENSE							
Personnel Services	1,714,018	2,106,058	1,906,058	2,306,133	2,306,133	200,075	9.5%
Supplies & Materials	223,951	358,617	364,242	301,262	306,262	(52,355)	(14.6%)
Other Services & Charges	378,676	418,441	418,441	470,089	470,089	51,648	12.3%
Capital	18,650	0	0	40,000	40,000	40,000	0.0%
Total Expense	2,335,295	2,883,116	2,688,741	3,117,484	3,122,484	239,368	8.3%
REVENUE							
Intergovernmental	66,842	71,473	71,473	71,755	71,755	282	0.4%
Charges for Service	2,109,380	2,467,677	2,467,677	2,212,934	2,212,934	(254,743)	(10.3%)
Other Financing Sources	6,000	0	0	0	0	0	0.0%
Miscellaneous Revenues	1,224	1,823	2,448	1,450	1,450	(373)	(20.5%)
Total Revenue	2,183,446	2,540,973	2,541,598	2,286,139	2,286,139	(254,834)	(10.0%)
County Funds	151,849	342,143	147,143	831,345	836,345	494,202	144.4%
Positions	33.00	37.00	36.00	36.00	36.00	(1.00)	(2.7%)

DEPARTMENTAL PURPOSE

The Juvenile Detention 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. In FY 2021, the name of the department changed from "Court Alternatives" to "Juvenile Detention" to more accurately reflect the work of the department.

FY 2021 GOALS & OBJECTIVES

- Continue to advertise for and recruit highly talented & skilled Juvenile Counselor Technicians along with a Human Services Coordinator.

- The Guilford County Juvenile Detention seeks to ensure the safety of juveniles and staff by maintaining an organized and disciplined system of operation that promotes stability within the facility.
- Guilford Juvenile Detention Center (GJDC) will accomplish its mission in a secure, orderly, and structured environment which is maintained by well-trained, competent staff administering the “Model of Positive Behavior Intervention” program, an accountability-based behavior management model comprised of comprehensive educational and recreational programs that promote healthy choices for the youth we serve. The GJDC seeks to provide an environment which enables behavior changes by making rehabilitative opportunities available for juveniles who demonstrate motivation for change and the desire to participate in behavior modification programs.
- Expand our partnership with NextGen Youth Program an affiliate of Goodwill Industries. NextGen offers comprehensive guidance and counseling services for youth ages 17 and up in need of assistance with education and career goals.
- Increase Mental Health interventions in the facility with the assistance of our medical provider WellPath. This will include additional training for staff with the goal of reducing the trauma induced stress we are seeing with court -involved youth.
- Juvenile Detention 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 2021 RECOMMENDED BUDGET HIGHLIGHTS

- The overall Juvenile Detention budget increased by \$239,368 or 8.3%. The largest increase is in Other Services & Charges, for Medical Services contract services for juveniles. The department removed the additional hours for nursing lessen the sharp increase in price. The second largest increase is in Personnel Services due to pay plan, merit, and other routine adjustments.
- The revenues from Charges for Services are expected to decrease by 10% due to Guilford County prioritizing residents over out-of-county juveniles. To mitigate some of this revenue reduction, the department has finalized an MOU with the State that increases payments for in-county juveniles by about \$31 per day per individual. The payment rate for out-of-county juveniles will remain at \$240 per day.

FY 2020 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.
- We held a graduation ceremony in October 9, 2019 at the facility for one of our juvenile detainees. The Guilford County Schools Superintendent, Dr. Sharon Contreras, was in attendance along with several members of the School Board.

- Provided facility tours for organizations and families as a community service, to assist with early interventions & preventions for misguided youth.
- Continued compliance with Department of Public Instruction requirements, in accordance to Child Nutrition reimbursement.
- Continued to offer music sessions as an additional therapeutic measure to aid and uplift our youth. The Greensboro Symphony provides educational sessions and we were able to offer guitar lessons in partnership with Heather Graham from UNCG.
- Provided sessions on Human Trafficking for the juvenile population, carried out by Kimberly and Ethan Wheeler-The Phoenix Alliance. The Wheelers have many years of experience, including time spent in Thailand, educating and rescuing victims of Human Trafficking.
- Increased our recruiting efforts by holding a Career Fair at the facility which enabled us to readily identify and interview a larger applicant pool. In addition, we participated in several local job fairs.

KEY PERFORMANCE MEASURES

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
General Operations					
Total admissions	498	486	507	507	507
Guilford County admissions	197	180	269	269	201
Admissions from outside Guilford County	301	306	238	238	306
Total bed stays	11,174	11,019	11,505	11,655	11,655
Cost per bed day	216	202	251	244	244
Average length of stay	23	23	14	23	23
Average daily population	31	31	32	32	32
Education & Wellness (hours / week)					
Weekly hours of traditional classroom education offered through Guilford County Schools partnership	31.25	31.25	31.25	31.25	31.25
Weekly hours of extracurricular Health & Wellness Education offered	3.50	3.50	3.50	3.50	3.50
Weekly hours of extracurricular Nutrition Education offered	3.50	3.50	3.50	3.50	3.50
Weekly hours of physical fitness activities offered	7	7	7	7	7
Weekly hours of Gang Resistance Education & Training (GREAT) offered through Project Safe Neighborhood collaborative	10	3	3	3	3

FUTURE OPPORTUNITIES & CHALLENGES

- Continue to explore the options for facility expansion or the potential of adding modular housing units. Due to the “Raise the Age” legislation, we are seeing increased numbers of 16 and 17-year old juveniles being admitted to the facility. This increase has forced us to transfer most of the out-of-County juveniles to other facilities, in order to safely accommodate the Guilford County population. These measures will result in a decrease in revenue for the department.
- With older individuals at the facility, juveniles are experiencing more high-risk behaviors at the facility and the staff has deemed it appropriate to seek additional (though not mandated) care of more mental health counseling. However, sharp increases in medical care have made the service more expensive.

EMERGENCY SERVICES

James L. Albright, Director

1002 Meadowood Rd., Greensboro, NC 27409 (336) 641-7565

Public Safety

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



BUDGET SUMMARY

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Emergency Services	1,752,615	1,769,412	1,780,136	2,059,572	2,059,570	290,158	16.4%
Emergency Management	830,061	825,696	980,477	727,133	727,134	(98,562)	(11.9%)
Communications	3,993,470	4,511,559	4,513,771	4,324,162	4,324,162	(187,397)	(4.2%)
Garage	350,874	368,023	369,662	530,252	530,252	162,229	44.1%
Medical	20,709,710	22,438,399	22,515,711	23,009,863	23,010,864	572,465	2.6%
Fire	2,490,420	2,785,645	2,823,133	3,157,521	3,157,522	371,877	13.3%
CARES Contingency	0	0	232,172	0	200,000	200,000	0.0%
Emergency Services	30,127,149	32,698,734	33,215,062	33,808,504	34,009,504	1,310,770	4.0%
EXPENSE							
Personnel Services	18,269,445	19,918,516	19,812,309	21,999,723	21,999,723	2,081,207	10.4%
Supplies & Materials	1,997,418	2,301,200	2,577,112	2,290,600	2,491,600	190,400	8.3%
Other Services & Charges	8,449,558	9,126,868	9,417,420	9,232,031	9,232,031	105,163	1.2%
Capital	1,411,334	1,352,150	1,408,221	286,150	286,150	(1,066,000)	(78.8%)
Total Expense	30,127,149	32,698,734	33,215,062	33,808,504	34,009,504	1,310,770	4.0%
REVENUE							
Intergovernmental	146,049	85,250	165,685	85,250	85,250	0	0.0%
Charges for Service	17,820,459	19,357,793	19,357,793	19,253,793	19,253,793	(104,000)	(0.5%)
Other Financing Sources	92,497	75,000	75,000	60,000	60,000	(15,000)	(20.0%)
Miscellaneous Revenues	410,498	358,652	358,652	355,000	356,000	(2,652)	(0.7%)
Total Revenue	18,469,504	19,876,695	19,957,130	19,754,043	19,755,043	(121,652)	(0.6%)
County Funds	11,657,645	12,822,039	13,257,932	14,054,461	14,254,461	1,432,422	11.2%
Positions	261.25	276.25	275.25	275.25	275.25	(1.00)	(0.4%)

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 2021 GOALS & OBJECTIVES

- All Divisions of Emergency Services have been deeply impacted by the international COVID-19 pandemic. As this budget is being prepared, the Department is coordinating a community wide response to this emerging health crisis with little to no outside support. This is requiring an unparalleled level of effort to respond to this issue, and the mitigation and recovery will be measured in terms of years, not days or months.
- 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 2021.
- Maintain and prepare for Accreditation renewal from Emergency Management Accreditation Program (EMAP).
- Continue to strive for increased compliance to Fire and Life Safety Inspections throughout the County by compliance inspections, occupant education, and enforcement.
- Continue to provide efficient and effective pre-hospital care for the victims of injury or illness within Guilford County, while expanding the role of Guilford County EMS as a mobile integrated healthcare practice provider. The transition from traditional fee-for-service to population health management has continued to become the current healthcare model. This will also require continued departmental focus on our community paramedicine program.
- EMS is faced with a transformation in payor for Medicaid beneficiaries in FY21 and will change from a single payor to a potentially Managed Care Medicaid in FY21. This will require a change in accounting and cost reporting.
- Maintain three-year re-accreditation from the Commission on Accreditation of Ambulance Services (CAAS).
- Through community collaboration with UNCG and NC A&T's MSW program, maintain the GC STOP (Guilford County Solutions to the Opioid Problem) program to continue to reduce mortality from the opioid crisis.
- Complete Phase 1 of the ES Master facility on Pepperstone Drive and transition essential functions of maintenance and logistics to that site during the fiscal year. It is the department's hope that programmatic design will be funded for initiation during FY 2021.

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- Overall, the Emergency Services expense budget increased by \$1.31 million, or 4%, from the FY 2020 Adopted budget. This increase is compounded by a \$121,652, or .6%, loss in revenue attributed to longer receiving system access fees for the City of High Point for the use of GM911. The total loss brings the use of county funds to \$14,254,461 million, or an 11.2% increase.
- Personnel Services increased by \$2,081,207, or 10.4%, from the FY20 Adopted budget. This increase is attributed to routine county-wide merit and other personnel adjustments,

including the county's decision to raise minimum wage for employees to \$15 per hour. The minimum wage increase was most notable for EMT's.

- Supplies & Materials increased by \$190,400, or 8.3%, from FY 2020. This increase is caused by two major changes, including a \$200,000 increase in cleaning supplies needed to combat COVID-19, as well as a \$66,200 in Small Computer Equipment to be utilized in the new EMS facility. The increase is offset by a series of small decreases made to tighten the overall budget based upon a loss of expected revenue.
- Other Services & Charges increased by \$105,163, or 1.2%, from FY 2020. This increase is caused by the construction of the new EMS Base 1 facility and completion of the Pepperstone facility, which generate a \$135,500 increase in utilities and a \$74,820 increase in routine building maintenance costs. These costs will be partially offset by a reduction in building rental costs by \$51,500 as the department moves out of its leased garage space. Other reductions in vehicle fuel and repair services also aided in reducing costs due to the impacts of COVID-19.
- Capital decreased by \$1.06 million, or 78.8%, due to the decision to delay many vehicle replacements for one year from the impact of COVID-19. However, CARES funds were able to be utilized to replace several ambulances in the current year.
- Total Revenue decreased by \$121,652, or .6%, from FY 2020 Adopted. The decrease is mostly attributed to a \$130,000 decrease in Emergency Operations System Access Fees due to High Point leaving the system.
- Emergency Services requested six additional Firefighter II positions to aid response times for Rescue 50 and Squad 250, as the demand for those two units continues to grow on an annual basis. Funding was not available in the FY 2021 Adopted budget for these requested positions.
- Emergency Services did receive County funds for the continuation of the GCSTOP program. The program is a continuation of a partnership with Emergency Services, Public Health, UNC-Greensboro, and NC A&T, and it was developed to provide rapid response services to assist survivors of opioid overdose.
- Emergency Services also slightly adjusted its fee schedule for Hazardous Facility Planning Fees, as well as Disaster Plan Review Fees in order to create more uniformity in the overall fee format. Any changes in revenue will be miniscule, as the change was made to make it easier on staff and other agencies rather than increase revenue.

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

- The Emergency Management Division coordinated or participated in 12 multi-agency exercises evaluating the community's ability to respond to and recover from major emergencies.
- The Emergency Management Division activated the Emergency Operations Center 3 times and utilized WebEOC on 19 incidents and planned events to coordinate response and recovery activities with partner agencies. This includes States of Emergency for two hurricanes (Florence and Michael) and 1 significant Winter Storm.

- Coordinated the opening of disaster shelters for Hurricanes Florence and Michael.
- Continued to coordinate elements of the Greensboro Tornado Recovery from April of 2018 and facilitated a Disaster Declaration for Individual Assistance and Public Assistance from Hurricane Florence.
- The Emergency Management Division supported the update process of 84 Continuity of Operations Plans, and other supporting plans in Emergency Management.
- Emergency Management continued the enhancement of the community notification system through a multi-agency partnership with the City of Greensboro and the City of High Point and registered 12,000 additional community contacts into the system.
- During calendar year 2019, the EMS Division responded to 77,233 requests for service. 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 continue to respond to an unprecedented number of calls associated with the opioid overdose epidemic. In 2019, we treated over 900 suspected narcotic overdoses and attended to ~85 overdose related deaths. To help combat this problem, we have joined a collaborative known as Guilford County Solution to the Opioid Problem (GCSTOP). This project leverages one-time funds allocated by the NC General Assembly to design, implement, and evaluate a rapid response (post reversal follow up) program intended to decrease mortality from opioid overdoses among the opioid user population. We have also received a NC DPH grant and an NC OEMS grant related to the program.
- Guilford County, on behalf of Emergency Services, purchased property to build a master facility on Pepperstone Dr. The department has worked diligently with architects/engineers to design and now construct the facility. The facility is to be completed in late summer 2020, and Emergency Services is preparing for the relocation of a number of essential services to that facility.
- EMS continued a partnership with Triad Healthcare Network (THN), the accountable care organization (ACO) affiliated with Cone Health, for Community Paramedicine (CP) services for patients with advanced heart failure. Contracts for paramedicine service continue to cover expenses associated with program. According to Cone Health, this program has resulted in a 54% decrease in readmissions and a 25% decrease in emergency department visits by the program participants. This has resulted in a savings of greater than \$500,000 for Cone Health. As a result, we are regularly receiving requests to expand our services.
- EMS formed a partnership with Hospice and Palliative Care of Greensboro to provide comprehensive services for their clients on a subscription basis.
- Fire Inspections staff conducted greater than 2,883 inspections during calendar year 2019. This currently represents a compliance rate of >95% with the state mandate for CY19. Plans examination of new construction and up fit of existing building stock totaled 231 with acceptance testing of all fire protection systems resulted in 206 additional inspections, which is clearly trending as an increase. There were 108 permitted inspections, which include blasting operations, fireworks, tents and underground tanks. During CY18 the Guilford County Fire Marshal's Office has absorbed all Charter Schools (per

General Statute) as well as GCS Administration Buildings throughout the County. Additionally, 845 School properties must be inspected twice annually with a compliance rate of 99%.

- Fire Investigation staff performed a total of 139 investigations which resulted in:

- Intentional Fires 29
- Accidental Fires 61
- Failure of Equipment 7
- Act of Nature 4
- Under Investigation 5
- Undetermined 10
- Other Situations 23
(no fire ignition situations)

There were 4 Civilian Fire Injuries, 5 Civilian Fire Deaths and No Fire Service injuries or deaths. Juveniles were involved in 11 incidents

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

The County of Guilford currently supplements fire units throughout the county to include interactions with Greensboro and High Point Cities. This unit responded to over 1,500 calls for assistance for CY 20.

KEY PERFORMANCE MEASURES

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 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	485	550	550	500
Number of disaster plans for the County that are up-to-date and support for incidents that could occur in the region	86	80	80	80	80
Number of WebEOC activations	25	32	30	30	demand
Percent of time WebEOC is available for disaster response	99%	99%	99%	99%	99%

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
Number of outside entities that requested and received disaster planning assistance	27	32	25	25	10
Number of training events for emergency partners and community preparedness	24	19	20	20	20
Percent of attendees of preparedness trainings or events that feel better prepared	100%	100%	100%	100%	100%
Percent of Emergency Management Accreditation Standard Compliance standards the County is in compliance with each FY	70%	100%	100%	100%	100%

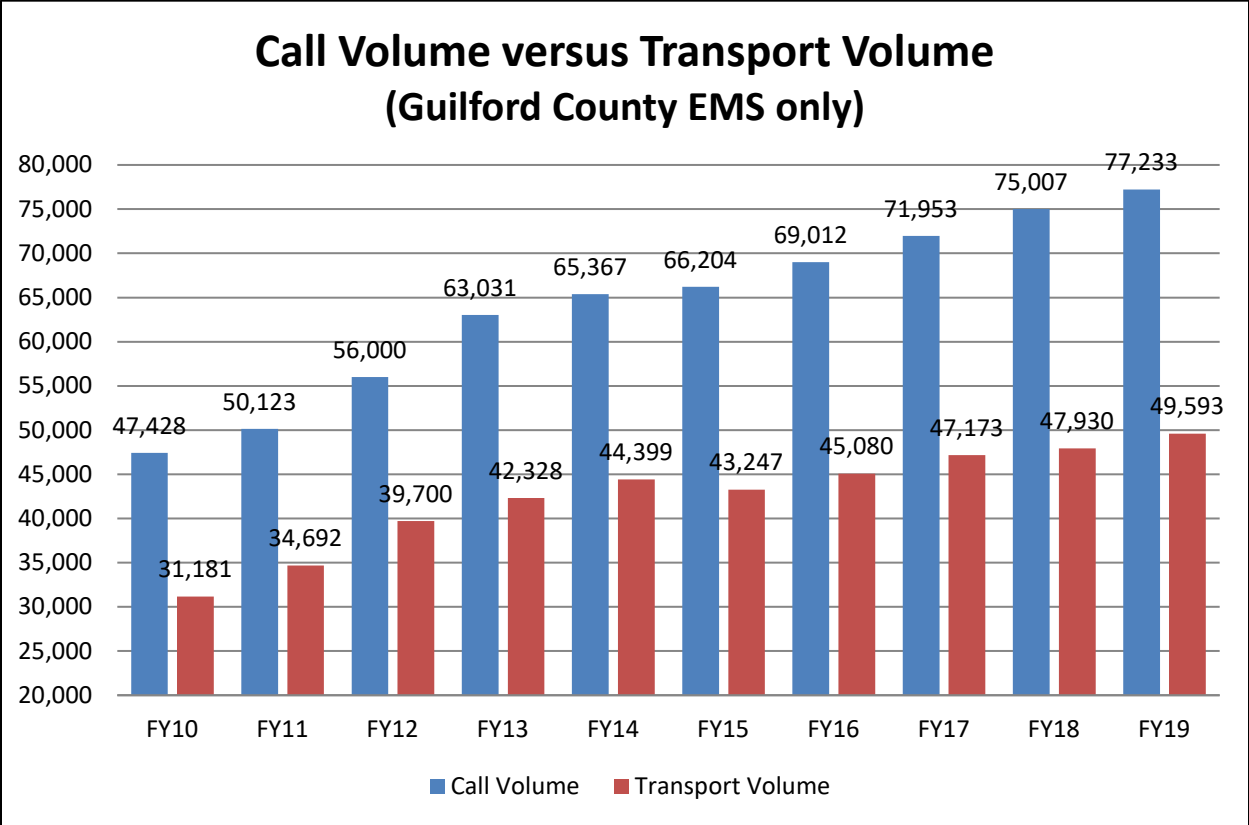
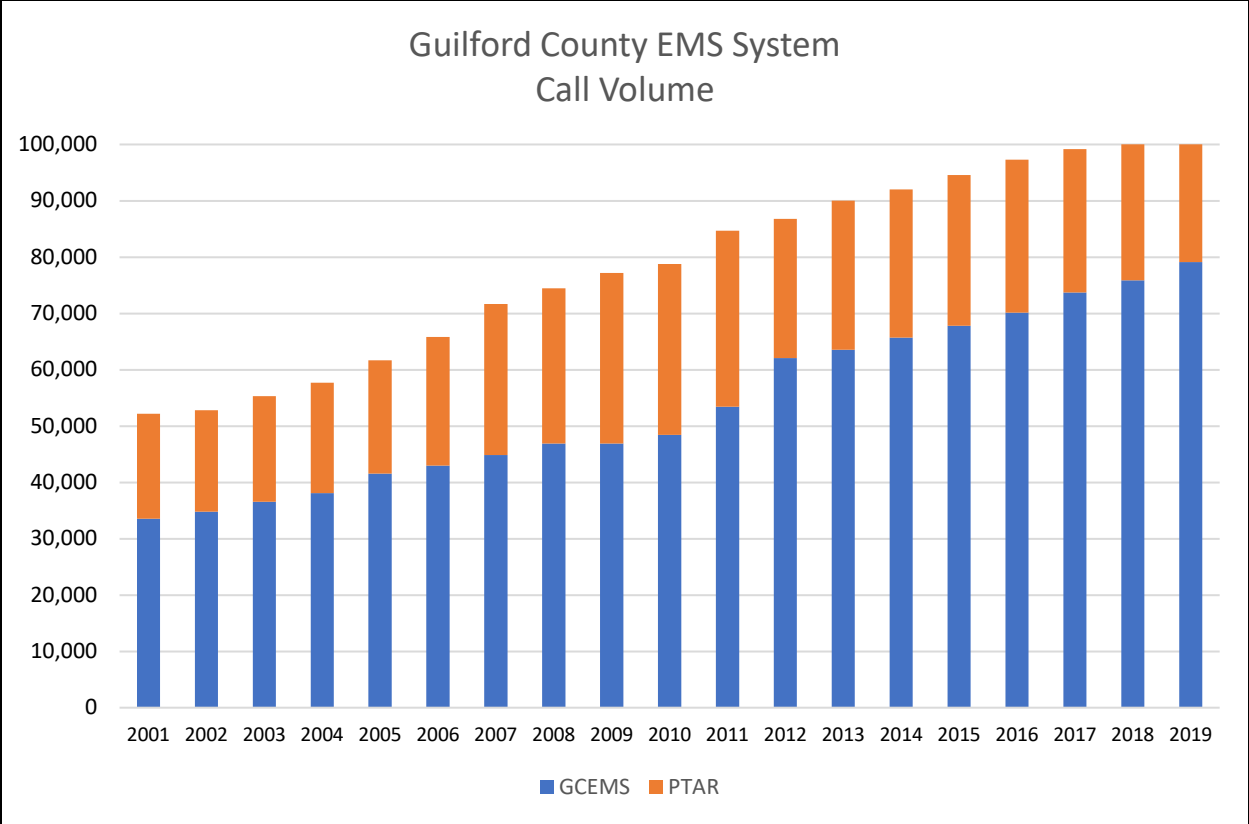
Maintenance

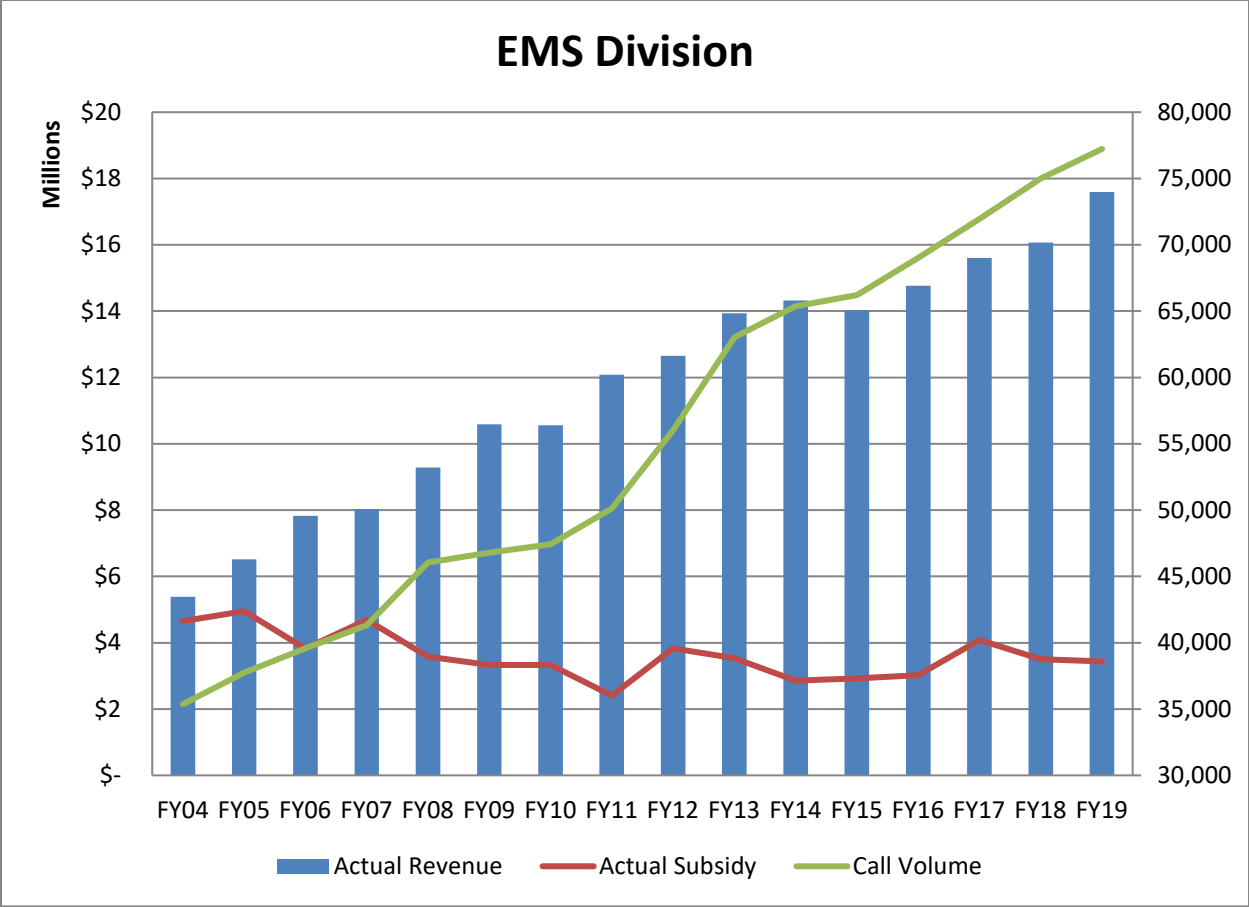
Number of vehicles maintained	110	118	120	120	demand
Percent of time emergency vehicles are available for duty	95%	95%	98%	98%	98%
Percent of preventative maintenance done on schedule	98%	99%	99%	99%	99%
Percent of repairs successfully completed on first vehicle visit	99%	99%	99%	99%	99%
Percent of critical vehicle failure (Critical vehicle failure takes place during an emergency response; calculated on a basis of 100,000 miles traveled)	<0.05%	<0.05%	<0.05%	<0.05%	<0.05%
Stretcher failure incidents per 1000 patients transported (minimizing patient accidents in transport)	<0.01%	<0.01%	<0.01%	<0.01%	<0.01%

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	16	12	16
Number of emergency medical responses	77,233	80,500	82,000	84,460	demand
Percent of emergency calls responded to in 10 minutes or less from time of dispatch	0.86	0.86	0.88	0.90	0.90
Average cost per call (total division cost/# transports)	\$73.01	\$75.00	\$75.00	\$75.00	\$75.00
Per Capita Net Operating Expense ((total expense-total revenue)/population)	\$6.54	\$7.00	\$7.50	\$8.00	<\$10.00
Patient Satisfaction Rating	94%	94%	94%	94%	90%

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
EMS Cardiac Arrest Survival Rate to ED Discharge	28%	30%	33%	33%	33%
Fire Marshal					
Completion rate for scheduled inspections	99	99	99	99	100%
Routine Inspections	97%	97%	97%	97%	100%
Guilford County Schools Inspections	100%	100%	100%	100%	100%
Number of unscheduled fire inspections completed	125	125	125	125	125
Number of fire investigations conducted	139	150	150	150	100
Number of fire investigations closed	90	90	90	90	95
Number participants in the Guilford County Juvenile Firesetters Intervention Program	11	10	10	10	10
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 and Squad 250)	1543	1600	1700	1800	demand
Average response time for the fire support unit (minutes)	0:08	0:08	0:08	0:08	0:08
Total number of calls for the Hazardous Materials team (HazMat 70)	23	20	20	20	demand
Average response time for the Hazardous Materials team	20:37:00	23:00	20:00	20:00	90% <30 min





FUTURE OPPORTUNITIES & CHALLENGES

- COVID-19 has changed the way Emergency Services functions.
- The Department of Emergency Services, through provision of EMS, Fire/Hazardous Materials and Emergency Management resources, is a critical component of the County’s infrastructure in providing safe and healthy communities. As such, Emergency Services continues to improve upon and utilize efficient/effective processes and best management practices that focus on placing limited resources where they truly make a difference in the lives of those we serve. The continued impacts of economic conditions, population growth, increased demands for services, aging population and congested roadways will affect Emergency Services’ delivery capabilities.
- EMS call volume has increased at a faster rate than the resources have increased. The department’s ability to meet stated performance measures and the public’s expectations are dependent on the fact that enough resources, capital assets and staffing are maintained at a level that assures the organization can respond to and mitigate the potentially life-threatening incidents that impact the public daily.
- One of the most critical areas of need continues to be that of replacing the current outdated and inefficient maintenance/logistics facility that is utilized to support and maintain

operational readiness for the services provided to the public every day. Current leased space has offset this need in the short run until the new facility is constructed.

- Emergency planning for Long Term Care facilities continues to be a vulnerability for critical facilities in Guilford County. Coupled with proposed regulatory changes from the Centers for Medicaid and Medicare (CMS) with regards to Emergency Planning for all healthcare facilities, the Emergency Management Division may be overwhelmed with planning support requests from numerous facilities in Guilford County seeking assistance with disaster planning. It is estimated that Guilford County has over 400 facilities that meet CMS criteria for advanced disaster planning which equates to over 2,000 project hours of plans review and coordination. Depending on the final CMS regulatory changes and supporting requirements from Emergency Management, Emergency Services will need to evaluate the current fee structure and human resources allocated to healthcare facility planning.
- Contracted fire services have been under review and the County Fire Chiefs and staff are working collectively to identify continuous improvement opportunities that would impact operational efficiency and effectiveness into the future. A new comprehensive fire evaluation has been started and was recently released at the annual budget retreat. This study will build upon the previous study conducted in 2011 and will include evaluation of personnel, equipment, and fleet resources; response capacity, and revenue trends including potential annexation by the Cities of Greensboro and High Point through voluntary agreements. The resources to support the initiatives identified must be weighed against existing operations and direction provided on the role of Emergency Services in providing support to these essential contracted county fire services. The Fire Service must continue to be prepared to respond and mitigate all-hazard threats that include but are not limited to natural disasters, chemical and biological incidents, hazardous material incidents, technical rescues, medical first responder calls and fire calls. Today, because of factors such as decreased recruitment/retention, increased call demand, increasing equipment cost, and additional training requirements, the demands on a predominantly volunteer service provision model are being challenged. When paired with a stagnant or declining tax base in many areas of the unincorporated County, this makes the operational challenges daunting with declining revenue for service provision.
- Emergency Services is the safety net for people in dire need and that need continues to be solidified by the increased demands for services. The public continues to require the use of and insist upon high quality clinical care that is provided by EMS. Quality clinical care is dependent upon the quality of education and experience each provider possesses. Stagnant pay levels and ever-increasing call loads have resulted in significant difficulty retaining employees.
- Additionally, as the impacts of Healthcare Reform are implemented, the delivery of conventional EMS may need to change dramatically. The ability of this agency to become “agile” is essential in our business plan to avoid being a “fragile” provider in the new delivery model. Factors such as longer turnaround times at local health care facilities due to increased census and acuity continue to impact the availability of response units. The alarming national health care trend is reflective of Guilford County’s population, and speaks to the growing reliance on EMS and emergency medicine for persons in medical crisis, often with little to no ability to pay. Indigent care accounts for a significant portion of the services provided by EMS, while reimbursement from private and public payers

continues to be scrutinized. Costs to provide service continue to grow at an alarming rate, at a time when reimbursement remains a challenge, particularly federal reimbursement.

- Equipment, medical supplies, medications and fuel are major cost drivers in the budget. Ever-expanding medical technology forces health care providers to constantly evaluate standards of care to maximize potential patient outcomes and minimize medical liability. Extensive electronic data collection and submission to the State of North Carolina is imperative to evaluate performance measures and benchmarks. Guilford County Emergency Services remains focused on providing leadership, education and service and it is currently recognized as one of a hundred nationally accredited ambulance services in the country; however, without adequate resources and staffing within the EMS, Fire and Emergency Management functional areas and continued public support, Emergency Services will be challenged to meet current and future service demands and expectations.

FAMILY JUSTICE CENTER

Catherine Johnson, Director

201 South Greene St., Greensboro, NC 27401 (336) 641-2321

Public Safety

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



Healthy People

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



BUDGET SUMMARY

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Family Justice Center	630,867	766,986	801,986	831,502	892,434	125,448	16.4%
Camp Hope	0	52,100	52,100	58,000	58,000	5,900	11.3%
CARES Contingency	0	0	5,000	0	5,000	5,000	0.0%
Family Justice Center	630,867	819,086	859,086	889,502	955,434	136,348	16.6%
EXPENSE							
Personnel Services	556,435	711,441	711,441	754,564	815,496	104,055	14.6%
Supplies & Materials	20,742	24,283	64,283	45,300	50,300	26,017	107.1%
Other Services & Charges	53,689	83,362	83,362	89,638	89,638	6,276	7.5%
Total Expense	630,867	819,086	859,086	889,502	955,434	136,348	16.6%
REVENUE							
Intergovernmental	19,344	150,955	185,955	178,668	178,668	27,713	18.4%
Charges for Service	600	0	0	12,500	12,500	12,500	0.0%
Appropriated Fund Balance	20,000	28,600	28,600	31,000	31,000	2,400	8.4%
Miscellaneous Revenues	30,880	28,500	28,500	20,000	20,000	(8,500)	(29.8%)
Total Revenue	70,824	208,055	243,055	242,168	242,168	34,113	16.4%
County Funds	560,043	611,031	616,031	647,334	713,266	102,235	16.7%
Positions	10.00	10.00	10.00	10.00	11.00	1.00	10.0%

DEPARTMENTAL PURPOSE

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

The vision and mission of the Center is to protect the vulnerable, stop the violence, restore hope, and make our community safer by empowering family violence victims to live free from violence

and abuse and holding offenders accountable by providing easily accessible, coordinated, and comprehensive services in a single location.

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

FY 2021 GOALS & OBJECTIVES

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

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- The Family Justice Center's FY 2021 Adopted budget expenses increased by \$136,348, or 16.6%, from the FY 2020 Adopted budget. The increase is offset by a \$34,113, or 16.4%, revenue increase, which lead to a net county contribution increase of \$102,235, or 16.7%.
- Personnel Services increased by \$104,055, or 14.6%, as a result of county-wide merit increases, as well as the additional of a Navigator position to manage the increasing workflow in the Greensboro office.
- Supplies & Materials and Other Services & Charges increased by \$26,017, or 107%, and \$6,276, or 7.5%, respectively due to the need to expend unspent Victims Against Crime grant funds before the expiration of the grant.
- Intergovernmental revenue increased by \$27,713, or 18.4%, due to an increased allocation of Victims Against Crime Grant funds.

- Charges for Service revenue for Camp Hope increased by \$12,500, due to the anticipation of Mecklenburg County sending 12 children to camp in FY 2021. In addition to the per camper rate, Mecklenburg fees includes adult staff support, a portion of program expenses, and technical assistance provided by Guilford County.

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

- Provided coordination of services to **8,343 victims**, an increase of **28%** from FY 19.
- Established a **High-Risk Case Review** in both Greensboro and High Point to support partners in addressing victims at the greatest risk of homicide.
- Celebrated the first anniversary in October 2019 of the second location opening in High Point with **3,635 victims** served in its first year of operation.
- Implemented a third year of **Camp HOPE**, coordinating program participation for **60** children and their families from three counties in North Carolina and **22 youth counselor volunteers and adult staff**. Camp HOPE is an evidenced based camping and mentoring program for children who have been impacted by domestic violence. Guilford County's program has been **designated as the southeast regional training site** for communities interested in developing this specialty program.
- Increased community outreach and education to include **113 programs**, reaching a total of **4,852 people**, representing a 2% increase in people reached from FY 19.
 - Topics include: FJC Services and Partnerships, Children and Trauma, Elder Abuse Response, Sexual Assault, Supporting Survivors, Strategies for Collaboration
- Provided training and consultation to (11) NC communities developing FJCs or multiagency service delivery models.
- Participated in multimedia outreach including local television, newspapers, and Facebook.
- Increased FJC volunteer support from FY 19 by **49% from 2,865 hours to 4,266 hours. Volunteer support from Y1 to Y4 has increased by 128%.**
- Continued **training for senior citizens** on fraud and scam prevention and developed **training for residential care communities** on reducing risk for sexual abuse.
- **Enhanced training** for onsite professionals including sending a multiagency team of FJC partners to the national conference on the prevention of strangulation hosted by the National Family Justice Center Alliance.
- **Hosted the second statewide Family Justice Center Conference** in High Point with over **350 attendees**.
- Received grant funding from the NC Governor's Crime Commission and hired two full-time staff positions to oversee coordination and expansion of child trauma and elder justice related specialty programming.

KEY PERFORMANCE MEASURES

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
Clients Served at Center	8,343	10,500	11,000	11,500	8,500
Community Education Presentations & Trainings	113	125	125	125	125
Social Media Post Reach	141,647	75,000	75,000	75,000	75,000
Total Persons Reached through Education, Training & Outreach	4,852	5,000	5,000	5,000	5,000

*The FJC High Point location opened October 23, 2018

FUTURE OPPORTUNITIES & CHALLENGES

The Guilford County Family Justice Center will continue to work on creating systemic change that will positively impact how victims of crime are served and supported. Expansion of services into High Point has afforded more victims access to the life-saving resources available from a multitude of service providers. Between both locations, FJC staff coordinate and integrate resources of over 100 professionals representing 17 different services. While significant improvements have been made, systemic challenges still exist, and we recognize that change happens gradually. Strong collaborative efforts continue as we complete our fifth year of operations, serving over 32,000 individuals and families since our inception on June 15, 2015.

Ongoing work building partnerships and increasing the community's awareness and response to issues of violence and abuse will continue to create obstacles and opportunities for systemic change. Working with partners to determine outcome measures that move beyond number of services provided and received is an on-going challenge faced by FJCs nationwide. We plan to continue our efforts in statistical data management by utilizing the expertise from area universities to chart new territory in data collection. Guilford County is providing consultation and leadership statewide for communities developing or considering a Family Justice Center.

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 of all ages and the provision of services needed to interrupt generational cycles of abuse and ensure their survival and success. Creating opportunities for survivors of abuse and neglect to find community, 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

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Communicatns-Metro 911 Center	3,074,239	3,340,999	3,334,499	3,080,602	3,080,602	(260,397)	(7.8%)
EXPENSE							
Other Services & Charges	3,074,239	3,340,999	3,334,499	3,080,602	3,080,602	(260,397)	(7.8%)
Total Expense	3,074,239	3,340,999	3,334,499	3,080,602	3,080,602	(260,397)	(7.8%)
REVENUE							
County Funds	3,074,239	3,340,999	3,334,499	3,080,602	3,080,602	(260,397)	(7.8%)

- Note: the totals above are part of the overall Emergency Services budget -

DEPARTMENTAL PURPOSE & GOALS

Guilford Metro 9-1-1 (GM911) was established as a joint consolidated operation of the City of Greensboro and County of Guilford governments (all GM911 employees are employed by the City of Greensboro; Guilford County contracts with the City for its services) to provide for a single point of contact for all citizens living in, doing business in and visiting the city and county in the event of a need for emergency services (law, fire, EMS or other agencies) via the 9-1-1 system.

Guilford Metro 9-1-1 receives, processes and dispatches those emergent and non-emergent requests for service and employs the utmost professional level of protocols that allow GM911 staff to provide, when needed, Dispatch Life Support instructions. It is the goal of GM911 to provide this professional level of service on a 24 hours a day, 7 days a week, basis with the most highly trained and dedicated 9-1-1 professionals possible.

KEY PERFORMANCE MEASURES

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
<u>Workload Measures</u>					
Number of monthly educational contacts	50	55	55	55	55
Number of people contacted via educational events	5,918	3,000	3,000	3,000	3,000
Total calls dispatched	442,072	440,000	440,000	440,000	440,000
Number of in-service training sessions	6	6	6	6	6
<u>Efficiency Measures</u>					
Seconds to dispatch law high priority calls	159	150	150	150	150
<u>Effectiveness Measures</u>					
Percentage of 911 calls answered within 10 seconds or less	99%	98%	98%	98%	99%
Percentage of non-emergency calls answered within 15 seconds or less	96%	95%	95%	95%	95%
Percentage of Fire calls dispatched within 64 seconds	90%	90%	90%	90%	90%
Percentage of public record requests processed within two days or less of initial request	95%	95%	95%	95%	95%
ACE Accreditation Met - EMD (Medical)	N/A	YES	YES	YES	YES
ACE Accreditation Met - EFD (Fire)	N/A	YES	YES	YES	YES

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

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Inspections	2,445,884	2,537,285	2,567,093	2,569,937	2,569,937	32,652	1.3%
CARES Contingency	0	0	5,000	0	5,000	5,000	0.0%
Inspections	2,445,884	2,537,285	2,572,093	2,569,937	2,574,937	37,652	1.5%
EXPENSE							
Personnel Services	2,362,171	2,450,829	2,450,829	2,495,266	2,495,266	44,437	1.8%
Supplies & Materials	36,211	22,850	27,883	18,950	23,950	1,100	4.8%
Other Services & Charges	47,502	63,606	90,031	55,721	55,721	(7,885)	(12.4%)
Capital	0	0	3,350	0	0	0	0.0%
Total Expense	2,445,884	2,537,285	2,572,093	2,569,937	2,574,937	37,652	1.5%
REVENUE							
Licenses & Permits	1,233,566	1,089,148	1,089,148	1,089,001	1,089,001	(147)	(0.0%)
Charges for Service	45,951	35,700	35,700	50,700	50,700	15,000	42.0%
Miscellaneous Revenues	51	0	0	0	0	0	0.0%
Total Revenue	1,279,568	1,124,848	1,124,848	1,139,701	1,139,701	14,853	1.3%
County Funds	1,166,316	1,412,437	1,447,245	1,430,236	1,435,236	22,799.00	1.6%
Positions	27.00	27.00	27.00	27.00	27.00	0.00	0.0%

DEPARTMENTAL PURPOSE

The Inspections and Permitting Division is a state-mandated program that falls under the Public Safety Service Area. The overall goal of the Division is to protect the lives, health and property of Guilford County citizens via enforcement of the International Building Code with North Carolina Amendments and per North Carolina General Statute (NCGS) 153A, Article 18 (more specifically, NCGS 153A-352). The Division's responsibilities include: the review of building construction plans and specifications; issuance and tracking of permit and inspection data; performing all

required state and local field inspections for code compliance; and, issuance of Certificate of Occupancy (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 2021 GOALS & OBJECTIVES

- Implement proposed EnerGov land management system in FY20/21 by continuing to configure, build, and validate the software as a multi-departmental/divisional tool to facilitate a relatively more integrated development services process for Guilford County customers/citizens.
- Attend meetings with the Home Builder's Association, developer's organizations, HOAs, and towns' staff to discuss impacts of recent and pending environmental law, building code and Unified Development Ordinance changes to home construction and development. Focus will be on enhanced cross-communication between home builders, developers, citizens, towns' staff, and the Guilford County Soil Erosion Control Section.
- Collaborate with other municipalities and stakeholder entities to plan Guilford Creek Week 2021.
- By September 30, 2020 create educational/public informational materials on Stormwater Control Measures to decrease number of repeat annual stormwater inspections.
- Continue to collaborate with City of Greensboro to create a Joint Floodplain Advisory Committee to help develop and evaluate a program for the CRS Activity 330 Floodplain Outreach Projects.
- Collaborate with Fire Marshal and Planning Division create public resource material(s) and implement procedures for bona-fide Farms, Equine Facilities, and other farm-related buildings to assist in guiding customers and determining the extent of State zoning and building code exemptions.

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- Total expenses increased by \$37,652 or 1.5%. Most of the expenses increase (\$45,000) is due to Personnel Services. Inspectors are eligible for a raise if they complete certain certifications.
- Total revenue increased by \$14,853 or 1.3% due primarily to inspection fee revenue increasing by \$15,000 for associated re-inspections (the first re-inspection remains free).
- The budget does not include the Inspection's Department request for one Water Quality Specialist and one building or Electrical Inspector.

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

- Collaborated with Planning, IS, Fire Marshal's Office, Plan Review/Stormwater, Environmental Health, and Inspections and Permitting Divisions to map, evaluate, and modify customer intake and development review processes as part of EnerGov Land Management software implementation and customer service improvements.
- Worked collaboratively with Greensboro, High Point, Guilford Soil and Water, and Cooperative Extension to plan Guilford Creek Week during March 2020.
- Completed site plan review for ~1.8 million square-foot refrigerated distribution facility for Publix Supermarkets, Inc. The facility is projected to create 1,000 jobs in the Piedmont Triad region by 2025.
- Enrolled first single-family residential (SFR) construction into Guilford County Green Building Rebate Program in November 2019.
- Began performing Live Remote Inspections (LRI) during the 2nd quarter of FY 19/20.
- Guilford County Chief Plumbing Mechanical Inspector elected to position of Director NC Plumbing Inspectors' Association.

KEY PERFORMANCE MEASURES

	FY19 Actual	FY20 Estimated	FY21 Planned	FY22 Planned	Target
Residential & Commercial Building Permits Issued	5,902	5,660	5,456	5,320	5,320
Annual Permits Issued per Technician	1,476	1,415	1,364	1,330	1,330
Building, Plumbing, Mechanical, Gas & Electrical Inspections Completed	37,878	39,530	37,949	36,122	36,122
Annual Inspections per Inspector ^[1]	2,525	2,635	2,530	2,408	2,408
# of Inspectors	15	15	15	15	15

	FY19 Actual	FY20 Estimated	FY21 Planned	FY22 Planned	Target
Final Certificates of Occupancy Issued	829	904	869	869	869
Number Residential Plans Reviewed	1,011	984	975	965	975
Number Residential Plans Reviewed in 10 Working Days or less	971	935	926	917	922
% Residential Plans Reviewed within 10 Working Days	96%	95%	95%	95%	95%
Number Commercial/Industrial Plans Reviewed (Construct. & Site Plans)	267	271	274	277	274
Number Commercial/Industrial Plans Reviewed within 10 Working Days	245	248	257	261	257
% Commercial/Industrial Plans Reviewed within 10 Working Days	92%	92%	94%	94%	94%
Watershed Plans Reviewed (# of Plans/Plats Reviewed for Watershed Compliance)	323	360	328	295	295
SCM Construction In Progress - Inspections Completed (# of SCM plans approved for construction during FY)	7	8	8	8	8
Annual Watershed Pond Maintenance Inspections Completed (# of all SCMs which have completed construction)	289	297	305	313	305
Grading Permits Reviewed	46	42	38	38	38
Grading Permits Issued	39	33	30	30	30
% of Reviewed Plans that Received Permits	85%	79%	79%	79%	79%
#805 - Soil's Device Release Inspections	62	60	55	55	55
#810- Soil Erosion Control Routine Inspections ^[2]	1,519	1,247	1,098	1,098	1,098
#820 - Grading Permit Final Inspections	16	27	20	20	20
#840 - Investigation/Consultation Inspections	622	405	382	382	382
#870- Single-Family Residential Soil Erosion Control Violation Inspections (New Construction)	246	190	190	190	190
Permitted Erosion Control Inspections Completed	2,465	1,929	1,745	1,745	1,745

	FY19 Actual	FY20 Estimated	FY21 Planned	FY22 Planned	Target
#855 - Commercial/Industrial/ Institutional Site Plan Compliance Inspections	191	235	235	235	235
Drainage, Erosion Violations Investigated	267	314	300	300	300
Soil and Erosion Inspection Totals	458	549	535	535	535
Minimum Housing Complaint Cases ^[3]	8	6	5	7	6
Number of Cases Resolved	6	4	3	5	3
Percent of Cases Resolved	75%	67%	60%	71%	50%
Condemnation Declaration Cases ^[4]	5	6	8	9	7
Number of Cases Resolved	2	3	5	6	4
Percent of Cases Resolved	40%	50%	63%	67%	57%

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

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

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

[4] Cases primarily are complaint-driven.

FUTURE OPPORTUNITIES & CHALLENGES

- Incorporate full-service Electronic Document Review into EnerGov Land Management software implementation.
- Incorporate Electronic Plan retention into the development plan review process.
- Implement electronic automatic e-mail notification to Duke Energy upon approved request for a Certificate of Occupancy (CO) and for temporary service requests.
- Maintain and/or improve 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 seven (7) towns via interlocal agreement with limited resources as development activity increases.
- Expand Live Remote Inspection (LRI) opportunities.
- Continue meetings with the Home Builders' Association, developer's organizations, HOAs, and Town staff to discuss recent environmental law changes, the Unified Development Ordinance, and impacts to home construction and development. Focus will be on enhanced cross-communications between home builders, developers, citizens, Town staff, and the County Soil Erosion Control Section.
- Increase targeted and collaborative workshops to teach property owners, landscaping crews, and HOAs about implementing and maintaining stormwater control management devices.

LAW ENFORCEMENT

Danny H. Rogers, Sheriff

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

Public Safety

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



BUDGET SUMMARY

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Administration	12,534,091	12,840,449	13,830,906	11,832,257	11,832,257	(1,008,192)	(7.9%)
Legal Process	4,331,752	4,689,476	4,689,395	4,675,044	4,675,046	(14,430)	(0.3%)
Special Operations	5,032,155	4,921,431	4,987,075	4,835,051	4,835,050	(86,381)	(1.8%)
Patrol - Law Enforcement	9,499,873	9,683,685	9,689,398	10,429,771	10,429,771	746,086	7.7%
Detention Services	35,279,722	35,440,503	35,737,334	36,643,061	36,643,061	1,202,558	3.4%
Federal Forfeitures	224,230	246,448	730,013	246,448	246,448	0	0.0%
Other Separate Funding	80,387	20,200	145,056	20,200	20,200	0	0.0%
Grants	947,469	1,453,051	2,602,724	1,781,002	1,781,001	327,950	22.6%
CARES Contingency	0	0	50,000	0	50,000	50,000	0.0%
Law Enforcement	67,929,679	69,295,243	72,461,901	70,462,834	70,512,834	1,217,591	1.8%
EXPENSE							
Personnel Services	52,018,023	52,307,422	52,506,208	53,887,323	53,887,323	1,579,901	3.0%
Supplies & Materials	3,761,983	3,775,074	4,250,145	3,822,153	3,872,153	97,079	2.6%
Other Services & Charges	10,208,289	11,852,747	12,713,437	12,358,220	12,358,220	505,473	4.3%
Capital	1,941,384	1,360,000	2,992,111	395,138	395,138	(964,862)	(70.9%)
Total Expense	67,929,679	69,295,243	72,461,901	70,462,834	70,512,834	1,217,591	1.8%
REVENUE							
Penalties, Fines & Forfeitures	220,966	10,000	10,000	10,000	10,000	0	0.0%
Intergovernmental	987,155	1,149,330	1,901,658	1,802,015	1,802,015	652,685	56.8%
Charges for Service	5,599,955	5,197,341	5,197,341	5,462,880	5,462,880	265,539	5.1%
Appropriated Fund Balance	668,769	284,246	892,667	256,246	256,246	(28,000)	(9.9%)
Other Financing Sources	107,434	72,500	72,500	100,000	100,000	27,500	37.9%
Miscellaneous Revenues	781,728	588,500	588,500	688,500	688,500	100,000	17.0%
Total Revenue	8,366,187	7,301,917	8,662,666	8,319,641	8,319,641	1,017,724	13.9%
County Funds	59,563,492	61,993,326	63,799,235	62,143,193	62,193,193	199,867	0.3%
Positions	664.00	663.00	663.00	663.00	663.00	0.00	0.0%

DEPARTMENTAL PURPOSE

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

The Operations Bureau is responsible for the law enforcement functions of the department and the School Resource Officers Program. Sworn officers with the Sheriff's Office have jurisdiction anywhere within the County, including all incorporated areas within the County limits. Officers

within Field Operations are assigned to districts (District I – Summerfield; District II – McLeansville; and District III – Jamestown). Each District provides 24-hour patrol protection to the citizens of the County. The Criminal Investigation Section of each district handles all follow-up on crimes and the prosecution of suspects through the court system.

The Operations Bureau also includes the Legal Process Division which is responsible for the service of all Civil Processes within Guilford County and partners with the county's Family Justice Centers in Greensboro and High Point to provide services for those affected by domestic violence and family crisis.

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

The Administrative Bureau is responsible for budget, purchasing, grants and contracts, fleet, IT, HR, Special Projects, and many other administrative functions of the Department. The Administrative offices are recognized as the information center for citizens to contact when seeking information or have questions regarding services.

FY 2021 GOALS & OBJECTIVES

Agency Accreditation:

- Guilford County Sheriff's Office will seek accreditation through CALEA (Commission on Accreditation for Law Enforcement Agencies) to meet national standards while reducing risk and liability exposure and enhancing community-oriented policing. The department is working to attain this accreditation by July 2021.

Reduce Crime:

- Guilford County Sheriff's Office Reentry Program will strive to reduce recidivism and make communities safer by expanding program and services aimed at stopping offenders trapped in the revolving doors of our jails while victims are left to cope with the aftermath.
- Law Enforcement officers will improve courthouse security by restructuring patrol duties inside the courtrooms with the rise in gang activity, weapons fired outside the courthouse, and attempts at witness intimidation.

Reduce Response Times:

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

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- The Law Enforcement budget is increasing by a total of \$1.2 million or 1.8% including increases of \$1.6 million in personnel from routine merit and other changes, \$500,000 in detention medical services and the addition of several new community outreach programs and other minor changes totaling \$97,000 total. These increases are offset by a \$965,000 decrease in capital reflecting a significant reduction in vehicle replacement funding.

- Anticipated grant budgets increased by a total of \$329,000 or 22.6%. These budgets are based on approved funding plans and FY 2020 grant carry-over amounts estimated by staff and will be adjusted during the fiscal year to reflect actual available funds.
- Some of the additional expenses are offset by revenues that increased to better reflect the dollars the county receives from the state for housing state inmates in the jails as well as an increase in the county's profit sharing from the contract for inmate phone service.

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

- The Patrol Division appointed new command staff in all three patrol districts, as well as completing other promotions throughout the department. Patrol deputies continued community policing, participation in community initiatives and other outreach activities to help improve their relationship with the citizens in their districts.
- The School Resource Officer Division maintained deputy presence in 14 schools across the county while implementing changes in the division such as an additional command position focused on support officer presence and a reassignment plan to help reduce burn-out. The division is also increasing its emphasis diversion for criminal activity to help keep students out of the criminal process pipeline. SROs also participated in school safety trainings and conferences, as well as conduction trainings for school staff and assisting schools with various student life focused training and mentoring programs.
- Detention Division staff participated in re-entry simulations, began working with the GC STOP program, and hired a discharge planner to help ensure a comprehensive continuity of care for all patients. Detention also partnered with a clinical psychologist to implement new empowerment coaching programs for jail residents.
- AFIS and Crime Scene Investigations units both achieved full accreditation through the ANIS National Accreditation Board which indicates that these units follow national standards for fingerprint identification (AFIS) and crime scene investigations and procedures.
- The Bailiff's Division provided security for several high-profile trial operations, most notably the November 2019 visit by the NC Supreme Court.
- Personnel & Training oversaw promotion of over 50 personnel to various ranks, resulting in an increase in the diversity of staff at all ranks in the department that better reflects the community. Personnel & Training also sponsored 10 detention officers to complete basic law enforcement training (BLET) to become sworn deputies and is working to implement a BLET program for new hires in addition to existing initial training programs which will expand the pool of applicants eligible for hire.

KEY PERFORMANCE MEASURES

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
Administration					
Total Training Hours	45,626	50,000	50,000	50,000	50,000
Training Hours per Officer / Staff	68.71386	75	75	75	76
Cost per Detention Trainee to Successfully Complete the Academy	\$10,620	\$12,200	\$12,200	\$12,200	\$12,210
Legal Process					
Attempts to Serve / Execute all Processes	62,257	63,000	63,000	64,000	65,000
Attempts to Serve / Execute all Processes per Deputy	3,601	3,609	3,609	3,667	3,723
Cost to Serve / Execute Civil Processes (County Dollars)	\$50	\$50	\$50	\$50	\$50
Special Operations					
Investigations Assigned	386	371	371	381	750
Narcotics Investigations Arrests	380	390	390	400	175
Investigations per Officer / Detective	15	14	14	16	25
Percent of Investigations Successfully Cleared	60%	60%	60%	60%	85%
Patrol					
Investigations Assigned	791	710	710	720	2,522
Investigations per Officer	11	24	24	26	25
Percent of Investigations Successfully Cleared	65%	68%	68%	68%	75%
Average Response Time from Dispatch to On-Scene (In Minutes)	9:52	12:48	12:48	12:48	8:00
All Calls for Service (Includes Dispatched + Self Initiative)	75,333	96,849	96,849	96,849	80,000
Detention					
Average Daily Population (ADP)	664	925	925	925	950
Total Inmates Admitted / Intakes	13,126	20,000	20,000	20,000	20,300
Average Length of Stay (In Days)	19	30	30	30	30
Inmate Meals	846,116	1,175,000	1,175,000	1,175,000	1,180,000
Inmate Disciplinary Reports	860	2,000	2,000	2,000	2,160
Total Incident Reports	2,499	4,000	4,000	4,000	4,800
Inmates Participating in Programs	3,903	4,250	4,250	4,250	4,500

FUTURE OPPORTUNITIES & CHALLENGES

- Paying for catastrophic medical cost in the detention centers when arrestees in the custody of the jail are guarded in local hospital beds due to severe illnesses.
- Ensuring adequate staffing in both filling positions and ensure sufficient positions are allocated to the office. Options to achieve this include increasing employee pay to compete with rising economic prices for goods and services and other law enforcement agencies paying higher wages along with incentives and additional benefits (i.e. retirement medical benefits, longevity pay, etc.).
- Ongoing regular replacement of Law Enforcement patrol vehicles and in-car equipment to ensure the efficiency of officers in the field as well as helping to ensure their safety.
- Adequately funding the building of a new Law Enforcement Center within an approved budget amount that doesn't compromise safety or adequate space for future increases in programs and services.

COURT SERVICES

Angela Liverman, Director

201 S. Eugene St., Rm 360, Greensboro NC 27401 (336) 641-6438
505 E. Greene St., Ste 311, High Point, NC 27260 (336) 641-2674

Public Safety

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



BUDGET SUMMARY

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Court and Pre-Trial Services	898,093	1,080,748	1,115,084	1,102,917	1,102,917	22,169	2.1%
CARES Contingency	0	0	5,000	0	5,000	5,000	0.0%
Court Services	898,093	1,080,748	1,120,084	1,102,917	1,107,917	27,169	2.5%
EXPENSE							
Personnel Services	784,660	925,143	925,143	955,487	955,487	30,344	3.3%
Supplies & Materials	6,195	8,800	13,800	3,350	8,350	(450)	(5.1%)
Other Services & Charges	107,237	146,805	181,141	144,080	144,080	(2,725)	(1.9%)
Total Expense	898,093	1,080,748	1,120,084	1,102,917	1,107,917	27,169	2.5%
REVENUE							
Miscellaneous Revenues	270	360	360	360	360	0	0.0%
Total Revenue	270	360	360	360	360	0	0.0%
County Funds	897,823	1,080,388	1,119,724	1,102,557	1,107,557	27,169	2.5%
Positions	15.15	15.15	15.15	15.15	15.15	0.00	0.0%

DEPARTMENTAL PURPOSE

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

FY 2021 GOALS & OBJECTIVES

- Partner with Information Services to eliminate the JustWare platform from Court Services with no need for Service and Maintenance Support. Our goal would be to begin development in April and initial deployment by December 2020.
- Continue to collaborate with local justice and community partners to improve major functions linked to promoting public safety, court appearance and defendant accountability.
- Reclassification of one current vacant Court Specialist I position to a Lead Court Specialist. Upgrading of a entry level position will create internal opportunities for advancement and graduation of duties to assist in the training, technical support and management of day-to-day activities.
- Continue to participate in trainings and conferences as recommended by the National Association of Pretrial Services Agencies (NAPSA) to ensure best practices and effective pretrial release standards.
- Reduce the number of jail days a client would have spent in custody awaiting trial that results in cost savings to the county.

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- The Court Services Department had an expense increase of \$30,344 or 2.5%, most of which is due to routine personnel increases each year. The total budget for FY 21 is \$1,107,917.

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

- In FY 2018-2019 the program "saved" the County an estimated \$1,327,680 by monitoring defendants in the community, in lieu of incarceration, for the equivalent of 18,440 "jail days."
- 95% of clients monitored by Court Services in FY 2018-2019 attended their scheduled court dates.

KEY PERFORMANCE MEASURES

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
Defendants Monitored	39	125	120	120	125
Jail Days Saved by Monitoring	18,440	25,000	25,000	20,000	25,000
Dollars saved in lieu of incarceration	\$1,327,680	\$1,800,000	\$1,800,000	\$1,440,000	\$180,000

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
Defendants Screened	8,155	9,000	9,000	9,000	9,000
Percent of monitored defendants that appear on scheduled court date	95.00%	88.00%	88.00%	88.00%	88.00%
Number of defendants researched who are scheduled for District Court	12,509	10,000	10,000	10,000	10,000

FUTURE OPPORTUNITIES AND CHALLENGES

- The implementation and successful deployment of a turn key solution system for Court Services that will combine current systems into one is an opportunity to improve efficiency and eliminate duplication of work processes.
- The addition of an administrative staff position to support the High Point office including managing supplies & inventory, receiving visitors, and generally providing a regular public-facing presence in the office. Currently this role is shared by all staff in the office which reduces the time they can devote to their primary responsibilities.
- Future local, state and national training opportunities for Court Services management and staff.

SECURITY

Tim Hager, Director

201 S. Eugene St., Greensboro, NC 27401 (336) 641-6535

Public Safety

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



BUDGET SUMMARY

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Security	2,089,980	2,540,574	2,563,490	2,532,557	2,532,557	(8,017)	(0.3%)
CARES Contingency	0	0	5,000	0	5,000	5,000	0.0%
Security	2,089,980	2,540,574	2,568,490	2,532,557	2,537,557	(3,017)	(0.1%)
EXPENSE							
Personnel Services	954,295	1,030,444	1,030,444	1,086,462	1,086,462	56,018	5.4%
Supplies & Materials	132,020	106,072	121,231	89,272	94,272	(11,800)	(11.1%)
Other Services & Charges	948,870	1,347,058	1,359,815	1,341,823	1,341,823	(5,235)	(0.4%)
Capital	54,795	57,000	57,000	15,000	15,000	(42,000)	(73.7%)
Total Expense	2,089,980	2,540,574	2,568,490	2,532,557	2,537,557	(3,017)	(0.1%)
REVENUE							
Charges for Service	6,615	6,200	6,200	6,200	6,200	0	0.0%
Miscellaneous Revenues	13,437	20,400	20,400	20,400	20,400	0	0.0%
Total Revenue	20,052	26,600	26,600	26,600	26,600	0	0.0%
County Funds	2,069,928	2,513,974	2,541,890	2,505,957	2,510,957	(3,017)	(0.1%)
Positions	17.00	17.00	17.00	17.00	17.00	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 county facilities and screens about one million people and 1.3 million hand-carried items in the courthouses per year. The department also provides 24-hour mobile patrol and security console operations, monitors alarms and CCTV surveillance systems in Greensboro and High Point, and maintains the ID badge and access control systems for approximately 5,000 users. The Security Department conducts investigations and makes referrals to law enforcement when required, and also conducts workplace violence training and security surveys for departments.

FY 2021 GOALS & OBJECTIVES

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

FY 2021 RECOMMENDED BUDGET HIGHLIGHTS

- The overall budget decreased by \$3,017 or 0.1% through with most of the change in Capital and Supplies and Materials expenses.
- This budget does not include the department's request of a new X-Ray machine for the courthouse.

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

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

KEY PERFORMANCE MEASURES

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
Average response time to incident calls (minutes)	2	2	1.75	1.75	2.5
Total duty hours including contract security	82,469	90,715	99,786	109,764	92,765
Total incident & injury reports	83	110	90	100	100

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
Screenings in courthouses	1,105,026	1,105,126	1,105,250	1,105,350	1,102,970
Contraband discovered upon inspection	31,457	31,500	31,550	31,650	31,500
Patrols conducted	37,317	37,357	37,420	37,475	37,000
Square footage monitored	1,171,185	11,771,185	1,391,111	1,391,111	1,391,111
ID badges issued/updated	1,903	5,900	2,000	2,500	1,800

FUTURE OPPORTUNITIES & CHALLENGES

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



Community Services

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

Community Services departments include:

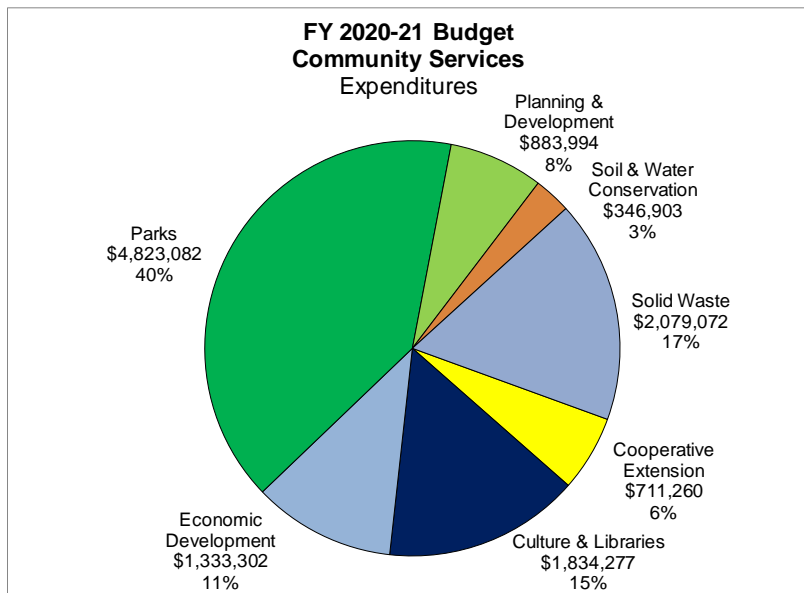
- Planning & Development
- Cooperative Extension
- Soil & Water Conservation
- Solid Waste
- Culture & Libraries
- Parks
- Economic Development

Expenditures

Guilford County will spend \$12 million for Community Services in FY 2020-21, an increase of just over \$1 million or 9.3% from the FY 2019-20 Adopted budget.

Community Services accounts for about 2% of total County expenditures for FY 2020-21.

The Economic Development budget increased by \$200,000 from FY 2020 and includes anticipated incentive grant payments for FY 2020-21 (\$403,302), funding for eleven economic development agencies (\$625,000) and funding for four community-based organizations (\$180,000). A complete list of expected incentive grant payments and allocations to economic development agencies and community-based organizations is included on the Economic Development budget page.



Library funding for the Greensboro, High Point, Jamestown, and Gibsonville libraries remains at \$1,827,807, the same amount as FY 2019-20.

The Parks Division budget increased by \$364,770 in FY 2020-21. Staff will continue to place effort in local and regional marketing and outreach, and evaluate best practices for scheduling, rental and use of park facilities. activities, and funds to absorb building and grounds maintenance needs for parks and county buildings.

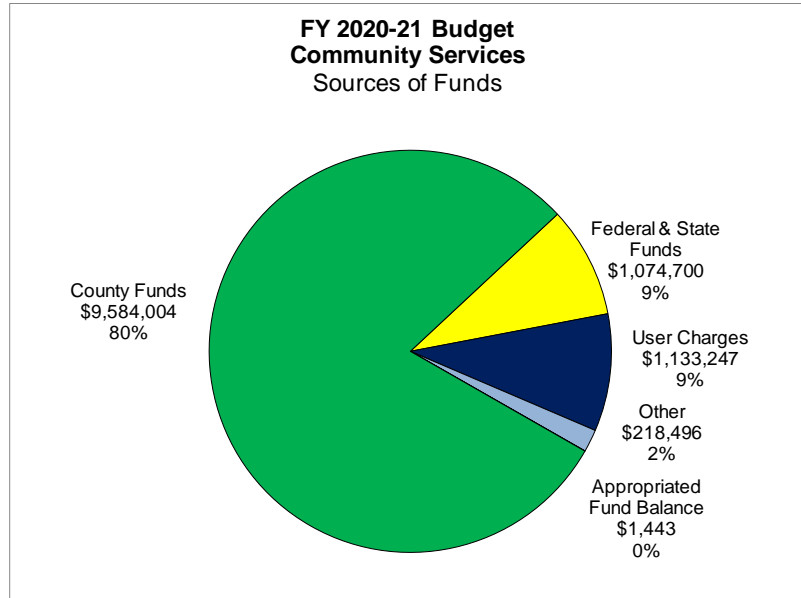
Cooperative Extension's budget stayed almost the same apart from a \$5,100 net increase to accommodate a new extension program in FY 2020-21.

The Solid Waste budget increased by about \$405,000 to accommodate changes in staff allocations across the five waste disposal programs and absorb increased costs associated with waste disposal and recycling education. Revenues are adjusted to reflect anticipated receipts

for white goods and other recycling activities. In addition, staff will continue evaluate opportunities to establish Solid Waste satellite sites throughout the County for collection of white goods, e-waste, and scrap tires in an effort to improve overall customer service and accessibility.

Revenues

Community Services programs are primarily supported through general county funds (80%). User charges (9%) and Federal & State revenues (9%) account for most of the remaining funding needs. In FY 2021, the County appropriated only \$1,443 from departmental fund balances to cover expenses.



	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	vs. FY20 Adopted	
						\$ chg	% chg
Department							
Cooperative Extension	\$637,045	\$706,164	\$713,584	\$706,260	\$711,260	\$5,096	0.7%
Culture & Libraries	\$1,842,807	\$1,834,277	\$1,834,277	\$1,834,277	\$1,834,277	\$0	0.0%
Economic Development	\$949,588	\$1,133,350	\$3,428,134	\$1,408,302	\$1,333,302	\$199,952	17.6%
Parks	\$4,879,870	\$4,458,312	\$4,602,459	\$4,743,082	\$4,823,082	\$364,770	8.2%
Planning & Development	\$851,753	\$869,520	\$937,719	\$878,994	\$883,994	\$14,474	1.7%
Soil & Water Conservation	\$303,338	\$318,820	\$336,590	\$341,903	\$346,903	\$28,083	8.8%
Solid Waste	\$1,564,959	\$1,674,331	\$1,749,983	\$2,074,072	\$2,079,072	\$404,741	24.2%
Total Expenditures	\$11,029,360	\$10,994,774	\$13,602,746	\$11,986,890	\$12,011,890	\$1,017,116	9.3%
Sources of Funds							
Federal & State Funds	\$902,079	\$900,454	\$901,139	\$1,074,700	\$1,074,700	\$174,246	19.4%
User Charges	\$1,092,667	\$1,129,088	\$1,129,088	\$1,133,247	\$1,133,247	\$4,159	0.4%
Other	\$249,420	\$206,217	\$206,217	\$218,496	\$218,496	\$12,279	6.0%
Appropriated Fund Balance	\$100,457	\$99,443	\$99,443	\$1,443	\$1,443	(\$98,000)	-98.5%
County Funds	\$8,684,737	\$8,659,572	\$11,266,859	\$9,559,004	\$9,584,004	\$924,432	10.7%
Sources of Funds	\$11,029,360	\$10,994,774	\$13,602,746	\$11,986,890	\$12,011,890	\$1,017,116	9.3%
Permanent Positions	48.000	48.000	48.000	48.000	48.000	-	0.0%

COOPERATIVE EXTENSION

Molly Alexi, 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

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Coop Ext - Administration	593,781	667,464	669,884	671,760	671,760	4,296	0.6%
Extension Programs	43,264	38,700	38,700	34,500	34,500	(4,200)	(10.9%)
CARES Contingency	0	0	5,000	0	5,000	5,000	0.0%
Cooperative Extension Service	637,045	706,164	713,584	706,260	711,260	5,096	0.7%
EXPENSE							
Supplies & Materials	50,164	44,450	55,450	49,300	54,300	9,850	22.2%
Other Services & Charges	535,105	661,714	658,134	656,960	656,960	(4,754)	(0.7%)
Capital	51,776	0	0	0	0	0	0.0%
Total Expense	637,045	706,164	713,584	706,260	711,260	5,096	0.7%
REVENUE							
Intergovernmental	4,291	0	0	0	0	0	0.0%
Charges for Service	28,253	24,500	24,500	21,500	21,500	(3,000)	(12.2%)
Miscellaneous Revenues	23,629	17,000	17,000	17,300	17,300	300	1.8%
Total Revenue	56,173	41,500	41,500	38,800	38,800	(2,700)	(6.5%)
County Funds	580,872	664,664	672,084	667,460	672,460	7,796	1.2%

DEPARTMENTAL PURPOSE

Guilford County's Cooperative Extension Service (CES) draws from 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.

The Cooperative Extension provides educational opportunities to Guilford County citizens through workshops, trainings, and information requests via telephone, radio broadcasts, newspaper, 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 2021 GOALS & OBJECTIVES

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

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

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

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- Cooperative Extension's FY 2021 budget increased by \$5,096 or 0.7% from the FY 2020 Adopted Budget. The increase comes from the needed supplies and materials for a new program in FY 2021.
- The County funding portion for 2 positions have increased slightly. In coming years, Guilford County will be paying a higher percentage of the salaries-- from 39% to 40% for 1 position and from 0% to 30% for another position.

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

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

certification. She continues to build relationships with Guilford County producers through site visits and meetings that meet the needs of the community.

- The FCS Financial Management Agent noted that while the number of foreclosures in NC is declining, in 2017 there were still 23,488 foreclosure filings in NC; 1,376 in Guilford County and 2,398 in the Piedmont/Triad area. (Source: NC Administrative Office of the Courts). To turn this around, the agent earned a Real Estate license and uses that certification to work with families to teach and assist with the home buying process.
- The Horticulture Agent participated in the inaugural Guilford County Creek Week. Notable highlights from the week include two rain barrel workshops and the kick-off stream clean up with the Greensboro Swarm. The N.C. Extension Master Gardener Volunteers in Guilford County received a 1st place award in the 2018 International Master Gardener Search for Excellence in the Demonstration Garden category. 2018-19 saw the start-up of Guilford Gardener, a 6-week course offered mornings and evenings, which gives participants the opportunity to learn more in depth horticultural knowledge.
- Our FCS Nutrition Agent's Chef and The Child program saw two (2) returning youth stand in as mentors and volunteers for current students. A new Med Instead of Meds Program had 23 consistent participants. 85% of participants have incorporated healthy dietary habits with one (1) participant losing ten (10) pounds within a month of finishing the program. Color Me Healthy has been a big hit among Pre-K programs in Guilford County. Reports indicate children have tried and embraced new foods. Exercise videos have been created for an exercise library on the Guilford County website, helping multiple participants incorporate exercise into their daily life. Younger demographic (18-35) in programming has increased by 5 - 10 %. Thirty-five (35) to 40 Safe Plates participants have gained Food Safety Manager Certification. Additionally, this agent started the first Extension Master Food Volunteer Program in Guilford County.
- New projection and overhead camera system was installed in the lab kitchen which is used by Cooperative Extension, as well as, numerous other county departments and outside groups.
- FY 20 vacant positions are now filled – the Cooperative Extension is fully-staffed

KEY PERFORMANCE MEASURES

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
Participants in Workshops/Seminars	10,833	12,379	13,617	14,979	15,000
Programs Given	454	475	500	525	550
Volunteers	637	668	702	737	740
Volunteer Hours	17,169	18,027	18,928	19,875	20,000
4H Youth Served (non-duplicated)	3,058	3,210	3,371	3,540	3,717
Site Visits	128	134	141	148	150
Diagnostic Samples Performed	111	116	122	128	130

FUTURE OPPORTUNITIES & CHALLENGES

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

PARKS

Dan Durham, Facilities, Parks & Property Management Director

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

Recreation & Culture

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



BUDGET SUMMARY

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Culture-Recreation (Parks)	493,022	440,275	426,925	491,217	491,218	50,943	11.6%
Bur-Mil Park	975,651	1,081,934	1,101,557	1,117,992	1,117,991	36,057	3.3%
Gibson Park	318,334	230,369	240,636	236,065	236,065	5,696	2.5%
Guilford Mackintosh Park	154,067	171,560	181,444	170,840	170,840	(720)	(0.4%)
Hagan-Stone Park	1,228,212	784,186	809,147	819,249	819,249	35,063	4.5%
Northeast Park	744,023	755,661	859,896	760,844	760,843	5,182	0.7%
Southwest Park	233,334	245,940	245,852	258,866	258,866	12,926	5.3%
Triad Park	404,492	468,000	468,000	586,722	586,722	118,722	25.4%
Parks - Other	328,733	280,387	264,002	301,287	376,288	95,901	34.2%
CARES Contingency	0	0	5,000	0	5,000	5,000	0.0%
Culture-Recreation (Parks)	4,879,870	4,458,312	4,602,459	4,743,082	4,823,082	364,770	8.2%
EXPENSE							
Personnel Services	2,220,153	2,461,836	2,461,836	2,519,260	2,519,260	57,424	2.3%
Supplies & Materials	207,651	239,116	251,021	225,323	230,323	(8,793)	(3.7%)
Other Services & Charges	1,644,411	1,685,360	1,788,195	1,848,749	1,923,749	238,389	14.1%
Capital	807,655	72,000	101,407	149,750	149,750	77,750	108.0%
Total Expense	4,879,870	4,458,312	4,602,459	4,743,082	4,823,082	364,770	8.2%
REVENUE							
Charges for Service	964,854	1,032,300	1,032,300	1,029,177	1,029,177	(3,123)	(0.3%)
Other Financing Sources	37,880	4,500	4,500	5,400	5,400	900	20.0%
Miscellaneous Revenues	165,238	157,600	157,600	164,601	164,601	7,001	4.4%
Total Revenue	1,167,972	1,194,400	1,194,400	1,199,178	1,199,178	4,778	0.4%
County Funds	3,711,898	3,263,912	3,408,059	3,543,904	3,623,904	359,992	11.0%
Positions	30.00	30.00	30.00	30.00	30.00	0.00	0.0%

DEPARTMENTAL PURPOSE

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

fields, campgrounds, rides, golf, and event centers. The County also funds Triad Park, operated jointly with and managed by Forsyth County, and Guilford-Mackintosh Park, managed under an agreement with the City of Burlington.

FY 2021 GOALS & OBJECTIVES

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

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- The Parks FY 2021 Adopted budget increased by \$364,770, or 8.2% from FY 2020 Adopted. The increase is offset slightly by a \$4,778, or 0.4%, increase in revenues from FY 2020. This led to a net county contribution increase of \$359,992, or 11%, increase from FY 2020.
- Other Services & Charges increased by \$238,389, or 14.1% from FY20 Adopted. This increase was mainly attributed to a \$145,000 increase in lawn and special facilities

maintenance for the purpose of addressing high priority greenways and routine open space upkeep throughout the county. The other major increase in these expenses occurred in professional services, which increased \$87,292, or 8.3%, largely as a result of increased capital funding for Triad Park.

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

- The Piedmont Discovery Park Application for Regional Park amenities was released to the public covering High Point, Greensboro, and Guilford County facilities.
- Two new passive parks (Company Mill and Rich Fork) and Phase 2 of the Mountains-to-Sea Trail at the County Farm were opened.
- Guilford County Parks’ received three grants in FY20; 80 bike elements for community distribution from NCDOT, EcoExplorer status at four park facilities from North Carolina GlaxoSmithKline Foundation and NC Arboretum, and the Community Waste Reduction and Recycling grant in partnership with Guilford County Planning Department. Five Parks’ employees took and passed the National Recreation and Parks Association Certified Parks and Recreation Professional exam (CPRP). Staff received a scholarship (\$1,000 value) to attend the first year of the National Recreation and Park Association’s Directors School in Chicago, IL.
- Created and implemented use of maintenance inspection checklists at all parks to better identify and resolve maintenance issues in a timely manner.
- Approximately \$100,000 in deferred maintenance projects were completed in the Parks Division.
- Added Parks equipment for the first time to the computerized maintenance management system to ensure that preventive maintenance is being performed and documented.
- Triad Park received a Merit Award from Professional Groundskeeping Society for the Field of Honor.
- The Park Division volunteer program received the Tom & T. Cooper James (TTCJ) Government Improvement Award and continued to expand service opportunities.

KEY PERFORMANCE MEASURES

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
Parks Management					
Pool Attendance	102,300	102,500	103,000	105,060	demand
Park Attendance	1.05M	1.1M	1.12M	1.14M	demand
Number GC Parks Sponsored Events	6	5	6	7	demand
Passive Park & Open Space Management					
Passive Park Uses	29,000	47,000	49,000	52,000	demand

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
Campground					
Campsite rentals*	1,565	1,350	1,650	1,683	demand

- "demand" indicates target is demand for service -

*Campground closed for 4.5 months to install new water lines for campsites (FY19). Campground closed for COVID-19 (impacted FY20 and FY21).

FUTURE OPPORTUNITIES & CHALLENGES

- Invasive species are the most significant, manageable, environmental threat to our active and passive park properties. By out-competing native flora and fauna, invasive species reduce overall species abundance and diversity. Displaced native plant and animal species that were part of our cultural and natural heritage for generations are in decline, replaced by species that have negative ecological value and choke access to public recreational facilities. Taxpayer resources spent managing invasive species could otherwise be invested in park projects which provide greater community benefit. The immediate need to address invasive species on public lands cannot be overstated if we want to minimize their impact in these regards.
- Deferred maintenance on aging park facilities and infrastructure will continue to decrease their value to the community while increasing exposure to risk and operational expenses. In recent years the County has made significant investments in our park facilities. An acceleration of this trend and proactive identification and prioritization of needs is necessary to maximize taxpayer returns and protect public investments in our parks.
- Guilford County Parks fails to consistently communicate a clear mission, vision, and brand identity to our employees and the public at large. The result is an inability to capitalize on the value of our existing facility assets and potential growth opportunities. Significant attention is given to this deficit in the alignment of our FY2021 goals and budget.
- Our threats are dwarfed by the future avalanche of opportunity Guilford County Parks is poised to tap into. Our staff is currently comprised of talented and passionate park professionals ready to serve a growing public hungry for quality recreation experiences. The local community is seen as an untapped source of volunteers waiting to be matched with meaningful projects.
- Governmental agencies and NGOs at the local, state, and national level with missions and goals that align with ours are actively looking to maximize their impact in the Triad. They are willing to support partners who can deliver on their promises with financial support (i.e. sponsorships, donations, grants) and in-kind donations (e.g., materials, technical expertise, boots-on-the-ground, access to community stakeholders).
- Guilford County benefits from having a diverse portfolio of seven regional parks, 10 passive parks, and 60 miles of existing trails & greenways into which to channel these opportunities; access to which will require agility, resource commitments, clarification of our mission, and strategic planning.

PLANNING & DEVELOPMENT

J. Leslie Bell, AICP, Planning & Development Director

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

Economic Development

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



Infrastructure

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



BUDGET SUMMARY

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
P&D Administration	354,117	454,520	504,550	452,465	452,465	(2,055)	(0.5%)
Planning & Zoning	497,636	415,000	428,169	426,529	426,529	11,529	2.8%
CARES Contingency	0	0	5,000	0	5,000	5,000	0.0%
Planning and Development	851,753	869,520	937,719	878,994	883,994	14,474	1.7%
EXPENSE							
Personnel Services	744,090	766,114	816,114	822,316	822,316	56,202	7.3%
Supplies & Materials	6,330	50,027	28,453	6,150	11,150	(38,877)	(77.7%)
Other Services & Charges	101,334	53,379	93,152	50,528	50,528	(2,851)	(5.3%)
Total Expense	851,753	869,520	937,719	878,994	883,994	14,474	1.7%
REVENUE							
Charges for Service	89,238	64,038	64,038	69,320	69,320	5,282	8.2%
Total Revenue	89,238	64,038	64,038	69,320	69,320	5,282	8.2%
County Funds	762,516	805,482	873,681	809,674	814,674	9,192	1.1%
Positions	9.00	8.75	8.75	8.75	8.75	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 ensures compliance with the Development Ordinance including text amendments, zoning and subdivision regulations, floodplain and watershed regulations; 3) reviews and recommends additions to the NC Department of Transportation (NCDOT) secondary road system; 4) supports the Planning Board,

Board of Adjustment and Historic Preservation Commission; 5) provides staff support to the Burlington, Greensboro and High Point Metropolitan Planning Organizations (MPOs); and, 6) provides planning and zoning services to the Towns of Pleasant Garden, Sedalia, Whitsett and Stokesdale.

FY 2021 GOALS & OBJECTIVES

- Secure adoption and implementation of Guilford County's updated and modernized Unified Development Ordinance (UDO).
- Secure Board of County Commissioner approval of the following seven (7) Area Plans: Alamance Creek, Northeast, Northern Lakes, Northwest, Rock Creek, Southern, and Southwest by September 2020.
- Work with internal leadership team to test at least 50% of the identified configurations as part of the EnerGov land management software implementation and customer service improvements by September 30, 2020.
- Present final draft to the Historic Preservation Commission of the 2005 Landmark Properties of Guilford County publication illustrating and highlighting Guilford County's extant Historic Landmark properties.
- Complete annual assessment of locally designated Historic Landmark properties for compliance with the Certificate of Appropriateness design review process by June 30, 2021.
- Prepare for and actively participate in improving the Guilford County 2020 US Census response rate to 87% (10% above the 2010 response rate of 77%).

FY 2020 ADOPTED BUDGET HIGHLIGHTS

- Overall, the expenses for Planning and Development increased by \$14,474 or 1.7%, while revenues increased by \$5,282 or 8.2%. The change in revenue comes from an increase in charges for service for new developments in the Greensboro area.
- The increase in expenses is driven by regular merit increases in Personnel Services.

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

- Worked with multi-disciplinary citizen steering committee to complete the drafting of an updated and modernized Unified Development Ordinance.
- Worked with Planning, IS, Fire Marshal's Office, Plan Review/Stormwater, Environmental Health, and Inspections and Permitting Divisions to map, evaluate, and modify customer intake and development review processes as part of EnerGov Land Management software implementation and customer service improvements.

- Continued to successfully fulfill contractual obligations for planning and zoning services for participating jurisdictions – Sedalia, Whitsett, Stokesdale, and Pleasant Garden.
- Water and Sewer – Continued recording Notice of Special Assessments to improve collection of outstanding balances for benefited properties.
- Housing – Continued administration of the Guilford County Minimum Housing, Non-Residential Structures and Abatement of Abandoned Manufactured Home Codes adopted in June 2014.
- Housing – Completed and facilitated successful adoption of a Memorandum of Understanding between Guilford County Planning Department and the City of Greensboro Neighborhood Development Department, to administer up to \$398,691 in HOME Program Funds for a Down Payment Assistance Program for low-to moderate-income homebuyers within Guilford County.
- Planning Director, J. Leslie Bell, presented to the Southeast Guilford Business Association in January 2020 regarding the UDO project goals, draft recommendations, process, and schedule for completion.
- Enrolled first single-family residential (SFR) construction into Guilford County Green Building Rebate Program in November 2019.
- Collaborated with Piedmont Area Regional Transportation (PART) and regional local units of governments as part of the regional CommunityViz as a tool to complete input of land use data for assessing build-out scenarios.
- Completed site plan review for ~1.8 million square-foot Publix Distribution Center located at Hwy 70 and Birch Creek Road.
- Continued working with Parks and Recreation and GIS to inventory passive and active recreational systems in Guilford County in an effort to formulate open space strategies for system connections as part of the update and re-write of a Unified Development Ordinance.
- Continued publishing the **Connections** Newsletter with the goal of engaging the community and informing interested stakeholders about activities of the Department.
- Launched updated and user-friendly website Historic Preservation webpage with more pertinent public information, photographs, and application archives and examples.

Updated Historic Preservation Commission ordinance application forms, instruction sheets, Rules of Procedure, and Levels of Work Activity list. Created informational brochure for Local Landmarks designation process.

KEY PERFORMANCE MEASURES

	FY19 Actual	FY 20 Estimated	FY21 Projected	FY22 Projected	Target
Planning and Zoning^[1]					
Number of Zoning Cases Processed - County	20	15	11	11	11

	FY19 Actual	FY 20 Estimated	FY21 Projected	FY22 Projected	Target
Rezoning Appeals	0	1	1	1	1
Number of Zoning Cases Processed - Towns	4	3	3	3	3
% Acreage Zoned from Agricultural (AG) - All Jurisdictions	40%	41%	41%	41%	41%
Quasi-Judicial Cases Processed - County	15	14	7	7	7
Board of Adjustment Cases - County	6	13	6	6	6
Special Use Permit Cases - County	9	1	1	1	1
Quasi-Judicial Cases Processed - Towns	0	0	0	0	0
Board of Adjustment Cases - Towns	0	0	0	0	0
Special Use Permit Cases - Towns	0	0	0	0	0
Number of Road Closings	2	2	2	2	2
Number of Easement Closings	2	1	1	1	1
Number of Zoning Investigations - County	105	69	69	69	69
Zoning Investigations - Towns	7	7	7	7	7
# of Plats/Subdivision Cases Processed - County	78	77	86	86	86
Minor Subdivisions - 4 or fewer lots	43	42	52	52	52
Major Subdivisions - 5 or more lots	8	6	6	6	6
Subdivision Exemptions	27	29	28	28	28
# of Plats/Subdivision Cases Processed - Towns	25	23	23	23	23
Minor Subdivision - 4 or fewer lots	10	7	8	8	8
Major Subdivision - 5 or more lots	8	9	8	8	8
Subdivision Exemptions ^[2]	7	7	7	7	7
# Site Plan (Non-Res) Cases Processed - County	11	21	13	13	13
Minor Site Plans	27	18	12	12	12
Major Site Plans	11	3	1	1	1
# Site Plan (Non-Res) Cases Processed - Towns	2	2	2	2	2
Minor Site Plans	2	2	2	2	2
Major Site Plans	0	0	0	0	0
Written Zoning Verifications Processed	31	51	41	41	41
VAD & Enhanced VAD Farm Applications Processed	22	8	15	15	15
VAD & Enhanced VAD Acres Added	1155	500	600	600	600

	FY19 Actual	FY 20 Estimated	FY21 Projected	FY22 Projected	Target
Community Services - Water and Sewer					
Non-assessed water and sewer projects ^[3]	0	0	0	0	0
Assessed water and sewer projects ^[3]	0	0	0	0	0
Housing Program					
HOME Scattered Site Rehab. Program Projects ^[4]	0	0	0	0	0
HOME Down Payment Assistance Program ^[5]	-	0	1	1	1
Economic Development					
Economic Development & Cultural Agencies Funded	15	15	15	15	15
Economic Development Incentive Grants - Monitoring Perf. Grants	10	12	11	9	9

FUTURE OPPORTUNITIES & CHALLENGES

- Implement updated and modernized Unified Development Ordinance (UDO).
- Continue to configure, build and validate EnerGov land management software as a multi-departmental/divisional tool to facilitate a relatively more integrated development services process for Guilford County customers/citizens.
- Work with Information Services to provide more efficient Departmental access to planning-related data to support open data initiative and accessibility that meets both internal management needs and external customer demand.
- Maintain scanning efforts for electronic document storage of 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.
- Review business processes/practices to improve development review processes and customer service delivery.
- Housing – Work with City of Greensboro to administer HOME Program funds for down payment assistance for first-time home buyers' program across Guilford County (outside cities of Greensboro and High Point).
- Housing – Increase home ownership through the Guilford County Down payment Assistant Program (outside Cities of Greensboro and High Point).

- Housing – Collaborate with City of Greensboro, City of High Point, other Guilford County municipalities, TREBIC, and non-profit stakeholder groups to develop programs to address the growing need for housing choices.
- Continue to support a combined initiative for Planning, Tax and GIS to complete Address Parcel Owner (APO) Project.
- Continue to work with Register of Deeds to explore potential electronic filing of plats.
- Work with member jurisdictions regarding the feasibility of implementing a regional public water system in Northern/Northwest Guilford County.
- Apply for State Historic Preservation Fund Grant to update the 1986 Guilford County Historic Resource Inventory.

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

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Soil & Water Conservation	300,426	313,880	324,565	337,610	337,610	23,730	7.6%
GC S&WCD Foundation Account	2,912	4,940	7,025	4,293	4,293	(647)	(13.1%)
CARES Contingency	0	0	5,000	0	5,000	5,000	0.0%
Soil & Water Conservation	303,338	318,820	336,590	341,903	346,903	28,083	8.8%
EXPENSE							
Personnel Services	228,487	236,509	246,509	255,177	255,177	18,668	7.9%
Supplies & Materials	3,357	5,295	12,380	4,393	9,393	4,098	77.4%
Other Services & Charges	71,494	77,016	77,701	82,333	82,333	5,317	6.9%
Total Expense	303,338	318,820	336,590	341,903	346,903	28,083	8.8%
REVENUE							
Intergovernmental	30,420	30,150	30,835	30,150	30,150	0	0.0%
Charges for Service	679	1,250	1,250	1,250	1,250	0	0.0%
Appropriated Fund Balance	2,505	1,443	1,443	1,443	1,443	0	0.0%
Miscellaneous Revenues	2,611	2,247	2,247	1,600	1,600	(647)	(28.8%)
Total Revenue	36,215	35,090	35,775	34,443	34,443	(647)	(1.8%)
County Funds	267,123	283,730	300,815	307,460	312,460	28,730	10.1%
Positions	3.00	3.00	3.00	3.00	3.00	0.00	0.0%

DEPARTMENTAL PURPOSE

Soil and Water Conservation promotes the wise stewardship of natural resources through the implementation of sound conservation and Best Management Practices (BMPs). The District staff, in conjunction with priorities established by the Solid and Water Conservation Board, assists farmers and other landowners with the following services:

- Erosion Control Technical Assistance;
- Conservation Systems Installation Assistance;
- Water Quality Improvement;
- Educational Programming to Schools and Civic Groups; and

- Land-Use and other Water Quality Study Technical Assistance to other local units of government.

Additionally, Soil and Water staff seek grants to assist farmers with stream protection systems, critical area seeding, and assistance with long-term no-till, cropland conservation to grass, wells, water tanks, fencing, and sod-based rotation to grass and grassed waterways. Moreover, the Soil and Water Conservation program staff assists with the Voluntary Agricultural District (VAD) and Enhanced VAD. Soil and Water staff continuously strive to be responsive to our customer needs, and proactively promote the conservation of farmland and enhanced operation of our working farms.

FY 2021 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 Envirothon, adding two new schools for the poster/essay contest and an additional school participating in the speech contest. We also plan to add Essay and Speech contest participants.
- Increase the departmental education efforts in elementary through high school students, from 2,979 students (2019) to 4,000, through providing kits for teachers to check out and use on their own. Present an annual Food, Land and People Workshop training to teachers in Guilford County. With the new full time Educational Coordinator, the department anticipates increasing outreach with four newsletters per year.
- Continue to Identify and define scope of projects for internship opportunities e.g. BMP location coordinates and work with the university community, where possible, to recruit qualified student interns.

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- The Soil and Water Conservation Department increased by \$28,083 or 8.8%, mostly due to Personnel Services and routine adjustments for employees.
- The Soil and Water Conservation Department Foundation Account saw a net decrease of \$647 from the FY 2020 Adopted budget.

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

- The staff participated in the Area 3 Envirothon held on March 18, 2020 (an environmental competition for Middle and High School students). A total of five Guilford County teams; three middle school and two high school teams participated at Elon University, along with teams from ten (10) other Area 3 counties.
- Soil & Water Coordinator, Sean Trollinger is assisting Southeast Middle School with starting their first ever Middle School Future Farmers of America (FFA) Club. This is a first for Guilford County.

- Throughout FY 2020, Soil & Water staff continued to obligate 100% of NC Agriculture (Ag) Cost Share Program (NC-ACSP) and NC Agricultural Water Resources Assistance Program (AGWRAP) funds for the installation of Best Management Practices. Soil & Water assisted with 20 Ag “Cost Share” applications and were able to fund 18 contracts in the amount of \$152,679, including two \$25,000 requests for Conservation Irrigation Conversion projects. *This request will include the District’s first Conservation Irrigation Conversion (Micro-Irrigation project).* Two contracts were AgWRAP irrigation well projects for increased water storage and availability. Staff provided technical assistance for 798 farms; monitored 25 farms for compliance; processed 8 Voluntary Agricultural District applications representing 500 acres; and, worked with 12 farmers in the No-Till Drill Assistance Program, representing 125 acres.
- Six (6) contracts will be funded for the federal FY20 USDA-Natural Resource Conservation Service (NRCS) Environmental Quality Assistance program for a total of \$81,000 for Pasture Systems and Greenhouse ‘Hoop’ Structures.
- The Soil & Water Coordinator, Sean Trollinger, will attend the NC Resource Conservation Workshop (held at NC State University) for High School students and serve as a counselor for a group of students for the week. Additionally, Millie Langley, Soil Conservationist, will attend to teach and assist the students with conservation planning day at that event.
- Millie Langley, Soil & Water Conservationist, served as Logistics Chair of the 2019 NCF-Envirothon held July 28 – August 2 in Raleigh, NC. At the closing ceremony, she received the NCF-Envirothon Hall of Fame Award for her excellent and ongoing work with the International Envirothon program. In February, she was again appointed to serve as the Chair of the NCF-Envirothon (North American) Operating Committee.

KEY PERFORMANCE MEASURES

	FY19 Actual	FY20 Estimated	FY21 Planned	FY22 Planned	Target
Agricultural Cost Share Program (ACSP)					
Applications - Farms ^[1]	23	20	20	22	20
Applications - Practices	29	23	23	23	23
Ag. Cost Share Contracts	21	17	15	15	15
Ag. Cost Share Contracts Total Value	\$272,993	\$177,680	\$153,180	\$85,000	\$85,000
Average Cost Share per Contract	\$13,000	\$10,452	\$10,212	\$5,667	\$5,667
Contracts Under 10-Year Maintenance	114	125	125	125	125
Community Conservation Assistance Program (CCAP)					
CCAP Applications - Farms ^[2]	0	3	2	2	2
CCAP Applications - Practices	0	3	2	1	1
CCAP Cost Share Contracts	0	0	1	1	1
CCAP Cost Share Contracts Total Value	\$0	\$0	\$2,500	\$2,500	\$2,500
Avg. CCAP Cost Share per Application	-	-	\$2,500	\$2,500	\$2,500
Contracts Under 10-Year Maintenance	4	3	3	2	2

	FY19 Actual	FY20 Estimated	FY21 Planned	FY22 Planned	Target
Environmental Quality Incentive Program (EQIP)					
EQIP Contracts ^[3]	2	6	10	10	10
EQIP Contract Total Value	\$11,277	\$81,000	\$110,000	\$110,000	\$110,000
Average EQIP Funding per Contract	\$5,639	\$13,500	\$11,000	\$11,000	\$11,000
Contracts Under 10-Year Maintenance	39	47	45	45	45
Technical Assistance Programs					
Total Farms in Program	795	798	799	801	801
Farm Compliance Reviews	27	25	25	26	26
Farm Acres under Conservation Management	63,005	63,139	63,200	63,200	63,200
# Farms with Conservation Plans	1,885	1,888	1,890	1,890	1,890
Outreach, Education, and Other Programs					
Educational Services Participants ^[4]	5,237	2,979	4,000	4,000	4,000
Persons Assisted Via Technical Conservation Outreach Opportunities	1,360	1,619	1,700	1,700	1700
No-Till Drill Assistance Program Participants	8	12	14	14	14
No-Till Drill Assistance Program Acres	88.6	125	150	150	150
Weedwiper - Farmers Assisted ^[5]	3	3	4	4	4
VAD & Enhanced VAD Farm Applications Processed	22	8	15	15	15
VAD & Enhanced VAD Acres Added	1155	500	600	600	600

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 (Pipeline and Sediment Removal).
- Staff will pursue governmental and non-governmental funding and partnership opportunities aligned with the priorities established by the Soil and Water Conservation District Board.
- Staff will review the District's internship program guidelines with its regional educational partners to ensure they continue to meet expectations and achieve District and departmental goals.
- Additionally, the District would like to increase participation in the Voluntary Agricultural District (VAD) and Enhanced VAD. VAD and Enhanced VAD outreach will be included in

future District newsletters to be sent out during spring and summer, as well as Farm Service Agency (FSA) and Cooperative Extension newsletters.

- The Community Conservation Assistance Program (CCAP) will no longer allocate funds directly to counties. These funds will be available only through a competitive regional application process. Projects will be approved only if they have a greater impact on water quality.
- The District will have one board member up for re-election this year and one re-appointment (or appointment).
- Due to a more permanent USDA-NRCS (Natural Resources Conservation Service) presence in the Guilford Soil & Water office, funding, outreach, and technical assistance to farmers is anticipated to increase in the future.

SOLID WASTE

J. Leslie Bell, AICP, Planning & Development Director

400 W. Market St., PO Box 3427, Greensboro, NC 27402
(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

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Waste Disposal Administration	87,194	89,524	129,524	102,569	102,567	13,043	14.6%
Waste Disposal	1,477,765	1,584,807	1,615,459	1,971,503	1,971,505	386,698	24.4%
CARES Contingency	0	0	5,000	0	5,000	5,000	0.0%
Solid Waste	1,564,959	1,674,331	1,749,983	2,074,072	2,079,072	404,741	24.2%
EXPENSE							
Personnel Services	406,998	447,030	487,030	471,379	471,379	24,349	5.4%
Supplies & Materials	12,504	10,846	15,603	10,296	15,296	4,450	41.0%
Other Services & Charges	1,095,571	1,168,455	1,194,987	1,508,047	1,508,047	339,592	29.1%
Capital	49,886	48,000	52,363	84,350	84,350	36,350	75.7%
Total Expense	1,564,959	1,674,331	1,749,983	2,074,072	2,079,072	404,741	24.2%
REVENUE							
Intergovernmental	858,368	870,304	870,304	1,044,550	1,044,550	174,246	20.0%
Charges for Service	9,643	7,000	7,000	12,000	12,000	5,000	71.4%
Appropriated Fund Balance	97,952	98,000	98,000	0	0	(98,000)	(100.0%)
Miscellaneous Revenues	20,062	18,400	18,400	23,125	23,125	4,725	25.7%
Total Revenue	986,025	993,704	993,704	1,079,675	1,079,675	85,971	8.7%
County Funds	578,934	680,627	756,279	994,397	999,397	318,770	46.8%
Positions	6.00	6.25	6.25	6.25	6.25	0.00	0.0%

DEPARTMENTAL PURPOSE

The NC Solid Waste Management Act requires local units of government assess solid waste collection and disposal capacity, provide environmental education and outreach, and implement programs to address solid waste management needs. Additionally, the act mandates the County plan and provide programs for the management of scrap tires, white goods and electronics.

Guilford County owns and maintains a permitted solid waste collection facility (located at 2138 Bishop Rd., Greensboro, NC), which functions as the headquarters for these three mandated programs and serves as a drop-off site for residential recycling. The County processes materials at the site and contracts for their disposal and/or recycling through certified, permitted processors. While the Bishop Road Facility provides a public electronics (e-waste) drop-off site, the Guilford County Farm (located at 7315 Howerton Rd, Gibsonville, NC) also serves as a public drop-off location. Special outreach programs and one-day events held throughout the year complement the array of solid waste services provided to the public by the Division. Per capita-based distributions from state-levied solid waste, scrap tire, and white goods disposal taxes, and electronic management funds have assisted the County in providing these programs.

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

FY 2021 GOALS & OBJECTIVES

- Continue focus on cross-professional development program that will prepare staff at the Bishop Road collection site to complete reports and serve as team leader when necessary.
- By April 1, 2020 update landscaping and signage at the Scrap Tire & White Goods Collection Facility.
- By May 1, 2020 develop Standard Operating Procedures (SOPs) for community recycling events and school programs and document essential duties and checklists.
- By June 30, 2020 purchase a new Ford F-450 truck with a 16' bed and liftgate to replace GC #533 (1996 Chevrolet) to transport white goods from the community cleanup events to the Bishop Road collection facility.
- By July 31, 2020 install a drop ceiling in the Scrap Tire & White Goods Collection Facility office and bathroom.
- By August 31, 2020 update the official Guilford County Recycling and Waste Reduction Policy and submit to BCC for approval.
- By September 30, 2020 re-pave the Scrap Tire & White Goods parking lot and re-stripe the parking spaces and directional arrows.
- By September 30, 2020 disseminate the new Recycling and Waste Reduction Policy to County employees.
- By November 30, 2020 contact a solid waste consultant for a quote to evaluate solid waste collection options in Guilford County.
- By January 31, 2021 contact a solid waste consultant for a quote on updating the 2022 Guilford County Solid Waste Management Plan.

- By March 31, 2021 install a loading dock ramp at the electronics trailer bay at the Scrap Tire & White Goods Collection Facility.
- By June 30, 2021, increase Environmental Services Facebook Page social media interactions from 41,075 (FY19) to 60,000.

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- The Solid Waste expenses increased by \$404,741 or 24.2% in FY 21 due to an increase in the third-party vendor contract for scrap tire disposal. The contract increased around \$380,000 from FY 2020 to FY 2021.
- In order to accommodate increasing expenses, the Charges For Service has increased from \$7,000 in FY 2020 to \$12,000 in FY 2021. Additionally, the FY 2021 budget includes \$174,000 in increased intergovernmental revenue.
- This budget does not include a Community Environmental Program Specialist position requested to help manage illegal dumping and burning complaints.

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

- A solid waste collection Customer Bill of Rights was established to require licensed solid waste haulers to adhere to specified performance standards.
- Environmental Services continued to work in conjunction with the Guilford County Fire Marshal's Office and the NC Forestry Service to educate local fire and police departments regarding streamlined enforcement procedures in the updated solid waste ordinance.
- Environmental Services employees investigated 176 illegal dumping and burning complaints from Guilford County residents.
- All employees at the Scrap Tire & White Goods Collection Facility have obtained a Commercial Driver's License (CDL) so that each one can operate any of the large trucks at the site.
- All employees at the Scrap Tire & White Goods Collection Facility have completed the OSHA 10-hour General Industry Health & Safety course.
- NC Department of Labor recognized the Solid Waste Division for achieving and maintaining a good safety record.
- The Scrap Tire & White Goods Collection Facility achieved an overall customer satisfaction rating of 9.75 on a scale of 1 to 10 based on surveys conducted during February, March, and May 2019.
- The annual Summerfield recycling event held on 9/14/19 drew 327 Guilford County residents and resulted in the collection of 7.08 tons of e-waste, 5.35 tons of tires, 3.64 tons of shredded material, and 2.82 tons of white goods.

- The annual Oak Ridge recycling event held in November 2019 brought 412 County residents with collection results as follows: 10.31 tons of e-waste, 9.93 tons of tires, 3.84 tons of shredded paper, and 4.32 tons of white goods.
- The annual Pleasant Garden recycling event held in March 2019 attracted 489 participants and resulted in the collection of 15.91 tons of e-waste, 6.16 tons of documents for shredding, and 2.79 tons of white goods.
- The Guilford County Spring Cleanup event was held in April 2019 at Eastern Guilford Middle School in Gibsonville attracting 112 customers. The event resulted in the collection of 8.89 tons of tires, 1.81 tons of e-waste, 0.64 tons of white goods, and 3.90 tons of documents for shredding.
- The Kids, Cans & Ca\$h Elementary School Recycling Challenge began in November as usual and is now extended through mid-April. The recycling challenge was met by 6 elementary schools and resulted in the collection of 2,330 lbs. of aluminum cans. Participating schools earned a total of \$1048.50 for their recycling efforts. This was nearly twice the number of cans collected and money earned compared to last FY.
- The Magic of Recycling was presented to more than 2,200 elementary school students during February 2020. This program features a real magician that incorporates recycling education into an entertaining and engaging magic show.
- A new environmental educational program was presented to approximately 2,100 students in March 2019. Pamlico Joe and Clean Water Flow is geared toward elementary school students and it highlights the benefits of clean water, recycling, and proper solid waste disposal.
- The Environmental Services Division website was updated and condensed to simplify customer interaction.
- A four (4) feet stone barrier was installed around the Bishop Road sand filter to keep grass and other debris from entering the filter during landscaping activities.
- The Environmental Services Division continues to recognize local businesses and community groups for their environmentally responsible actions and activities in support of the County's recycling goals. Pepsi donated 60 plastic drums that were converted into rain barrels that promote reuse and water conservation during 2020 Creek Week.

KEY PERFORMANCE MEASURES

	FY19 Actual	FY20 Estimated	FY21 Planned	FY22 Planned	Target
Outreach & Education					
Public Education/Outreach Events (includes presentations, Cleanup Days)	18	15	15	15	15
Social Media Interactions on Environmental Services Facebook Page	41,075	50,000	60,000	60,000	60,000

	FY19 Actual	FY20 Estimated	FY21 Planned	FY22 Planned	Target
Kids, Cans & Ca\$h Program					
Elementary Schools (public & private)	6	11	12	12	12
Students	2,081	4,600	5,100	5,100	5,100
Cans Collected for Recycling (pounds)	2,330	3,850	4,200	4,200	4,200
Pounds Per School	388	350	350	350	350
Total \$ Earned by Schools for Recycling	\$1,049	\$1,733	\$1,890	\$1,890	\$1,890
Magic of Recycling Program					
Schools	5	4	TBD	TBD	5
Students	2,550	2,323	TBD	TBD	2,300
Pamlico Joe Educational Program					
Schools	5	5	5	5	6
Students	2,093	2,125	2,125	2,125	2,550
Waste Collection & Processing					
# Tons Household Hazardous Waste Collected (incl. special events)	921	884	946	960	960
# Tons Scrap Tires Processed by County Contractor	9,974	10,739	11,598	12,000	12,000
# Tons White Goods Collected (incl. scrap metal)	209	275	275	275	275
# Tons Electronics Collected (incl. drop-off sites and HHW site)	885	835	850	850	850
# Tons Christmas Trees Recycled to Mulch	1	1	1	1	1
# Tons Waste Collected per 1,000 Population ^[1]	22	24	25	26	26
Inspections & Investigations					
Minor LCID Facility Inspections	18	16	16	16	16
Major LCID Facility Inspections	20	20	20	20	20
Solid Waste Complaints & Requests for Assistance (Phone & Email) ^[2]	4,500	4,500	4,500	4,500	Demand
Illegal Dumping & Illegal Burning Investigations	176	185	180	180	150
Efficiency Measures					
# of Complaints, Site Investigations & Requests for Assistance per 1,000 Population ^[1]	9	9	9	9	Demand
Illegal Dumping & Illegal Burning Investigation Successful Resolution Outcome	85%	85%	85%	85%	85%

	FY19 Actual	FY20 Estimated	FY21 Planned	FY22 Planned	Target
Scrap Tire & White Goods Collection Facility Customer Satisfaction Survey Results on a Scale from 1 to 10	9.75	9.50	9.50	9.50	9.50

^[1] Guilford County population estimate 539,666 (July 2019), NC OSBM.

^[2] Beginning FY17 includes Bishop Rd. Recycling Facility.

FUTURE OPPORTUNITIES & CHALLENGES

- With the State of North Carolina no longer depositing monies into the Solid Waste Trust Fund, the availability of grant funds for underwriting solid waste programs and capital improvements/purchases will likely continue to decline in FY 2021, 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 Division will continue to implement plans to achieve the goals set forth in the 2012 Guilford County Solid Waste Management Plan Update by evaluating solid waste collection options for the small towns and unincorporated areas.
- Ensure that all Guilford County residents have a no-cost disposal site to drop off commingled recyclables as the City of Greensboro removed more than 20 recycling dumpsters located throughout the City during FY19.
- Continue upgrading the Bishop Road collection facility utilizing white goods disposal account resources while funding is available.
- 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.
- Pressure to secure local landfill space for Guilford County Municipal Solid Waste (MSW) remains high. Guilford County withdrew from landfill operations when it conveyed its two facilities to the cities of Greensboro and High Point. While the City of High Point continues to operate the Kersey Valley Landfill, the City of Greensboro closed the White Street Landfill to MSW. Currently, Greensboro MSW is collected at a transfer station and trucked to the Great Oak Landfill in Randleman, NC. The City of Greensboro continues to pursue alternate disposal options through Forsyth and Randolph counties that would address the city's needs. County-licensed trash haulers continue to use the Greensboro transfer station, the Kersey Valley Landfill, and the Republic Waste transfer station for MSW disposal.
- 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.

- Environmental Services will continue to partner with the City of Greensboro, the City of High Point and other Guilford County jurisdictions to promote community recycling events and educational activities.
- Environmental Services will work to reduce the number of illegal dumping and illegal burning complaints by at least 15% through the education of residents and county officials.
- In January 2018, China initiated the National Sword policy, which banned plastic waste and unsorted paper from being imported. The policy was enacted to address environmental issues and to look toward their own waste stream for recyclables which placed intense scrutiny on bale quality for imported materials. Because single stream recycling has become the prominent method of recycling, it is critical that the quality of the sorted recycled materials be as high as possible to avoid loads being rejected. Thus, there are challenges in adapting to the ban with the lack of recycling infrastructure to process material that was once being exported to China. Many Material Recovery Facilities (MRFs) are upgrading their sorting systems to improve the quality of their bales along with better educating their residents on what can and more importantly cannot be recycled.

LIBRARIES

Clarence Grier, Deputy County Manager

301 West Market St., Greensboro, NC 27401 (336) 641-6182

Recreation & Culture

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



Education

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



BUDGET SUMMARY

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 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%
County Funds	1,827,807	1,827,807	1,827,807	1,827,807	1,827,807	0	0.0%

DEPARTMENTAL PURPOSE

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

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

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- The FY 2021 total library funding allocation remains unchanged from the prior fiscal year and each individual library system's funding level remains the same.

Library Funding Breakdown

	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Plan
<u>State Recognized Libraries</u>			
Greensboro (County System)	\$ 1,356,847	\$ 1,356,847	\$ 1,356,847
High Point (Municipal)	\$ 359,960	\$ 359,960	\$ 359,960
<i>Sub-Total</i>	\$ 1,716,807	\$ 1,716,807	\$ 1,716,807
<u>Community Libraries</u>			
Gibsonville	\$ 55,500	\$ 55,500	\$ 55,500
Jamestown	\$ 55,500	\$ 55,500	\$ 55,500
<i>Sub-Total</i>	\$ 111,000	\$ 111,000	\$ 111,000
Grand Total	\$ 1,827,807	\$ 1,827,807	\$ 1,827,807

FY 2020 County Library Funding Comparison

County	FY19 Funding	FY20 Funding*	Population**	\$ per Capita	% Change (FY19-FY20)
Mecklenburg	\$ 36,105,228	\$ 37,550,702	1,131,342	\$ 31.91	4%
Wake	\$ 26,025,643	\$ 28,432,035	1,109,883	\$ 25.62	9%
Guilford	\$ 1,827,807	\$ 1,827,807	545,348	\$ 3.35	0%
Forsyth	\$ 7,767,431	\$ 8,032,466	383,123	\$ 20.97	3%
Durham	\$ 10,779,221	\$ 11,167,718	320,322	\$ 34.86	4%
Buncombe	\$ 5,910,082	\$ 6,094,485	267,046	\$ 22.82	3%
Alamance	\$ 2,926,707	\$ 3,185,786	174,055	\$ 18.30	9%
Davidson	\$ 3,624,470	\$ 3,566,530	170,888	\$ 20.87	-2%
Randolph	\$ 2,285,694	\$ 2,387,161	145,807	\$ 16.37	4%
Rockingham	\$ 1,973,286	\$ 1,983,492	91,830	\$ 21.60	1%
Chatham	\$ 2,088,510	\$ 1,888,560	77,713	\$ 24.30	-10%
Average Change					2%

* Funding figures from FY 2020 adopted budgets

** Annual County Population July 2020 projections from NC Office of State & Budget Management

ECONOMIC DEVELOPMENT

J. Leslie Bell, AICP, Planning & Development Director

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

Economic Development

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



BUDGET SUMMARY

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Economic Develop & Assistance	949,588	1,133,350	3,428,134	1,408,302	1,333,302	199,952	17.6%
Economic Dev and Assistance	949,588	1,133,350	3,428,134	1,408,302	1,333,302	199,952	17.6%
EXPENSE							
Other Services & Charges	949,588	1,133,350	3,428,134	1,408,302	1,333,302	199,952	17.6%
Total Expense	949,588	1,133,350	3,428,134	1,408,302	1,333,302	199,952	17.6%
County Funds	949,588	1,133,350	3,428,134	1,408,302	1,333,302	199,952	17.6%

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 2020 Adopted	FY 2021 Requested	FY 2021 Adopted
Cultural Agencies			
African-American Atelier	\$ 50,000	\$ 50,000	\$ 50,000
Friends of John Coltrane	\$ 20,000	\$ 40,000	\$ -
High Point Arts Council	\$ 50,000	\$ 55,000	\$ 50,000
United Arts Council GSO	\$ 55,000	\$ 55,000	\$ 55,000
NC Folk & Heritage Festivals (formerly the National Folk Festival)	\$ 25,000	\$ 40,000	\$ 25,000
Cultural Agencies Total	\$ 200,000	\$ 240,000	\$ 180,000
Economic Development Agencies			
Downtown Greensboro	\$ 40,000	\$ 40,000	\$ 40,000
East Market Street NOW	\$ 35,000	\$ 35,000	\$ 50,000
Forward High Point Foundation	\$ -	\$ 50,000	\$ 20,000
Greensboro Chamber of Commerce ¹	\$ 100,000	\$ 100,000	\$ 100,000
Greensboro Community Development Fund	\$ -	\$ -	\$ -
Guilford County Tourism Development Authority ²	\$ 40,000	\$ 40,000	\$ 40,000
High Point Econ Dev (HPEDA)	\$ 100,000	\$ 100,000	\$ 100,000
High Point Market Authority	\$ 125,000	\$ 200,000	\$ 125,000
Junior Achievement of the Triad	\$ -	\$ 50,000	\$ -
League of International Track	\$ -	\$ 24,500	\$ -
Out of the Garden Project	\$ -	\$ -	\$ -
Piedmont Business Capital	\$ -	\$ -	\$ -
Piedmont Triad Film Commission	\$ 25,000	\$ 30,000	\$ 25,000
Renaissance Community Cooperative	\$ -	\$ -	\$ -
Senior Resources of Guilford ⁴	\$ -	\$ 50,000	In DSS Budget
Southwest Renewal Foundation of High Point, Inc. *	\$ 25,000	\$ 50,000	\$ 50,000
Triad Local First	\$ -	\$ 60,000	\$ -
Welfare Reform Liaison Project, Inc.	\$ 25,000	\$ 25,000	\$ 25,000
Guilford County Economic Development Alliance ³	\$ 100,000	\$ 100,000	\$ 50,000
Economic Development Agencies Total	\$ 615,000	\$ 954,500	\$ 625,000
TOTAL	\$ 815,000	\$ 1,194,500	\$ 805,000
Spending per Capita ⁵	\$1.51	\$2.19	\$1.48

*Southwest Renewal Foundation of High Point funding includes \$25,000 to be contingent upon receipt of grant funds; this additional funding will come from the manager's contingency.

(1) Formerly Greensboro Economic Development Partnership.

(2) Funding agreement approved on 07-Dec-17 by Board of Commissioners to provide funding for FY18/19 with option to renew for FY19/20 through FY22/23.

(3) Previous funding agreement through 31-Dec-17 with option for one year automatic renewals.

(4) Not considered as an Economic Based Organization when funded in FY19/20.

(5) County estimated population is 545,348 as of July 2020 per the NC Office of State Budget & Management (OSBM).

SUMMARY
ACTIVE ECONOMIC DEVELOPMENT INCENTIVES
AS OF 02-MAR-20

Project	Approved Incentive	All Years Actual [1]	FY2020 Adopted	FY2021 Budget Requested	Future Years
Amada North America , Inc.	\$ 990,000	\$ -	\$ -	\$ -	\$ 990,000
Baltek	\$ 89,500	\$ 80,500			\$ -
Ecolab	\$ 168,750	\$ 100,000	\$ 50,000	\$ 18,750	\$ -
Publix	\$ 17,532,000	\$ -	\$ -	\$ -	\$ 17,532,000
Qorvo	\$ 333,750	\$ 133,500	\$ 66,750	\$ -	\$ 133,500
Ralph Lauren Corporation	\$ 1,238,400	\$ 1,228,815	\$ -	\$ -	\$ -
Springfield Service Corporation	\$ 37,500	\$ 37,500	\$ -	\$ -	\$ -
Stanley Furniture	\$ 76,000	\$ 76,000	\$ -	\$ -	\$ -
Syngenta Crop Protection, LLC (Approved Jan. 16, 2020) Agreement Pending	\$ 1,907,734	\$ -	\$ -	\$ 335,152	\$ 1,572,582
The Fresh Market, Inc. (Approved Nov. 21, 2019) Agreement Pending	\$ 106,000	\$ -	\$ -	\$ 20,000	\$ 86,000
HAECO Education (Approved 06-Aug-15) Agreement Pending	\$ 147,000	\$ 58,800	\$ 29,400	\$ 29,400	\$ 29,400
HAECO (Approved 04-Apr-13 as TIMCO) Agreement Pending	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -
Total	\$ 23,026,634	\$ 2,115,115	\$ 146,150	\$ 403,302	\$ 20,343,482

1) Includes paid and encumbered.

General Government

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

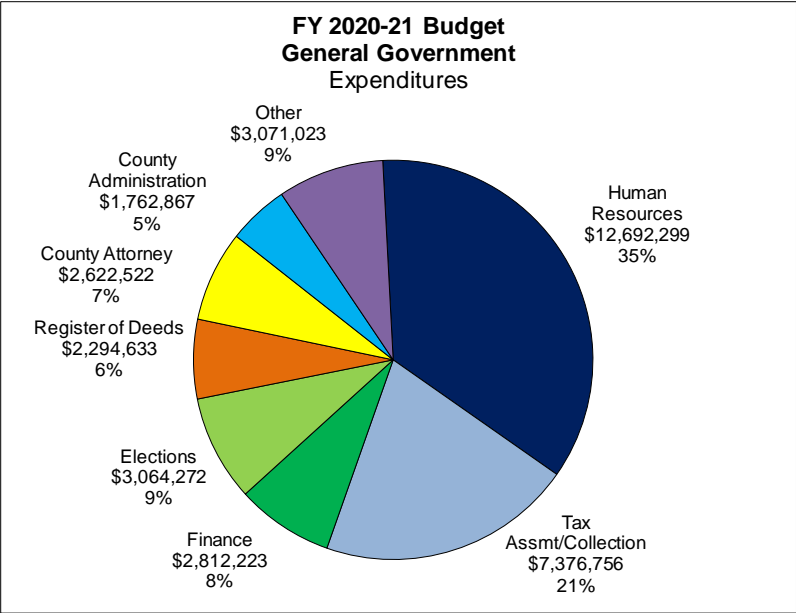
General Government departments include:

- County Commissioners & Clerk
- County Administration
- County Attorney
- Human Resources
- Budget & Management
- Internal Audit
- Finance
- Purchasing
- Tax
- Register of Deeds
- Elections

Expenditures

Guilford County will spend \$35.7 million for General Government in FY 2020-21, an increase of \$3.4 million, or 10.6%, from FY 2019-20. General Government accounts for about 5.6% of total County expenditures.

The increase from FY 2020 to FY 2021 is largely related to personnel increases including merit raises and an additional \$2 million in the Human Resources budget to support the county’s contributions to the healthcare plan.



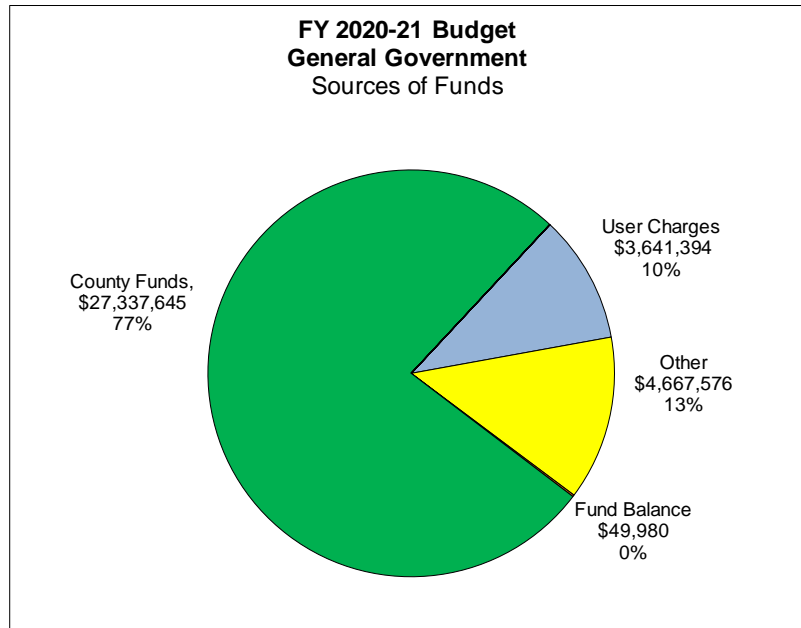
The Tax Department’s budget includes some of the increased costs associated with the upcoming revaluation, as well as an increase in collection fees mandated by the North Carolina Department of Revenue for the vehicle tax service.

The increase found within the Budget, Management & Evaluation budget includes funding for open data software and service as well as funding for additional data, process improvement, and evaluation training for the department and other county staff working in these areas.

Lastly, the Elections budget increased \$566,658, or 22.7%, due to the election cycle – FY 2021 will have two municipal elections and a presidential general election.

Revenues

County funds provide 77% of the support for General Government departments. User charges, including the fees paid by municipalities for tax collection, election services, and Register of Deeds fees account for 10% of revenues. The remaining funding (13%) comes from other sources including fund balance.



	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	vs. FY20 Adopted	
						\$ chg	% chg
Department							
Budget & Management	\$529,635	\$726,315	\$774,989	\$877,029	\$882,029	\$155,714	21.4%
Commissioners & Clerk	\$800,670	\$1,440,605	\$1,558,997	\$1,096,729	\$1,131,729	(\$308,876)	-21.4%
County Administration	\$862,743	\$1,544,356	\$1,531,469	\$1,557,867	\$1,762,867	\$218,511	14.1%
County Attorney	\$2,231,573	\$2,589,839	\$2,660,010	\$2,617,522	\$2,622,522	\$32,683	1.3%
Elections	\$1,847,559	\$2,497,614	\$2,723,053	\$3,059,272	\$3,064,272	\$566,658	22.7%
Finance	\$2,553,721	\$2,736,368	\$2,808,268	\$2,807,223	\$2,812,223	\$75,855	2.8%
Human Resources	\$7,689,466	\$10,685,800	\$9,751,388	\$12,687,299	\$12,692,299	\$2,006,499	18.8%
Internal Audit	\$471,815	\$624,200	\$662,330	\$652,468	\$657,468	\$33,268	5.3%
Purchasing	\$272,415	\$330,815	\$360,815	\$394,797	\$399,797	\$68,982	20.9%
Register of Deeds	\$2,186,244	\$2,330,846	\$2,335,846	\$2,289,633	\$2,294,633	(\$36,213)	-1.6%
Tax	\$6,463,820	\$6,781,947	\$7,942,875	\$7,371,756	\$7,376,756	\$594,809	8.8%
Total Expenditures	\$25,909,661	\$32,288,705	\$33,110,040	\$35,411,595	\$35,696,595	\$3,407,890	10.6%
Sources of Funds							
Federal & State Funds	\$31,695	\$27,028	\$1,027,028	\$27,776	\$762,776	\$735,748	2722.2%
User Charges	\$3,833,253	\$3,971,452	\$3,971,452	\$3,641,394	\$3,641,394	(\$330,058)	-8.3%
Other	\$3,918,486	\$3,455,902	\$3,455,902	\$3,654,800	\$3,904,800	\$448,898	13.0%
Fund Balance	\$97,408	\$124,579	\$124,579	\$49,980	\$49,980	(\$74,599)	-59.9%
County Funds	\$18,028,819	\$24,709,744	\$24,531,079	\$28,037,645	\$27,337,645	\$2,627,901	10.6%
Sources of Funds	\$25,909,661	\$32,288,705	\$33,110,040	\$35,411,595	\$35,696,595	\$3,407,890	10.6%
Permanent Positions	203.400	204.400	206.400	206.400	206.400	2.000	1.0%

BUDGET MANAGEMENT AND EVALUATION

Alex Smith, Interim Director

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

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



BUDGET SUMMARY

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Budget and Management	529,635	726,315	769,989	877,029	877,029	150,714	20.8%
CARES Contingency	0	0	5,000	0	5,000	5,000	0.0%
Budget and Management	529,635	726,315	774,989	877,029	882,029	155,714	21.4%
EXPENSE							
Personnel Services	481,744	629,984	629,984	726,048	726,048	96,064	15.2%
Supplies & Materials	1,884	6,450	12,637	5,450	10,450	4,000	62.0%
Other Services & Charges	46,007	89,881	119,881	145,531	145,531	55,650	61.9%
Capital	0	0	12,487	0	0	0	0.0%
Total Expense	529,635	726,315	774,989	877,029	882,029	155,714	21.4%
REVENUE							
County Funds	529,635	726,315	774,989	877,029	882,029	155,714	21.4%
Positions	6.00	6.00	7.00	7.00	7.00	1.00	16.7%

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 and 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 2021 GOALS & OBJECTIVES

- Integrate additional department service data, particularly health and human services data, into the county's new open data program powered by Stae 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 SPARC employee innovation 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.
- Coordinate the county's second cohort of certified Lean Government Facilitators and develop a condensed Lean Government Principles curriculum that can be offered more broadly across the county.
- 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 with the Board, departments, and community partners to update the county's Capital Investment Program and develop a long-term capital funding model, including any school construction and renovation bonds approved by voters in November 2020.
- 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 budget and financial information web portal.

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- The Budget, Management & Evaluation department's FY 2021 Adopted budget increased \$155,714, or 21.4%, over the FY 2020 Adopted budget because of projected performance merit adjustments, as well as a Deputy Director position that was added midway through FY 2020.
- Supplies & Materials increased by \$4,000 including a \$1,000 decrease in funding for office furnishings following the department's move to new office space to accommodate additional positions added previously and a one-time inclusion of \$5,000 in CARES funds for emergency needs.
- Other Services and Charges increased by \$55,650, or 61.9%, because of a \$50,000 increase in Education & Training for county-wide innovation capacity training like Lean Government, behavioral economics, human-centered design, and for training curriculum development for proper data creation, management, and storage.

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

- Received the Government Finance Officers Association's Distinguished Budget Presentation Award for the Fiscal Year 2019-2020 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.
- Continued to expand the county's data analytics initiatives and partnership with external agencies and local and national universities to advance the county goals. Projects included:
 1. Development of a recidivism reduction model to advance the Board-approved Reentry Program in partnership with the Guilford County Sheriff and the University of Pennsylvania's Master of Urban Spatial Analytics program. This model is one piece of a bigger project to understand how limited resources can be best allocated for impactful outcomes and the prevention of justice-involved residents returning to detention.
 2. Initiated a foster care outcomes improvement initiative using relevant data in partnership with the Department of Social Services and the University of Pennsylvania's Master of Urban Spatial Analytics program. This is an effort to better understand how the county can best allocate staff and other resources to improve outcomes for children in the county's care.
 3. Researched and evaluated the concept of an Education Opportunity Index modeled after the Boston Opportunity Index in partnership with the Guilford County Schools and Duke University's Sanford School of Public Policy. The goal of a local

Opportunity Index would be to provide information on how to best allocate local resources for county services (i.e., those services outside of school walls) so that we are able to both meet the county’s specific goals AND improve educational outcomes for our community’s children.

4. Supported the county’s MetroLab partnership with the University of North Carolina at Greensboro (UNC-G) by providing data from the county’s records and jail management systems to support eviction program research and the development of an eviction diversion program.
5. Provided data-related and operational support for the Guilford Community Indicators Project. Staff served on operational, technical, and steering committees and worked with a broad array of community partners in developing a unified, holistic data-centric assessment of community strengths and weaknesses. An offshoot of this project is the newly formed Piedmont Regional Data Collaborative, a joint project between UNC-G and North Carolina A&T State University.
6. Developed draft supervisor dashboards for the Department of Social Services’ Children’s Services staff to enhance oversight and performance related to caseloads, case timing, and case progress.
7. Coordinated and funded a county-wide Lean Government Certified Facilitator program for 19 employees in multiple departments in partnership with North Carolina State University’s Industry Expansion Solutions (IES) group. Participants are currently working through their projects at improving the productivity of county operations and improving customer service. Early result indicate significant improvements in throughput times and service responsiveness. Successful participants will be formally-trained Certified Facilitators of Lean Government principles for their departments and for other departments working to improve value for our residents.

KEY PERFORMANCE MEASURES

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
Received the Government Finance Officers' Association Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	Yes
Number of Departments that exceed budget as noted in annual financial report	0	0	0	0	0
Actual revenue as percent of budget	101%	100%	100%	100%	100%
Actual expenditures as percent of budget		99%	99%	99%	100%
Percent of Budget Amendments & Transfers processed within five days of receipt/approval	99%	100%	100%	100%	100%

FUTURE OPPORTUNITIES & CHALLENGES

- Continued development and maintenance of monthly budget-to-actual dashboards for the departments and the public that have been positively noticed by credit rating agencies for transparency will help maintain positive interaction and coordination between the Budget Office and its primary stakeholders.
- Development of a Budget Dashboard information site on the County website that will give the public real- or near-real-time updates on the budget status throughout the fiscal year represents an opportunity to improve communication, transparency, and public understanding of County operations.
- Formally launch the county's open data portal powered by STAE. A proof-of-concept model is available and efforts are underway to formalize the transfer of public data and the creation of relevant visualizations.
- Incorporation and support of smart-risk and innovative progress concepts into county operations, culture, hiring decisions, and resource-allocation choices to more impactfully advance Board goals and improve conditions for our residents and greater community.

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

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
County Administration	862,608	1,017,328	1,047,636	1,057,867	1,257,867	240,539	23.6%
Reserve for Contingency	0	500,000	333,225	500,000	500,000	0	0.0%
Intergovernmental Services	134	27,028	0	0	0	(27,028)	(100.0%)
CARES Contingency	0	0	150,608	0	5,000	5,000	0.0%
County Administration	862,743	1,544,356	1,531,469	1,557,867	1,762,867	218,511	14.1%
EXPENSE							
Personnel Services	647,904	771,928	771,928	810,632	810,632	38,704	5.0%
Supplies & Materials	5,079	17,900	24,932	16,100	21,100	3,200	17.9%
Other Services & Charges	209,759	754,528	734,609	731,135	931,135	176,607	23.4%
Total Expense	862,743	1,544,356	1,531,469	1,557,867	1,762,867	218,511	14.1%
REVENUE							
Intergovernmental	27,027	27,028	1,027,028	0	735,000	707,972	2,619.4%
Miscellaneous Revenues	10,029	3,000	3,000	0	0	(3,000)	(100.0%)
Total Revenue	37,056	30,028	1,030,028	0	735,000	704,972	2,347.7%
County Funds	825,687	1,514,328	501,441	1,557,867	1,027,867	(486,461)	(32.1%)
Positions	4.90	5.90	5.90	5.90	5.90	0.00	0.0%

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.

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

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
County Attorney	2,231,573	2,589,839	2,655,010	2,617,522	2,617,522	27,683	1.1%
CARES Contingency	0	0	5,000	0	5,000	5,000	0.0%
County Attorney	2,231,573	2,589,839	2,660,010	2,617,522	2,622,522	32,683	1.3%
EXPENSE							
Personnel Services	2,012,623	2,188,658	2,241,351	2,280,341	2,280,341	91,683	4.2%
Supplies & Materials	13,571	14,300	19,559	9,300	14,300	0	0.0%
Other Services & Charges	205,380	386,881	399,100	327,881	327,881	(59,000)	(15.3%)
Total Expense	2,231,573	2,589,839	2,660,010	2,617,522	2,622,522	32,683	1.3%
REVENUE							
Charges for Service	13,064	12,000	12,000	12,000	12,000	0	0.0%
Miscellaneous Revenues	2	0	0	0	0	0	0.0%
Total Revenue	13,066	12,000	12,000	12,000	12,000	0	0.0%
County Funds	2,218,507	2,577,839	2,648,010	2,605,522	2,610,522	32,683	1.3%
Positions	19.00	19.00	19.00	19.00	19.00	0.00	0.0%

DEPARTMENTAL PURPOSE

The County Attorney and staff provide prompt, responsive, efficient and effective legal advice and representation to the Board of Commissioners, the County Manager, County departments and related agencies. Legal counsel is provided on all areas of local government including contracts, civil procedure, litigation, constitutional law, open meetings, public records, child support, social services (CPS and APS), purchasing, property tax assessment and collection, foreclosures, budget and financial procedures, and personnel matters. 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 2021 GOALS & OBJECTIVES

- Represent and protect the interests of clients and the organization.
- Prioritize and maintain fiscal responsibilities in meeting 2021 budget targets.

- Build and retain an extraordinary legal team.
- Maintain growth in cross-training staff to provide versatility to clients.
- Maximize on collection of delinquent tax revenue in litigating *In Rem* tax foreclosure proceedings in-house through FY 2021.
- Prioritize cases to ensure timely litigation and resolution.
- Continue progress in costs savings in utilizing electronic storage of documents.
- Continue efforts to implement electronic storage options 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.
- Provide support and training to Departments in the implementation of DocuSign CLM, which is new Contract Management System that will go-live in conjunction with the Tyler MUNIS ERP on July 1, 2020.
- Collaborate with I/S Training staff to provide End Users with video "how-to" guides for the navigation and utilization of DocuSign CLM.
- Prioritize the review and processing of all contracts to increase response time and finalization.
- Continue collaboration with DHHS in the success of the Family Law Facilitator Program, which provides permanent placement and reduces the number of children that enter into the Guilford County Foster Care System.
- As budget allows, provide School of Government training to all staff in their primary areas of practice for furthered education.

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- The County Attorney's FY 2021 net budget increased by \$32,683, or 1.1%. This increase is attributed primarily to personnel services.
- Personnel Services increased by \$91,683, or 4.2%, 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
- Other Services & Charges decreased by \$59,000, or 15.3%, to reflect decreases outside contractual services that are no longer required due to the additional position added.

FY 2020 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 twelve (12) full-time attorneys; 7 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 **1642** (a 12-month value through FY 2018-2019) 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 **51** cases during FY 2018-2019 and **31** thus far in FY 2019-2020. During FY 2018-2019, **43** cases were order to Termination of Parental Rights actions by the Court, and **30** cases have been ordered in FY 2019-2020. As of March 23, 2020, this office has **52** pending TPR cases for FY 2019-2020. **[Note: Every court hearing results in an order being drafted by staff. This count does not include cases that have been granted, but are waiting the appeal period.]**
- Continue collaboration with DHHS to sustain the success of the Family Law Facilitator Program, thus, reducing the number of children that enter into the Guilford County Foster Care System. During FY 2019-2020 **51** cases/custody orders have been finalized and **31** cases are pending as of March 13, 2020. Each case represents one child, resulting in 1 order per child. It is important to note that the cost of care for a child in custody ranges from \$475.00 to \$634.00 per month based on the age of the child.
- The County Attorney's Office is currently working on **67** active cases [includes bankruptcy/collection matters and property foreclosures] and represents the Child Support Enforcement Agency on an estimated ongoing caseload of **20,335 as of March 25, 2020** for both cities of Greensboro and High Point.
- Drafted, reviewed, revised, advised, and/or processed all County contracts (does not include DHHS)
- Tremendous success of the Pre-Foreclosure program. Collection rates are shown below:

	Pre-Foreclosure Program	In Rem Foreclosure Program	Total
CY 18	3,476.37	451,931.87	455,408.24
FY 18/19	791,529.10	291,365.99	1,082,895.09
CY 19	1,792,819.75	205,036.22	1,997,855.97
FY 19/20 (thru 4/28/2020)	1,215,829.17	102,753.64	1,318,582.81

- Additionally, successfully collected the following for FY 2019-2020:
 1. Tax proceeds from condemnation action: \$5,341.61
 2. Child Support Bankruptcy \$7,951.09

- Provided departments with training on matters such as DocuSign CLM 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, as well as met with the media. Advised the County Manager, Commissioners, and departments on various County management and Board matters.

KEY PERFORMANCE MEASURES

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 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	90%	90%	95%	95%	100%
Percent of TPR juvenile court orders filed within 30 calendar days	84%	85%	95%	95%	100%
Percent of juvenile court orders filed within 30 calendar days	70%	75%	80%	80%	100%
Percent of protective services or guardianship petitions filed of adult services matters within 10 calendar days of referral to legal.	95%	95%	100%	100%	100%
Percent of initial ordinance enforcement matters initiated within 15 days of referral to the County Attorney's Office	95%	95%	100%	100%	100%
Percent of initial bankruptcy/collection matters initiated within 15 days of referral to the County Attorney's Office	95%	95%	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. With the availability of more space at the High Point office, a clerkship program is possible in the coming fiscal year.
- Space continues to be an ongoing concern for record retention. Actions have been taken 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. With the implementation of a new ERP system and DocuSign CLM, this project has been placed on hold.

COUNTY COMMISSIONERS & CLERK TO BOARD

Jeffery M. Phillips, Board Chair
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

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
County Commissioners & Clerk	800,670	1,440,605	1,553,997	1,096,729	1,126,729	(313,876)	(21.8%)
CARES Contingency	0	0	5,000	0	5,000	5,000	0.0%
County Commissioners & Clerk	800,670	1,440,605	1,558,997	1,096,729	1,131,729	(308,876)	(21.4%)
EXPENSE							
Personnel Services	600,121	651,375	691,375	755,578	755,578	104,203	16.0%
Supplies & Materials	26,847	19,840	59,204	46,430	51,430	31,590	159.2%
Other Services & Charges	173,702	759,390	798,418	294,721	324,721	(434,669)	(57.2%)
Capital	0	10,000	10,000	0	0	(10,000)	(100.0%)
Total Expense	800,670	1,440,605	1,558,997	1,096,729	1,131,729	(308,876)	(21.4%)
REVENUE							
Intergovernmental	0	0	0	27,776	27,776	27,776	0.0%
Charges for Service	0	3,000	3,000	3,000	3,000	0	0.0%
Miscellaneous Revenues	600	0	0	0	0	0	0.0%
Total Revenue	600	3,000	3,000	30,776	30,776	27,776	925.9%
County Funds	800,070	1,437,605	1,555,997	1,065,953	1,100,953	(336,652)	(23.4%)
Positions	13.00	13.00	13.00	13.00	13.00	0.00	0.0%

* Note: Starting in FY 2020-21, the County Commissioners and County Clerk's department budgets are combined.

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 2021 GOALS & OBJECTIVES

- To inform, educate and engage residents and stakeholders about county responsibilities, services and results.
- Complete minutes within 30 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.
- Continue promotion and implementation Phase II of electronic legal notice system.

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- The total expense for the County Commissioners and Clerk budget is \$1,131,729. With the new combination of the budgets, the Personnel Services line has also increased due to a combined 13 employees, rather than just 9 employees for the Board of County Commissioners.
- Overall, the total expenses decreased \$313,876 or 22% from FY 2020 primarily due to the removal of \$500,000 in one-time funding included in the FY 2020 budget.

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

- Administered and facilitated the 2019 Guilford County Citizens' Academy, a nine-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 and Emergency Services.
 - Educational and awareness campaigns included content for the Guilford County Animal Services Spay/Neuter public service announcement (PSA) and MWBE vendor education classes.
- Hosted 112th Annual NCACC Conference at the Grandover Resort in August 2019. The theme of the 2019 conference was "Connect Your Counties".
- Hosted NC Association of County Clerks 2019 Piedmont Regional Academy in September 2019.
- Hosted and provided full production services for the US Congressional Homeland Security Sub-Committee on Human Trafficking in October 2019.
- Hosted NC Supreme Court Session celebrating the court's bicentennial anniversary in November 2019.
- Coordinated ground-breaking ceremony for Guilford County Adult Behavioral Health Crisis Center.
- Provide communications support to Emergency Operations Center (EOC) during COVID-19 outbreak, including: press releases; daily press communications; social media messaging; PSA; etc.

FUTURE OPPORTUNITIES & CHALLENGES

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

BOARD OF ELECTIONS

Charlie Collicutt, Director

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

Organizational Excellence

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BUDGET SUMMARY

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Elections Administration	1,847,559	2,497,614	2,718,053	3,059,272	3,059,272	561,658	22.5%
CARES Contingency	0	0	5,000	0	5,000	5,000	0.0%
Elections	1,847,559	2,497,614	2,723,053	3,059,272	3,064,272	566,658	22.7%
EXPENSE							
Personnel Services	1,465,176	2,021,188	2,021,188	2,264,116	2,264,116	242,928	12.0%
Supplies & Materials	111,996	137,677	362,677	309,286	314,286	176,609	128.3%
Other Services & Charges	270,387	338,749	339,188	485,870	485,870	147,121	43.4%
Total Expense	1,847,559	2,497,614	2,723,053	3,059,272	3,064,272	566,658	22.7%
REVENUE							
Intergovernmental	4,668	0	0	0	0	0	0.0%
Charges for Service	30	167,800	167,800	700	700	(167,100)	(99.6%)
Miscellaneous Revenues	333	1,250	1,250	0	0	(1,250)	(100.0%)
Total Revenue	5,031	169,050	169,050	700	700	(168,350)	(99.6%)
County Funds	1,842,528	2,328,564	2,554,003	3,058,572	3,063,572	735,008	31.6%
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 2021 GOALS & OBJECTIVES

- Effectively and efficiently conduct the 2020 November Presidential Election. This election will also have contests for Governor, Senator, US House of Representative, and many other Council of State, Judicial, and County positions.

- Improve processes, procedures, and training for the newly implemented voting system that was recently purchased.
- Retain flexibility on the conduct of the Presidential Election, regarding the methods voters may choose to vote – whether it's increased early voting or an increase in the by-mail absentee voting process.

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- The FY 2021 budget by increased \$566,658, or 22.7%, from FY 2020. However, since FY 2021 is a Presidential Election year, the more suitable comparison of values will be with FY 2017 when the last Presidential Election occurred.
- Personnel Services increased by \$384,771, or 21.5%, from FY 2017. The increase is mainly attributable to a \$152,768 increase in Part-Time Salaries due to more Early Voting opportunities, voter activity, and absentee by-mail anticipated based on the current situation.
- Supplies & Materials increased by \$97,043, or 43.3%, from FY 2017. The increase in these accounts is generated from a \$83,889 rise in Printing & Office Supplies as a result of the new voting machines' utilization of a paper ballot system and a possible increase in absentee by-mail voting. Also, a \$12,837 increase in Small Office Furniture, Fixtures, & Equipment is generated from the need for improved shelving capacity in the Elections Department and better open space availability for the public.
- Other Services & Charges increased by \$101,395, or 26.2%, from FY 2017. The increase is generated from a \$130,000 increase in Professional Services, as well as a \$48,433 increase in Equipment Repair Service Non-Vehicle, due to the higher level of maintenance required on the County's newly acquired voting machines.

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

- Successfully executed two municipal elections at the end of 2019, and almost immediately conducted a successful Presidential Primary Election in March.
- Implemented a completely new voting system in a very short time. A new paper-based voting system was approved in November of 2019 and delivered in January. The Elections Department staff was able to test, apply new procedures, train, deliver, and utilize this new system in time for Early Voting, which began in mid-February.

KEY PERFORMANCE MEASURES

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
% of Voting Age Population registered	95.00%	96.00%	97.00%	96%	97.00%

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
% of Provisional Ballots Counted	35%	32%	35%	38%	38%
Number of Elections	1	3	1	3	N/A*
County funds per registered voter	\$6.11	\$6.95	\$6.00	\$6.25	\$6.85
Precinct Officials used	1,452	2,622	2,400	1,500	2,350
Number of duplicate registrations processed	19,750	15,000	24,000	14,000	15,000
Total transactions	79,500	65,000	120,000	60,000	75,000

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

FUTURE OPPORTUNITIES & CHALLENGES

- Continue to refine the processes for the new voting system, from the logistics of delivery, to ballot quantities, to how the poll workers are trained. This is still very new, and it will need to be improved.
- Legislation to require Photo ID to vote is currently involved in litigation that may continue, delay, or prohibit photo ID use, and this may play out over future budget years.
- Early voting has increased as a percentage of the total vote in each 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.
- Due to uncertainties over voter behavior, there could be legislation or an attempt to make by-mail absentee voting a much higher volume method of voting than before. Increases in this method of voting will lead to alternative operations and volumes within the office, which will pose unique challenges.

FINANCE

Harley Will, Director

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

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BUDGET SUMMARY

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Finance	2,553,721	2,736,368	2,803,268	2,807,223	2,807,223	70,855	2.6%
CARES Contingency	0	0	5,000	0	5,000	5,000	0.0%
Finance	2,553,721	2,736,368	2,808,268	2,807,223	2,812,223	75,855	2.8%
EXPENSE							
Personnel Services	2,295,315	2,412,768	2,412,768	2,454,723	2,454,723	41,955	1.7%
Supplies & Materials	17,695	22,000	33,500	14,500	19,500	(2,500)	(11.4%)
Other Services & Charges	224,168	301,600	362,000	338,000	338,000	36,400	12.1%
Capital	16,543	0	0	0	0	0	0.0%
Total Expense	2,553,721	2,736,368	2,808,268	2,807,223	2,812,223	75,855	2.8%
REVENUE							
Charges for Service	98,409	96,000	96,000	100,000	100,000	4,000	4.2%
Miscellaneous Revenues	151	0	0	0	0	0	0.0%
Total Revenue	98,560	96,000	96,000	100,000	100,000	4,000	4.2%
County Funds	2,455,161	2,640,368	2,712,268	2,707,223	2,712,223	71,855.00	2.7%
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 County financial affairs in compliance with laws and regulations and in conformity with generally accepted accounting principles. The department maintains a high performance standard through adopting best practices, assimilating technology advances, and training our professional staff. This enables us to absorb the continually increasing volume of operating transactions, information resources, and ever-increasing regulatory requirements.

The department's role in fiscal management includes the collection and safekeeping of funds generated by all County operations. We then ensure that funds are disbursed to County vendors and employees in compliance with laws, regulations, the budget ordinance, and County policy. The regulatory requirements mandate that the records of the County's financial activity are maintained to the highest standards. These records serve as the foundation for all the federal, state, and County reporting to various regulatory agencies.

Finance 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. We consistently have unqualified “clean” audit opinions and receive the Certificate of Achievement for Excellence in Financial Reporting. This reporting is critical to maintaining current and obtaining new funding for grants and entitlement programs. This success is primarily due to the outstanding professionalism of our dedicated employees.

The department invests County funds in accordance with State laws and the County’s investment policy to maximize returns within the parameters of preserving principal and maintaining necessary liquidity. At the direction of the County Board of Commissioners, the department also engages professional resources to bring the County’s bond offerings to the market to finance large capital projects.

FY 2021 GOALS & OBJECTIVES

- Successfully complete the necessary applications, publications, and filings to receive authorization for the LGC to set a referendum before the County voters on the question of school facility general obligation bonds.
- Convert County financial and payroll operations to the Tyler Munis ERP system. This will provide a more user-friendly and integrated business process to enable the County to use its resources to the highest and best purpose.
- 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. This will be critical as we go to the market with potential referendum bonds.
- 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 ensure their efficiency and the optimal use of County resources.

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- The Finance FY 2021 Adopted budget increased by a total of \$75,855, or 2.8%, in four main areas – Professional Services, Postage & Delivery, and Training, including travel to classes and events – primarily due to Munis implementation including notifying vendors on changes, ongoing staff training, and additional contracted services that are needed for the system. The increases in training and travel will also advance professional development for staff and increase the county’s participation in state and nation-wide professional organizations.
- Personnel Services increased by \$41,955, or 1.7%, primarily due to county-wide merit and other adjustments.

- Supplies & Materials decreased by \$2,500, or 11.4%, due to an effort to centralize small office furniture purchases within Facilities' budget.
- Other Services & Charges increased by \$36,400, or 12.1%, which occurred primarily due to the implementation of the Munis financial system and the need for additional banking and related services.
- The last major change was in equipment rental and simply reflects the true cost of copy and printing costs, including the addition of a new check printer and copier. These costs are not related to Munis.
- Finance requested an additional Senior Financial Analyst for Operations in order to assist with ERP system conversions, new software implementation, as well as other evolving requirements within the department. This request was not included in the FY 2021 Adopted budget.

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

- Finance has applied significant resources to the MUNIS ERP Project evaluating the current state of financial processes, designing future processes, and configuring software to implement new operations. As the primary department affected by the system change, many key staff have engaged 60% plus of their time in working on this project.
- Significant effort has been applied to the transition of legacy system data to the new ERP formats and operating content. This includes vendors, ledgers, historical transactions, and chart of account structures. New to this system is an automated workflow and online record storage that will significantly reduce paper storage and paperwork for many business processes.
- Department coordinated the sale of \$40 million in 2/3rd bonds authorized by the County Board of Commissioners. We coordinated 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.
- We have committed to increasing the number of staff that have the North Carolina Local Government Finance Officer credential. The objective is to increase the level of knowledge and professional skills of our staff serving the County. This is consistent with practices in place with other neighboring jurisdictions.

KEY PERFORMANCE MEASURES

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
Awarded the Certificate of Achievement for Excellence in Financial Reporting from GFOA	YES	YES	YES	YES	YES

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
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	22	25	15	15	20
# of vouchers and checks processed per accounts payable employee	20,095	22,500	23,500	23,500	21,000
# of checks and deposit advices per payroll employee (based on current bi-weekly payroll)	34,807	35,000	35,500	35,000	35,000
# of account receivable statements and payments per accounts receivable employee	24,508	26,520	26,520	26,520	24,500

FUTURE OPPORTUNITIES & CHALLENGES

- The department faces substantial challenges maintaining business continuity with the new ERP systems given the new processes and significant learning curves for all County business staff.
- We will continue our role in monitoring spending related to variable revenue streams. Important revenue sources, such as sales tax, are continually monitored, as approximately 200 State and federal grants as the Finance Department seeks to maximize and project major revenue sources.
- We are actively engaged in the identification and evaluation of best practices. The new ERP system presents a number of opportunities to streamline business processes. To name a few, we are expecting significant change to the accounts payable, purchasing card, and travel reimbursement processes.
- We are planning on evaluating options to process business electronically involving single-use credit card transactions, expanding ACH payments to vendors, and expanding the use of credit card acceptance for payment transactions.
- We are still working on staff learning curves as most staff have just recently completed their first cycle of County operations and will have to now migrate this knowledge and business processes to the new ERP operations.
- We will also be engaged in the process of setting up the first bond referendum in twelve years. This is also being proposed as the largest referendum ever presented to the County's voters. Subsequent to the referendum there will be a significant effort required to structure the timing and instruments that will be used in managing the cash flow for the projects.

HUMAN RESOURCES

Clarence Grier, Interim Director

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

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BUDGET SUMMARY

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
HR Administration	1,852,432	1,791,800	1,835,105	1,902,496	1,902,493	110,693	6.2%
Other	5,837,035	8,894,000	7,911,283	10,784,803	10,784,806	1,890,806	21.3%
CARES Contingency	0	0	5,000	0	5,000	5,000	0.0%
Human Resources	7,689,466	10,685,800	9,751,388	12,687,299	12,692,299	2,006,499	18.8%
EXPENSE							
Personnel Services	7,441,737	10,444,684	9,444,684	12,455,183	12,455,183	2,010,499	19.2%
Supplies & Materials	(34,502)	16,600	23,590	16,600	21,600	5,000	30.1%
Other Services & Charges	282,232	224,516	283,114	215,516	215,516	(9,000)	(4.0%)
Total Expense	7,689,466	10,685,800	9,751,388	12,687,299	12,692,299	2,006,499	18.8%
REVENUE							
Miscellaneous Revenues	46,558	58,591	58,591	0	0	(58,591)	(100.0%)
Total Revenue	46,558	58,591	58,591	0	0	(58,591)	(100.0%)
County Funds	7,642,909	10,627,209	9,692,797	12,687,299	12,692,299	2,065,090	19.4%
Positions	18.00	18.00	19.00	19.00	19.00	1.00	5.6%

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 2021 GOALS & OBJECTIVES

- *Talent Acquisition:* We will be present in new recruiting environments, which will allow 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 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:* An Employee Wellness Coordinator/Coach has been hired who has considerable education and direct worksite wellness experience. Personal training is offered to employees at all fitness levels. The availability of the new Employee Fitness Center will greatly enhance the ability to work one-on-one with those in the at-risk population using both internal and external resources. Training will be available to address all aspects of wellness – including exercise, nutrition, stress management and financial management with a particular concentration of resources devoted to employees with targeted medical conditions. Wellness incentive dollars from United Healthcare, provided as part of the County's administrative services contract, are being used to fund this person's salary and benefits, pay for the construction of the planned gym expansion and purchase additional equipment.
- *Expansion of Organizational Development & Learning (OD&L):* The provision of ongoing opportunities for professional development is a vital component for attracting and retaining key talent as well as promoting positive employee engagement. Investing in employees adds value to the organization by enhancing the knowledge and skills employees need to be successful in today's diverse and ever-evolving workforce and preparing potential candidates to succeed into critical positions across the county. Our initiatives to offer broader L&OD opportunities will continue. We will carry on with the implementation of LMS which will serve as a hub for employee development. 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 system occurs.
- *Implementation of new HR modules:* The roll out of the new Munis ERP system is planned to occur mid-fiscal year. It includes the feature of Employee Self-Service along with online Benefits Enrollment. Configuration of the system along with configuring integration/interfaces for the performance management and timekeeping systems, testing and training end users.

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- The overall Human Resources budget increased by \$2.01 million, or 18.8%, primarily due \$2.01 million for retiree health care costs and other personnel adjustments, including merit increases.
- Two other notable increases that impacted Personnel Services were a \$3,000, or 300%, increase in Overtime Salaries, and a \$3,000, or 25%, rise in Part-Time Salaries. These increases occurred as a result of the changing of the ERP System from Lawson to MUNIS, as both systems must be maintained until MUNIS is fully active. Also, the Lockton Study changed the FLSA status of several key employees from Exempt to Non-Exempt, which adds to the Overtime Salaries expenses.

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

- Completed the first phase of the planned Employee Fitness Center, which opened in February
- Hired a Wellness Coordinator with considerable worksite wellness background and education
- Planned, coordinated and managed the Employee Family Fun Fest, held at Northeast Park with over 700 employees and family members in attendance
- Researched, presented, communicated and implemented a cost-saving plan for the health plan to help deal with rapidly rising high-cost claims
- Designed, developed and implemented 7 new classes geared for the development of non-supervisory employees.
- The Explorations in Supervision and Leadership program and the WRAP program were selected by the NC-IPMA for Recognition Awards for introducing innovative and creative programs and for achieving high standards in the category of Training and Career Development
- Completed the move of the Administration of FMLA to FMLASOURCE, which has reduced claims 10% and improved accuracy and consistency of management
- Completed the implementation of the first phase of the Lockton study including the step plan for the Sheriff's Office and Emergency Services
- Moved all exit interviews to Human Resources to ensure uniformity in the process of collecting the data, as well as the ability to compile and analyze the data for the purpose of formulating retention plans. Centralizing this process has allowed us to generate a report to better measure turnover by each unit
- Completed the implementation of minimum pay rates of benefitted employees to \$15/hr
- Completed timekeeping system timeclocks upfitted to recognize new security badges
- Upgraded timekeeping system

KEY PERFORMANCE MEASURES

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 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	100%	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	100%	100%	100%	100%	95%
Conduct benefit enrollment and timekeeping training	100%	100%	100%	100%	100%
Increase participation in online health risk assessments	N/A	N/A	N/A	N/A	60%
Complete and return 100% of market survey requests					100%
Complete performance evaluations by established due dates	100%	100%	100%	100%	99%
County Turnover	14.7%	15.5%	11.0%	11.0%	
Days to fill	101	95	80	80	
Open positions	213	213	180	180	
Days open	89	89	60	60	

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

FUTURE OPPORTUNITIES & CHALLENGES

- **MUNIS:** As we transition from the Lawson processing system to MUNIS changes in both Benefits and HRIS will undoubtedly bring about issues not yet uncovered and will need to be addressed.
- Update Merit Database to recognize Munis system HR data for processing annual and introductory merit increases.
- Create end user training for HR, Employee Self-Service, and Benefits Enrollment modules.
- **Resources:** As we enhance our OD&L program, an additional, entry level resource to assist in coordination of courses and materials would be necessary.

- On-line employee self-service through Munis to automate benefits entry and streamline the open enrollment process
- Improve billing processes for retiree and leave of absence benefit billing and tracking
- Complete Salary Administration Guidelines.
- Create process for determining pay-new hire, promotion, demotion which will be part of Salary Administration Guidelines.
- Create process for Step System movement incorporating incentive pay to be uploaded into Munis.
- Create process for updating data (Monthly or Quarterly).
- Implement year two of the three year pay implementation plan, which will include the implementation of the first phase of the step plan.
- Create an online video resource for recruitment purposes.
- Create an electronic onboarding system that can be uploaded into Munis; this will allow for a portal to be opened for new hires. The portal will initiate the new hire process including the completion of paperwork, tax forms, background checks and drug testing. The portal will also allow for HR to give access to new employee orientation materials, rather than mailing them. Departments or specific units will have an opportunity to also share materials/documents/policies/videos with the new hire to prepare them for the first day/week/month and quarter of employment with Guilford County. This system will assist with increasing new hire job satisfaction and eventually reduce turnover in the first 12 months of employment.
- Start the transition of converting all paper files to electronic, to be combined with the Munis file storage system.

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

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Internal Audit	471,815	624,200	657,330	652,468	652,468	28,268	4.5%
CARES Contingency	0	0	5,000	0	5,000	5,000	0.0%
Internal Audit	471,815	624,200	662,330	652,468	657,468	33,268	5.3%
EXPENSE							
Personnel Services	448,824	554,087	554,087	580,918	580,918	26,831	4.8%
Supplies & Materials	1,413	400	7,156	400	5,400	5,000	1,250.0%
Other Services & Charges	21,578	69,713	101,087	71,150	71,150	1,437	2.1%
Total Expense	471,815	624,200	662,330	652,468	657,468	33,268	5.3%
REVENUE							
County Funds	471,815	624,200	662,330	652,468	657,468	33,268	5.3%
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 2021 GOALS & OBJECTIVES

- Increase the number of consulting engagements with Departments; the focus of these engagements is to enhance the efficiency and effectiveness of their business processes by focusing on data and data analytics.
- All training required to maintain professional certifications is completed on time (per the relevant certification) and within budgeted training costs.
- Increase the number of 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 targeted, risk assessed 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.

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- The overall Internal Audit budget increased by \$33,268, or 5.3% from FY 2020 Adopted. Most of the increase occurred as a result of a \$26,831, or 4.8%, in personnel services as a result of county-wide merit increases and other personnel adjustments.

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

- Internal Audit assumed additional state mandated Single Audit work saving the County the cost of entering an Agreed Upon Procedures contract with our external auditors.
- Conducted three Business Process Reviews resulting in over 80 process recommendations.
- Provided value-added recommendations to departments to enhance internal controls that prevent, detect and deter misappropriation of County assets.
- Increased Ethics Awareness by:
 1. Partnering with Human Resources to develop the Ethics Training module for the new Learning Path System.
 2. Proactively seeking opportunities to provide Ethics Awareness training to County employees.
 3. Providing Ethics training to all new hires.
 4. Distributing a quarterly ethics message to all employees.
- Implemented data analytics for all applicable audits.

KEY PERFORMANCE MEASURES

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
Maintain Credentials and CPE	100%	100%	100%	100%	100%
Streamlining assistance to external audit	95 days	145 days ¹	145 days	140 days	135 days
Annual coverage of identified risk to county	na	na ²	11.0%	11.8%	13.3%

1 Time spent supporting external audits are dependent on scope of auditor requests for assistance and state requirements.

2 FY20 activity significantly influenced and largely redirected to support implementation of Munis including review of processes, workflows, etc.

FUTURE OPPORTUNITIES & CHALLENGES

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

PURCHASING

Jacqueline Boyce, Director

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

Organizational Excellence

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



BUDGET SUMMARY

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Purchasing	272,243	330,715	355,715	394,697	394,697	63,982	19.3%
Property and Other	172	100	100	100	100	0	0.0%
CARES Contingency	0	0	5,000	0	5,000	5,000	0.0%
Purchasing	272,415	330,815	360,815	394,797	399,797	68,982	20.9%
EXPENSE							
Personnel Services	262,456	313,216	338,216	377,807	377,807	64,591	20.6%
Supplies & Materials	833	4,000	9,000	1,800	6,800	2,800	70.0%
Other Services & Charges	9,126	13,599	13,599	15,190	15,190	1,591	11.7%
Total Expense	272,415	330,815	360,815	394,797	399,797	68,982	20.9%
REVENUE							
Miscellaneous Revenues	97	0	0	0	0	0	0.0%
Total Revenue	97	0	0	0	0	0	0.0%
County Funds	272,318	330,815	360,815	394,797	399,797	68,982	20.9%
Positions	4.00	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 2021 GOALS & OBJECTIVES

- Implement use of the eProcurement functionality through the MUNIS Enterprise Resource Planning system to provide end user access to Punch Out eCatalogs for guided buying of specific commodities while maintaining decentralized requisition processing.
- Perform testing and provide end user training on the Purchasing functions for the new MUNIS system.
- Continue to increase the number and scope of registered suppliers in the online Supplier Portal.
- Perform an analysis and review of the P-Card Policy with Directors and County Administration. Reduce the current practice of issuing Open/Blanket Purchase Orders and increase the use of P-Cards to improve efficiencies and maximize PCard rebates. Provide training as updates are phased into current practices.
- Continue to provide surplus sales services to departments through GOVDEALS public auctions to reduce surplus inventory, maximize revenue and assure statutory compliance.
- Continue to seek and, when feasible, implement opportunities for modernization of purchasing procedures and processes.
- Offer opportunities for staff to participate in the 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 2021 ADOPTED BUDGET HIGHLIGHTS

- The Purchasing FY 2021 Adopted budget increased by a total of \$68,982, or 20.9% from FY 2020.
- Personnel expenses increased by \$64,591, or 20.6%, to reflect increases from the hiring of a vacant buyer position midway through FY 2020 and adjustments from County-wide merit increases.
- Supplies & Materials increased by \$2,800, or 70%, which is attributed to additional cleaning supplies needed to battle COVID-19.
- Other Services & Charges increased by \$1,591, or 11.7%, which is attributed to an increase in education and training in an effort to certify departmental staff.

- Purchasing also requested an additional buyer position to allow for more efficient handling of purchasing needs throughout the county for time-sensitive projects. This request was not included in the FY 2021 Adopted budget.

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

- Actively participated (over 120 meetings/work sessions) in the development and implementation of purchasing related modules in the MUNIS Enterprise Resource Planning system.
- Developed and implemented the use of standardized templates for various bid documents including Formal Bids, Requests for Proposals (RFPs) and Requests for Qualifications (RFQs). Revised the “Bid Event Templates” to maximize efficiency in the creation of online events.
- Revised the “Purchase Order” form for use with the new MUNIS system.
- Drafted four (4) major Purchasing Policies (Competitive Bidding, Uniform Guidance, Ethics, Gifts and Favors, and Conflict of Interest) to include new guidelines for ensuring organization wide compliant with federal, state and local policies. Policies are scheduled to be finalized in 2020. Anticipate that training/implementation will be provided in late 2020.
- Researched and gathered feedback from Suppliers on the use of Punch Out eCatalogs to enhance the County’s procurement requisitioning process.
- Began review of the Purchasing Work Order System for necessary changes (developed by Purchasing and Information Services)
- Received surplus revenues through GOVDEALS in the amount of \$207,260 for FY 2020.

KEY PERFORMANCE MEASURES

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
% of Completed Technology, Policy and Training Development and Implementation Initiatives	60%	75%	80%	80%	80%
Increase in all Suppliers Registered in the Guilford County Electronic Procurement System Supplier Portal	5%	8.0%	8%	9%	10%
Increase in Diverse Suppliers registered in the Guilford County Electronic Procurement System Supplier Portal	5.0%	6.0%	7.0%	8.0%	10.0%

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
Response to Customer Service Requests for Purchase Order in Less than Three (3) Days	77%	80%	80%	90%	90%
Response to Customer Service Requests for Issue of Competitive Bids in Thirty (30) days or Less	-	92%	90%	90%	90%
Percent of eligible Purchasing Department staff certified as Local Government Purchasing Officers	25%	25%	25%	50%	75%

FUTURE OPPORTUNITIES & CHALLENGES

- As new staff enroll in the P-Card 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.
- 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

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Automation Enhance & Preservtn	307,643	367,980	367,980	297,380	297,380	(70,600)	(19.2%)
Greensboro	1,878,602	1,962,866	1,962,866	1,992,253	1,992,253	29,387	1.5%
CARES Contingency	0	0	5,000	0	5,000	5,000	0.0%
Register of Deeds	2,186,244	2,330,846	2,335,846	2,289,633	2,294,633	(36,213)	(1.6%)
EXPENSE							
Personnel Services	1,724,101	1,788,791	1,788,791	1,844,846	1,844,846	56,055	3.1%
Supplies & Materials	81,131	95,000	104,316	80,300	85,300	(9,700)	(10.2%)
Other Services & Charges	357,452	447,055	392,026	364,487	364,487	(82,568)	(18.5%)
Capital	23,560	0	50,713	0	0	0	0.0%
Total Expense	2,186,244	2,330,846	2,335,846	2,289,633	2,294,633	(36,213)	(1.6%)
REVENUE							
Taxes	3,156,667	2,750,000	2,750,000	3,000,000	3,250,000	500,000	18.2%
Licenses & Permits	79,275	83,300	83,300	77,500	77,500	(5,800)	(7.0%)
Charges for Service	1,844,652	1,847,500	1,847,500	1,630,250	1,630,250	(217,250)	(11.8%)
Appropriated Fund Balance	97,408	124,579	124,579	49,980	49,980	(74,599)	(59.9%)
Miscellaneous Revenues	695,498	634,361	634,361	649,100	649,100	14,739	2.3%
Total Revenue	5,873,501	5,439,740	5,439,740	5,406,830	5,656,830	217,090	4.0%
County Funds	(3,687,257)	(3,108,894)	(3,103,894)	(3,117,197)	(3,362,197)	(253,303)	8.1%
Positions	26.50	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 2021 GOALS & OBJECTIVES

- Manage increasing workload from Passport Services and ROD Land Records through part time benefitted position.
- Training new staff and maintaining optimal coverage in core areas.
- Complete two (2) Passport Fairs
- Increase eRecording of Land Records by 2%
- Enhance Community Resources through End of Life Project.
- Complete ongoing adjustments from converting LINUX based software to 2016 Windows Operating System with SQL Database.
- Better utilizing multimedia platform for public to access core land and vital records along with Thank a Vet, Slave Deeds Initiative, and End of Life Resources.

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- The Register of Deeds revenues increased by \$217,090 or 4.0% and overall expenses decreased by \$36,213 or 1.6%.
- Before COVID-19, there was an upward trend of revenue in the categories of Excise Taxes and other Fees (Passport fees) but COVID-19 will likely change these revenues as, beginning in March, Register of Deeds moved requests for copies of birth/death certificates online, waiving the \$1.00 online fee which was projected to generate revenue of \$10,000. At the same time, the Passport Office closed. This has also affected revenue in the Charges for Service budget category).
- The largest increase in expenses (\$56,055) is from Personnel Services (Regular Salaries and Group Insurance) with Postage and Delivery also increasing by \$500 to accommodate expedited delivery of Birth Certificates due to COVID-19.

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

- Passport Services has generated \$591,861 in new county revenue and processed 14,573 passport applications from Nov 2016 through February 2020.
- eRecording has increased to 68% of land records each month. eClosings are at over 75% of land records each month.

- Thank a Vet recognized by American Legion Division III
- UNC-Greensboro and NC A&T partnership on The Slave Deeds of Guilford County
- Levy Flag Retirement Initiative has retired 120 American Flags (BOC/Veterans Partnership)
- Completed Tax Department partnership on Pictometry portion of Oblique Photography and Sketch Check to support county departments and land records partners.

KEY PERFORMANCE MEASURES

	FY2019 Actual	FY2020 Estimated	FY2021 Projected	FY2022 Projected	Target
Records					
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.
- Create Register of Deeds Community Innovation Lab (Co-Lab) to support partnership with local colleges and universities on ongoing projects related to the office.

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

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Greensboro	6,463,820	6,781,947	7,937,875	7,371,756	7,371,756	589,809	8.7%
CARES Contingency	0	0	5,000	0	5,000	5,000	0.0%
Tax	6,463,820	6,781,947	7,942,875	7,371,756	7,376,756	594,809	8.8%
EXPENSE							
Personnel Services	4,464,233	4,604,437	4,604,437	4,754,202	4,754,202	149,765	3.3%
Supplies & Materials	41,792	47,220	47,370	36,339	41,339	(5,881)	(12.5%)
Other Services & Charges	1,957,795	2,130,290	3,287,718	2,581,215	2,581,215	450,925	21.2%
Capital	0	0	3,350	0	0	0	0.0%
Total Expense	6,463,820	6,781,947	7,942,875	7,371,756	7,376,756	594,809	8.8%
REVENUE							
Charges for Service	1,797,822	1,761,852	1,761,852	1,817,944	1,817,944	56,092	3.2%
Miscellaneous Revenues	8,551	8,700	8,700	5,700	5,700	(3,000)	(34.5%)
Total Revenue	1,806,374	1,770,552	1,770,552	1,823,644	1,823,644	53,092	3.0%
County Funds	4,657,446	5,011,395	6,172,323	5,548,112	5,553,112	541,717	10.8%
Positions	64.00	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 2021 GOALS & OBJECTIVES

- Achieve 99%+ property tax collection rate of County-Wide tax levy

- Implement strategic business plan for 2022 revaluation
- Defend real property values from 2019 revaluation utilizing TREPP data
- Work to collect delinquent accounts through our foreclosure program
- Enhance online business listing process

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- The FY 2021 Adopted expense budget increased by \$594,809, or 8.8% from FY 2020. The increase was slightly offset by a \$53,092, or 3%, increase in revenue from FY 2020 Adopted, which led to a total county contribution increase of \$541,717, or 10.8%.
- Personnel Services increased by \$149,765, or 3.3%, due to personnel adjustments, including county-wide merit increases.
- Other Services & Charges increased by \$450,925, or 21.2%, due to a need for part-time appraisers for the upcoming revaluation. The decision was made contract with an outside agency for these employees, thus increasing Professional Services expenses.
- Garnishment Fees revenue increased by \$37,500, or 214%, due to stronger efforts in gap billing and individual/personal property taxes up to \$1,000. Additionally, Legal Fees revenue increased by \$19,000, or 10%, due to new contract with Zacchaeus legal services for foreclosures and related remedies for non-payment of taxes owed.

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

- Maintained a 99%+ tax collection rate
- Maintained a 99%+ call handling rate for the department
- Maintained a high volume of revenue collections through our foreclosure program since the inception in 2016 totaling \$7,678,331.
- The 2019 Pictometry and Sketch Check project is 70% complete and has yielded a \$47 million increase in the tax base which will yield \$343,335 annually and will produce \$1.72 million over our current 5-year revaluation cycle.

KEY PERFORMANCE MEASURES

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
Number of deed transfers/maps completed by Mapping/Transfers sections	17,537	17,837	17,837	17,837	17,837

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
% 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.



Support Services

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

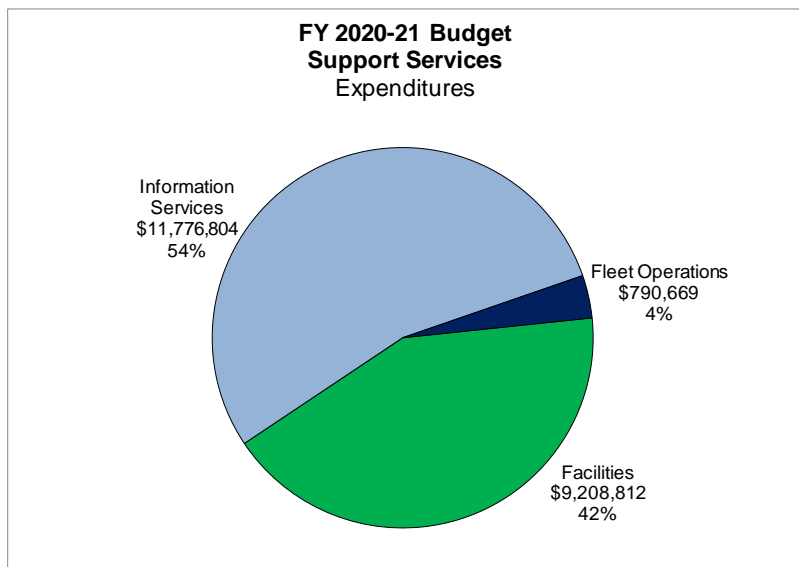
Support Services departments include:

- Information Services
- Fleet Operations
- Facilities
- Capital Investment Funding

Expenditures

Guilford County will spend approximately \$21.8 million for Support Services in FY 2020-21. This represents a decrease of about \$1.8 million or 8.3%, from the FY 2019-20 Adopted Budget. Support Services departments and functions account for 3.4% of the total county expenditures for FY 2020-21.

The Facilities Department's budget decreased by \$1.2 million dollars or 12% due to a reduction in the special facilities maintenance funding from \$3 million to \$1.5 million dollars in the FY 2021 budget.

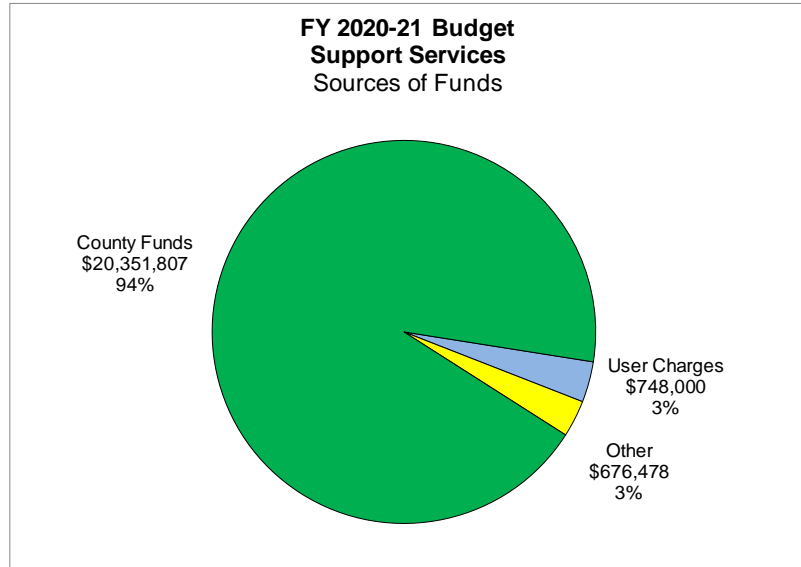


The Information Services (IS) budget will increase by approximately \$600,000 or 5.4%, in part due to the addition a full-time IT Security Manager who will assist the Information Services team in improving and securing the county's data and information technology infrastructure. Equipment Repair increases as well as routine Personnel adjustments make up the rest of the increase in expenditures.

The Fleet Operations budget includes funds to replace five general fleet vehicles (for departments other than Law Enforcement and Emergency Services) based on their condition or high mileage. Total general county vehicle replacement funding decreased by 29% or over \$306,330 dollars from the FY 2020 budget.

Revenues

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



	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	vs. FY20 Adopted	
						\$ chg	% chg
Department							
Facilities	\$7,315,680	\$10,336,634	\$9,179,018	\$9,108,812	\$9,208,812	(\$1,127,822)	-10.9%
Information Services	\$10,659,673	\$11,164,933	\$11,845,623	\$11,771,804	\$11,776,804	\$611,871	5.5%
Fleet Operations	\$1,161,289	\$1,096,999	\$1,153,337	\$785,669	\$790,669	(\$306,330)	-27.9%
Transfer to Capital Plan	\$2,000,000	\$1,011,000	\$3,066,887	\$0	\$0	(\$1,011,000)	-100.0%
Total Expenditures	\$21,136,642	\$23,609,566	\$25,244,865	\$21,666,285	\$21,776,285	(\$1,833,281)	-7.8%
Sources of Funds							
User Charges	\$713,498	\$763,000	\$763,000	\$748,000	\$748,000	(\$15,000)	-2.0%
Other	\$762,113	\$676,478	\$826,478	\$676,478	\$676,478	\$0	0.0%
County Funds	\$19,661,031	\$22,170,088	\$23,655,387	\$20,241,807	\$20,351,807	(\$1,818,281)	-8.2%
Sources of Funds	\$21,136,642	\$23,609,566	\$25,244,865	\$21,666,285	\$21,776,285	(\$1,833,281)	-7.8%
Permanent Positions	112.000	112.000	112.000	113.000	113.000	1.000	0.9%

FACILITIES

Dan Durham, Facilities, Parks & Property Management Director

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

Infrastructure

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



BUDGET SUMMARY

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Facilities Administration	673,509	801,564	909,923	770,764	770,765	(30,799)	(3.8%)
Buildings	2,553,913	4,343,106	2,951,960	3,445,196	3,445,196	(897,910)	(20.7%)
Operations	2,359,463	3,002,922	3,019,086	3,015,501	3,015,502	12,580	0.4%
Distribution Services	212,774	220,049	220,049	223,240	223,240	3,191	1.5%
Parking	99,622	139,228	176,041	121,240	121,240	(17,988)	(12.9%)
Court	998,271	1,198,913	1,306,907	1,018,068	1,018,068	(180,845)	(15.1%)
Property Management	418,128	630,852	490,052	514,802	514,801	(116,051)	(18.4%)
CARES Contingency	0	0	105,000	0	100,000	100,000	0.0%
Facilities	7,315,680	10,336,634	9,179,018	9,108,812	9,208,812	(1,127,822)	(10.9%)
EXPENSE							
Personnel Services	3,248,905	3,883,270	3,908,270	4,142,533	4,142,533	259,263	6.7%
Supplies & Materials	549,687	694,276	805,723	772,375	872,375	178,099	25.7%
Other Services & Charges	3,519,870	6,029,088	4,158,927	4,593,904	4,593,904	(1,435,184)	(23.8%)
Capital	317,652	130,000	706,098	0	0	(130,000)	(100.0%)
Other	(320,435)	(400,000)	(400,000)	(400,000)	(400,000)	0	0.0%
Total Expense	7,315,680	10,336,634	9,179,018	9,108,812	9,208,812	(1,127,822)	(10.9%)
REVENUE							
Charges for Service	713,498	763,000	763,000	748,000	748,000	(15,000)	(2.0%)
Miscellaneous Revenues	685,749	648,262	798,262	648,262	648,262	0	0.0%
Total Revenue	1,399,247	1,411,262	1,561,262	1,396,262	1,396,262	(15,000)	(1.1%)
County Funds	5,916,432	8,925,372	7,617,756	7,712,550	7,812,550	(1,112,822)	(12.5%)
Positions	61.00	61.00	61.00	61.00	61.00	0.00	0.0%

DEPARTMENTAL PURPOSE

The Facilities Department maintains County buildings, parks, and parking areas as well as the two County courthouses, provides internal and external mail distribution, manages County parking areas, provides project management, and provides property management services. Primary services include:

Administration: Performs overall business administration function of the entire department, including but not limited to, managing contracts, maintaining inventory of supplies and materials, monitoring call line and processing work orders, prioritizing maintenance projects and managing

the department's financial and human resources. Manages budget, processes requisitions, and manages open purchase order accounts. Coordinates required safety training and schedules state licensing exams. The department manages 107 buildings consisting of approximately 2.5 million square feet. Over 6,000 acres of parks, trails and open space are also operated and maintained.

Projects: Manage capital and other projects for all county departments of Guilford County including new construction, major/minor renovations and system/equipment replacements and upgrades.

Building Management: Responsible for general and mechanical maintenance, janitorial and lawn maintenance services, plumbing, carpentry, locksmith, electrical, heating and air conditioning services, life safety system maintenance, and provides miscellaneous repairs for all County facilities. Manages the custodial, elevator, waste management, and pest control contracts. Furthermore, the Department also maintains and/or repairs and installs road signs throughout the County.

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

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

Property Management: Provides real estate services (site selection, surveying, assessment, appraisal) as well as planning for the County's major building and renovations projects. Also manages all County leases and the sale of County surplus property.

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

FY 2021 GOALS & OBJECTIVES

- Provide high quality, responsive services to the public and other County departments in the most efficient and effective manner possible. Assess and establish a goal to decrease corrective work order response time to improve customer service.
- Complete the construction and turnover of the EMS Maintenance and Logistics Facility.
- Complete the construction of the new adult Mental Health Facility and open the facility.
- Complete the design for a new facility for the Sheriff's Administrative Offices.
- Execute all approved Special Facilities Maintenance projects.

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- The Facilities budget decreased by \$1,127,822, or 10.9%, primarily due to a \$1.5 million reduction in special facilities maintenance funds (part of Other Services & Charges under Buildings), which are used for projects such as HVAC and roof replacements.

- Personnel Services increased by \$259,263, or 6.7%, as a result of county-wide merit increases along with other personnel adjustments.
- Supplies & Materials increased by \$178,099, or 25.7%, primarily driven by a \$120,000 increase in small office furniture. Funds in this account increased due to a desire to centralize county-wide furniture replacements to ensure that all county staff have adequate, functional office chairs, desks, and other similar items (funds were moved from other departments).
- Facilities requested an additional maintenance position, and other necessary supplies, to support the new EMS maintenance & logistics facility expected to open in late summer 2020. This request was not included in the FY 2021 budget.

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

- Awarded the site work and building contracts to Samet Corporation for the replacement Mental Health Facility.
- Awarded the construction contract for the new Animal Shelter to Shelco, LLC.
- Awarded the design contract to Walter Robbs Callahan and Pierce for the new Sheriff's Office Building project.
- Reclassified a vacant position to create and fill a Facilities Assistant Project Manager position to provide adequate resources for project management.
- Completed upset bid process and complete the sale of the Edgeworth Building.
- Completed the renovation of the Greensboro Dental Clinic.
- Completed the renovation of part of the BB&T third floor for Budget and phase 1 of the fitness center.
- Completed the Dundas Circle HVAC renovation project.
- Completed the Northeast Park Pool Repairs project.
- Completed various smaller projects including Bur-Mil Maintenance Shop Heat Replacement, upgrade of Greensboro Courthouse inmate and judges elevators, and Wendover Public Health elevator door upgrades.

KEY PERFORMANCE MEASURES

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
Building Management					
Total Square Feet Maintained	2,499,987	2,499,987	2,549,992	2,497,440	n/a
Repairs & Maintenance Funding per Sq. Ft	\$1.88	\$1.88	\$1.88	\$1.91	\$2.25

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
Special Facility Project Funding per Sq. Ft	\$1.66	\$1.14	\$1.10	\$1.12	\$2.00
Property Management					
Number of Leaseholders	32	34	35	34	32
Total Generated from Leases Annually	\$328,660	\$433,514	\$425,114	\$425,114	\$490,000
Surplus, Foreclosed, and other Properties Sold Annually	10	7	3	2	0
Operations					
Issues Received by Call Line	6,095	6,100	6,110	6,200	demand
Work Orders Completed	11,930	13,142	13,200	13,300	demand
Proactive & PM Work Orders	7,148	6,625	6,700	7,011	demand
Reactive Work Orders	4,035	6,517	6,500	6,500	demand
Other Work Orders	747	750	750	750	demand
Total Work Orders per FTE	385	424	430	430	430
Distribution					
Total Outgoing USPS Pieces	564,421	548,733	548,113	547,890	demand
Total Discounted Pieces	146,485	137,192	155,479	154,030	200,000
Annual Mail Room Postage Use	\$318,952	\$326,159	\$316,145	\$318,530	\$300,000
Total Pieces per FTE	141,105	137,183	137,028	136,972	demand
Parking Management					
Total Spaces Managed	1,445	1,217	1,217	1,182	demand
Non-Employee Parking Space Assignments	\$316	135	200	210	demand
Total Parking Revenue Collected	\$122,559	\$92,000	\$134,900	\$134,900	market

- "demand" indicates target is demand for service -

FUTURE OPPORTUNITIES & CHALLENGES

- Projects:** Several large capital projects are in progress this fiscal year. This includes the new Animal Shelter, EMS Phase 1, Mental Health Facility, and the new Sheriff's Office Building project. This is an unusual number of capital projects that will be in some stage of design or construction at the same time. These are important projects to address needs within the County and represent an opportunity to upgrade facilities and lower maintenance and operation costs. However, this in addition to the annual deferred maintenance projects are expected to stretch our project management and associated administrative resources for at least the next two fiscal years.
- Deferred Maintenance:** The County has approximately \$126 million of deferred maintenance and this is evident in many buildings. This includes chronic water intrusion issues in the building envelope of several buildings. An increase in Special Facilities Project funding from \$2.8 million to \$5 million has been requested for FY21 to address deferred maintenance needs.

INFORMATION SERVICES

Hemant Desai, CIO/Director

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

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BUDGET SUMMARY

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Information Svcs Administration	1,674,639	1,844,170	1,423,638	1,474,856	1,474,855	(369,315)	(20.0%)
Program Mgmt & Computer Svc	187,375	271,391	271,391	289,042	289,043	17,652	6.5%
Technical Support Services	6,609,146	6,644,598	7,991,990	7,566,425	7,566,424	921,826	13.9%
Application Software Services	2,188,512	2,404,774	2,148,604	2,441,481	2,441,482	36,708	1.5%
CARES Contingency	0	0	10,000	0	5,000	5,000	0.0%
Information Services	10,659,673	11,164,933	11,845,623	11,771,804	11,776,804	611,871	5.5%
EXPENSE							
Personnel Services	4,317,108	4,845,471	4,745,471	5,141,797	5,141,797	296,326	6.1%
Supplies & Materials	385,466	473,600	599,645	567,000	572,000	98,400	20.8%
Other Services & Charges	4,815,743	5,845,862	5,486,851	6,063,007	6,063,007	217,145	3.7%
Capital	1,141,356	0	1,013,656	0	0	0	0.0%
Total Expense	10,659,673	11,164,933	11,845,623	11,771,804	11,776,804	611,871	5.5%
REVENUE							
Miscellaneous Revenues	23,906	3,216	3,216	3,216	3,216	0	0.0%
Total Revenue	23,906	3,216	3,216	3,216	3,216	0	0.0%
County Funds	10,635,768	11,161,717	11,842,407	11,768,588	11,773,588	611,871	5.5%
Positions	49.00	49.00	49.00	50.00	50.00	1.00	2.0%

DEPARTMENTAL PURPOSE

The Information Services (ISV) Department is the facilitator for the implementation of efficient business systems through continuous improvement in the use of technology and introduction of new solutions through collaboration with department staff. Core Services provided by Information Services are:

Project/Program Management

Program Management Division is responsible for formalizing and enhancing the use of project management and related processes and providing end user Computer training. More up-front

analysis and definition of project scopes, constraints, priorities, demands and opportunities will assist in projects that will be completed on time and within budget. Extensive use of project management will allow the department to balance expectations with the limited resources of the department. Additionally, Program management is also tasked with assessing, developing and delivering end user Computer training on basic software applications used by County staff on a daily basis.

Geographic Information Systems

The GIS functions include data creation and maintenance and the generation of geographic data representations for County departments, the private sector, governmental entities, and the public.

Technical support; data storage/network management

The Technical support team is part of the Enterprise Infrastructure team and 1) operates the County's Enterprise Computing infrastructure; 2) provides technical support for integrated Enterprise Computing solutions; installs/maintains systems software and the communications network; 3) manages data resources and security; 4) provides training and support for PC/LAN systems and end-user tools; 5) provides consultation and technical support for the various hardware platforms; 6) supports complex technical software and administration for Enterprise Resource Planning (ERP) systems such as Financial, Tax and Timekeeping, and 7) manages the contracts and performance of a growing number of outsourced services.

WAN and Telecommunications systems

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

Website and web applications development

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

Enterprise Applications and ERP

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

Desktop Support

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

Departmental administrative support

Staff of 3 includes CIO, deputy CIO and Administrative Assistant: Primary responsibilities include: Setting strategic goals and objectives, overseeing portfolio of projects and day to day

operations, budgeting, procurement, staff development, managing vendor relationships and prioritizing among competing requirements for financial and human resources.

FY 2021 GOALS & OBJECTIVES

- **Tyler Munis ERP Implementation – Phase 2** – Continue the migration for Countywide ERP system to Tyler Munis. Phase 2 will focus on the Payroll and HR systems.
- **Tyler EnerGov Code Enforcement and Permitting** – Enter the final phase of the Permitting software implementation project. Planned completion by June 2021
- **DataCenter consolidation** – Continue with our strategic initiative to consolidate datacenter by moving to a Hyper-converged infrastructure. Over the last 2 years, the consolidation efforts have helped in other areas such as faster disaster recovery and lower energy usage.
- **Help Desk Process optimization** – Consolidate multiple methods of help desk requests into one central system. Project to kick-off in September 2020 and planned to be implemented by December 2020
- **Disaster Recovery As a Service (DRaaS)** – Complete final phase of Disaster Recovery in the Cloud incorporating integrations with on premise backup systems.

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- The FY 2021 Information Services budget reflects increases in personnel costs due to county-wide merit and other adjustments plus shifts in technology funds to reflect planned FY 2020 projects including Energov and Munis.
- The budget includes the addition of an IT Security Manager position to focus on data and IT infrastructure security.
- Technology fund moves and updates to the Five Year Technology Plan also resulted in an additional \$1.2 million in Services & Charges, which is partially offset by a \$320,000 reduction in desktop replacement funds (shown in Supplies & Materials).

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

- **Disaster Recovery** – Completed provisioning Microsoft Azure for DR in the cloud.
- **Tyler Munis ERP Implementation – Phase 1** – On track to complete Phase 1 of our ERP migration project to Tyler Munis.
- **Learning Management System** – Implemented Countywide Learning Management system. This will allow for departments and staff to take advantage through multiple modalities of content creation and learning.
- **Windows 10 Upgrade** – With the impending retirement of Windows 7 support from Microsoft, upgraded all of Countywide Windows 7 / 8 systems to Windows 10.

- **DataCenter Switch upgrades** – Upgraded core network switching and routing to the newer platform with enhanced security and reduced Total cost of ownership.
- **Countywide WiFi upgrades** – Completed the final phase of Countywide WiFi upgrade.

KEY PERFORMANCE MEASURES

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
Program and Project Management					
IT projects managed that are completed on schedule and within budget	95%	97%	97%	97%	99%
Vendors that meet contractual obligations	100%	100%	100%	100%	100%
Application Software Services					
Service Requests resolved within ten business days	95%	95%	95%	95%	95%
Client Services					
PCs Managed Total	2,800	2,800	2,800	2,800	N/A
Servers Managed Total	195	180	180	170	N/A
Number of PC's and servers managed per FTE	65	60	60	55	N/A
Work Orders / Incident Tickets Received*	11,500	10,500	9,900	9,500	N/A
Work Orders / Incident Tickets Completed per FTE*	680	650	600	580	N/A
Work Orders / Incident Tickets completed within seven business days	95%	95%	97%	97%	97%
Help Desk tickets resolved on First call*	59%	65%	70%	70%	60%
Network Up-time		100.0%	100.0%	100.0%	99.99%

* Future year projections for these measures are estimated based on current operations and projects but are subject to change based on actual operations and projects that may be implemented in future fiscal years.

* Help Desk tickets resolved on First call is a new performance measure for FY 21.

FUTURE OPPORTUNITIES AND CHALLENGES

Cybersecurity will continue to be one of the major focus areas for Guilford County like many other government entities. We will continue to update our security posture as threat landscape keeps changing.

Continue engaging with departments to help enhance efficiencies through collaborative efforts and using technology where ever possible and feasible to improve services.

Continue improving and building new skills within Information Services department to better serve our Customer departments and Citizens.

The IT job market continues to be tight, making it extremely difficult to find and attract experienced staff with our salary range. However, our current staff continue to demonstrate excellence and as a result have completed several major initiatives this year.

With IT landscape changing at a fast rate, and customer requirements becoming more complex and often interconnected, we look forward to opportunities presented and strive to improve and evolve our core competencies.

FLEET OPERATIONS

Raymond Lowe, Fleet Manager

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

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BUDGET SUMMARY

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Fleet Operation	1,161,289	1,096,999	1,148,337	785,669	785,669	(311,330)	(28.4%)
CARES Contingency	0	0	5,000	0	5,000	5,000	0.0%
Fleet Operation	1,161,289	1,096,999	1,153,337	785,669	790,669	(306,330)	(27.9%)
EXPENSE							
Personnel Services	87,095	113,817	113,817	131,323	131,323	17,506	15.4%
Supplies & Materials	38,556	3,600	9,100	3,500	8,500	4,900	136.1%
Other Services & Charges	400,216	463,582	463,082	508,846	508,846	45,264	9.8%
Capital	635,422	516,000	567,338	142,000	142,000	(374,000)	(72.5%)
Total Expense	1,161,289	1,096,999	1,153,337	785,669	790,669	(306,330)	(27.9%)
REVENUE							
Other Financing Sources	36,936	25,000	25,000	25,000	25,000	0	0.0%
Miscellaneous Revenues	15,523	0	0	0	0	0	0.0%
Total Revenue	52,458	25,000	25,000	25,000	25,000	0	0.0%
County Funds	1,108,831	1,071,999	1,128,337	760,669	765,669	(306,330)	(28.6%)
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 2021 GOALS & OBJECTIVES

- Continue to provide services including vehicle replacement, surplus recommendations, acquisition and disposal, monitoring of maintenance and repairs, vehicle assignments and monitoring of daily reserved vehicles.
- Continue working with each department to ensure proper types of vehicles are being purchased for intended use.

- Continue to utilize contract vendors for services including vehicle purchase, cleaning, repairs and maintenance needs.
- Continue to use Telematics to capture and provide more data to get a better understanding of the vehicle use, current demand, utilization, and needs of each department.
- Continue to integrate full use of Fleet Commander Kiosk, automated reservation system, and vehicle key dispensers to become more efficient in the use of motor pool and shared vehicles.
- Continue and increase the use of mileage and maintenance functions of Agile Fleet software to track motor pool and assigned vehicle utilization, and to use the maintenance functions to track and send reminder functions more accurately.
- Continue to direct defensive driving classes for all new employees and as a refresher class for existing staff.
- Begin use of automated Fleet Commander vehicle reservation and kiosk for High Point locations, removing the need to drive to Greensboro for a reserved vehicle for employees in the High Point areas.

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- The Fleet Operations budget decreased by \$306,330, or 27.9% from FY 2020.
- Personnel Services increased by \$17,506, or 15.4%, to reflect county-wide merit increases as well as other personnel adjustments.
- Supplies & Materials increased by \$4,900, or 136.1%, driven by need for employee uniforms and office supplies for new employees.
- Other Charges & Services increased by \$45,264, or 9.8%, primarily driven by increases to Vehicle Repair Service (\$25,000) due to potentially major failure in higher mileage vehicles in Planning and Animal Control and Transportation & Travel (\$2,000) due to routine travel throughout County.

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

- Avoided repair-related costs, including “down time” due to major mechanical failures and major accident damages, by temporarily reassigning vehicles that were previously scheduled to be removed from service and utilizing them in Fleet rotation until a replacement vehicle was obtained.
- Increased the number of available vehicles in the Maple St. motor pool to reduce use of employee-owned vehicles when conducting county business, thereby reducing county-wide mileage reimbursement and associated liability risks.

- During FY 18-19 monthly average of 31,600 miles/month for Greensboro Motor Pool vehicles * data tracked after installation of Telematic devices (9/1/2018-6/30/2019 total usage of 316,034 miles)
 - 91% Usage by Department of Social Services
 - 6% Usage by Department of Public Health
 - 3% by all other departments
- July 2019-Feb 2020 average of 30,935 miles/month for Greensboro Motor Pool vehicles total to date (3/1/2020) 247,480 miles.
 - 91% usage by Department of Social Services
 - 7% usage by Department of Public Health
 - 2% by all other departments
- Continue to use the GPS/Telematics and Fleet Commander software data to increase the accuracy of tracking vehicle mileage and usage.

KEY PERFORMANCE MEASURES

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

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 have underutilized vehicles assigned and reassign to other areas for increased utilization of assets.
- Continue to offer training to departments on accurate and robust use of mileage entries and vehicle maintenance email reminders offered through Agile Fleet software system. This will assist Fleet staff in tracking vehicle use and development of a sustainable plan for scheduling preventative maintenance.
- Continue to offer training and setting up individual department users for the GPS/Telematics system.
- Work with other departments to make updates to current vehicle use policy.

DEBT REPAYMENT

Harley Will, Finance Director

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

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BUDGET SUMMARY

	FY 2019 Actual	FY 2020 Adopted	FY 2020 Amended	FY 2021 Recomm	FY 2021 Adopted	\$ chg	% chg
Total Debt Service							
Principal	62,395,000	61,985,000	61,985,000	61,600,000	61,600,000	(385,000)	(0.6%)
Interest	32,657,510	31,175,954	31,186,067	28,670,986	28,670,986	(2,504,968)	(8.0%)
Fees & Other Costs	350,321	2,918,701	2,908,588	520,000	520,000	(2,398,701)	(82.2%)
Total	95,402,831	96,079,655	96,079,655	90,790,986	90,790,986	(5,288,669)	(5.5%)
Debt Service by Type							
G.O. Bonds							
Principal	62,395,000	61,885,000	61,885,000	61,500,000	61,500,000	(385,000)	(0.6%)
Interest	31,888,704	30,407,148	30,417,261	27,902,180	27,902,180	(2,504,968)	(8.2%)
<i>Total</i>	<i>94,283,704</i>	<i>92,292,148</i>	<i>92,302,261</i>	<i>89,402,180</i>	<i>89,402,180</i>	<i>(2,889,968)</i>	<i>(3.1%)</i>
Other Capital Related Debt							
Principal	0	100,000	100,000	100,000	100,000	0	0.0%
Interest	768,806	768,806	768,806	768,806	768,806	0	0.0%
<i>Total</i>	<i>768,806</i>	<i>868,806</i>	<i>868,806</i>	<i>868,806</i>	<i>868,806</i>	<i>0</i>	<i>0.0%</i>
Debt Leveling Funds	0	2,593,701	2,583,588	0	0	(2,593,701)	(100.0%)
Fees & Other Costs	350,321	325,000	325,000	520,000	520,000	195,000	60.0%
Total	95,402,831	96,079,655	96,079,655	91,270,986	90,790,986	(5,288,669)	(5.5%)
Debt Service by Purpose							
Guilford Co. Schools	72,160,250	72,214,985	72,207,156	67,551,167	67,551,167	(4,663,818)	(6.5%)
GTCC	9,974,333	9,805,367	9,804,299	9,293,645	9,293,645	(511,722)	(5.2%)
Greensboro Detention	6,832,875	6,793,656	6,792,916	6,550,351	6,550,351	(243,305)	(3.6%)
Priority Projects	2,930,291	3,740,387	3,739,979	3,705,946	3,705,946	(34,441)	(0.9%)
Other	3,505,082	3,525,260	3,535,305	3,689,877	3,689,877	164,617	4.7%
Total	95,402,831	96,079,655	96,079,655	90,790,986	90,790,986	(5,288,669)	(5.5%)
Sources of Funds							
<i>ARRA by Purpose</i>							
Schools	1,847,332	1,840,154	1,840,154	1,840,154	1,840,154	0	0.0%
GTCC	330,941	329,656	329,656	329,656	329,656	0	0.0%
Greensboro Detention	475,728	473,880	473,880	473,880	473,880	0	0.0%
Other	62,052	61,810	61,810	61,810	61,810	0	0.0%
Total	2,716,053	2,705,500	2,705,500	2,705,500	2,705,500	0	0.0%

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.

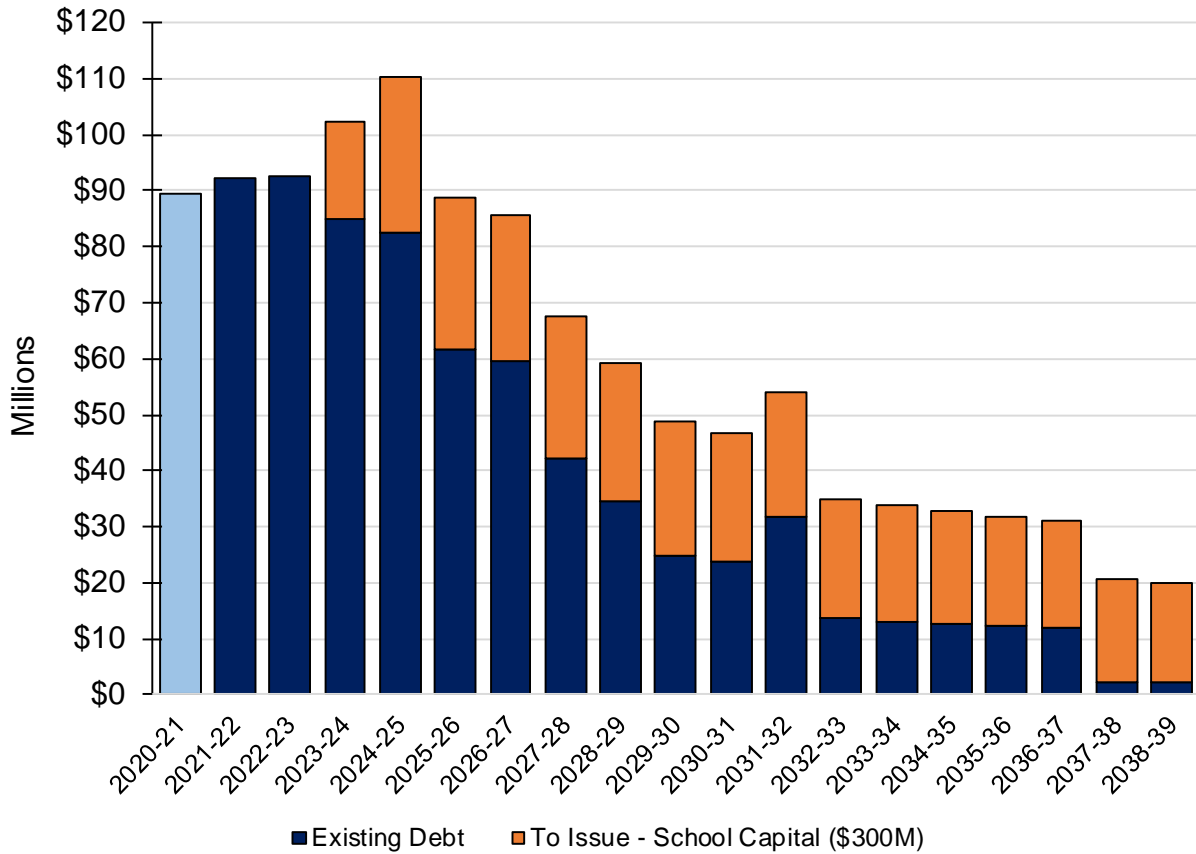
FY 2021 ADOPTED BUDGET HIGHLIGHTS

- The FY 2021 debt service budget decreased by \$5.3 million or 5.5% due to a combination of scheduled decreases in debt service payments and the removal of debt leveling funds originally added to help account for future debt service increases.
- Debt service payments in FY 2020 will decrease \$2.9 million or 3.1% from the FY 2020 Adopted budget in accordance with the existing bond payment schedules and the refunding of all variable rate debt to fixed rate in prior fiscal years. The County's current bond portfolio is 100% fixed rate which simplifies and clarifies budgeting for future years' debt service since the County's debt portfolio will be stable until new debt is incurred.
- The FY 2021 budget does not include \$2.59 million for debt leveling added in FY 2020 to keep county funds at a steady amount in anticipation of higher future year debt payments related to future school bonds. These funds were removed due to overall budget pressure from the economic impact of COVID-19.
- Apart from \$520,000 for fees & other costs, the budget does not make provision issuance costs associated with any potential future debt issuance for schools or county capital improvement needs; instead costs on these issuances will either be offset by or included through structuring of debt payments and/or use of bond premiums at the time of issuance.
- In addition, as part of its capital planning process, the County identified several capital facility projects that have been prioritized due to their potential impact on County operations. These projects were initially funded with \$27.195 million in 2/3rds bonds that were issued immediately prior to the final 2008 school and community college bonds in FY 2017 with additional funding from up \$40.0 million in 2/3rds bonds issued in FY 2019. The current planned breakdown of bond use by project is as follows:

Project	Total Budget	Bonds Issued	Bond Premiums	Other Revenues & Transfers	Total Planned Funding	Funding Needed
Animal Shelter Replacement	15,350,717	13,769,500	1,450,108	131,109	15,350,717	-
Emergency Services						
Phase I - Maintenance & Logistics	14,416,463	11,363,463	-	3,053,000	14,416,463	-
Phases II & III - Administration & EOC	15,700,000	-	-	-	-	15,700,000
Old Courthouse Renovation	3,500,000	3,500,000	-	-	3,500,000	-
Law Enforcement Administration Facility	12,560,000	12,561,537	-	-	12,561,537	(1,537)
Mental Health Replacement Facility	20,800,000	6,200,000	-	14,600,000	20,800,000	-
Probation / Parole & Juvenile Justice Bldg	7,000,000	4,978,700	-	2,021,300	7,000,000	-
Guilford County Schools Security	10,000,000	10,000,000	-	-	10,000,000	-
General Project Cost Contingency	-	4,821,800	630,426	-	5,452,226	(5,452,226)
Total Funding	99,327,180	67,195,000	2,080,534	19,805,409	89,080,943	10,246,237

The following are the county's anticipated debt repayment budgets based on current bond issuances and schedules including the issuance of anticipated \$300 million in school building construction bonds, pending final Board approval and a successful voter referendum.

Estimated Debt Repayment Budgets General Obligation Bond Debt



Estimated Annual Debt Service Payments

Existing and Planned Issues - All Debt				Sources of Funds		
Fiscal Yr	Principal	Interest	Total	Lottery and ARRA Funds	Bond Premium	Net County Funds
2019-20	61,985,000	31,186,066	93,171,066	7,455,500	7,641,123	78,074,443
2020-21	61,600,000	28,670,985	90,270,985	7,455,500	1,655,800	81,159,685
2021-22	67,185,000	25,902,594	93,087,594	7,394,375	13,365,231	72,327,988
2022-23	70,715,000	35,344,068	106,059,068	7,270,776	11,111,876	87,676,416
2023-24	82,080,000	32,260,573	114,340,573	7,143,812		107,196,761
2024-25	82,640,000	28,446,140	111,086,140	7,013,483		104,072,657
2025-26	65,170,000	24,437,008	89,607,008	6,880,461		82,726,547
2026-27	65,390,000	21,252,300	86,642,300	6,744,478		79,897,822
2027-28	50,150,000	18,124,755	68,274,755	6,604,860		61,669,895
2028-29	44,245,000	15,748,898	59,993,898	6,461,878		53,532,020
2029-30	39,290,377	13,596,540	52,886,917	6,316,203		46,570,714
2030-31	39,485,000	11,805,458	51,290,458	6,169,182		45,121,276
2031-32	48,355,000	10,327,891	58,682,891	6,095,671		52,587,220
2032-33	31,180,000	8,414,707	39,594,707	4,750,000		34,844,707
2033-34	27,360,000	6,565,101	33,925,101	4,750,000		29,175,101
2034-35	27,360,000	5,564,201	32,924,201	4,750,000		28,174,201
2035-36	27,360,000	4,573,814	31,933,814	4,750,000		27,183,814
2036-37	27,360,000	3,582,406	30,942,406	4,750,000		26,192,406
2037-38	18,010,000	2,580,331	20,590,331	4,750,000		15,840,331
2038-39	18,010,000	2,040,031	20,050,031	4,750,000		15,300,031
2039-40	15,790,000	1,499,731	17,289,731	4,750,000		12,539,731
Total	970,720,377	331,923,598	1,302,643,975	127,006,178	33,774,030	1,141,863,767

Estimated Annual Debt Service Payments by Type of Debt- Existing and Planned Issues

General Obligation (G.O.) Bonds (includes 2/3rds GO Bonds for Priority Projects)

Fiscal Yr	Issued Bonds			Bonds to be Issued			G.O. Bonds
	Principal	Interest	Total	Principal	Interest	Total	Total
2019-20	61,885,000	30,417,260	92,302,260				92,302,260
2020-21	61,500,000	27,902,179	89,402,179				89,402,179
2021-22	67,085,000	25,133,788	92,218,788				92,218,788
2022-23	70,615,000	21,864,631	92,479,631				92,479,631
2023-24	66,190,000	18,781,136	84,971,136	15,790,000	1,598,756	17,388,755	102,359,891
2024-25	66,750,000	15,756,203	82,506,203	15,790,000	11,921,132	27,711,131	110,217,334
2025-26	49,280,000	12,536,571	61,816,571	15,790,000	11,131,632	26,921,631	88,738,202
2026-27	49,500,000	10,141,363	59,641,363	15,790,000	10,342,132	26,132,131	85,773,494
2027-28	34,260,000	7,803,318	42,063,318	15,790,000	9,552,632	25,342,631	67,405,949
2028-29	28,355,000	6,216,961	34,571,961	15,790,000	8,763,132	24,553,131	59,125,092
2029-30	20,095,000	4,854,103	24,949,103	15,790,000	7,973,632	23,763,631	48,712,734
2030-31	19,820,000	3,852,521	23,672,521	15,790,000	7,184,132	22,974,131	46,646,652
2031-32	28,715,000	3,164,454	31,879,454	15,790,000	6,394,632	22,184,631	54,064,086
2032-33	11,570,000	2,040,770	13,610,770	15,790,000	5,605,132	21,395,131	35,005,901
2033-34	11,570,000	1,591,570	13,161,570	15,790,000	4,973,532	20,763,531	33,925,101
2034-35	11,570,000	1,222,270	12,792,270	15,790,000	4,341,932	20,131,931	32,924,201
2035-36	11,570,000	863,483	12,433,483	15,790,000	3,710,332	19,500,331	31,933,814
2036-37	11,570,000	503,675	12,073,675	15,790,000	3,078,732	18,868,731	30,942,406
2037-38	2,220,000	133,200	2,353,200	15,790,000	2,447,132	18,237,131	20,590,331
2038-39	2,220,000	66,600	2,286,600	15,790,000	1,973,432	17,763,431	20,050,031
2039-40				15,790,000	1,499,732	17,289,731	17,289,731
Total	686,340,000	194,846,054	881,186,054	268,430,000	102,491,768	370,921,755	1,252,107,809

160A-20 Qualified School Construction Bonds (QSCBs)

2/3rds G.O. Bonds for Priority Projects

Fiscal Yr	Principal	Interest	Total	Principal	Interest	Total
2019-20	100,000	768,806	868,806	1,455,000	2,180,918	3,635,918
2020-21	100,000	768,806	868,806	1,455,000	2,229,720	3,684,720
2021-22	100,000	768,806	868,806	3,123,750	2,156,970	5,280,720
2022-23	100,000	768,806	868,806	3,123,750	2,000,783	5,124,533
2023-24	100,000	768,806	868,806	3,123,750	1,844,595	4,968,345
2024-25	100,000	768,806	868,806	3,123,750	1,688,408	4,812,158
2025-26	100,000	768,806	868,806	3,123,750	1,532,220	4,655,970
2026-27	100,000	768,806	868,806	3,123,750	1,376,033	4,499,783
2027-28	100,000	768,806	868,806	3,028,750	1,219,845	4,248,595
2028-29	100,000	768,806	868,806	3,028,750	1,082,008	4,110,758
2029-30	3,405,377	768,806	4,174,183	3,025,000	944,170	3,969,170
2030-31	3,875,000	768,806	4,643,806	3,025,000	823,170	3,848,170
2031-32	3,850,000	768,806	4,618,806	3,025,000	702,170	3,727,170
2032-33	3,820,000	768,806	4,588,806	3,025,000	594,770	3,619,770
2033-34				3,025,000	487,370	3,512,370
2034-35				3,025,000	379,970	3,404,970
2035-36				3,025,000	287,520	3,312,520
2036-37				3,025,000	194,050	3,219,050
2037-38				1,665,000	99,900	1,764,900
2038-39				1,665,000	49,950	1,714,950
2039-40						17,289,731
Total	15,950,377	10,763,281	26,713,658	55,240,000	21,874,540	94,404,271

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

DEBT POLICIES AND STATUTORY LIMITATIONS

State Limitation on Local Debt

North Carolina General Statute 159-55 requires that the net debt of a county not exceed 8% of the appraised value of property subject to taxation. Net debt includes all authorized (issued and unissued) bonded debt and capital lease obligations, less certain deductions. For the fiscal year ending June 30, 2020, the County's net debt is equal to 1.21% of the assessed value of taxable property, well below the 8% statutory limit, and its unused debt capacity (the 'Legal Debt Margin') is approximately \$3.6 billion.

COMPUTATION OF LEGAL DEBT MARGIN	
Fiscal Year Ending June 30, 2020	
Estimated appraised property valuation ¹	<u>\$ 52,962,053,348</u>
Debt limit (8% of total assessed valuation)	\$ 4,236,964,268
Debt applicable to debt limit:	
<i>Bonded debt</i>	\$ 624,455,000
<i>Bonds authorized, but unissued:</i>	\$ -
<i>Limited obligation bonds</i>	\$ 16,845,000
<i>Obligations under capital lease and purchase money installment contracts</i>	<u>\$ -</u>
Gross debt	\$ 641,300,000
Less statutory deductions:	
<i>Refunding bonds authorized, but unissued</i>	\$ -
<i>Amounts held in sinking funds</i>	\$ (729,072)
<i>Bonds issued and outstanding for water purposes</i>	<u>\$ (276,312)</u>
	\$ (1,005,384)
Net debt applicable to limit	\$ 640,294,616
As a percentage of total assessed valuation	1.21%
Legal debt margin (Debt Limit less Net Debt)	\$ 3,596,669,652

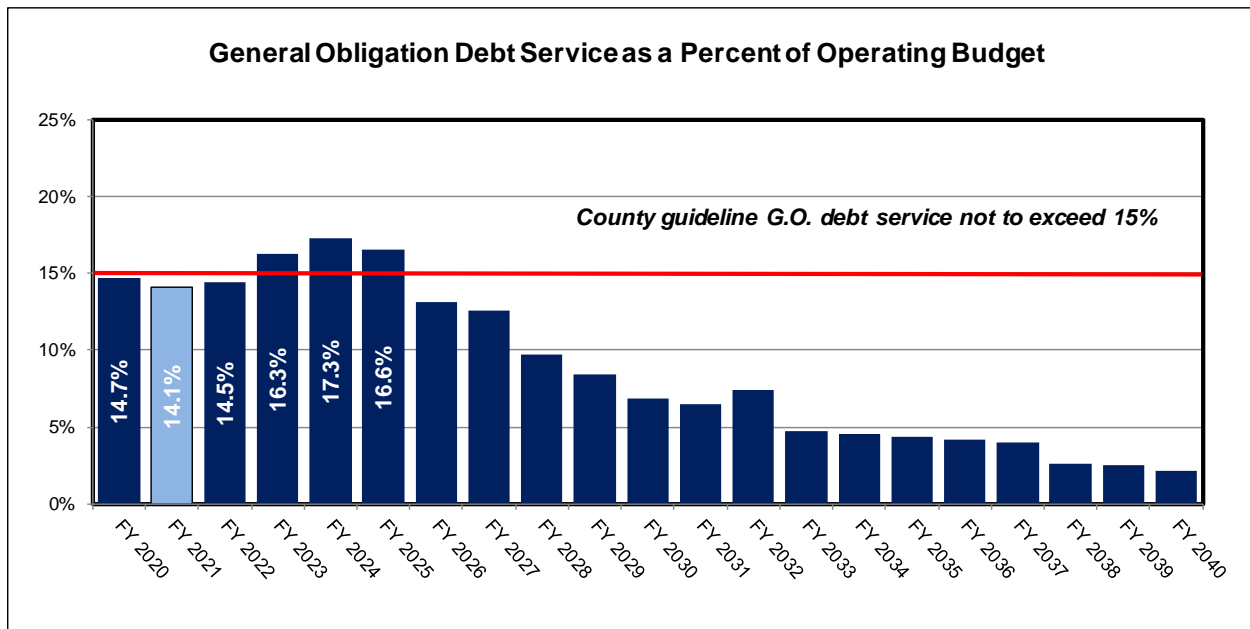
¹ Indicates estimated assessed property valuation per Tax Department.

Local Debt Guidelines

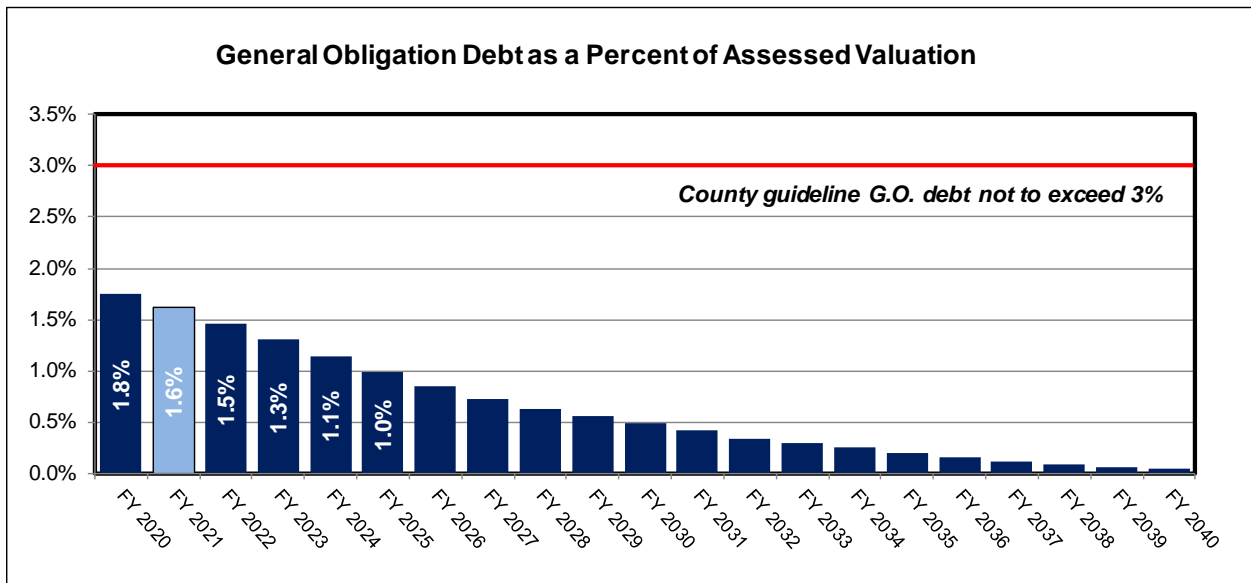
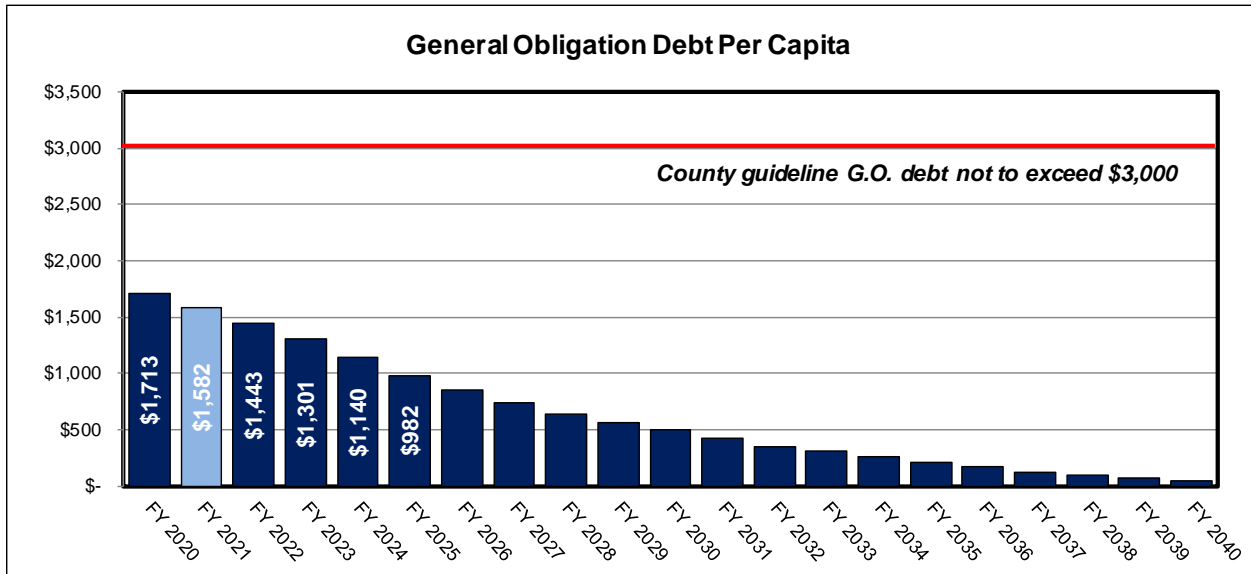
In addition to the statutory limit discussed above, the County has several guidelines it uses when evaluating debt levels. As a practical matter, these local policies limit outstanding general obligation debt to a level far below that of the legal debt limit. The County considers the following internal guidelines when evaluating how much and when to issue additional debt:

- General obligation debt service should not exceed 15% of the operating budget.
- General obligation debt per capita should not exceed \$3,000.
- General obligation debt as a percentage of assessed property valuation should not exceed 3%.

Based on estimates of future debt service for all currently authorized general obligation debt and annual operating budgets, the County will remain under its guideline for general obligation debt service. Existing debt service is expected to peak at approximately 14.7% of the adopted operating budget in FY 2019. If voters approve the issuance of \$300 million in bonds for school facilities as proposed by the Board of Commissioners, debt service will briefly rise above the guideline of 15% in FYs 2023-25 before falling back below in FY 2026.



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 and will continue to do so in the future as the county considers additional debt issuances for school capital needs.



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

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ chg	% chg
EXPENSE							
Rural Fire Protection	20,497,285	20,759,318	20,759,318	19,909,638	20,283,180	(476,138)	(2.3%)
Rural Fire Protection	20,497,285	20,759,318	20,759,318	19,909,638	20,283,180	(476,138)	(2.3%)
EXPENSE							
Operating Expenses	20,497,285	20,759,318	20,759,318	19,909,638	20,283,180	(476,138)	(2.3%)
Total Expense	20,497,285	20,759,318	20,759,318	19,909,638	20,283,180	(476,138)	(2.3%)
REVENUE							
Property Taxes	16,251,165	16,254,828	16,254,828	16,228,095	16,601,637	346,809	2.1%
Sales Tax	3,762,396	3,634,130	3,634,130	2,907,285	2,907,285	(726,845)	(20.0%)
Appropriated Fund Balance	483,724	870,360	870,360	774,258	774,258	(96,102)	(11.0%)
Total Revenue	20,497,285	20,759,318	20,759,318	19,909,638	20,283,180	(476,138)	(2.3%)

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 2021 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 2021 ADOPTED BUDGET HIGHLIGHTS

- Four fire districts – Alamance, McLeansville, Pinecroft-Sedgefield, and Pleasant Garden – requested and received fire tax increases. All increases are for personnel costs and pay increases.

FY 2020 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.
- Involvement of Guilford County Chiefs in the NC Legislative Day

FUTURE OPPORTUNITIES & CHALLENGES

- Staffing will continue to be a significant challenge both in terms of operational capacity and in terms of funding. The number of new volunteers is expected to continue its decline while the median age of current volunteers continues to increase. In addition, volunteer tenure is decreasing while the minimum training for interior structure fire operations has increased so fewer volunteers are capable of working inside of an active structure fire. At the same time, competition for paid staff with Greensboro, High Point, Raleigh, Charlotte, and other municipal fire departments has increased. These municipal departments draw experienced staff because they can offer more standardized State retirement and insurance benefits as well as more long-term career opportunities by virtue of the larger size of their operations.
- Operating and personnel costs have continued to increase leaving little room in the budget for replacement of capital assets. In addition, new NFPA standards have set maximum service life for critical and potential expensive equipment including breathing apparatus and turnout gear. These replacement requirements coupled with the advancing age and maintenance costs of many fleet assets creates a reinforcing cycle that leaves progressively less funding for major replacement purchases.
- Municipal annexation presents a threat to departments revenues. In addition, while involuntary annexation is still under moratorium at the state level, municipalities are able to voluntarily annex areas where they have provided certain services such as water and sewer. Many of the areas subject to this voluntary annexation have high property value which will compromise the tax base of the respective districts in which the areas are located.

Tax Rates

Changes to tax rates are noted with a shaded box

Fire Protection/Service District	Current Tax Rate	Adopted Tax Rate	Fire Protection/Service District	Current Tax Rate	Adopted Tax Rate
Alamance Comm. Fire Protection Dist.	\$0.1000	\$0.1000	Kimesville Fire Protection Dist.	\$0.1097	\$0.1097
Alamance Comm. Fire Svc. Dist. Overlay	\$0.0179	\$0.0201	McLeansville Fire Protection Dist.	\$0.1000	\$0.1000
Climax Fire Protection Dist.	\$0.1000	\$0.1000	McLeansville Fire Svc. Dist. Overlay	\$0.0372	\$0.0425
Climax Fire Svc. Dist. Overlay	\$0.0500	\$0.0500	Mount Hope Comm. Fire Protection Dist.	\$0.0800	\$0.0800
Colfax Fire Protection Dist.	\$0.1000	\$0.1000	Mount Hope Comm. Fire Svc. Dist. Overlay	\$0.0000	\$0.0000
Colfax Fire Svc. Dist. Overlay	\$0.0359	\$0.0359	Northeast Fire Protection Dist.	\$0.1000	\$0.1000
No. 13 (Rankin) Fire Protection Dist.	\$0.0963	\$0.0963	Northeast Fire Svc. Dist. Overlay	\$0.0399	\$0.0399
No. 13 (Rankin) Fire Svc. Dist. Overlay	\$0.0289	\$0.0289	Oak Ridge Fire Protection Dist.	\$0.0977	\$0.0977
No. 14 (Franklin Blvd.) Fire Protection Dist.	\$0.1000	\$0.1000	Oak Ridge Fire Svc. Dist. Overlay	\$0.0000	\$0.0000
No. 14 (Franklin Blvd.) Fire Svc. Dist. Overlay	\$0.0275	\$0.0275	Pinecroft-Sedgefield Fire Protection Dist.	\$0.1000	\$0.1000
No. 18 (Deep River) Fire Protection Dist.	\$0.0941	\$0.0941	Pinecroft-Sedgefield Fire Svc. Dist. Overlay	\$0.0200	\$0.0372
No. 18 (Deep River) Fire Svc. Dist. Overlay	\$0.0000	\$0.0000	Pleasant Garden Fire Protection Dist.	\$0.1000	\$0.1000
No. 28 (Frieden's) Fire Protection Dist.	\$0.1000	\$0.1000	Pleasant Garden Fire Svc. Dist. Overlay	\$0.0107	\$0.0145
No. 28 (Frieden's) Fire Svc. Dist. Overlay	\$0.0390	\$0.0390	PTIA Service District	\$0.0495	\$0.0495
Fire Protection District #1 (Horneytown)	\$0.1500	\$0.1500	Southeast Fire Protection Dist.	\$0.1375	\$0.1375
Gibsonville Fire Protection Dist.	\$0.0945	\$0.0945	Southeast Fire Svc. Dist. Overlay	\$0.0000	\$0.0000
Guilford College Comm. Fire Protection Dist.	\$0.1000	\$0.1000	Stokesdale Fire Protection Dist.	\$0.1000	\$0.1000
Guilford College Comm. Fire Svc. Dist. Overlay	\$0.0500	\$0.0500	Summerfield Fire Protection Dist.	\$0.1000	\$0.1000
Guil-Rand Fire Protection Dist.	\$0.1000	\$0.1000	Summerfield Fire Svc. Dist. Overlay	\$0.0310	\$0.0310
Guil-Rand Fire Svc. Dist. Overlay	\$0.0466	\$0.0466	Whitsett Fire Protection Dist.	\$0.1000	\$0.1000
Julian Fire Protection Dist.	\$0.1454	\$0.1454	Whitsett Fire Svc. Dist. Overlay	\$0.0296	\$0.0296
Julian Fire Svc. Dist. Overlay	\$0.0000	\$0.0000			

Appropriations by Source of Funds

District	Property Tax	Sales Tax	Fund Balance	Total Appropriation
Alamance Community Fire Protection District	\$995,388	\$180,501	\$40,035	\$1,215,924
Alamance Community Fire Service District Overlay	\$199,955	\$32,310	\$0	\$232,265
Climax Fire Protection District	\$93,152	\$16,865	\$1,557	\$111,574
Climax Fire Protection Service District Overlay	\$46,587	\$8,432	\$0	\$55,019
Colfax Fire Protection District	\$529,695	\$95,411	\$28,678	\$653,784
Colfax Fire Protection Service District Overlay	\$190,159	\$34,252	\$9,851	\$234,262
No. 13 (Rankin) Fire Protection District	\$936,846	\$164,000	\$45,948	\$1,146,794
No. 13 (Rankin) Fire Service District Overlay	\$281,150	\$49,216	\$15,180	\$345,546
No. 14 (Franklin Blvd.) Fire Protection District	\$155,904	\$28,577	\$7,710	\$192,191
No. 14 (Franklin Blvd.) Fire Service District Overlay	\$42,873	\$7,859	\$1,859	\$52,591
No. 18 (Deep River) Fire Protection District	\$187,135	\$34,003	\$10,349	\$231,487
No. 18 (Deep River) Fire Service District Overlay	\$0	\$0	\$0	\$0
No. 28 (Frieden's) Fire Protection District	\$153,569	\$27,204	\$9,003	\$189,776
No. 28 (Frieden's) Fire Service District Overlay	\$59,849	\$10,564	\$2,570	\$72,983
Fire Protection District No. 1 (Horneytown)	\$37,432	\$6,842	\$1,500	\$45,774
Gibsonville Fire Protection District	\$11,701	\$2,066	\$645	\$14,412
Guilford College Community Fire Protection District	\$468,678	\$93,237	\$52,410	\$614,325
Guilford College Community Fire Service District Overlay	\$30,754	\$5,664	\$384	\$36,802
Guil-Rand Fire Protection District	\$123,090	\$22,299	\$3,233	\$148,622
Guil-Rand Fire Protection Service District Overlay	\$57,359	\$10,392	\$3,266	\$71,017
Julian Vol Fire Protection District	\$81,416	\$15,487	\$1,456	\$98,359
Julian Fire Service District Overlay	\$0	\$0	\$0	\$0
Kimesville Fire Protection District	\$99,457	\$17,833	\$3,321	\$120,611
McLeansville Fire Protection District	\$768,341	\$139,524	\$37,825	\$945,690
McLeansville Fire Service District Overlay	\$326,524	\$51,903	\$8,643	\$387,070
Mount Hope Community Fire Protection District	\$616,981	\$108,550	\$34,288	\$759,819
Mount Hope Community Fire Service District Overlay	\$0	\$0	\$0	\$0
Northeast Guil Fire Protection District	\$860,885	\$154,382	\$46,049	\$1,061,316
Northeast Fire Svc. Dist. Overlay	\$343,410	\$61,435	\$12,446	\$417,291
Oak Ridge Fire Protection District	\$1,470,380	\$257,853	\$70,194	\$1,798,427
Oak Ridge Fire Service District Overlay	\$0	\$0	\$0	\$0
Pinecroft-Sedgefield Fire Protection District	\$1,633,872	\$295,778	\$72,111	\$2,001,761
Pinecroft-Sedgefield Fire Service District Overlay	\$604,298	\$58,894	\$594	\$663,786
Pleasant Garden Fire Protection District	\$599,443	\$107,014	\$31,681	\$738,138
Pleasant Garden Fire Service District Overlay	\$86,779	\$11,450	\$2,428	\$100,657

Appropriations by Source of Funds

District	Property Tax	Sales Tax	Fund Balance	Total Appropriation
PTIA Fire Service District	\$201,569	\$40,545	\$26,118	\$268,232
Southeast Fire Protection District	\$206,654	\$36,772	\$9,429	\$252,855
Southeast Fire Service District Overlay	\$0	\$0	\$0	\$0
Stokesdale Fire Protection District	\$749,510	\$130,544	\$30,860	\$910,914
Summerfield Fire Protection District	\$1,999,552	\$356,821	\$87,628	\$2,444,001
Summerfield Fire Service District Overlay	\$619,861	\$110,622	\$24,915	\$755,398
Whitsett Fire Protection District	\$564,375	\$94,278	\$33,139	\$691,792
Whitsett Fire Service District Overlay	\$167,054	\$27,906	\$6,955	\$201,915
Total	\$16,601,637	\$2,907,285	\$774,258	\$20,283,180



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

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Economic Dev and Assistance	6,533,545	7,500,000	7,500,000	7,500,000	6,000,000	(1,500,000)	(20.0%)
Room Occupancy & Tourism Dev Tax	6,533,545	7,500,000	7,500,000	7,500,000	6,000,000	(1,500,000)	(20.0%)
EXPENSE							
Other Services & Charges	6,533,545	7,500,000	7,500,000	7,500,000	6,000,000	(1,500,000)	(20.0%)
Total Expense	6,533,545	7,500,000	7,500,000	7,500,000	6,000,000	(1,500,000)	(20.0%)
REVENUE							
Taxes	6,533,545	7,500,000	7,500,000	7,500,000	6,000,000	(1,500,000)	(20.0%)
Total Revenue	6,533,545	7,500,000	7,500,000	7,500,000	6,000,000	(1,500,000)	(20.0%)

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

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Risk Retention-Liab/Prop/WC	2,566,076	3,302,411	3,731,746	3,696,182	3,696,182	393,771	11.9%
Health Care & Wellness	44,819,683	47,096,065	48,401,546	51,791,675	51,791,675	4,695,610	10.0%
General Government	47,385,759	50,398,476	52,133,292	55,487,857	55,487,857	5,089,381	10.1%
EXPENSE							
Personnel Services	214,452	266,399	266,399	296,932	296,932	30,533	11.5%
Supplies & Materials	2,328	2,737	145,842	87,313	87,313	84,576	3,090.1%
Other Services & Charges	47,168,979	50,129,340	51,715,056	55,103,612	55,103,612	4,974,272	9.9%
Capital	0	0	5,995	0	0	0	0.0%
Total Expense	47,385,759	50,398,476	52,133,292	55,487,857	55,487,857	5,089,381	10.1%
REVENUE							
Charges for Services	43,252,279	42,307,047	43,433,971	54,337,165	54,337,165	12,030,118	28.4%
Other Revenues	0	40,000	190,000	189,828	189,828	149,828	374.6%
Total Revenue	43,252,279	42,347,047	43,623,971	54,526,993	54,526,993	12,179,946	28.8%
Operating Gain/(Loss)	(4,133,480)	(8,051,429)	(8,509,321)	(960,864)	(960,864)	7,090,565	(88.1%)
Interest Income	1,050,798	350,000	350,000	60,000	60,000	(290,000)	(82.9%)
Change	(3,082,682)	(7,701,429)	(8,159,321)	(900,864)	(900,864)	6,800,565	(88.3%)
Beginning Net Position	28,907,177	25,824,495	25,824,495	17,665,174	17,665,174	(8,159,321)	(31.6%)
Ending Net Position	25,824,495	18,123,066	17,665,174	16,764,310	16,764,310	(1,358,756)	(7.5%)
Positions	2.50	3.50	3.50	3.50	3.50	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 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

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Wellness Administration	0	54,897	204,897	149,828	149,828	94,931	173%
Medical - Choice HMO	32,040,574	33,702,805	34,749,729	35,817,407	35,817,407	2,114,602	6%
Dental Basic	571,627	550,542	520,542	578,062	578,062	27,520	5%
Dental Enhanced	1,491,074	1,378,632	1,458,632	1,521,403	1,521,403	142,771	10%
Medical - Retirees	7,189,931	7,698,138	7,726,695	9,549,132	9,549,132	1,850,994	24%
Medicare Advantage Plan	2,728,699	2,954,420	2,954,420	3,379,728	3,379,728	425,308	14%
Medicare Supplement	1,584	2,000	2,000	2,000	2,000	0	0%
Dental - Retirees	796,194	754,631	784,631	794,115	794,115	39,484	5%
Health Care & Wellness	44,819,683	47,096,065	48,401,546	51,791,675	51,791,675	4,695,610	10%
EXPENSE							
Personnel Services	0	54,897	54,897	63,752	63,752	8,855	16%
Supplies & Materials	0	0	143,105	84,576	84,576	84,576	0%
Other Services & Charges	44,819,683	47,041,168	48,197,549	51,643,347	51,643,347	4,602,179	10%
Capital	0	0	5,995	0	0	0	0%
Total Expense	44,819,683	47,096,065	48,401,546	51,791,675	51,791,675	4,695,610	10%
REVENUE							
Charges for Services	40,395,686	39,834,458	40,961,382	51,641,847	51,641,847	11,807,389	30%
Miscellaneous Revenues	0	0	150,000	149,828	149,828	149,828	0%
Total Revenue	40,395,686	39,834,458	41,111,382	51,791,675	51,791,675	11,957,217	30%
Operating Gain/(Loss)	(4,423,997)	(7,261,607)	(7,290,164)	0	0	7,261,607	(100%)
Interest Income	281,357	100,000	100,000	0	0	(100,000)	(100%)
Change	(4,142,640)	(7,161,607)	(7,190,164)	0	0	7,161,607	(100%)
Beginning Net Position	11,168,473	7,025,833	7,025,833	(164,331)	(164,331)	(7,190,164)	(102%)
Ending Net Position	7,025,833	(135,774)	(164,331)	(164,331)	(164,331)	(28,557)	21%
Positions	0.00	1.00	1.00	1.00	1.00	0.00	0%

DEPARTMENTAL PURPOSE

To communicate, manage and provide oversight for the self-funded health and dental plans for active and retired employees and their eligible dependents. Being self-funded means that the County, through a paid administrator, pays claims costs instead of premiums for health coverage up to a certain amount, at which point stop loss insurance picks up the excess. This is considered best practice for larger groups that can absorb a bit more risk in return for lower overall costs. Because of some regulatory changes that made self-funding less desirable for Medicare-eligible retirees, the County chose to be fully insured for that group and those premiums are paid through the Healthcare fund as well.

FY 2021 GOALS & OBJECTIVES

Support Wellness:

- Promote virtual visits as a viable alternative to in-person doctor visits, resulting in less lost time and reduced health claim costs. Progress is being made in this area as follows:

Calendar Year	Number of Virtual Visits
2017	74
2018	146
2019	572
2020 (projected)	1,000

- Provide and promote opportunities for county employees to participate in group and individual personal training, meeting employees “where they are” in their fitness journey;
- Publish weekly wellness tips, designed to inform and remind employees of the importance of adopting a healthy lifestyle;
- Hold classes and seminars on financial wellness;
- Complete expansion of gym, along with a full range of programming to keep employees engaged.

Improve health plan cost efficiency through:

- Setup and communication of Munis online enrollment and retiree billing, which has traditionally been a very manual, spreadsheet-based activity;
- Work with consultant to negotiate more favorable pharmacy discounting;
- Analyze pharmacy formulary to ensure that employees and retirees receive medically-necessary care at an appropriate price point;

- Conduct virtual meetings to demonstrate ways for employees to be better consumers of health benefits.

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- The Healthcare budget increased by \$4.7 million or 10% to reflect the trend of increasing costs from FY 2019 and FY 2020. The impact of COVID-19 and the implementation of limited in-person medical services, especially voluntary ones, resulted in decreased expenses in the last few months of FY 2020. The full impact of this trend through fall 2020 has not been fully realized yet so the FY 2021 budget reflects pre-COVID costs.
- Charges for service in the form of transfers from the general fund increased by \$11.8 million or 30% reflecting the depletion of fund balance and the need for recurring revenues based on cost trends. These revenues come from the county (employer share) and employees (employee share), with the FY 2021 increase almost entirely in the employer or county share and just \$370,000 from employees. This change marks the county beginning to work towards an established employer/employee cost share rate to make planning for expenses and changes in future fiscal years.

FY 2020 ACCOMPLISHMENTS

- Completed the first phase of the planned Employee Fitness Center, which opened in February
- Hired a Wellness Coordinator with considerable worksite wellness background and education

FUTURE OPPORTUNITIES & CHALLENGES

- The rising expense of services as well as the impact of COVID-19 such as tele-visits offer both a challenge as well as a possible shift in how services are delivered that staff will monitor moving forward.

RISK MANAGEMENT

Yvonne Moebs, Director

301 West Market St., Greensboro, NC 27401 (336) 641-4766

Organizational Excellence

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BUDGET SUMMARY

	FY2019 Actual	FY2020 Adopted	FY2020 Amended	FY2021 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Administration	225,563	228,404	228,404	250,082	250,082	21,678	9.5%
Liability Insurance	645,142	439,007	1,158,342	835,000	835,000	395,993	90.2%
Property and Other Ins	679,854	642,000	830,000	745,000	745,000	103,000	16.0%
Workers Compensation Ins	1,015,518	1,993,000	1,515,000	1,866,100	1,866,100	(126,900)	(6.4%)
Risk Retention-Liab/Prop/WC	2,566,076	3,302,411	3,731,746	3,696,182	3,696,182	393,771	11.9%
EXPENSE							
Personnel Services	214,452	211,502	211,502	233,180	233,180	21,678	10.2%
Supplies & Materials	2,328	2,737	2,737	2,737	2,737	0	0.0%
Other Services & Charges	2,349,296	3,088,172	3,517,507	3,460,265	3,460,265	372,093	12.0%
Total Expense	2,566,076	3,302,411	3,731,746	3,696,182	3,696,182	393,771	11.9%
REVENUE							
Charges for Services	2,856,593	2,472,589	2,472,589	2,695,318	2,695,318	222,729	9.0%
Miscellaneous Revenues	0	40,000	40,000	40,000	40,000	0	0.0%
Total Revenue	2,856,593	2,512,589	2,512,589	2,735,318	2,735,318	222,729	8.9%
Operating Gain/(Loss)	290,517	(789,822)	(1,219,157)	(960,864)	(960,864)	(171,042)	21.7%
Interest Income	769,441	250,000	250,000	60,000	60,000	(190,000)	(76.0%)
Change	1,059,958	(539,822)	(969,157)	(900,864)	(900,864)	(361,042)	66.9%
Beginning Net Position	16,912,054	17,972,012	17,972,012	17,002,855	17,002,855	(969,157)	(5.4%)
Ending Net Position	17,972,012	17,432,190	17,002,855	16,101,991	16,101,991	(1,330,199)	(7.6%)
Positions	2.50	2.50	2.50	2.50	2.50	0.00	0.0%

DEPARTMENTAL PURPOSE

Risk Management identifies, quantifies, and manages the risks that ensures safety of all Guilford County assets, including personnel, buildings, automobiles and equipment. This is done through effective loss prevention, loss control and claims management. Risk Management staff works proactively to keep county facilities as safe as possible for the public, promoting a safe workplace for county employees minimizing the total cost of risk to Guilford County. Risk Management is also responsible for workers' compensation, property and liability Insurance.

FY 2021 GOALS & OBJECTIVES

- Finalize Guilford County Safety Manual: The purpose of manual is to provide employees direction of safety procedures and to develop a high standard of safety throughout all operations of Guilford County.
- Complete ADA assessment: complete assessments of buildings in coordination with consultants, compile records of all necessary corrective actions, prioritize and develop plan to implement corrections. Also implement employee training to enable employees to better identify and address ADA needs and issues in their workplaces.

FY 2021 ADOPTED BUDGET HIGHLIGHTS

- The Risk Management budget increased by a total of \$393,000 or 11.9% to reflect claims experience in the FY 2019 and FY 2020 fiscal years plus minor increases in contractual costs. Specific increases include a \$396,000 increase in liability reflecting FY 2020 claims plus anticipated claims for FY 2021 due to ongoing mitigation efforts; a \$103,000 increase in property reflecting vehicle loss trends; and a \$127,000 decrease in workers' compensation.
- Revenue from charges to the general fund increased by \$223,000 or 9.0% to reflect the depletion of fund balance in risk generated over prior years as well as the increased expenses already discussed. Additional increases will be necessary in future fiscal years to ensure that the risk fund balance is maintained for unexpected expenses while also reflecting the actual insurance costs for general fund operations. Charges for workers' compensation decreased by \$150,000.

FY 2020 SIGNIFICANT ACCOMPLISHMENTS

- Continued reduction in outstanding Workers Compensation paid claims from \$1,331,739 in FY 2019. Total FY 2020 claims are \$829,641 year to date as of March 2019. This is primarily attributable to continued strong claims management, implementing safety training educational programs, and safety audits on a quarterly basis to reduce liability expositors to county employees and visiting citizens.
- Collection of \$63,748 in subrogation money from no-fault auto accidents in FY 2019 and \$40,655 year to date as of March 2020.
- Continue County Wide Workplace Safety proactive approach through continued OSHA required Safety Audits/Inspections, enhancement to Safety Training Programs are an important component of a departments overall occupational safety and health program; they are used to help identify and abate existing or potential hazards and compliance concerns.
- Implementation of three Safety Committees to help protect the county by providing useful information. Help protect the employee and citizens by being proactive and reactive to safety concerns.
- Updated all county occupied building with current emergency evacuation maps.

- Development and implementation of the County Emergency Action Plan policy 90 perc.
- Enhanced Safety Training Programs to departments based on needs and prior loss history and to meet OSHA compliance plus additional safety courses to reduce identified job-specific risks and hazards.
- Worked to reduce liability through training all staff on insurance requirements for contract.
- Completed initial ADA assessments of the new Greensboro Courthouse, the High Point Courthouse, and the Russell Street Building in High Point.

KEY PERFORMANCE MEASURES

	FY19 Actual	FY20 Estimated	FY21 Projected	FY22 Projected	Target
Cost of Risk Management as a percentage of General Fund expenditures	0.43%	0.58%	0.58%	0.58%	< 2%
Total Workers' Compensation Lost Time Claims	16	18	14	14	n/a
Total Workers' Compensation Medical Only Claims	132	122	121	121	n/a
Total Workers' Compensation Report Only Claims	99	88	90	90	n/a
Workers' Compensation Total Paid Estimated	\$ 596,792	\$ 645,056	\$ 150,000	\$ 150,000	n/a

FUTURE OPPORTUNITIES & CHALLENGES

- Closely monitor the cause and effect of workers' compensation claims and developing resolutions to any hazard, which may have contributed to such incidents.
- Participate in continued education opportunities to enable the Risk Management Department to stay abreast of new regulations, trends, and resources that will aide in the reduction of county liabilities.
- Implementation of countywide safety manual to provide written procedures and OSHA required guidelines to compliment the overall Risk Management program.
- Continued close monitoring of vendor/contractor/tenant insurance requirements to shift liability exposure away from the county.
- Continue to mitigate and manage claims by utilizing legal opinions from internal and external sources.

- The rising costs for repairs for vehicles, both county and citizen, due to the increasing number of required safety features will drive costs associated with at-fault accidents up, even if the overall number of accidents is reduced through safer driving. This will, in turn, required increases in risk management expenditures.
- The county incurred a substantial liability claim in FY 2020 due to an externally imposed action that exposed county to liability, without action on its part. This exposure remains a challenge to anticipate and to fund for. Other action will be necessary to address this threat.



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 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. These projects typically cost \$30,000 or more. 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 computer replacement plan is also accounted for in the Technology Plan. These needs typically cost over \$5,000 total and may be annual or one-time purchases. The plan presented is for five fiscal years.
- The **Vehicle Replacement Plan** plans for the replacement of county fleet vehicles, including passenger cars, equipment trucks, law enforcement vehicles, and ambulances. Vehicles are considered for replacement based on mileage, condition, use, and maintenance costs. The plan presented is for the next fiscal year.
- The **Capital Investment Plan (CIP)** focuses on expensive, usually one-time investments that are anticipated to take more than one year to complete and represent a long-term interest. The County prepares a separate CIP document for rolling 10 year periods. A summary of highlights including new projects and changes to existing projects planned for the current fiscal year is included in the Capital section of this document. The latest CIP and a dashboard with up-to-date financial information about current capital projects are both available on the County's website.

These plans are developed by staff committees that receive and evaluate requests to purchase the items described above. The committees consider departmental priorities, county priorities, and funding constraints to develop plans that meet the organization's needs while avoiding significant spikes in the annual budgets. Committee recommendations are submitted to and reviewed by Budget Department staff for presentation to the County Manager and inclusion in the recommended and adopted budgets. The approved purchases on the following pages have been incorporated into the departmental budgets presented throughout this document.



Five Year Major Equipment Plan

Department	Division	Item Description	FY2021 Recomm	FY 2021 Adopted	FY 2022	FY 2023	FY 2024	FY 2025
Court Alternatives	Detention Services	JDC Security System	-	-	-	-	-	-
		Walk-In 2 Compartment Cooler and Freezer	40,000	40,000	-	-	-	-
		Court Alternatives Total	40,000	40,000	-	-	-	-
Emergency Services	Communications	Summerfield Tower Lighting System	-	-	-	-	-	-
		Summerfield Tower UPS	-	-	-	-	-	-
	Fire	Replacement Thermal Imager	-	-	12,000	-	12,000	-
		Self-Contained Breathing Apparatus - Fire	50,000	50,000	50,000	-	-	-
	Medical	+Transport Ventilators	-	-	500,000	500,000	-	-
		Cardiac Monitors, Defibrillators, Pacemakers	-	-	1,500,000	150,000	-	-
		Forklift Truck	30,000	30,000	-	-	-	-
		LUCAS Cardiac Compression Devices	50,000	50,000	50,000	50,000	50,000	50,000
		Self-Contained Breathing Apparatus - EMS	40,000	40,000	-	-	-	-
		Stryker PowerPro Stretchers	65,000	65,000	65,000	65,000	65,000	65,000
		Stryker XPS Upgrade	1,150	1,150	1,150	1,150	1,150	1,150
	Training Manikins	-	-	-	70,000	-	-	
	Video Laryngoscopes	-	-	-	-	-	-	
Emergency Services Total		236,150	236,150	2,178,150	836,150	128,150	116,150	
Facilities	Buildings	Insulated Bucket Truck	-	-	-	-	-	-
		Skid Loader	-	-	-	-	-	40,000
		Tractors	-	-	-	-	-	56,000
		Utility Locator	-	-	9,000	-	-	-
	Operations	Mower	-	-	-	-	8,000	-
Facilities Total		-	-	9,000	-	8,000	96,000	
Law Enforcement	Administration	Morphotrak System - LEC	-	-	31,895	-	-	-
		Quanifit Respirator Fit Test System	9,950	9,950	-	-	-	-
	Detention Services	Clinic X-Ray Machines - Jail Central	-	-	-	-	6,000	-
		Dryers - HP Detention Ctr	5,000	5,000	-	-	-	-
		Fingerprint/ID Machine - High Point	45,000	45,000	-	-	-	-
		Insulated Food Trays	10,988	10,988	-	-	-	-
		Kitchen Equipment Replacement - HP Detention Ctr	-	-	3,500	45,800	-	-
		Mattresses	14,300	14,300	-	-	-	-
		Replace Fingerprint/ID Machine - Jail Central	-	-	42,000	-	-	-
		Replace Gas Dryers - Jail Central	-	-	-	-	8,000	9,000
		Replace Kitchen Equipment - Jail Central	41,000	41,000	90,500	118,500	81,100	26,000
		Replace Washer/Extractors - Jail Central	-	-	30,000	30,000	30,000	-
	Replace Washers/Extractors - HP Detention Ctr	-	-	-	27,000	-	-	
	Special Operations	Comprod Public Safety 800 BDA	19,400	19,400	-	-	-	-
		ROOK Armored Critical Incident Vehicle	-	-	-	-	-	-
Law Enforcement Total		145,638	145,638	197,895	221,300	125,100	35,000	
Public Health	Allied Health	Autoclave (Greensboro)	12,000	12,000	6,000	-	-	-
		Autoclave (High Point)	-	-	-	-	6,000	-
		Sample Analyzer (Greensboro)	-	-	-	-	20,000	-
		Sample Analyzer (High Point)	-	-	-	-	20,000	-
		Sub-Zero Freezer (High Point)	-	-	-	-	8,000	-
		Vacuum System	-	-	-	-	6,000	-
		Vacuum System (High Point)	-	-	-	-	6,000	-
		X-Ray Machine - Operatory (Greensboro)	-	-	-	-	24,000	-
		X-Ray Machine - Operatory (High Point)	-	-	-	-	6,000	-

Department	Division	Item Description	FY2021 Recomm	FY 2021 Adopted	FY 2022	FY 2023	FY 2024	FY 2025
		X-Ray Machine - Panoramic (Greensboro)	-	-	-	30,000	-	-
		X-Ray Machine - Panoramic (High Point)	-	-	30,000	-	-	-
	Clinical Health	AccuShelf (Inventory mgmt, Leased)	8,495	8,495	8,400	8,400	8,400	8,400
		Vaccine Freezer (Accuvax, Leased)	18,095	23,495	23,400	23,400	23,400	23,400
	Community Health	Telehealth Equipment	30,150	30,150	-	-	-	-
	Environmental Health	Lead Paint Portable Data Recorder (PDA)	-	-	30,000	-	-	-
		XRF Lead Tester	-	-	-	-	-	-
	Public Health Administration	Trimbles w/ Terrasync Software (Env'tal Health)	45,475	45,475	53,900	45,475	45,475	53,900
	Public Health Total		114,215	119,615	146,300	101,875	167,875	80,300
Recreation - Parks	Bur-Mil Park	Golf Carts	2,500	2,500	5,000	10,000	10,000	10,000
		Greens Master	27,000	27,000	-	-	-	-
		Kitchen Equipment	6,000	6,000	-	-	-	-
		Lawn Mowers	10,000	10,000	-	-	10,000	10,000
		Pool Umbrellas (set of 4)	6,000	6,000	-	-	-	-
		UTV 4x4	-	-	11,500	-	-	-
	Gibson Park	Golf Carts	-	-	5,000	5,000	-	5,000
		Lawn Mowers	10,000	10,000	-	-	10,000	10,000
		Tractor	-	-	-	-	-	-
		UTV 4x4	-	-	-	11,500	-	-
	Hagan-Stone Park	Golf Carts	5,000	5,000	-	5,000	-	5,000
		Lawn Mowers	-	-	10,000	-	10,000	10,000
		UTV 4x4	-	-	-	-	-	-
	Northeast Park	Excavator	-	-	70,000	-	-	-
		Golf Carts	6,000	6,000	5,000	5,000	5,000	5,000
		Kitchen Equipment	25,000	25,000	-	-	-	-
		Lawn Mowers	8,000	8,000	8,000	-	8,000	8,000
		Pool Chairs	18,750	18,750	-	-	-	-
		Sand Rake	11,500	11,500	-	-	-	-
		Tractors	-	-	35,000	30,000	-	-
		UTV 4x4	-	-	11,500	-	-	-
	Parks - Other	Landscape Trailer	-	-	20,000	-	-	-
		Lawn Mowers	9,000	9,000	9,000	9,000	9,000	9,000
		Tractor	-	-	-	-	30,000	-
		UTV 4x4	-	-	-	11,500	-	-
	Southwest Park	Golf Carts	5,000	5,000	5,000	5,000	5,000	5,000
		Lawn Mowers	-	-	8,000	-	8,000	-
		Tractor	-	-	-	-	30,000	-
		UTV 4x4	-	-	-	-	-	-
	Recreation - Parks Total		149,750	149,750	203,000	92,000	135,000	77,000
Security	Security	Digital Voice Recorder Replacement	6,000	6,000	-	-	-	-
		Replace X-Ray Machines and Magnetometers	-	-	59,000	61,000	63,000	-
		Segway Personal Transporter	9,000	9,000	-	-	-	-
	Security Total		15,000	15,000	59,000	61,000	63,000	-
Solid Waste	Waste Disposal	Forklift	29,350	29,350	-	-	-	-
	Solid Waste Total		29,350	29,350	-	-	-	-
	Grand Total		730,103	735,503	2,793,345	1,312,325	627,125	404,450
	Appropriated Fund Balance (MedMax)		(26,590)	(31,990)	(26,780)	(26,780)	(26,780)	(26,780)
	White Goods Revenues		(29,350)	(29,350)				
	Net County Funds		674,163	674,163	2,766,565	1,285,545	600,345	377,670

Special Facilities Maintenance Plan

Building	FY 2021 Recomm	FY 2021 Adopted	FY2022	FY 2023-25
710 Huffine Mill Rd				
Building Envelope			0	300,000
Building Interior			0	55,000
Building Structure			0	180,000
Major Systems			0	102,000
Site Access & Accessibility			0	85,000
710 Huffine Mill Rd Total			0	722,000
ADS Substance Abuse Facility				
Building Envelope			0	12,000
Building Exterior			0	1,920
Building Interior			0	143,400
Building Structure			0	66,000
Major Systems	850,000	850,000	50,000	0
Other Items			0	7,800
Site Access & Accessibility			0	94,080
ADS Substance Abuse Facility Total	850,000	850,000	50,000	325,200
Agricultural Center				
Building Access & Accessibility			0	66,000
Building Envelope			282,000	125,000
Building Exterior			102,000	11,500
Building Interior			39,000	221,000
Building Structure			12,000	36,000
Life & Safety			0	60,000
Major Systems			114,000	213,000
Other Items			0	70,000
Other Systems			25,000	79,000
Site Access & Accessibility			168,000	74,000
Site Exterior			3,000	27,000
Agricultural Center Total			745,000	982,500
Animal Shelter				
Building Access & Accessibility			200	0
Major Systems			0	50,000
Other Items			0	80,000
Animal Shelter Total			200	130,000
BB&T Building				
Building Envelope			100,000	400,000
Building Exterior			12,000	0
Building Interior			0	548,000
Major Systems			0	552,000
BB&T Building Total			112,000	1,500,000
Bishop Road				

Building	FY 2021 Recomm	FY 2021 Adopted	FY2022	FY 2023-25
Building Exterior			0	10,000
Building Interior			0	5,000
Site Access & Accessibility			0	40,000
Bishop Road Total			0	55,000
Bur-Mil Park				
Building Access & Accessibility			65,000	85,000
Building Envelope			0	555,000
Building Exterior			20,000	268,000
Building Interior			20,000	765,000
Life & Safety			0	35,000
Major Systems			5,000	329,000
Other Items			10,000	665,000
Other Systems			100,000	42,500
Park Amenities			127,000	985,000
Site Access & Accessibility			50,000	440,000
Site Exterior			35,000	81,000
Bur-Mil Park Total			432,000	4,250,500
County Farm				
Building Envelope			0	177,250
Building Exterior			0	3,000
Building Interior			0	8,000
Building Structure			0	22,000
Major Systems			0	94,325
Other Systems			0	30,000
County Farm Total			0	334,575
County-wide General Repairs				
Major Systems		68,000	(68,000)	600,000
County-wide General Repairs Total		68,000	(68,000)	600,000
Dundas Circle				
Building Interior			0	6,000
Life & Safety			0	2,000
Major Systems			0	200,000
Security			0	50,000
Site Access & Accessibility			0	15,000
Dundas Circle Total			0	273,000
Edgeworth Bldg				
Building Access & Accessibility			48,000	0
Building Envelope			168,000	0
Building Exterior			306,000	0
Building Interior			372,000	0
Life & Safety			75,600	0
Major Systems			238,000	2,000,000
Other Systems			132,000	0

Building	FY 2021 Recomm	FY 2021 Adopted	FY2022	FY 2023-25
Security			18,000	0
Site Access & Accessibility			156,000	0
Site Exterior			0	12,000
Edgeworth Bldg Total			1,513,600	2,012,000
EMS Base Concord St				
Building Exterior			0	1,000
Building Interior			0	5,400
Major Systems			0	35,000
Site Access & Accessibility			0	41,000
EMS Base Concord St Total			0	82,400
EMS Base Fernwood Dr				
Building Envelope			0	30,000
Building Interior			0	3,000
Major Systems			0	1,500
Site Access & Accessibility			0	36,000
EMS Base Fernwood Dr Total			0	70,500
EMS Base Headquarters Dr				
Building Envelope			6,000	104,000
Building Interior			0	10,000
Major Systems			0	129,000
Other Systems			0	30,000
EMS Base Headquarters Dr Total			6,000	273,000
EMS Base Montileu				
Building Envelope			0	5,400
Building Interior			0	16,000
Site Access & Accessibility			0	38,000
EMS Base Montileu Total			0	59,400
EMS Garage				
Building Envelope			5,000	15,000
Major Systems			0	19,000
Site Access & Accessibility			0	3,000
EMS Garage Total			5,000	37,000
EMS Meadowood				
Building Access & Accessibility			0	37,800
Building Envelope			222,000	0
Building Exterior			78,000	14,000
Building Interior			0	225,000
Life & Safety			6,000	0
Major Systems			0	403,000
Other Systems			0	50,000
Site Access & Accessibility	50,000		50,000	94,000
Site Exterior			0	12,000

Building	FY 2021 Recomm	FY 2021 Adopted	FY2022	FY 2023-25
EMS Meadowood Total	50,000		356,000	835,800
Gibson Park				
Building Envelope			0	5,000
Building Interior			0	20,000
Major Systems			0	26,200
Other Systems			0	4,200
Park Amenities			0	52,280
Site Access & Accessibility			0	164,000
Site Exterior			0	63,500
Gibson Park Total			0	335,180
Greene St Building				
Building Access & Accessibility			60,000	0
Building Envelope			300,000	24,000
Building Exterior			0	102,000
Building Interior			519,000	0
Building Structure			0	36,000
Life & Safety			54,000	6,000
Major Systems	82,000	82,000	54,000	0
Other Items			0	20,000
Other Systems			0	50,000
Site Access & Accessibility			0	24,000
Site Exterior			0	12,000
Greene St Building Total	82,000	82,000	987,000	274,000
Greensboro Courthouse				
Building Access & Accessibility			0	540,000
Building Envelope			450,000	227,200
Major Systems	95,000		95,000	3,115,000
Other Items			0	900,000
Other Systems			0	200,000
Site Access & Accessibility			16,440	200,000
Greensboro Courthouse Total	95,000		561,440	5,182,200
Greensboro Detention Center				
Building Envelope	200,000	200,000	16,440	200,000
Other Items			0	203,000
Other Systems			50,000	0
Greensboro Detention Center Total	200,000	200,000	66,440	403,000
Greenway & Trails				
Site Access & Accessibility			0	1,500,000
Greenway & Trails Total			0	1,500,000
Hagan-Stone Park & Campground				
Building Envelope			0	107,755
Building Exterior			0	57,000

Building	FY 2021 Recomm	FY 2021 Adopted	FY2022	FY 2023-25
Building Interior			0	10,000
Building Structure			300,000	57,000
Major Systems			534,000	75,000
Other Items			0	25,000
Other Systems			0	115,000
Park Amenities			0	25,000
Site Access & Accessibility			0	1,150,000
Site Exterior			0	62,000
Hagan-Stone Park & Campground Total			834,000	1,683,755
High Point Courthouse & Plaza				
Building Access & Accessibility			172,800	0
Building Envelope			0	500,000
Building Interior			10,080	1,013,680
Major Systems			0	520,000
Other Systems			0	470,400
Site Access & Accessibility			0	225,000
High Point Courthouse & Plaza Total			182,880	2,729,080
High Point Detention Center				
Building Access & Accessibility			4,200	0
Life & Safety			14,400	250,000
Major Systems			108,000	2,000,000
Other Items			15,600	0
Other Systems			0	502,440
Site Access & Accessibility			0	570,000
High Point Detention Center Total			142,200	3,322,440
Independence Center				
Building Access & Accessibility	175,000		175,000	72,000
Building Exterior	300,000	300,000	0	249,000
Building Interior			0	85,000
Life & Safety			0	60,000
Major Systems			0	1,046,000
Other Items			0	84,000
Other Systems			0	240,000
Site Access & Accessibility			0	256,000
Site Exterior			0	6,000
Independence Center Total	475,000	300,000	175,000	2,098,000
Juvenile Detention Center				
Building Envelope			30,000	750,000
Building Exterior			0	25,000
Building Interior			0	192,000
Security			0	240,000
Site Access & Accessibility			0	161,000
Juvenile Detention Center Total			30,000	1,368,000

Building	FY 2021 Recomm	FY 2021 Adopted	FY2022	FY 2023-25
Law Enforcement Center (Old Jail)				
Major Systems			0	25,000
Law Enforcement Center (Old Jail) Total			0	25,000
Lifespan Bldg				
Building Envelope			22,800	299,200
Building Exterior			0	3,000
Building Interior			8,640	0
Building Structure			0	11,400
Major Systems			0	26,000
Other Systems			0	64,308
Site Access & Accessibility			0	48,523
Lifespan Bldg Total			31,440	452,431
Maple Street Bldg				
Building Envelope			0	820,000
Building Exterior			2,100	36,000
Building Interior			0	467,000
Major Systems			0	1,000,000
Other Systems			22,920	0
Site Access & Accessibility			0	697,120
Site Exterior			3,600	0
Maple Street Bldg Total			28,620	3,020,120
Mental Health - High Point				
Building Access & Accessibility			30,000	0
Building Envelope			0	150,000
Building Interior			38,400	379,000
Building Structure			0	48,000
Life & Safety			54,000	0
Major Systems			0	75,000
Other Systems			0	84,000
Mental Health - High Point Total			122,400	736,000
Northeast Park				
Building Access & Accessibility			0	130,000
Building Envelope			50,000	290,000
Building Exterior			5,000	20,000
Building Interior			15,000	83,000
Building Structure			10,000	15,000
Major Systems			10,000	111,000
Other Systems			15,000	0
Park Amenities			0	279,500
Site Access & Accessibility			15,000	630,000
Site Exterior			5,000	32,000
Northeast Park Total			125,000	1,590,500
Old Courthouse				

Building	FY 2021 Recomm	FY 2021 Adopted	FY2022	FY 2023-25
Building Access & Accessibility			0	60,000
Building Interior			0	210,000
Life & Safety			0	108,000
Major Systems			0	66,000
Other Systems			0	260,000
Security			0	25,000
Old Courthouse Total			0	729,000
Passive Parks				
Site Access & Accessibility			0	250,000
Passive Parks Total			0	250,000
Public Health - Dental Clinic				
Building Exterior			0	5,000
Building Interior			0	67,000
Building Structure			0	6,000
Major Systems			0	4,000
Other Items			0	72,500
Security			0	15,000
Site Access & Accessibility			0	150,000
Public Health - Dental Clinic Total			0	319,500
Public Health - High Point				
Building Access & Accessibility			46,200	0
Building Envelope			105,000	130,000
Building Interior			75,600	222,000
Life & Safety			0	54,000
Major Systems			0	165,000
Other Systems			102,000	25,000
Site Access & Accessibility			350,000	725,000
Public Health - High Point Total			678,800	1,321,000
Public Health - Wendover				
Building Envelope			320,000	0
Building Exterior			0	18,000
Building Interior			0	834,000
Life & Safety			0	114,000
Major Systems			0	900,000
Other Systems			0	100,000
Site Exterior			30,000	0
Public Health - Wendover Total			350,000	1,966,000
Russell Street Bldg				
Building Exterior	422,000		428,600	303,540
Building Interior			117,640	0
Building Structure			0	28,800
Major Systems			350,000	510,000
Site Access & Accessibility			0	300,000

Building	FY 2021 Recomm	FY 2021 Adopted	FY2022	FY 2023-25
Russell Street Bldg Total	422,000		896,240	1,142,340
Sheriff District 1 Office				
Building Access & Accessibility			0	500
Building Envelope			0	7,000
Building Interior			0	3,000
Life & Safety			0	500
Major Systems			0	4,000
Site Access & Accessibility			0	10,000
Sheriff District 1 Office Total			0	25,000
Sheriff District 3 Office				
Building Exterior			0	1,500
Building Interior			0	18,600
Life & Safety			0	1,200
Major Systems			0	31,000
Site Access & Accessibility			0	22,000
Sheriff District 3 Office Total			0	74,300
Southwest Park				
Building Envelope			0	4,000
Building Exterior			0	7,000
Building Interior			0	12,000
Building Structure			0	5,000
Major Systems			0	6,000
Park Amenities			0	80,000
Site Access & Accessibility			0	5,000
Site Exterior			0	5,000
Southwest Park Total			0	124,000
Whisnant Center				
Building Access & Accessibility			0	140,000
Building Envelope	250,000		250,000	180,000
Building Interior			0	65,000
Building Structure			0	3,500,000
Life & Safety			0	3,000
Major Systems			0	340,000
Other Systems			0	48,200
Site Access & Accessibility			0	315,000
Whisnant Center Total	250,000		250,000	4,591,200
Grand Total	2,424,000	1,500,000	8,613,260	47,804,921

Major Technology Plan

Department	Item	Description	FY 2021 Recomm	FY 2021 Adopted
Animal Services				
	MCTs	Replace mobile laptops for animal control officers	6,000	6,000
Animal Services Total			6,000	6,000
Clerk to Board				
	Desktops & monitors	Replacement desktops and monitors for Board chambers	22,490	22,490
	Electronic Signs	Digital signage for various building	0	0
Clerk to Board Total			22,490	22,490
Emergency Services				
	ePCR Tablets	ePCR tablets	35,000	35,000
	MCTs	Replace mobile laptops	45,000	45,000
	Mobile Gateway	Replace in-ambulance transmitters	28,000	28,000
	Servers	Replacement servers	32,000	32,000
	Cardiac Monitor WiFi Gateways	Replacement of wifi gateways with TITAN III models	16,200	16,200
	EOC Audio/video upgrade	Audio/video upgrade for Emergency Operations	15,000	15,000
Emergency Services Total			171,200	171,200
Facilities				
	Sign maker	New sign maker to reduce man hours to make street signs	0	0
Facilities Total			0	0
Finance				
	Investment software	Accounting software for debt & lease management	0	0
Finance Total			0	0
Information Services				
	AddressOne	Farragut	0	0
	Data closet upgrade	Data Closet Upgrade	45,000	45,000
	Hyper converged appliances	New server system	125,000	125,000
	Network switches	Network Switches	100,000	100,000
	Rubick backup/disaster recovery	Rubick backup/disaster recovery appliance	250,000	250,000
	SmartBoard technology	County-wide updates to conference/training room techology	30,000	30,000
	Tyler Munis	Yr 2, includes additional support for interfaces for Finance	500,000	500,000
	User Device Replacements	Desktop, monitors, and laptop replacements	0	0
	Firewall	NextGen Firewall upgrade	0	0
	DocuNav	GeoDocs-Laserfiche intergration with GIS	0	0
Information Services Total			1,050,000	1,050,000
Law Enforcement				
	Hyper converged appliances	New server system	200,000	200,000
	MCTs	Replacement for in-car computers	78,000	78,000
	Docking stations	Replacement docks for cars	28,667	28,667
	Body Cameras	Replacement of body cameras	50,000	50,000
	Car Cameras	Replacement of car camera systems	100,000	100,000
	Case Management Software	Blue Team incident management software	0	0
Law Enforcement Total			456,667	456,667

Department	Item	Description	FY 2021 Recomm	FY 2021 Adopted
Security				
	Security Cameras	Replacement of AXIS IP Cameras	15,000	15,000
	Security Camera Server	Replacement of Exacq servers	55,000	55,000
	Central alarm	Replacement central alarm in security console	0	0
	iPhone	Replacement of door communication system	0	0
	Proximity readers/media	Installation of proximity readers/media	0	0
Security Total			70,000	70,000
Grand Total			1,776,357	1,776,357
Animal Control Charges			(3,420)	(3,420)
Net County Funds			1,772,937	1,772,937

Vehicle Replacement Plan: FY 2020-21

Type	Assigned	Vehicle Type	FY 2021 Pre-Covid Count	FY 2021 Pre-Covid Cost	FY 2021 Adopted Count	FY 2021 Adopted Cost
Fleet Operations						
Replace	Parks & Recreation	Truck	1	\$ 60,000	-	-
Replace	Parks & Recreation	Truck	1	\$ 30,000	-	-
Replace	Tax	Sedan	1	\$ 20,000	-	-
Replace	Tax	Sedan	1	\$ 20,000	-	-
Replace	Social Services	Sedan	1	\$ 20,000	-	-
Replace	Social Services	Sedan	1	\$ 20,000	1	\$ 20,000
Replace	Public Health	Truck	1	\$ 32,000	1	\$ 32,000
Replace	Planning	Truck	1	\$ 32,000	1	\$ 32,000
Replace	Planning	Truck	1	\$ 32,000	-	-
Replace	Facilities	Van	1	\$ 38,000	-	-
Replace	Facilities	Van	1	\$ 38,000	1	\$ 38,000
Replace	Motor Pool GSO	Sedan	1	\$ 20,000	1	\$ 20,000
Replace	Motor Pool GSO	Sedan	1	\$ 20,000	-	-
Replace	Motor Pool GSO	Sedan	1	\$ 20,000	-	-
Replace	Motor Pool GSO	Sedan	1	\$ 20,000	-	-
Replace	Motor Pool GSO	Sedan	1	\$ 20,000	-	-
New	Motor Pool HP	Van	2	\$ 48,000	-	-
New	Security	Sedan	1	\$ 30,000	-	-
Total	Fleet Operations		19	\$ 520,000	5	\$ 142,000
Fleet Operations (Other-Maintenance & Fuel Management Only)						
Replace	Animal Control	Truck	1	\$ 55,000	-	-
Replace	Animal Control	Truck	1	\$ 55,000	-	-
Replace	Animal Control	Truck	1	\$ 55,000	-	-
New	Solid Waste	Truck	1	\$ 55,000	1	\$ 55,000
Total	Fleet Operations (Other)		4	\$ 220,000	1	\$ 55,000
Emergency Services						
Replace	Emergency Services	Ambulance	1	\$ 234,000	-	-
Replace	Emergency Services	Ambulance	1	\$ 234,000	-	-
Replace	Emergency Services	Ambulance	1	\$ 234,000	-	-
Replace	Emergency Services	Ambulance	1	\$ 234,000	-	-
Replace	Emergency Services	EMS SUV	1	\$ 50,000	-	-
Replace	Emergency Services	EMS SUV	1	\$ 50,000	1	\$ 50,000
Remount	Emergency Services	Ambulance	1	\$ 163,075	-	-
Total	Emergency Services		7	\$ 1,199,075	1	\$ 50,000
Law Enforcement						
Replace	Law Enforcement	LE Vehicle	29	\$ 1,247,500	5	\$ 249,500
Total	Law Enforcement		29	\$ 1,247,500	5	\$ 249,500
TOTAL			59	\$ 3,186,575	12	\$ 496,500
Less Reimbursement Revenues						
	White Goods			\$ (55,000)		\$ (55,000)
	Animal Services			\$ (94,050)		-
Net County Funds				\$ 3,037,525		\$ 441,500



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

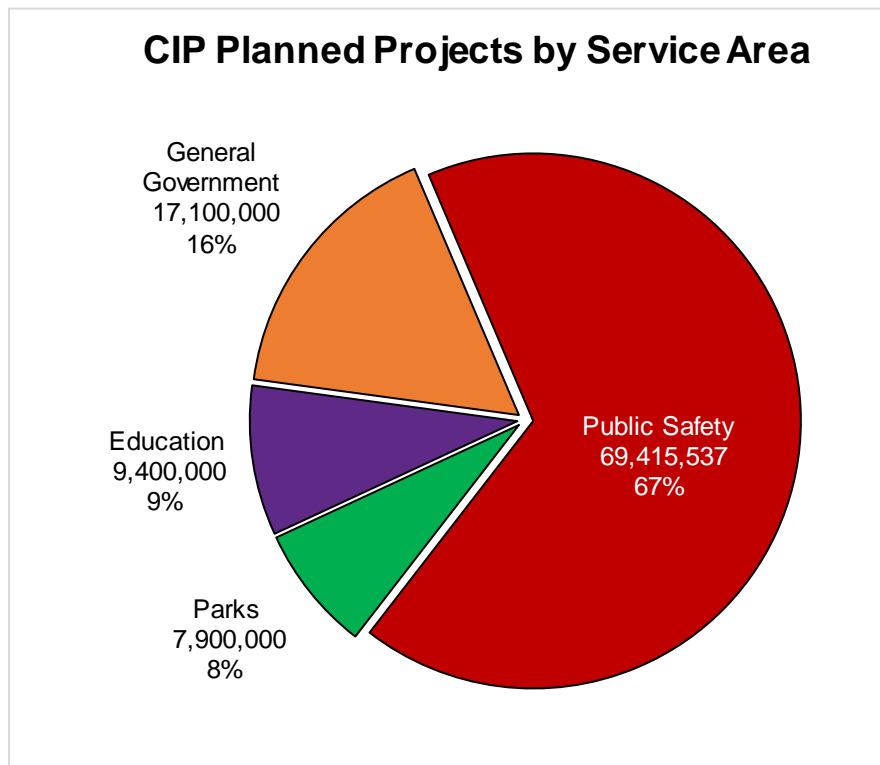
The Guilford County Capital Investment Plan (CIP) for FY 2021-2030 totals \$109.3 million in planned work including additional phases of active projects. The CIP includes planned expenditure and revenue flows over these 10 years for proposed capital projects and/or major project phases through 2030.

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.

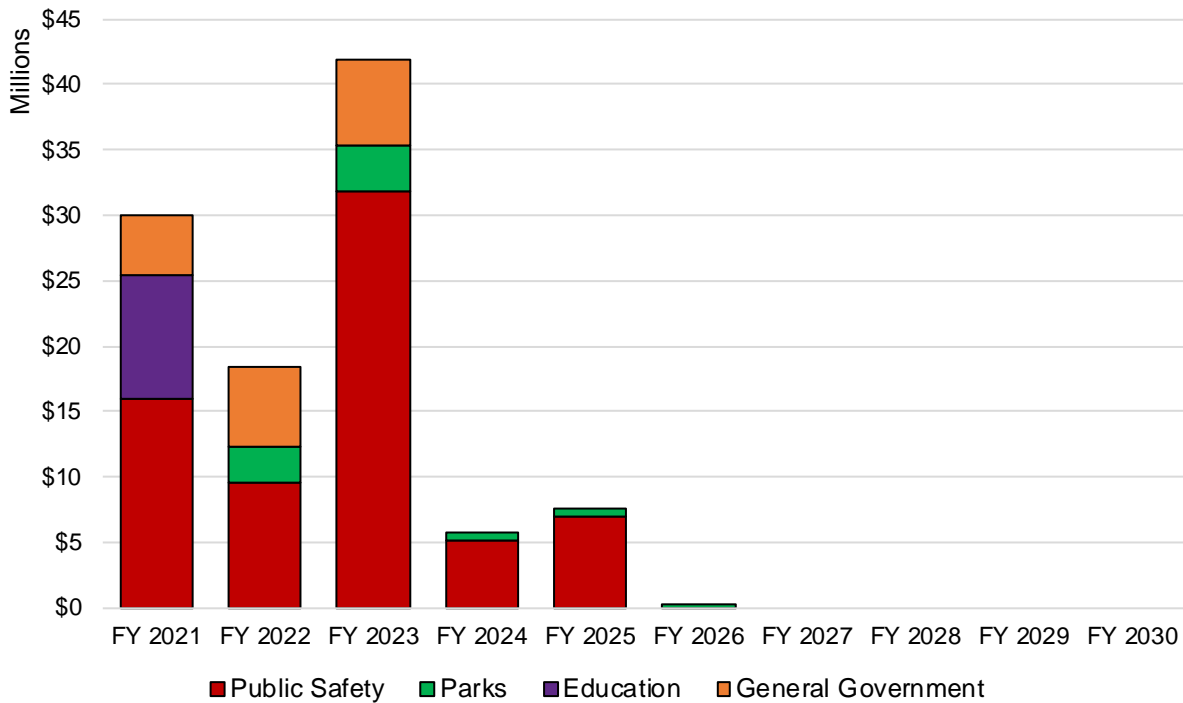
All projects already approved by the Board of Commissioners through the establishment of a capital project ordinance are considered “**current**” projects and are listed separately.

PLANNED EXPENDITURES

Public Safety projects make up about 67% of total planned capital projects over the next 10 years. General Government, Parks, and Education projects make up the remaining projects.



CIP Planned Projects by Service Area



PLANNED REVENUES

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

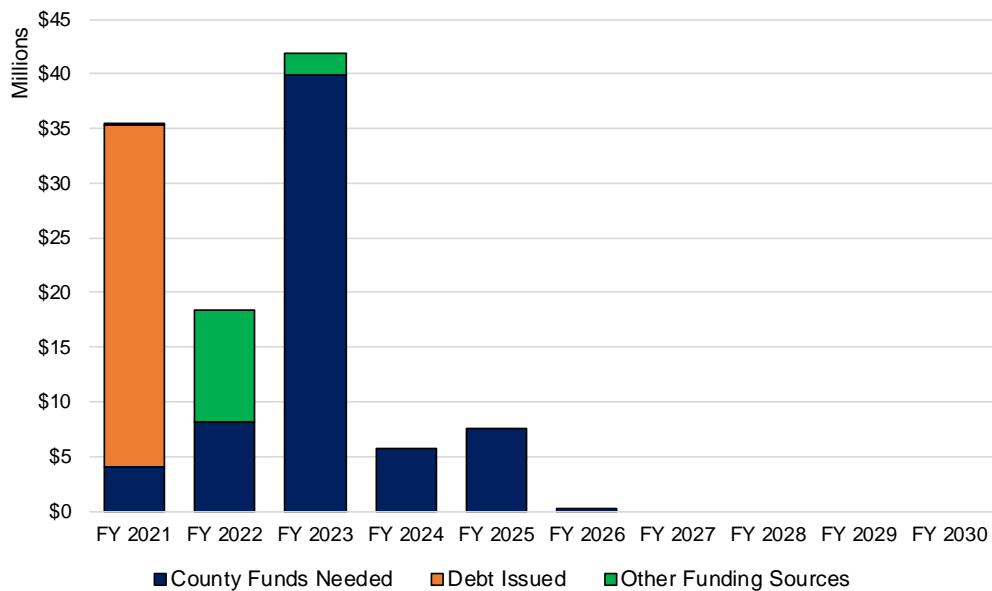
In July 2016, the Board of Commissioners voted to use debt financing to pay for several high priority capital needs: replacement of the Animal Shelter, Phase 1 of the Emergency Services Maintenance & Logistics Facility, Old Courthouse renovations, and renovation Old Jail in Greensboro to create a new Law Enforcement Center and additional staff parking. In early 2017, the Board approved use of \$27.2 million in 2/3rds General Obligation bonds to pay for these projects and the bonds were issued in April 2017.

In April 2019, the Board of Commissioners voted to use additional debt finance to complete the initial set of priority projects identified in 2016 as well as several more projects that have been identified since: renovation of the Edgeworth Building which houses state Juvenile Justice and Probation / Parole offices, replacement of the county’s mental health and Sandhills administration facilities, and improvement of school security plus contingency for unexpected expense and/or scope in any of these projects. Funding will come from \$40 million in 2/3rds General Obligation Bonds issued in May 2019.

Priority Capital Projects				
Project	Total Cost Estimate	Appropriated Funds	Add. Funds Needed	Future Phases
Animal Shelter Replacement	\$15,350,717	\$15,350,717	-	-
Emergency Services				
Phase I - Maintenance & Logistics	\$14,416,463	\$14,416,463	-	-
Phases II & III - Administration & EOC	\$15,700,000	-	-	\$15,700,000
Old Courthouse Renovation	\$3,500,000	\$3,500,000	-	-
Law Enforcement Administration Facility	\$12,560,000	\$1,736,000	\$10,824,000	-
Mental Health Replacement Facility	\$20,800,000	\$20,800,000	-	-
Probation / Parole & Juvenile Justice Bldg	\$7,000,000	\$1,800,000	\$5,200,000	-
Guilford County Schools Security	\$10,000,000	\$600,000	\$9,400,000	-
General Project Cost Contingency	\$5,452,226	-	-	-
Total Funding	\$104,779,406	\$58,203,180	\$25,424,000	\$15,700,000

Local funds take the form of transfers from the general fund, usually on an annual basis. In FY 2019-20, the general fund transfer was \$1.011 million plus approximately 489,000 in capital fund interest. In FY 2020-21, this transfer will be paused due to revenue decreases in the general fund. Over the ten-year CIP, this transfer will contribute \$18.0 million of the \$75.5 million in county funds needed over the life of the plan for planned projects from 2021 to 2030 if it is resumed at \$2 million annually starting in FY 2021-22. **A substantial increase in the county's capital contribution will be needed to complete the planned projects without additional debt financing.** Any funds transferred into the capital fund but not immediately used remain there in the form of capital fund balance and can be used on later projects.

Sources of Funds



Sources of Funds							All Years
Source	FY 2021 (Budget Year)	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026 - 2030	Total
County Funds Needed	4,002,688	8,150,000	39,900,000	5,790,000	7,600,000	200,000	65,642,688
Debt Issued	31,362,075	-	-	-	-	-	31,362,075
Other Funding Sources	13,000	10,250,000	2,000,000	-	-	-	12,263,000
Total	35,377,763	18,400,000	41,900,000	5,790,000	7,600,000	200,000	109,267,763

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 \$18.1 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.

Anticipated Operating Impact of Planned Projects							All Years
Project	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026-2030	Total
EMS Maintenance/Logistics, Admin & EOC Facility	-	-	-	80,000	49,852	360,483	490,335
EMS Base - South High Point	-	-	-	-	-	2,650,000	2,650,000
EMS Base - NC 150 / Church Street	-	-	-	-	-	2,650,000	2,650,000
EMS Base - Northwest Guilford / I-73 Area	-	-	-	-	830,000	2,950,000	3,780,000
Juvenile Detention Facility Expansion	-	-	-	1,010,000	1,230,000	6,150,000	8,390,000
EMS Base - Groometown & Gate City Blvd	-	-	-	-	20,000	100,000	120,000
Total	-	-	-	1,090,000	2,129,852	14,860,483	18,080,335

POTENTIAL EDUCATION PROJECTS

A school facility study commissioned jointly by the Board of Commissioners and Board of Education and completed in 2019 recommends \$1.5 billion of facility renovation, replacement, and other improvements. The Board of Commissioners approved a referendum for \$300 million in general obligation bonds for the first phase of school projects to be voted on by in November 2020, with the potential for additional phases to follow later.

In addition, although no formal request has been made to the Board of Commissioners, the Board of Trustees of Guilford Technical Community College (GTCC) had future capital projects totaling \$162 million under consideration in FY 2018-19. These projects are included in GTCC's latest Facility Master Plan and include new classroom buildings, parking decks, student center renovations, energy plants, and land acquisitions for future growth.

Potential future projects for Guilford County Schools and GTCC are not included in the project pages following this summary.

County Building Construction Fund - DRAFT Projects

Ten-Year Estimate of Projects and Available Funds

6/18/2020

= Board has appropriated these funds
 = Pending receipt of these funds from State

	Estimated Total	Prior Yr Funds	FY 2020	FY 2021 (Budget Year)	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026 - 2030	All Years Total
PUBLIC SAFETY										
EMS Bases (will co-locate with municipalities where possible)										
<i>NE GSO - Gatewood & Wendover - share w/GSO Fire</i>	\$ 1,775,000	\$ -	\$ 1,775,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,775,000
<i>Northwest Guilford / I-73 Area</i>	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 1,500,000	\$ -	\$ -	\$ 2,000,000
<i>Groometown & Gate City Blvd - share w/GSO Fire</i>	\$ 1,775,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,775,000	\$ -	\$ -	\$ 1,775,000
<i>South High Point</i>	\$ 4,215,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 915,000	\$ 3,300,000	\$ -	\$ 4,215,000
<i>NC 150 / Church Street</i>	\$ 4,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 3,600,000	\$ -	\$ 4,600,000
EMS Phase 1 - Maintenance, Logistics, and Support	\$ 14,416,463									
<i>Public building bond funds</i>		\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
<i>Appropriated Fund Balance</i>		\$ 1,553,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,553,000
<i>Bonds - Sold</i>		\$ 11,363,463	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,363,463
EMS Other Phases - Administration & Emergency Operations	\$ 15,700,000	\$ -	\$ -	\$ -	\$ -	\$ 15,700,000	\$ -	\$ -	\$ -	\$ 15,700,000
Animal Shelter Replacement	\$ 15,350,717									
<i>Appropriated Fund Balance (incl. AS Bldg Funds)</i>		\$ 131,109	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 131,109
<i>Bonds - Sold</i>		\$ 8,870,000	\$ 4,899,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,769,500
<i>Bond Premiums</i>		\$ 1,450,108	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,450,108
Law Enforcement Administration (incl. Parking/Zenke Demo)	\$ 12,560,000									
<i>Bonds - Sold</i>		\$ 550,000	\$ 1,186,000	\$ 10,825,537	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,561,537
<i>Additional Funds Needed</i>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Juv. Justice, Probation / Parole Building	\$ 7,000,000									
<i>Appropriated (Edgeworth sale proceeds)</i>		\$ -	\$ 1,800,000	\$ 221,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,021,300
<i>Bonds - Sold</i>		\$ -	\$ -	\$ 4,978,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,978,700
Juvenile Detention Expansion	\$ 9,500,000	\$ -								
<i>32 beds</i>		\$ -	\$ -	\$ -	\$ 7,500,000	\$ -	\$ -	\$ -	\$ -	\$ 7,500,000
<i>+ 16 beds</i>		\$ -	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000
Voice Path Expansion - 800 MHz TDMA Conversion	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -	\$ 6,000,000	\$ -	\$ -	\$ -	\$ 6,000,000
Radio Subscriber Units Replacement for 800 MHz System	\$ 9,600,000	\$ -	\$ -	\$ -	\$ -	\$ 9,600,000	\$ -	\$ -	\$ -	\$ 9,600,000
	\$ 104,492,180	\$ 25,417,680	\$ 9,660,500	\$ 16,025,537	\$ 9,500,000	\$ 31,800,000	\$ 5,190,000	\$ 6,900,000	\$ -	\$ 104,493,717
PARKS										
Bryan Park - Phase 1	\$ 1,500,000									
<i>Appropriated</i>		\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
<i>Additional funds needed</i>		\$ -	\$ -	\$ -	\$ 1,400,000	\$ -	\$ -	\$ -	\$ -	\$ 1,400,000
Hagan-Stone Park	\$ 2,500,000									
<i>Master Plan</i>		\$ -	\$ -	\$ -	\$ -	\$ 2,200,000	\$ 100,000	\$ 200,000	\$ -	\$ 2,500,000
Bur-Mil Park - Master Plan	\$ 5,283,000									
Clubhouse Renovations										
<i>Appropriated - HVAC</i>		\$ 783,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 783,000
<i>Appropriated - General Renovations</i>		\$ 500,000	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 200,000	\$ 2,700,000

County Building Construction Fund - DRAFT Projects

Ten-Year Estimate of Projects and Available Funds

= Board has appropriated these funds
 = Pending receipt of these funds from State

6/18/2020

	Estimated Total	Prior Yr Funds	FY 2020	FY 2021 (Budget Year)	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026 - 2030	All Years Total
Other Park Improvements										
<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>Additional general improvements</i>		\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
	\$ 9,283,000	\$ 1,383,000	\$ -	\$ -	\$ 2,800,000	\$ 3,600,000	\$ 600,000	\$ 700,000	\$ 200,000	\$ 9,283,000
EDUCATION										
Guilford County Schools Security & Maintenance Security Needs	\$ 10,000,000									
<i>Bonds - Sold</i>		\$ -	\$ 600,000	\$ 4,400,000						\$ 5,000,000
COVID-19 Re-Opening & Maintenance Needs										
<i>Bonds - Sold</i>		\$ -	\$ -	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000
	\$ 10,000,000	\$ -	\$ 600,000	\$ 9,400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000,000
GENERAL GOVERNMENT										
Old County Courthouse Exterior Renovations	\$ 5,500,000									
<i>Bonds - Sold</i>		\$ 3,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,500,000
<i>Additional funds needed (windows)</i>			\$ -	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 2,000,000
Interior Renovation	\$ 2,500,000	\$ -	\$ -	\$ 1,000,000	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ 2,500,000
High Point HVAC Central Plant and Building Automation	\$ 3,350,000									
<i>Appropriated</i>		\$ 1,350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,350,000
<i>Additional funds needed</i>		\$ -	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000
New County Courthouse HVAC	\$ 2,250,000									
<i>Appropriated (FB)</i>		\$ 1,150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,150,000
<i>Additional funds needed</i>		\$ -	\$ -	\$ -	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -	\$ 1,100,000
Mental Health Facility	\$ 20,800,000									
<i>Appropriated (Transfer from old Bellemeade project)</i>		\$ 722,218	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 722,218
<i>Appropriated (FB)</i>		\$ 677,782	\$ 5,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,177,782
<i>Bonds - Sold</i>		\$ -	\$ 6,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,200,000
<i>Additional Funding Needed</i>		\$ -	\$ 7,700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,700,000
Greensboro Plaza/Parking Garage	\$ 9,500,000	\$ -	\$ -	\$ 3,500,000	\$ 3,000,000	\$ 3,000,000	\$ -	\$ -	\$ -	\$ 9,500,000
Elections - Replacement Voting System	\$ 2,000,000	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000
	\$ 45,900,000	\$ 7,400,000	\$ 21,400,000	\$ 4,500,000	\$ 6,100,000	\$ 6,500,000	\$ -	\$ -	\$ -	\$ 45,900,000
UNALLOCATED BOND PROCEEDS										
<i>Bonds - Sold</i>			\$ -	\$ 4,821,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,821,800
<i>Bonds - Premiums</i>			\$ -	\$ 630,426	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 630,426
			\$ -	\$ 5,452,226	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,452,226
TOTAL PROJECT NEEDS	\$ 169,675,180	\$ 34,200,680	\$ 31,660,500	\$ 35,377,763	\$ 18,400,000	\$ 41,900,000	\$ 5,790,000	\$ 7,600,000	\$ 200,000	\$ 175,128,943

County Building Construction Fund - DRAFT Projects

Ten-Year Estimate of Projects and Available Funds

6/18/2020

= Board has appropriated these funds
 = Pending receipt of these funds from State

	Estimated Total	Prior Yr Funds	FY 2020	FY 2021 (Budget Year)	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026 - 2030	All Years Total
PROJECT FUNDING										
Beginning Fund Balance (Estimated)			\$ 17,214,336	\$ 8,195,721	\$ 4,193,033	\$ -	\$ -	\$ -	\$ -	\$ 17,214,336
Plus:										
Transfer from General Fund			\$ 791,000	\$ -	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 10,000,000	\$ 18,791,000
Bonds - Sold	\$ 24,283,463	\$ 12,885,500	\$ 30,026,037	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 67,195,000
Bond Premiums	\$ 1,450,108	\$ -	\$ 630,426	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,080,534
Bond Interest Earnings	\$ -	\$ 1,516,171	\$ 705,612	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,221,783
Funds Available from Other Capital Projects	\$ 722,218	\$ 34,426	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 34,426
City of Greensboro - Bryan Park - Phase 1 - Possible	\$ -	\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000
Property Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Animal Shelter Building Funds	\$ 31,109	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,109
State Juvenile Detention Reimbursement	\$ -	\$ -	\$ 9,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,500,000
State Mental Health Reimbursement	\$ -	\$ 7,700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,700,000
Interest Earnings	\$ -	\$ 513,842	\$ 13,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 526,842
VFD revenues for radios	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000
Bond Funds from Prior Years	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
Other Revenues	\$ -	\$ 946	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 946
Appropriated Fund Balance	\$ 6,213,782	\$ (800,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,413,782
Sub-total	\$ 34,200,680	\$ 22,641,885	\$ 31,375,075	\$ 12,250,000	\$ 4,000,000	\$ 2,000,000	\$ 2,000,000	\$ 10,000,000	\$ 117,745,422	
Available Funds	\$ 34,200,680	\$ 39,856,221	\$ 39,570,796	\$ 16,443,033	\$ 4,000,000	\$ 2,000,000	\$ 2,000,000	\$ 10,000,000	\$ 134,959,758	
AVAILABLE FUNDS OVER/(UNDER) PROJECT COSTS	\$ -	\$ 8,195,721	\$ 4,193,033	\$ (1,956,967)	\$ (37,900,000)	\$ (3,790,000)	\$ (5,600,000)	\$ 9,800,000	\$ (40,169,185)	



**Guilford County, NC
Capital Improvement Plan**

3000 PLANNED-Public Safety Projects

REQUEST NAME

EMS Base - Northwest Guilford / I-73 Area

REQUEST CODE

CIP-3000 PLANNED-21-042

REQUEST TYPE

Capital Improvement Plan

Start Date

7/1/2020

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 after construction, as well as facility operating expenses (e.g., utilities), vehicles (initial purchase and planned replacements), and vehicle maintenance.

Capital Items

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
Building Construction & Improvements	0	0	0	1,000,000	0	0	1,000,000
Large Office Furniture, Fixtures & Equipment	0	0	0	300,000	0	0	300,000
Professional Services	0	0	0	200,000	0	0	200,000
Land Acquisition	0	0	500,000	0	0	0	500,000
Total	0	0	500,000	1,500,000	0	0	2,000,000

Funding Sources

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	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	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
O & M Ongoing							
Utilities	0	0	0	0	10,500	100,000	110,500
Personnel Adjustments	0	0	0	0	510,000	2,550,000	3,060,000
Routine Building Maint/Repair	0	0	0	0	18,500	92,500	111,000
O & M One-Time							
Vehicles - Motor Equipment	0	0	0	0	300,000	300,000	600,000
Total	0	0	0	0	839,000	3,042,500	3,881,500

**Guilford County, NC
Capital Improvement Plan**

3000 PLANNED-Public Safety Projects

REQUEST NAME

EMS Base - Groometown & Gate City Blvd

REQUEST CODE

CIP-3000 PLANNED-21-047

REQUEST TYPE

Capital Improvement Plan

Start Date

7/1/2020

PROJECT DESCRIPTION / NECESSITY

Project Description: Guilford County Emergency Service will receive an exclusive license to use a portion of Greensboro Fire Station 10. This station is currently located on Gate City Blvd between Merrit Dr and Hilltop Rd and is anticipated to be replaced in nearly the same location.

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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
Building Acquisition	0	0	0	1,775,000	0	0	1,775,000
Total	0	0	0	1,775,000	0	0	1,775,000

Funding Sources

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
County Funds Needed	0	0	0	1,775,000	0	0	1,775,000
Total	0	0	0	1,775,000	0	0	1,775,000

Operating Budget

Expenses	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
O & M Ongoing							
Utilities	0	0	0	0	10,500	52,500	63,000
Total	0	0	0	0	10,500	52,500	63,000

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**Guilford County, NC
Capital Improvement Plan**

3000 PLANNED-Public Safety Projects

REQUEST NAME

EMS Base - South High Point

REQUEST CODE

CIP-3000 PLANNED-21-038

REQUEST TYPE

Capital Improvement Plan

Start Date

7/1/2020

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.

Capital Items

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
Land Acquisition	0	0	0	915,000	0	0	915,000
Building Construction & Improvements	0	0	0	0	2,300,000	0	2,300,000
Large Office Furniture, Fixtures & Equipment	0	0	0	0	300,000	0	300,000
Professional Services	0	0	0	0	700,000	0	700,000
Total	0	0	0	915,000	3,300,000	0	4,215,000

Funding Sources

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	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	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
O & M Ongoing							
Utilities	0	0	0	0	0	90,500	90,500
Personnel Adjustments	0	0	0	0	0	2,550,000	2,550,000
Routine Building Maint/Repair	0	0	0	0	0	92,500	92,500
Total	0	0	0	0	0	2,733,000	2,733,000

**Guilford County, NC
Capital Improvement Plan**

3000 PLANNED-Public Safety Projects

REQUEST NAME

EMS Base - NC 150 / Church Street

REQUEST CODE

CIP-3000 PLANNED-21-039

REQUEST TYPE

Capital Improvement Plan

Start Date

7/1/2020

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.

Capital Items

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
Land Acquisition	0	0	0	1,000,000	0	0	1,000,000
Professional Services	0	0	0	0	750,000	0	750,000
Large Office Furniture, Fixtures & Equipment	0	0	0	0	350,000	0	350,000
Building Construction & Improvements	0	0	0	0	2,500,000	0	2,500,000
Total	0	0	0	1,000,000	3,600,000	0	4,600,000

Funding Sources

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
County Funds Needed	0	0	0	1,000,000	3,600,000	0	4,600,000
Total	0	0	0	1,000,000	3,600,000	0	4,600,000

Operating Budget

Expenses	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
O & M Ongoing							
Utilities	0	0	0	0	0	90,500	90,500
Personnel Adjustments	0	0	0	0	0	2,550,000	2,550,000
Routine Building Maint/Repair	0	0	0	0	0	92,500	92,500
Total	0	0	0	0	0	2,733,000	2,733,000

**Guilford County, NC
Capital Improvement Plan**

3000 PLANNED-Public Safety Projects

REQUEST NAME

EMS Maintenance/Logistics, Admin & EOC Facility

REQUEST CODE

CIP-3000 PLANNED-21-028

REQUEST TYPE

Capital Improvement Plan

Start Date

7/1/2020

PROJECT DESCRIPTION / NECESSITY

Original Project Description: **PHASE 1:** Purchase, renovation, or construction of a new, multi-purpose building to house the Emergency Medical Services' (EMS) fleet maintenance, logistics, and support facility. The existing EMS fleet maintenance building, purchased in the early 1970's, is not large enough to accommodate the current EMS fleet and would be sold. This new joint-use facility would provide adequate space for garage facilities, as well as coordination with medical logistics and deployment of ambulances throughout the day and night. Approximate cost of Phase 1 is \$14.5 million. **PHASE 2:** Since this facility will be the primary location for deployment of all EMS resources, the majority of the administrative and training functions within EMS is also planned to be co-located at the new facility. EMS training and simulation space was identified in the County space study as a significant deficit. Approximate cost of Phase 2 is \$8 million. **PHASE 3:** The county's Emergency Operations Center (EOC) will co-located with this facility if a suitable space could be found or built to accommodate all functions. Approximate cost of Phase 3 is \$8 million.

Funding Source(s): **PHASE 1:** The Board of Commissioners appropriated \$3,053,000 in bond funds (\$12,836,463) and capital fund balance (\$1,553,000) toward Phase 1 and construction began in FY 2019. **PHASES 2-3:** No funds have been appropriated for Phase 2 and 3. An additional \$16 million will be needed to complete these two phases.

Operating Impacts: Maintenance/Logistics/Support - the ability to consolidate these functions, as well as replacement of an antiquated facility, will improve operational efficiency and change the way EMS deploys resources. **Additional staff:** One Vehicle Maintenance Mechanic for Phase 1 in FY 2020-21 expected to be offset with decreased reliance on outside vendor repairs.

Phase 3: To utilize increased capability the estimates include the addition of one Emergency Management Coordinator position and operations vehicle to be replaced every four years.

CIP

Capital Items

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
Building Construction & Improvements	0	0	15,700,000	0	0	0	15,700,000
Total	0	0	15,700,000	0	0	0	15,700,000

Funding Sources

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
County Funds Needed	0	0	15,700,000	0	0	0	15,700,000
Total	0	0	15,700,000	0	0	0	15,700,000

Operating Budget

Expenses	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
O & M Ongoing							
Vehicle Repair Serv	0	-53,985	-53,985	-53,985	-54,133	-159,442	-375,530
Personnel Adjustments	0	53,985	53,985	103,985	103,985	519,925	835,865
Utilities	0	0	0	10,500	10,500	52,500	73,500

**Guilford County, NC
Capital Improvement Plan**

Expenses	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
Routine Building Maint/Repair	0	0	0	18,500	18,500	92,500	129,500
O & M One-Time							
Vehicles - Motor Equipment	0	0	0	30,000	0	0	30,000
Total	0	0	0	109,000	78,852	505,483	693,335

**Guilford County, NC
Capital Improvement Plan**

3000 PLANNED-Public Safety Projects

REQUEST NAME

Law Enforcement Administration Bldg - Additional

REQUEST CODE

CIP-3000 PLANNED-21-045

REQUEST TYPE

Capital Improvement Plan

Start Date

7/1/2020

PROJECT DESCRIPTION / NECESSITY

Project Description: Construction of a new Law Law Enforcement (LE) Administration Center on the site of the "Old Greensboro Jail" The new facility will allow include administrative office space as well as the public-facing permitting and other functions currently located in the Old Jail and the Otto Zenke Building. This renovation will allow LE to vacate the maintenance-intensive Otto Zenke building, and will provide space better designed for current and future needs of the department.

This project has been identified as high priority by the Board of Commissioners in FY 2018-19.

Funding Source(s): Project has been identified as high priority by the Board of Commissioners and \$550,000 was appropriated from bonds issued in 2017. Additional funding for final design and construction will come from proceeds from 2/3rds bonds sold in 2019.

Operating Impact: This project will allow removal of the Otto Zenke building from the County's building inventory, which is anticipated to allow redistribution of facility maintenance funding to other facilities and improve efficiency of maintenance.

317

Capital Items

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
Building Construction & Improvements	10,825,537	0	0	0	0	0	10,825,537
Total	10,825,537	0	0	0	0	0	10,825,537

Funding Sources

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
Gen Obligation Bonds Issued	1,725,537	0	0	0	0	0	1,725,537
2019 Go Bonds Issued	9,100,000	0	0	0	0	0	9,100,000
Total	10,825,537	0	0	0	0	0	10,825,537

Operating Budget

Expenses	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
O & M Ongoing							
Utilities	0	0	10,000	10,000	10,000	50,000	80,000
Total	0	0	10,000	10,000	10,000	50,000	80,000

**Guilford County, NC
Capital Improvement Plan**

3000 PLANNED-Public Safety Projects

REQUEST NAME

Otto Zenke Building Demolition & Surface Parking

REQUEST CODE

CIP-3000 PLANNED-21-046

REQUEST TYPE

Capital Improvement Plan

Start Date

7/1/2020

PROJECT DESCRIPTION / NECESSITY

Project Description: Demolition of the Otto Zenke Building and Surface Parking. This building has become costly to maintain, does not fit with the current or anticipated space needs of Law Enforcement and the land on which it is located offers the County additional area on which to locate parking for downtown staff and other functions. In addition, the building itself needs major structural renovation to stabilize it. Once demolished, plans include construction of a surface parking lot on the land to provide more parking for County staff downtown.

This project will be completed in coordination with the renovation of the "Old Greensboro Jail" to be a Law Enforcement Administration Center that will house the staff and functions currently located in the Otto Zenke Building.

Funding Source(s): Funding for this project is included in the Law Enforcement Administration project cost.

Operating Impact: Removal of the Otto Zenke building from the County's building inventory is anticipated to allow redistribution of facility maintenance funding to other facilities and improve efficiency of maintenance.

**Guilford County, NC
Capital Improvement Plan**

3000 PLANNED-Public Safety Projects

REQUEST NAME

Juvenile Detention Facility Expansion

REQUEST CODE

CIP-3000 PLANNED-21-044

REQUEST TYPE

Capital Improvement Plan

Start Date

7/1/2020

PROJECT DESCRIPTION / NECESSITY

Project Description: The General Assembly passed the Juvenile Justice Reinvestment Act in 2017 that, among other reforms to be implemented between 2017 and 2019, raises the age of criminal responsibility to 18 years old and shifts 16 and 17 year old offenders to juvenile status beginning December 1, 2019. As a result, juvenile offenders age 16 and 17 will have to be housed at the Juvenile Detention Center rather than in an adult facility as they were previously. The County's Juvenile Detention Facility will need to expand by four to six pods to accommodate 32 to 48 additional juveniles currently housed in the County's jail who will transition to juvenile detention in compliance with the state law.

Planning and design for expansion of the Juvenile Detention Facility on the current site was started in FY 2017-18. Final design and construction is pending identification of final funding sources and evaluation of structural design to ensure the facility meets the county's needs and state requirements created by the implementation of the Juvenile Justice Act.

Funding Source(s): No funding appropriated yet for this project. The level of State participation in the construction of additional space is under discussion and anticipated to be up 100% of the cost. Any necessary county funding is expected to come from the County Building Construction Fund. Previously, the State paid 50% of the cost of the Juvenile Detention Center.

Operating Impacts: An additional 26 positions would be required to appropriately staff the additional four pods on a 24-hours per day basis. The positions would be phased in over a four year period. Other annual operating expenses include food, medical services, utilities, juvenile and staff uniforms, training, additional facility maintenance, and technology equipment. State reimbursement revenues are assumed to be 50% of operating costs. (Note: At present, operating expenses are reimbursed by the State at 50% of the care for Guilford County juveniles and 100% of the care for non-Guilford County juveniles.)

Capital Items

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
Professional Services	0	50,000	0	0	0	0	50,000
Building Construction & Improvements	0	9,450,000	0	0	0	0	9,450,000
Total	0	9,500,000	0	0	0	0	9,500,000

Funding Sources

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
Nc Office Of Juvenile Justice	0	9,500,000	0	0	0	0	9,500,000
Total	0	9,500,000	0	0	0	0	9,500,000

Operating Budget

Expenses	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
O & M Ongoing							
Food And Provisions	0	0	0	160,000	160,000	800,000	1,120,000
Utilities	0	0	0	80,000	80,000	400,000	560,000
Personnel Adjustments	0	0	0	690,000	910,000	4,550,000	6,150,000

**Guilford County, NC
Capital Improvement Plan**

Expenses	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
Routine Building Maint/Repair	0	0	0	80,000	80,000	400,000	560,000
Total	0	0	0	1,010,000	1,230,000	6,150,000	8,390,000

**Guilford County, NC
Capital Improvement Plan**

3000 PLANNED-Public Safety Projects

REQUEST NAME

800 MHz TDMA Conversion

REQUEST CODE

CIP-3000 PLANNED-21-040

REQUEST TYPE

Capital Improvement Plan

Start Date

7/1/2020

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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
Large Office Furniture, Fixtures & Equipment	0	0	6,000,000	0	0	0	6,000,000
Total	0	0	6,000,000	0	0	0	6,000,000

322 **Funding Sources**

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
County Funds Needed	0	0	6,000,000	0	0	0	6,000,000
Total	0	0	6,000,000	0	0	0	6,000,000

**Guilford County, NC
Capital Improvement Plan**

3000 PLANNED-Public Safety Projects

REQUEST NAME

800 MHz Subscriber Unit Replacement

REQUEST CODE

CIP-3000 PLANNED-21-041

REQUEST TYPE

Capital Improvement Plan

Start Date

7/1/2020

PROJECT DESCRIPTION / NECESSITY

Project Description: Replacement of portable and mobile radios for County Fire, Emergency Services, Law Enforcement, Animal Control, and other county users. The current equipment was purchased in FY 2011 and has an expected service life of seven to ten years.

Funding Source(s): No funding appropriated yet for this project. The majority of the funding is expected to come from the County Building Construction Fund with \$2 million anticipated to come from the county fire districts for replacement radios to be used in each district.

NOTE: The County replaced radios in FY 2011. This capital project accounts for the expected replacement costs of the radios by FY 2023 based on the manufacturer's end of life timeline.

Capital Items

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
Large Office Furniture, Fixtures & Equipment	0	0	9,600,000	0	0	0	9,600,000
Total	0	0	9,600,000	0	0	0	9,600,000

Funding Sources

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
County Funds Needed	0	0	7,600,000	0	0	0	7,600,000
Miscellaneous	0	0	2,000,000	0	0	0	2,000,000
Total	0	0	9,600,000	0	0	0	9,600,000

323

**Guilford County, NC
Capital Improvement Plan**

5000 PLANNED-Culture - Recreation Projects

REQUEST NAME

Bryan Park Expansion (Phase I) - Additional

REQUEST CODE

CIP-5000 PLANNED-21-030

REQUEST TYPE

Capital Improvement Plan

Start Date

7/1/2020

PROJECT DESCRIPTION / NECESSITY

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

Funding Source(s): The County funded the project with \$100,000 from the County Building Construction fund in FY2015-16. An additional \$650,000 from the County Building Construction Fund is expected to come from the County Building Construction Fund and \$750,000 from the City of Greensboro in a 100% match for County funds for \$1.5 million total for Phase 1 work, subject to project planning and city council approval.

Capital Items

324

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
Building Construction & Improvements	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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
County Funds Needed	0	650,000	0	0	0	0	650,000
Miscellaneous Refunds	0	750,000	0	0	0	0	750,000
Total	0	1,400,000	0	0	0	0	1,400,000

**Guilford County, NC
Capital Improvement Plan**

5000 PLANNED-Culture - Recreation Projects

REQUEST NAME

Hagan-Stone Park Improvements - Additional

REQUEST CODE

CIP-5000 PLANNED-21-037

REQUEST TYPE

Capital Improvement Plan

Start Date

7/1/2020

PROJECT DESCRIPTION / NECESSITY

Project Description: Hagan Stone Park is a regional park, 409 acres in size, that was developed by the City of Greensboro in the 1960s. It contains three lakes for fishing, one for boating, a tent and RV campground, picnic shelters, eight miles of hiking trails, playgrounds, a pool, an activity center and other amenities. In 2008, the city gave the park to Guilford County, and the County is in the fourth fiscal year of contributing to its operation. When the park was built, current ADA requirements were not in effect and, consequently, the park restrooms, marina, playgrounds and other facilities are not accessible for people with disabilities. When the Board agreed to accept the donation, the motion included language that stipulated staff would make all reasonable efforts to make the park more accessible. Project plans include improvements to the existing restroom and marina area to provide handicap access as well as construction of an event center and other general work to complete the park master plan.

Funding Source(s): No funding appropriated yet for this phase of Hagan-Stone park development. Funding expected to come from the County Building Construction Fund.

325

Capital Items

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
Building Construction & Improvements	0	0	2,200,000	100,000	200,000	0	2,500,000
Total	0	0	2,200,000	100,000	200,000	0	2,500,000

Funding Sources

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
County Funds Needed	0	0	2,200,000	100,000	200,000	0	2,500,000
Total	0	0	2,200,000	100,000	200,000	0	2,500,000

**Guilford County, NC
Capital Improvement Plan**

5000 PLANNED-Culture - Recreation Projects

REQUEST NAME

Bur-Mil Park Clubhouse Renovations - Additional

REQUEST CODE

CIP-5000 PLANNED-21-032

REQUEST TYPE

Capital Improvement Plan

Start Date

7/1/2020

PROJECT DESCRIPTION / NECESSITY

Project Description: The Bur-Mil Park clubhouse is a significant source of revenue for the County, but it requires significant interior and exterior renovation to remain in operation. Phase I of this work included replacement of the HVAC system throughout the facility as well as interior renovations in one wing of the building. Phase II will include additional interior renovations and other facility needs and Phase III will complete the terrace outside the banquet room and to repair and improve parking, roads, sidewalks, and other exterior features of the facility.

Funding Source(s): \$1,283,000 has been appropriated for the first phase of the project including HVAC system replacement. Additional funding for Phases II and III is expected to come from the County Building Construction Fund.

Operating Impacts: No major changes to operations are anticipated.

Capital Items

326

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
Building Construction & Improvements	0	500,000	500,000	500,000	500,000	200,000	2,200,000
Total	0	500,000	500,000	500,000	500,000	200,000	2,200,000

Funding Sources

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
County Funds Needed	0	500,000	500,000	500,000	500,000	200,000	2,200,000
Total	0	500,000	500,000	500,000	500,000	200,000	2,200,000

**Guilford County, NC
Capital Improvement Plan**

5000 PLANNED-Culture - Recreation Projects

REQUEST NAME

Bur-Mil Park Improvements - Additional

REQUEST CODE

CIP-5000 PLANNED-21-031

REQUEST TYPE

Capital Improvement Plan

Start Date

7/1/2020

PROJECT DESCRIPTION / NECESSITY

Project Description: Bur-Mil Park is a 250-acre park owned by Guilford County. Established in 1989 through the purchase of the former Burlington Industries recreation facility, Bur-Mil provides a variety of recreation opportunities to Guilford County residents. The park features a family aquatic center that opened in summer 2004, golf and tennis facilities and instruction, a wildlife education center, and a clubhouse with a terrace and rooms to accommodate meetings, parties, weddings, and other special events. Funding is needed to maintain existing amenities and facilities, and to complete the park master plan.

Additional work will include:

- Replacement of concrete deck at the pool and installation of a new slide. (\$500,000 FY 2022)
- Renovation of the driving range and golf shop. (\$250,000 FY 2021)
- 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 2023)
- General Park improvements to complete the master plan including canoe and kayak launches as well as other amenities. (\$150,000 in FY 2022)

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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, not included in projected funding at this time).

Capital Items

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
Building Construction & Improvements	0	900,000	900,000	0	0	0	1,800,000
Total	0	900,000	900,000	0	0	0	1,800,000

Funding Sources

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
County Funds Needed	0	900,000	900,000	0	0	0	1,800,000
Total	0	900,000	900,000	0	0	0	1,800,000

Operating Budget

Expenses	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
O & M Ongoing							
Utilities	0	0	2,000	2,000	2,000	10,000	16,000
Routine Building Maint/Repair	0	0	5,000	5,000	5,000	25,000	40,000
Total	0	0	7,000	7,000	7,000	35,000	56,000

**Guilford County, NC
Capital Improvement Plan**

7110 PLANNED-Guilford County Schools Projects

REQUEST NAME

Guilford Co. Schools Security Improv. - Additional

REQUEST CODE

CIP-7110 PLANNED-21-048

REQUEST TYPE

Capital Improvement Plan

Start Date

7/1/2020

PROJECT DESCRIPTION / NECESSITY

Project Description: The county is seeking to improve security at area schools to protect both students and faculty in response to the rise of instances of violence from off-campus threats.

Funding Source(s): 2/3rds General Obligation Bonds issued in 2019.

Operating Impact: No notable operating impact is anticipated from this project.

Capital Items

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
Building Construction & Improvements	4,400,000	0	0	0	0	0	4,400,000
Total	4,400,000	0	0	0	0	0	4,400,000

Funding Sources

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
2019 Go Bonds Issued	4,400,000	0	0	0	0	0	4,400,000
Total	4,400,000	0	0	0	0	0	4,400,000

**Guilford County, NC
Capital Improvement Plan**

7110 PLANNED-Guilford County Schools Projects

REQUEST NAME

Guilford Co. Schools Maintenance & Reopening

REQUEST CODE

CIP-7110 PLANNED-21-105

REQUEST TYPE

Capital Improvement Plan

Start Date

7/1/2020

PROJECT DESCRIPTION / NECESSITY

Project Description: The county is seeking to address maintenance and COVID-19 reopening needs at area schools to ensure safe learning spaces for both students and faculty in response to the COVID-19 pandemic and the state of school buildings.

Funding Source(s): 2/3rds General Obligation Bonds issued in 2019.

Operating Impact: No notable operating impact is anticipated from this project.

Capital Items

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
Building Construction & Improvements	5,000,000	0	0	0	0	0	5,000,000
Total	5,000,000	0	0	0	0	0	5,000,000

Funding Sources

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
2019 Go Bonds Issued	5,000,000	0	0	0	0	0	5,000,000
Total	5,000,000	0	0	0	0	0	5,000,000

320

**Guilford County, NC
Capital Improvement Plan**

1000 PLANNED-General Government Properties

REQUEST NAME

Old Courthouse Renovations

REQUEST CODE

CIP-1000 PLANNED-21-050

REQUEST TYPE

Capital Improvement Plan

Start Date

7/1/2020

PROJECT DESCRIPTION / NECESSITY

Project Description: The Old County Courthouse houses county administrative offices and Board of Commissioners meeting chambers as well as other offices and public space. The exterior of the building was renovated with work started in FY 2017, but the the interior of the building was not included in that project. The interior has had multiple re-configurations to meet the needs of the county since the building was originally constructed, but it is starting to show its age. In addition, recent maintenance issues have highlighted the possible need for additional exterior work in the form of possible window replacement. Details of the renovation will need to be determined, but are anticipated to include repair of cracking plaster, painting, evaluation of structural elements modified in previous re-configurations of the space, and general optimization of the space including HVAC balancing and similar efficiency improvements.

Project Funding: Funding for totaling \$4,500,000 is currently expected to come from the County Building Construction Fund balance.

Operating Impacts: No operating impacts are anticipated at this time.

Capital Items

330

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
Building Construction & Improvements	1,000,000	0	3,500,000	0	0	0	4,500,000
Total	1,000,000	0	3,500,000	0	0	0	4,500,000

Funding Sources

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
County Funds Needed	1,000,000	0	3,500,000	0	0	0	4,500,000
Total	1,000,000	0	3,500,000	0	0	0	4,500,000

**Guilford County, NC
Capital Improvement Plan**

1000 PLANNED-General Government Properties

REQUEST NAME

High Point HVAC Central Plant & Bldg Automation

REQUEST CODE

CIP-1000 PLANNED-21-026

REQUEST TYPE

Capital Improvement Plan

Start Date

7/1/2020

PROJECT DESCRIPTION / NECESSITY

Project Description: The High Point Courthouse and Jail are served by a single, aging HVAC plant that has exceeded operational life. Replacement of both the HVAC units and the control systems are both required for continued operation. FY2015-16 funding totalling \$1,350,000 was used for Phase I including replacing the HVAC plant, controls, and to complete minor repairs in duct work. Phase II work is expected to cost \$2 million and will include replacing remaining HVAC equipment and completion of integration of controls into the County's master control system.

Project Funding: Funding for Phase I totalling \$1,350,000 was appropriated from County Building Construction Fund balance in FY 2015-16. Additional funding for Phase II is also expected to come from the County Building Construction Fund balance.

Operating Impacts: No operating impacts have been estimated at this time. Possible impacts include a reduction in utilities cost due to a newer, more efficient HVAC system and controls.

Capital Items

331

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
Building Construction & Improvements	0	1,800,000	0	0	0	0	1,800,000
Professional Services	0	200,000	0	0	0	0	200,000
Total	0	2,000,000	0	0	0	0	2,000,000

Funding Sources

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
County Funds Needed	0	2,000,000	0	0	0	0	2,000,000
Total	0	2,000,000	0	0	0	0	2,000,000

Operating Budget

Expenses	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
O & M Ongoing							
Utilities	0	0	20,000	20,000	20,000	100,000	160,000
Total	0	0	20,000	20,000	20,000	100,000	160,000

**Guilford County, NC
Capital Improvement Plan**

1000 PLANNED-General Government Properties

REQUEST NAME

Greensboro Courthouse HVAC - Additional

REQUEST CODE

CIP-1000 PLANNED-21-035

REQUEST TYPE

Capital Improvement Plan

Start Date

7/1/2020

PROJECT DESCRIPTION / NECESSITY

Project Description: Replacement of Greensboro Courthouse HVAC system and controls. The current system is at the end of its expected service life. Preliminary assessment and design was completed in FY2015-16 with Phase I construction taking place in FYs 2016-17 and 2017-18. Phase II of the project will include completing integration of the building control into the County's master HVAC control system as well as replacement of remaining equipment not replaced in Phase I for a total estimated cost of \$1,100,000 with design and construction planned for Phase II.

Funding Source(s): Funding for Phase I totaling \$1,150,000 was appropriated from County Building Construction Fund Balance in FY 2016-17. Additional funding for Phase II is also expected to come from the County Building Construction Fund balance.

Capital Items

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
Building Construction & Improvements	0	1,000,000	0	0	0	0	1,000,000
Professional Services	0	100,000	0	0	0	0	100,000
Total	0	1,100,000	0	0	0	0	1,100,000

Funding Sources

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
County Funds Needed	0	1,100,000	0	0	0	0	1,100,000
Total	0	1,100,000	0	0	0	0	1,100,000

Operating Budget

Expenses	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
O & M Ongoing							
Utilities	0	0	20,000	20,000	20,000	100,000	160,000
Total	0	0	20,000	20,000	20,000	100,000	160,000

**Guilford County, NC
Capital Improvement Plan**

1000 PLANNED-General Government Properties

REQUEST NAME

Greensboro Plaza / Parking Garage

REQUEST CODE

CIP-1000 PLANNED-21-033

REQUEST TYPE

Capital Improvement Plan

Start Date

7/1/2020

PROJECT DESCRIPTION / NECESSITY

Project Description: Evaluation and repairs/upgrades to the plaza decking and parking garage structural system are needed to extend the useful life of the structure. Work is anticipated to include repair and replacement of structural elements of both the plaza and parking deck underneath with design to be completed in FY 2020-21 and construction/repair work to be done in three phases with the first phase starting in FY 2020-21.

Project Funding: Project is expected to be funded from the County Building Construction Fund balance.

Capital Items

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
Professional Services	500,000	0	0	0	0	0	500,000
Building Construction & Improvements	3,000,000	3,000,000	3,000,000	0	0	0	9,000,000
Total	3,500,000	3,000,000	3,000,000	0	0	0	9,500,000

Funding Sources

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2030	Total
County Funds Needed	3,500,000	3,000,000	3,000,000	0	0	0	9,500,000
Total	3,500,000	3,000,000	3,000,000	0	0	0	9,500,000



CURRENT CAPITAL PROJECTS

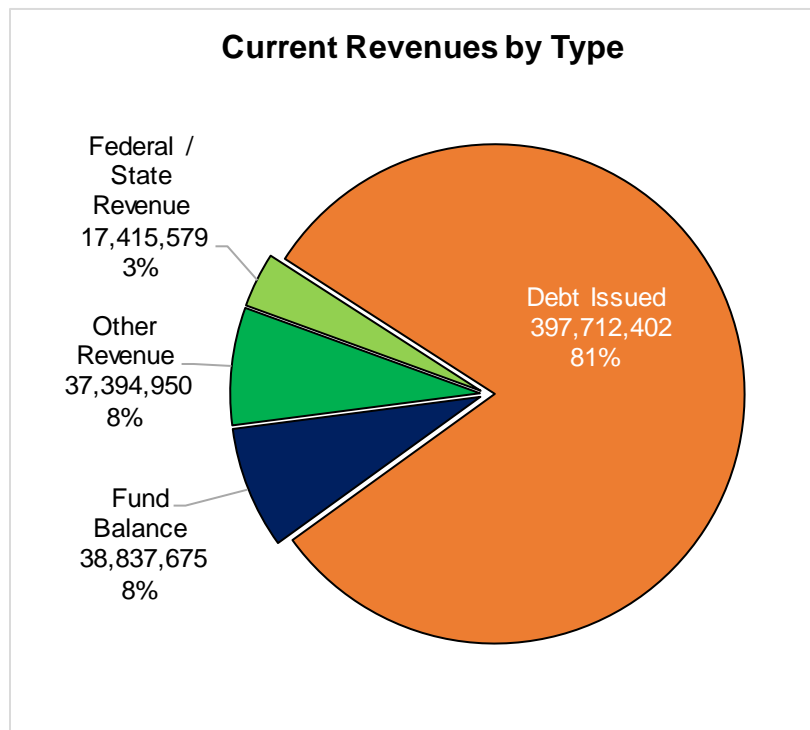
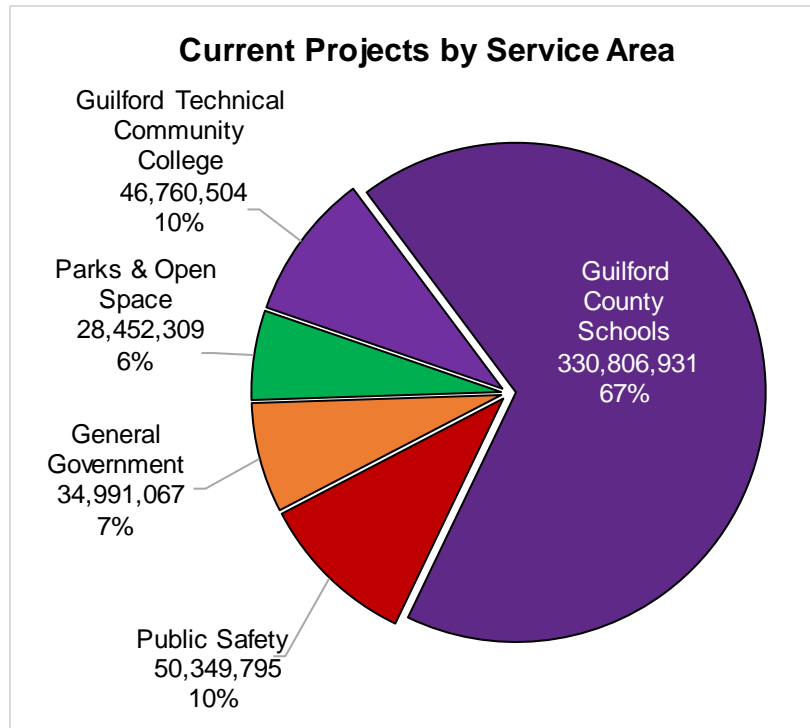
Guilford County's current capital projects are those projects that have been approved by the Board of Commissioners through the adoption of a capital project ordinance. Each current project ordinance includes a complete budget including revenue sources and total expenditures. Unlike the County's annual 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 June 30, 2020.

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 67% 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.



Authorized Guilford County Capital Project Ordinances as of June 30, 2020

Project	Project Name	Rev / Exp	Project Budget	Actual Expense	Encumbered	Balance	
General Government	Greene Street Center	Expense	\$ 648,180	\$ 547,748		\$ 100,432	
		Revenue	\$ (648,180)	\$ (648,180)		\$ -	
	Greene Street Center Total			\$ -	\$ (100,432)		\$ 100,432
	Greensboro Courthouse HVAC Replacement	Expense	\$ 1,150,000	\$ 1,122,473		\$ 27,527	
		Revenue	\$ (1,150,000)	\$ (1,150,000)		\$ -	
	Greensboro Courthouse HVAC Replacement Total			\$ -	\$ (27,527)		\$ 27,527
	High Point Parking Deck Repairs	Expense	\$ 2,667,000	\$ 1,751,710	\$ 555,136	\$ 360,154	
		Revenue	\$ (2,667,000)	\$ (2,667,000)		\$ -	
	High Point Parking Deck Repairs Total			\$ -	\$ (915,290)	\$ 555,136	\$ 360,154
	HP Justice Complex HVAC Sys	Expense	\$ 1,350,000	\$ 1,237,560		\$ 112,440	
		Revenue	\$ (1,350,000)	\$ (1,350,000)		\$ -	
	HP Justice Complex HVAC Sys Total			\$ -	\$ (112,440)		\$ 112,440
	Independence Center Parking Deck Repairs	Expense	\$ 600,000	\$ 465,570		\$ 134,430	
		Revenue	\$ (600,000)	\$ (600,000)		\$ -	
	Independence Center Parking Deck Repairs Total			\$ -	\$ (134,430)		\$ 134,430
	Old Courthouse Renovation	Expense	\$ 3,500,000	\$ 2,920,797	\$ 396,500	\$ 182,703	
		Revenue	\$ (3,500,000)	\$ (3,500,000)		\$ -	
	Old Courthouse Renovation Total			\$ -	\$ (579,203)	\$ 396,500	\$ 182,703
	Mental Health Facility Replacement	Expense	\$ 20,800,000	\$ 6,155,162	\$ 12,096,410	\$ 2,548,428	
		Revenue	\$ (20,800,000)	\$ (2,900,000)		\$ (17,900,000)	
	Mental Health Facility Replacement Total			\$ -	\$ 3,255,162	\$ 12,096,410	\$ (15,351,572)
	Voting Machine Replacement	Expense	\$ 2,000,000	\$ 1,746,108		\$ 253,892	
		Revenue	\$ (2,000,000)	\$ (2,000,000)		\$ -	
Voting Machine Replacement Total			\$ -	\$ (253,892)		\$ 253,892	
County Capital Maintenance FY 2020	Expense	\$ 2,275,887			\$ 2,275,887		
	Revenue	\$ (2,275,887)			\$ (2,275,887)		
County Capital Maintenance FY 2020 Total			\$ -			\$ -	
General Government Total			\$ -	\$ 1,131,948	\$ 13,048,046	\$ (14,179,994)	
Guilford County Schools	Bluford Elementary School - Renovation	Expense	\$ 8,288,612	\$ 8,192,996		\$ 95,616	
		Revenue	\$ (8,288,612)	\$ (8,288,612)		\$ -	
	Bluford Elementary School - Renovation Total			\$ -	\$ (95,616)		\$ 95,616
	Guilford Middle School - Repl	Expense	\$ 35,279,684	\$ 33,201,314		\$ 2,078,370	
		Revenue	\$ (35,279,684)	\$ (35,279,684)		\$ -	
	Guilford Middle School - Repl Total			\$ -	\$ (2,078,370)		\$ 2,078,370
	High Point Central - Add/Renov	Expense	\$ 17,986,007	\$ 16,319,694		\$ 1,666,313	
		Revenue	\$ (17,986,007)	\$ (17,988,035)		\$ 2,028	
	High Point Central - Add/Renov Total			\$ -	\$ (1,668,340)		\$ 1,668,340
	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	

Project	Project Name	Rev / Exp	Project Budget	Actual Expense	Encumbered	Balance
Guilford County Schools	Hunter Elementary Schl - Replmt	Expense	\$ 19,273,675	\$ 18,700,270		\$ 573,405
		Revenue	\$ (19,273,675)	\$ (19,273,675)		\$ -
	Hunter Elementary Schl - Replmt Total		\$ -	\$ (573,405)		\$ 573,405
	HVAC - FY10 Medicaid Swap	Expense	\$ 2,149,670	\$ 2,124,077		\$ 25,593
		Revenue	\$ (2,149,670)	\$ (2,149,672)		\$ 2
	HVAC - FY10 Medicaid Swap Total		\$ -	\$ (25,595)		\$ 25,595
	Mobile Classrooms	Expense	\$ 1,767,447	\$ 1,638,560		\$ 128,887
		Revenue	\$ (1,767,447)	\$ (1,767,447)		\$ -
	Mobile Classrooms Total		\$ -	\$ (128,887)		\$ 128,887
	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 Patr	Expense	\$ 1,156,200	\$ 568,891		\$ 587,309
		Revenue	\$ (1,156,200)	\$ (1,156,200)		\$ -
	Northwest HS - New Traff Patr Total		\$ -	\$ (587,309)		\$ 587,309
	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	\$ 46,287,351	\$ 46,286,086		\$ 1,265
		Revenue	\$ (46,287,351)	\$ (46,287,351)		\$ -
	Ragsdale High School Total		\$ -	\$ (1,265)		\$ 1,265
	Reedy Fork Area Elementary School	Expense	\$ 16,347,859	\$ 16,274,604		\$ 73,255
		Revenue	\$ (16,347,859)	\$ (16,347,859)		\$ -
	Reedy Fork Area Elementary School Total		\$ -	\$ (73,255)		\$ 73,255
	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 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	\$ 6,039,748	\$ 5,298,643		\$ 741,105
		Revenue	\$ (6,039,748)	\$ (6,023,011)		\$ (16,737)
Roofing System-Wide Total		\$ -	\$ (724,368)		\$ 724,368	
Smith HS - Athletic Renovation	Expense	\$ 7,679,051	\$ 7,592,815		\$ 86,236	
	Revenue	\$ (7,679,051)	\$ (7,679,058)		\$ 7	
Smith HS - Athletic Renovation Total		\$ -	\$ (86,243)		\$ 86,243	
Smith HS - HVAC	Expense	\$ 19,878,222	\$ 19,688,090		\$ 190,132	
	Revenue	\$ (19,878,222)	\$ (19,869,437)		\$ (8,785)	
Smith HS - HVAC Total		\$ -	\$ (181,347)		\$ 181,347	
Southeast High School	Expense	\$ 32,028,433	\$ 32,028,410		\$ 23	
	Revenue	\$ (32,028,433)	\$ (32,028,433)		\$ -	
Southeast High School Total		\$ -	\$ (23)		\$ 23	
Southern HS Stadium Improvmts	Expense	\$ 634,480	\$ 566,779		\$ 67,701	

Project	Project Name	Rev / Exp	Project Budget	Actual Expense	Encumbered	Balance
	Southern HS Stadium Improvmts	Revenue	\$ (634,480)	\$ (634,480)		\$ -
	Southern HS Stadium Improvmts Total		\$ -	\$ (67,701)		\$ 67,701
	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
	System-Wide Renovation @ Var Sch Sites	Expense	\$ 5,188,619	\$ 5,078,259		\$ 110,360
		Revenue	\$ (5,188,619)	\$ (5,188,618)		\$ (1)
	System-Wide Renovation @ Var Sch Sites Total		\$ -	\$ (110,359)		\$ 110,359
	System-Wide Renovation FY 2012	Expense	\$ 4,849,057	\$ 4,461,856		\$ 387,201
		Revenue	\$ (4,849,057)	\$ (4,849,057)		\$ -
	System-Wide Renovation FY 2012 Total		\$ -	\$ (387,201)		\$ 387,201
	System-wide Safety & Security	Expense	\$ 1,491,703	\$ 1,418,202		\$ 73,501
		Revenue	\$ (1,491,703)	\$ (1,491,703)		\$ -
	System-wide Safety & Security Total		\$ -	\$ (73,501)		\$ 73,501
	Western HS - Addition/Renovtin	Expense	\$ 8,547,130	\$ 8,312,737		\$ 234,393
		Revenue	\$ (8,547,130)	\$ (8,547,130)		\$ -
	Western HS - Addition/Renovtin Total		\$ -	\$ (234,393)		\$ 234,393
	Career & Technical Education Capital Improvements	Expense	\$ 5,223,803	\$ 340,949		\$ 4,882,854
		Revenue	\$ (5,223,803)	\$ (5,223,803)		\$ -
	Career & Technical Education Capital Improvements Total		\$ -	\$ (4,882,854)		\$ 4,882,854
	GCS Capital Maintenance FY 2019	Expense	\$ 6,000,000	\$ 6,000,000		\$ -
		Revenue	\$ (6,000,000)	\$ (6,000,000)		\$ -
	GCS Capital Maintenance FY 2019 Total		\$ -	\$ -		\$ -
	GCS Capital Maintenance FY 2020	Expense	\$ 6,116,528	\$ 1,287,670		\$ 4,828,858
		Revenue	\$ (6,116,528)	\$ (6,116,528)		\$ -
	GCS Capital Maintenance FY 2020 Total		\$ -	\$ (4,828,858)		\$ 4,828,858
	School Safety & Security Improvements	Expense	\$ 600,000	\$ 67,519		\$ 532,481
		Revenue	\$ (600,000)	\$ (600,000)		\$ -
	School Safety & Security Improvements Total		\$ -	\$ (532,481)		\$ 532,481
	Guilford County Schools Total		\$ -	\$ (17,380,745)		\$ 17,380,745
Guilford Technical Community College	GTCC - Center for Advanced Manufacturing	Expense	\$ 33,434,148	\$ 32,779,679		\$ 654,469
		Revenue	\$ (33,434,148)	\$ (33,434,149)		\$ 1
	GTCC - Center for Advanced Manufacturing Total		\$ -	\$ (654,470)		\$ 654,470
	GTCC - Medlin Learning Ctr-HVAC&Renov	Expense	\$ 7,826,356	\$ 7,689,320		\$ 137,036
		Revenue	\$ (7,826,356)	\$ (7,826,356)		\$ -
	GTCC - Medlin Learning Ctr-HVAC&Renov Total		\$ -	\$ (137,036)		\$ 137,036
	GTCC Capital Maintenance FY 2017	Expense	\$ 1,500,000	\$ 1,500,000		\$ -
		Revenue	\$ (1,500,000)	\$ (1,500,000)		\$ -
	GTCC Capital Maintenance FY 2017 Total		\$ -	\$ -		\$ -
	GTCC Capital Maintenance FY 2018	Expense	\$ 1,500,000	\$ 1,500,000		\$ -
		Revenue	\$ (1,500,000)	\$ (1,500,000)		\$ -
	GTCC Capital Maintenance FY 2018 Total		\$ -	\$ -		\$ -

Project	Project Name	Rev / Exp	Project Budget	Actual Expense	Encumbered	Balance
Guilford Technical Community College	GTCC Capital Maintenance FY 2019	Expense	\$ 1,500,000	\$ 581,606		\$ 918,394
		Revenue	\$ (1,500,000)	\$ (1,500,000)		\$ -
	GTCC Capital Maintenance FY 2019 Total		\$ -	\$ (918,394)		\$ 918,394
	GTCC Capital Maintenance FY 2020	Expense	\$ 1,000,000			\$ 1,000,000
		Revenue	\$ (1,000,000)	\$ (1,000,000)		\$ -
	GTCC Capital Maintenance FY 2020 Total		\$ -	\$ (1,000,000)		\$ 1,000,000
Guilford Technical Community College Total			\$ -	\$ (2,709,900)		\$ 2,709,900
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
	Bryan Park Expansion	Expense	\$ 100,000	\$ 16,440		\$ 83,560
		Revenue	\$ (100,000)	\$ (100,000)		\$ -
	Bryan Park Expansion Total		\$ -	\$ (83,560)		\$ 83,560
	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	\$ 1,224,269		\$ 58,731
		Revenue	\$ (1,283,000)	\$ (1,283,000)		\$ -
	Bur-Mil Park Clubhouse Renovations Total		\$ -	\$ (58,731)		\$ 58,731
	Bur-Mil Park Improvements	Expense	\$ 3,065,352	\$ 2,960,657		\$ 104,695
		Revenue	\$ (3,065,352)	\$ (3,065,352)		\$ -
	Bur-Mil Park Improvements Total		\$ -	\$ (104,695)		\$ 104,695
	Hagan-Stone Park	Expense	\$ 1,384,499	\$ 1,381,080		\$ 3,419
		Revenue	\$ (1,384,499)	\$ (1,384,500)		\$ 1
	Hagan-Stone Park Total		\$ -	\$ (3,420)		\$ 3,420
	Hagan-Stone Park Swimming Pool	Expense	\$ 2,000,000	\$ 1,988,548		\$ 11,453
		Revenue	\$ (2,000,000)	\$ (2,000,000)		\$ -
	Hagan-Stone Park Swimming Pool Total		\$ -	\$ (11,453)		\$ 11,453
	Northeast Park	Expense	\$ 9,242,725	\$ 9,039,208		\$ 203,517
		Revenue	\$ (9,242,725)	\$ (9,242,725)		\$ -
	Northeast Park Total		\$ -	\$ (203,517)		\$ 203,517
	Open Space Acquisition	Expense	\$ 10,248,246	\$ 9,783,826		\$ 464,420
		Revenue	\$ (10,248,246)	\$ (10,148,246)		\$ (100,000)
Open Space Acquisition Total		\$ -	\$ (364,421)		\$ 364,421	
Trails Development	Expense	\$ 363,938	\$ 98,381		\$ 265,557	
	Revenue	\$ (363,938)	\$ (363,938)		\$ -	
Trails Development Total		\$ -	\$ (265,557)		\$ 265,557	
Parks & Open Space Total			\$ -	\$ (1,548,519)		\$ 1,548,519
Public Safety	800 MHz Infrastructure Upgrade	Expense	\$ 11,964,274	\$ 9,493,959	\$ 419,000	\$ 2,051,315
		Revenue	\$ (11,964,274)	\$ (11,964,274)		\$ -
	800 MHz Infrastructure Upgrade Total		\$ -	\$ (2,470,315)	\$ 419,000	\$ 2,051,315

Project	Project Name	Rev / Exp	Project Budget	Actual Expense	Encumbered	Balance	
Public Safety	County Animal Shelter Replacement	Expense	\$ 15,350,717	\$ 2,271,501	\$ 12,053,245	\$ 1,025,971	
		Revenue	\$ (15,350,717)	\$ (10,451,217)		\$ (4,899,500)	
	County Animal Shelter Replacement Total			\$ -	\$ (8,179,716)	\$ 12,053,245	\$ (3,873,530)
	EMS Maintenance & Logistics Facility	Expense	\$ 14,416,463	\$ 11,642,645	\$ 2,289,162	\$ 484,656	
		Revenue	\$ (14,416,463)	\$ (14,416,463)		\$ -	
	EMS Maintenance & Logistics Facility Total			\$ -	\$ (2,773,818)	\$ 2,289,162	\$ 484,656
	Fire/EMS Pg Sys Narrowbanding	Expense	\$ 567,467	\$ 567,466		\$ 1	
		Revenue	\$ (567,467)	\$ (567,467)		\$ -	
	Fire/EMS Pg Sys Narrowbanding Total			\$ -	\$ (1)		\$ 1
	High Point Courthouse Renovations	Expense	\$ 2,228,626	\$ 1,522,558		\$ 706,068	
		Revenue	\$ (2,228,626)	\$ (2,228,626)		\$ -	
	High Point Courthouse Renovations Total			\$ -	\$ (706,068)		\$ 706,068
	Law Enforcement Admin Bldg Renovation	Expense	\$ 1,736,000	\$ 502,698	\$ 982,392	\$ 250,910	
		Revenue	\$ (1,736,000)	\$ (550,000)		\$ (1,186,000)	
	Law Enforcement Admin Bldg Renovation Total			\$ -	\$ (47,302)	\$ 982,392	\$ (935,090)
	Fire Station 63 EMS Co-Location	Expense	\$ 511,248	\$ 485,808	\$ 17,940	\$ 7,500	
		Revenue	\$ (511,248)	\$ (511,248)		\$ -	
	Fire Station 63 EMS Co-Location Total			\$ -	\$ (25,440)	\$ 17,940	\$ 7,500
	Fire Station 7 EMS Base 1 Co-Location	Expense	\$ 1,775,000		\$ 1,773,225	\$ 1,775	
		Revenue	\$ (1,775,000)			\$ (1,775,000)	
	Fire Station 7 EMS Base 1 Co-Location Total			\$ -	\$ 1,773,225		\$ (1,773,225)
	Juvenile Justice Facility	Expense	\$ 1,800,000			\$ 1,800,000	
		Revenue	\$ (1,800,000)			\$ (1,800,000)	
Juvenile Justice Facility Total			\$ -			\$ -	
Public Safety Total			\$ -	\$ (14,202,658)	\$ 17,534,964	\$ (3,332,305)	
Grand Total			\$ -	\$ (34,709,875)	\$ 30,583,010	\$ 4,126,865	

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 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 Principals", which refer to a set of standard accounting rules and procedures used by governmental agencies to account for the receipt and expenditure of funds.

General Fund - Transactions very general in nature and not required to be accounted for in another fund. This is the primary operating fund for the county.

General Obligation Bonds - Bonds issued by the government, usually requiring voter approval, that are backed by the government's full faith and credit.

Hold-Harmless Revenue – Revenue remitted by the State to county governments in an effort to partially offset the loss of revenue resulting from the elimination of Inventory Tax and Intangibles Tax reimbursements

Internal Services Fund - Transactions of departments that serve other departments in the same government rather than the public. Operations in Guilford County government that are included in the Internal Services Fund are Risk Management, Telecommunications and the Employee Health Care Plan.

Investment Earnings - The interest realized as a result of the investment of idle cash (includes fund balance, capital and operating proceeds, and bond proceeds. These earnings must be credited proportionately among the funds from which the invested money came.

Joint Water/Sewer Trust Fund - Transactions associated with the financing and construction of various water and sewer construction projects through joint agreements with various municipalities, including the cities of Greensboro and High Point and the Towns of Gibsonville and Jamestown.

Law Enforcement Separation Fund - Transactions associated with the amounts paid by the county to the State of North Carolina to supplement the standard retirement benefits for law enforcement personnel at any level of government. The retirement plan allows law enforcement personnel to retire with 30 years of service or at age 55. The supplement adds to the standard retirement benefits and amount the retiree would receive from Social Security

until the time that the retiree is eligible for Social Security.

Modified Accrual Basis of Accounting - A method for recording the receipt and expenditure of funds in which revenues are recorded when the amount becomes measurable and available to pay current liabilities and expenditures are recorded when the liability is actually incurred.

Modified Accrual Basis of Budgeting – The assignment of most revenues, including the property tax, to the year when they are received in cash, or if they are received shortly after the start of one fiscal year but are measurable and available at the end of the prior fiscal year, to the prior year's budget; and the assignment of expenditures to the year in which the liabilities arising from those expenditures are expected to occur.

Motor Vehicles - For the purpose of establishing property values, motor vehicles are defined as any vehicle that is self-propelled and every vehicle designed to run upon the highways that is pulled by a self-propelled vehicle. Motor vehicles are designed for public roads and include trailers.

Outcome - Measures providing information on program results or effectiveness.

Output - Indicators that define the amount of service units provided by a department or program (workload indicators).

Pay As You Go Funding (PAYG) - A funding mechanism for capital projects that relies on annual appropriations as opposed to long-term debt created through the issue of voter-approved bonds. This form of funding usually requires an appropriation from the General Fund (primarily property tax revenues or fund balance appropriations).

Performance Measures - Quantitative measures that assist in analyzing the effectiveness and efficiency of a program or department.

Personal Property - Property that is movable as distinguished from fixed property. Property in the category is divided into two groups: "Tangible" and "Intangible".

Property Tax (also known as "Ad Valorem Tax") - A tax on property itself, levied on the assessed value of the property.

Real Property - Land, buildings, and items permanently affixed to land or buildings.

Revenue - Receipts that increase the County's net worth or net financial resources.

Room Occupancy & Tourism Development Fund - Transactions relating to the collection of a tax on certain accommodations, with the proceeds allocated to the Guilford County Tourism Development Authority and to the City of High Point.

School Capital Outlay Fund - Transactions associated with the financing of school capital assets for the Guilford County Public Schools and Guilford Technical Community College.

Sewer Bond Fund - Transactions associated with the financing and construction of various sewer construction projects.

State Certified Property - For the purpose of establishing property values, the N.C. Department of Revenue appraises some real and personal property in each county and certifies the values of such property to the assessor. Examples of the types of property included in this category are airline companies, bus line companies, electric membership corporations and power companies, gas companies, pipeline companies, and motor freight carrier companies.

State Shared Revenue - The proceeds from State taxes that are shared with counties, with the distribution being determined by some formula, depending on the type of tax. Revenue in this category includes intangibles tax, beer & wine taxes, and real estate transfer fees.

Temporary Assistance for Needy Families (TANF) - This State block grant replaces the former entitlement program (AFDC).

Tangible Personal Property - Items of visible and movable property not permanently affixed to real property.

Tax Levy - The total amount to be raised by general property taxes for operating and debt service purposes specified in the annual budget ordinance.

Tax Rate - The factor that determines the amount of tax due on taxable property. Tax rates are customarily expressed in dollars per \$100 appraised valuation.

Water Bond Fund - Transactions associated with the financing and construction of various water construction projects.

Water/Sewer Construction Fund - Transactions associated with the financing and construction of various water and sewer construction projects.

County Profile

Guilford County (NC)

May 2020

Demographics

Population & Growth

	Population	% Annual Growth
2018 Est Population	523,582	1.2%
2010 Census Total Population	488,406	1.6%
Jul2018 NC Certified Population Estimate	534,346	1.2%

Urban/Rural Representation

		Urban/Rural Percent
2010 Census Total Population: Urban	426,406	87.3%
2010 Census Total Population: Rural	62,000	12.7%

Estimated Population by Age

		% Pop by Age
2018 Est Median Age	37	
2018 Est Total Pop 0-19	136,340	26.1%
2018 Est Total Pop 20-24	38,584	7.4%
2018 Est Total Pop 25-34	71,822	13.7%
2018 Est Total Pop 35-44	65,502	12.5%
2018 Est Total Pop 45-54	70,982	13.6%
2018 Est Total Pop 55-64	64,612	12.4%
2018 Est Total Pop 65+	75,740	14.5%

Commuters, Workers Age 16 and Over, 2018 ACS Est

Percent of Workers, By Travel Time

Avg Travel Time, Minutes	21.6
Workers Not Working at Home	231,754
Travel Time to Work: < 10 minutes	11.2%
Travel Time to Work: 10-14 minutes	16.6%
Travel Time to Work: 15-19 minutes	21.3%
Travel Time to Work: 20-24 minutes	18.5%
Travel Time to Work: 25-29 minutes	8.3%
Travel Time to Work: 30-34 minutes	12.2%
Travel Time to Work: 35-44 minutes	4.7%
Travel Time to Work: 45-59 minutes	3.4%
Travel Time to Work: 60+ minutes	3.7%

Workers, By Transportation

Worker Transp, Base	244,962
Work at Home	5.4%
Drove Car/Truck/Van Alone	82.9%
Carpooled Car/Truck/Van	8.5%
Public Transportation	0.9%
Walked	1.5%
Bicycle	0.2%
Taxi, Motorcycle, Other	0.7%

Place of Work

Worked in State/County of Residence	
Worked in State/Outside County of Residence	
Worked Outside State of Residence	

Commuters

203,073
39,194
2,695

Residents

82.9%
16.0%
1.1%

Education

		Pop Age 25+
2018-19 Kindergarten-12th Enrollment	78,192	
2019 Average SAT score (1600 new scale)	1,080	
2019 Percent of Graduates taking SAT	56.5%	
2017-18 Higher Education Completions (Final)	11,286	
2017-18 Higher Education Enrollment (Final)	62,010	
2018 Est Education Attainment age 25+, At Least High School Graduate	310,726	89.1%
2018 Est Education Attainment age 25+, At Least Bachelor's Degree	122,918	35.3%

Housing

		% Ann Growth or % Total
2018 Est Total Housing Units	226,743	0.8%
2010 Census Total Housing	196,628	
2010 Census Total Households	218,017	
2010 Census Occupied Housing	175,239	89.1%
2010 Census Vacant Housing	21,389	10.9%
2018 Est Median Value of Owner Occupied Housing	\$162,400	
2018 Est Median Gross Rent	\$850	
2018 Est Owner Occupied Housing	119,449	58.9%
2018 Est Renter Occupied Housing	83,282	41.1%
2018 Est % Owner Occupied Vacancy Rate	1.5%	
2018 Est % Renter Occupied Vacancy Rate	8.2%	

Income

		% Ann Growth or % Pov
2018 Est Median Family Income	\$65,102	
2018 Median Household Income (SAIPE)	\$52,166	(0.2%)
2018 Est Median Worker Earnings	\$30,783	
2018 Per Capita Income (BEA)	\$45,875	
2018 Est Pop, Income Below Poverty (SAIPE)	79,267	15.4%

Employment / Unemployment

	Currently	2019 Annual
MAR2020 Prelim., 2019 Employment	247,328	254,504
MAR2020 Prelim., 2019 Unemployment	11,446	10,845
MAR2020 Prelim., 2019 Unemployment Rate	4.4%	4.1%
2019Q4YTD, 2019 Announced Job Creation	1,317	1,317
2019Q4YTD, 2019 Total Announced Investments (\$mil)	\$204.2	\$204.2

Employment / Wages by Industry

	2019Q3 Employment	2018 Employment	2019Q3 Avg Weekly Wage	2018 Avg Weekly Wage
Total All Industries	283,153	281,882	\$926	\$933
Total Government	28,033	31,014	\$990	\$950
Total Private Industry	255,120	250,868	\$919	\$931
Agriculture Forestry Fishing & Hunting	649	.	\$500	.
Mining	79	.	\$1,244	.
Utilities	384	380	\$1,646	\$1,734
Construction	12,127	11,960	\$1,109	\$1,068
Manufacturing	33,023	34,089	\$1,215	\$1,261
Wholesale Trade	16,436	16,330	\$1,185	\$1,171
Retail Trade	29,931	29,762	\$631	\$590
Transportation and Warehousing	20,840	19,009	\$1,012	\$997
Information	4,329	4,257	\$1,321	\$1,376
Finance and Insurance	12,375	12,048	\$1,370	\$1,502
Real Estate and Rental and Leasing	4,551	4,360	\$886	\$889
Professional and Technical Services	11,942	12,128	\$1,373	\$1,350
Mgt of Companies, Enterprises	5,554	5,772	\$1,954	\$2,164
Administrative and Waste Services	24,843	24,803	\$587	\$581
Educational Services	19,123	22,478	\$969	\$880
Health Care and Social Assistance	37,977	36,953	\$931	\$959
Arts, Entertainment and Recreation	4,493	3,650	\$343	\$353
Accommodation and Food Services	27,194	26,233	\$351	\$335
Other Services Ex. Public Admin	6,927	6,833	\$688	\$667
Public Administration	10,377	10,502	\$952	\$936
Unclassified	0	0	\$0	\$0

Commercial/Retail/Industrial

Local Business

2020Q1 Available Industrial Buildings	142
2019Q3 Establishments: Total Private Industry	14,405
2019Q3 Establishments: Manufacturing	658
2018 Est Self Employed	12,662

Local Retail Business

2019 Total Retail Sales (With Food/Drink) (\$mil)	\$8.6
2019 Total Retail Businesses (With Food/Drink)	2,904
2019 Avg Sales/Business Total (with Food/Drink)	\$2,975,579
2020Q1 Available Commercial Buildings (if County reports)	141

Quality of Life

Taxes

FY2019-20 Property Tax Rate per \$100 Value	\$0.7305
FY2018-19 Annual Taxable Retail Sales (\$mil)	\$7,936.8
2020 Tier designation	2

Childcare

2020Q1 Licensed Child Care Facilities	379
2020Q1 Licensed Child Care Enrollment	16,463

Healthcare Providers

2018 Number of Physicians	1,296
2018 Physicians/10,000 population	24.6
2018 RNs/10,000 population	115.1
2018 Dentists/10,000 population	5.8
2017 Pharmacists/10,000 population	10.8

Sources:

Census (2010, ACS 2014-18) for income, commuters, place of work, population, housing, and educational attainment at <https://data.census.gov>. ESRI for retail data at www.ESRI.com. NC Dept. of Education for SAT data by NC county system at <http://www.ncpublicschools.org>. US Dept. of Education, National Center for Education Statistics for higher education data at <https://nces.ed.gov/ipeds/datacenter>. NC Commerce, Labor and Economic Analysis Division for NC tiers, occupational data, employment and unemployment, and wages and establishments by industry at <http://accessnc.nccommerce.com/>. EDPNC for announced new jobs and investment and available buildings at <https://edpnc.com>. NC Dept. of Health & Human Services for childcare data at <http://www.ncdhs.gov/>. UNC Sheps Center for healthcare professions at <https://nchealthworkforce.unc.edu/>. Full datasets and topic dashboards are available at <http://AccessNC.NCCommerce.com>.

Notes:

Data are the latest available at the date the profile was prepared. SAT scores use the new 1600 scoring system started in 2016 and represent county systems. Unemployment data is now the latest month which is preliminary and is subject to change. US Education IPEDs data for Completions and Enrollment is at least Provisional and updated when Final. American Community Survey (ACS) data are estimates, noted 'Est' and are from the 5-year survey; data is as of final year with dollars inflated to final year. Additional data, reports, and dashboards are available at: <http://accessnc.nccommerce.com/index.html>.

Alamance County Commuting Report, Primary Jobs 2016

OVERALL INFLOW OUTFLOW ANALYSIS

Resident Flow (Live/Work in Alamance County)	Jobs
Resident Live/Work in Alamance County	29,675
Worker inflow	29,217
Resident Outflow	35,296
Net Flow	-6,079

COMMUTING FLOW ANALYSIS BY EARNING, AGE AND INDUSTRY GROUP

Earnings Group	Worker Inflow	Percent of Total	Resident Worker	Percent of Total	Resident Outflow	Percent of Total	Net Flow
Jobs earning \$1,250 per month or less	7,678	26.3%	6,825	23.0%	6,630	18.8%	1,048
Jobs earning \$1,251 to \$3,333 per month	12,115	41.5%	13,248	44.6%	13,579	38.5%	-1,464
Jobs earning more than \$3,333 per month	9,424	32.3%	9,602	32.4%	15,087	42.7%	-5,663

Age Group	Worker Inflow	Percent of Total	Resident Worker	Percent of Total	Resident Outflow	Percent of Total	Net Flow
Jobs of workers age 29 or younger	8,196	28.1%	6,199	20.9%	7,689	21.8%	507
Jobs for workers age 30 to 54	15,162	51.9%	15,715	53.0%	19,722	55.9%	-4,560
Jobs for workers age 55 or older	5,859	20.1%	7,761	26.2%	7,885	22.3%	-2,026

Industry Group	Worker Inflow	Percent of Total	Resident Worker	Percent of Total	Resident Outflow	Percent of Total	Net Flow
Jobs in Goods Producing industries	4,903	16.8%	6,933	23.4%	6,041	17.1%	-1,138
Jobs in Trade, Transportation, and Utilities industries	7,822	26.8%	4,514	15.2%	8,088	22.9%	-266
Jobs in All Other Services industries	16,492	56.4%	18,228	61.4%	21,167	60.0%	-4,675

Data Source: US Census Bureau, Center for Economic Studies, LODES, 2016, available in 2019

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COMMUTING BY TOP 10 COUNTIES AND BY STATE

Workers Coming Into Alamance County

Resident County	Jobs	Percent of Inflow Jobs	Percent of All County Jobs
Guilford County, NC	7,815	26.7%	13.3%
Orange County, NC	2,646	9.1%	4.5%
Wake County, NC	2,031	7.0%	3.4%
Caswell County, NC	1,465	5.0%	2.5%
Durham County, NC	1,167	4.0%	2.0%
Rockingham County, NC	1,134	3.9%	1.9%
Mecklenburg County, NC	1,093	3.7%	1.9%
Randolph County, NC	986	3.4%	1.7%
Forsyth County, NC	862	3.0%	1.5%
Chatham County, NC	673	2.3%	1.1%

Workers Coming into Alamance County by Surrounding State

State	State Resident Workers	Percent of Inflow Jobs	Percent of All County Jobs
Virginia	560	1.9%	1.0%
South Carolina	375	1.3%	0.6%
Georgia	74	0.3%	0.1%
Tennessee	29	0.1%	0.0%

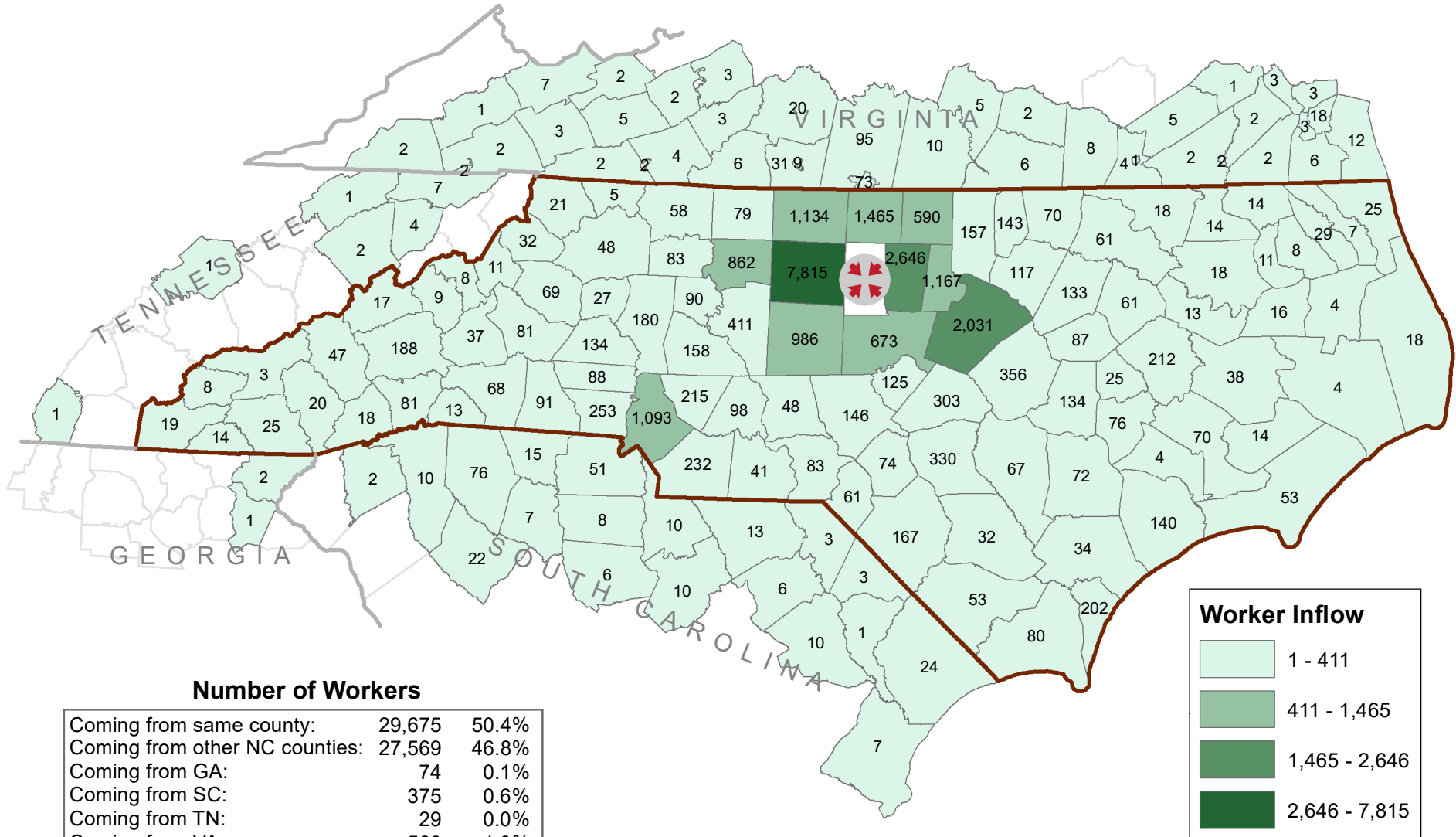
Residents Working Out of Alamance County

Workplace County	Jobs	Percent of Outflow Jobs	Percent of All County Jobs
Guilford County, NC	8,524	24.2%	13.1%
Orange County, NC	6,703	19.0%	10.3%
Wake County, NC	4,300	12.2%	6.6%
Durham County, NC	4,152	11.8%	6.4%
Mecklenburg County, NC	2,131	6.0%	3.3%
Forsyth County, NC	1,169	3.3%	1.8%
Randolph County, NC	625	1.8%	1.0%
Chatham County, NC	468	1.3%	0.7%
Rockingham County, NC	427	1.2%	0.7%
Cumberland County, NC	336	1.0%	0.5%

Residents Working Out of Alamance County by Surrounding State

State	State Resident Workers	Percent of Outflow Jobs	Percent of All County Jobs
Virginia	241	0.7%	0.4%
South Carolina	135	0.4%	0.2%
Georgia	50	0.1%	0.1%
Tennessee	45	0.1%	0.1%

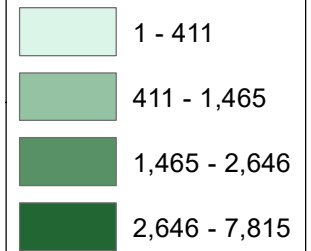
Workers Commuting into Alamance County, North Carolina



Number of Workers

Coming from same county:	29,675	50.4%
Coming from other NC counties:	27,569	46.8%
Coming from GA:	74	0.1%
Coming from SC:	375	0.6%
Coming from TN:	29	0.0%
Coming from VA:	560	1.0%
Coming from all other States:	610	1.0%
Total:	58,892	100%

Worker Inflow



Data Source: US Census Bureau, Center for Economic Studies, LODES, 2016.
Map Created in February, 2020

60 Miles



NC DEPARTMENT
of COMMERCE
LABOR & ECONOMIC
ANALYSIS

**Guilford County, North Carolina
Principal Taxpayers
Current Year and Nine Years Ago**

Taxpayer	Fiscal Year 2019			Fiscal Year 2010		
	Assessed Value	Rank	Percentage of Total Assessed Value	Assessed Value	Rank	Percentage of Total Assessed Value
Duke Energy Carolinas LLC	\$ 488,662,306	1	0.95	\$ 355,254,996	1	0.79
Koury Corporation	319,071,421	2	0.62	276,974,844	2	0.62
Procter & Gamble Manufacturing Company	278,442,832	3	0.54	266,004,864	3	0.59
American Express Travel Related Services Inc.	231,238,195	4	0.45	203,334,331	4	0.45
Lincoln National Life Insurance (formerly Jefferson-Pilot)	228,627,388	5	0.45			
ITG Brands LLC (formerly Lorillard Tobacco Company)	228,478,906	6	0.45			
CBL LLC (formerly CBL & Associates Properties, Inc.)	167,052,400	7	0.33			
Highwoods/Forsyth Limited Partnership	149,745,316	8	0.29			
International Home Furnishings Center	148,877,500	9	0.29	184,907,653	7	0.41
Piedmont Natural Gas	142,851,211	10	0.28	178,521,431	8	0.40
TYCO Electronics	-		-	197,557,213	5	0.44
RF Micro Devices, Inc.	-		-	191,628,364	6	0.43
BellSouth	-		-	161,182,152	9	0.36
Liberty Property LP	-		-	143,772,188	10	0.32
Total Top Ten Principal Taxpayers	\$ <u>2,383,047,475</u>		<u>4.65</u>	\$ <u>2,159,138,036</u>		<u>4.81</u>

Source: Guilford County Tax Department.

**Guilford County, North Carolina
Principal Employers
Current Year and Nine Years Ago**

<u>Employer</u>	<u>2019</u>			<u>2010</u>		
	<u>Employees</u>	<u>Rank</u>	<u>Percentage of Total County Employment</u>	<u>Employees</u>	<u>Rank</u>	<u>Percentage of Total County Employment</u>
Cone Health	13,085	1	5.24	7,776	2	3.60
Guilford County School System	10,027	2	4.01	10,394	1	4.81
United States Postal Service	3,500	3	1.40	2,800	4	1.30
City of Greensboro	2,949	4	1.18	3,024	3	1.40
Guilford County Government	2,609	5	1.04	2,648	6	1.23
The Volvo Group	2,600	6	1.04	-		-
University of North Carolina at Greensboro	2,430	7	0.97	2,800	5	1.30
HAECO Americas	2,200	7	0.88	-		-
Ralph Lauren Corporation	2,097	9	0.84	-		-
Unifi Inc.	2,064	10	0.83	-		-
High Point Regional Health System(1)	-		-	2,400	7	1.11
Bank of America	-		-	2,200	8	1.02
American Express Credit Card Services	-		-	2,100	9	0.97
United Parcel Service	-		-	2,000	10	0.93
 Total County Employment	 249,820			 215,925		

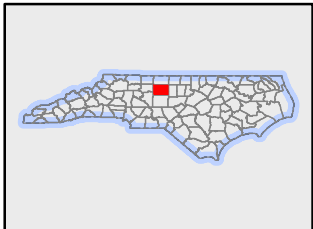
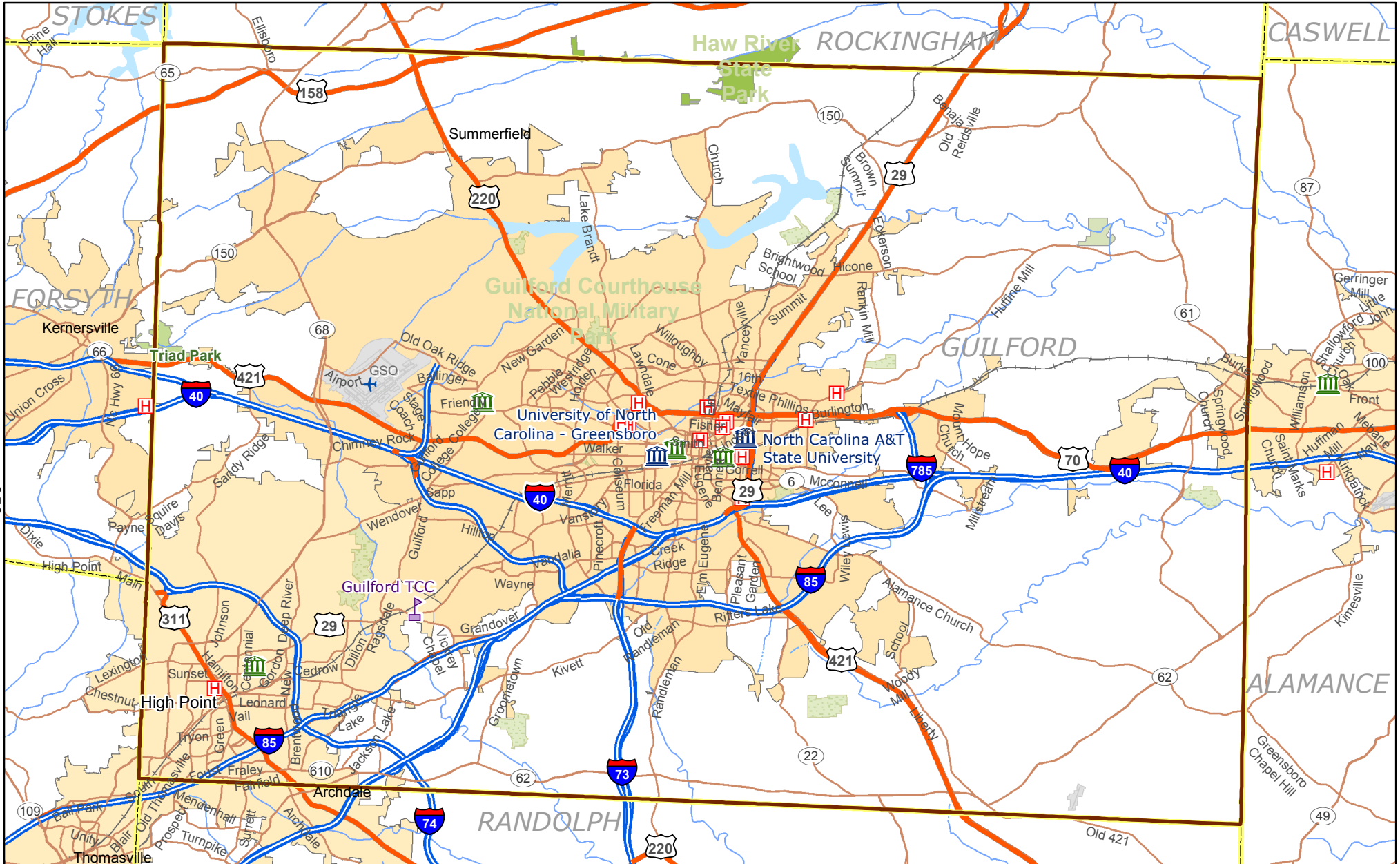
Notes:

(1) High Point Regional Health System was acquired by Wake Forest Baptist Health.

Sources:

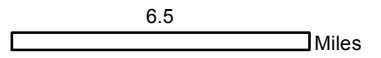
Principal employer data is from the Triad Business Journal and the individual employers. Total County employment is for calendar years 2009 and 2018 from the North Carolina Department of Commerce.

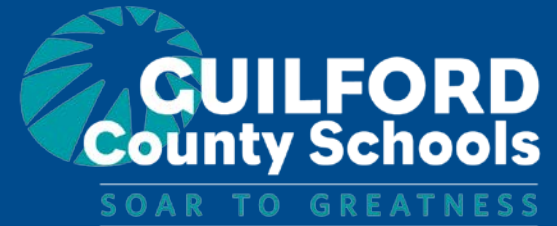
Guilford County, North Carolina



Legend

Airports by Total Enplanements	Public University	Interstate
14,000,001 - 43,130,585	Private University	US Route
3,000,001 - 14,000,000	NC Community Colleges	NC Route
0 - 3,000,000	Hospital	Major Railroad Lines
		County Boundary





SUPERINTENDENT'S BUDGET RECOMMENDATION FOR 2020-2021

GUILFORD COUNTY BOARD OF EDUCATION
REVISED APRIL 27, 2020

SHARON L. CONTRERAS, PH.D. | SUPERINTENDENT



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

Transforming learning and life outcomes for all students.



Strategic Plan Goals

Goal I: By 2022, the percentage of students who will read proficiently by the end of third grade will increase to 54%.

Goal II: 75 percent of incoming 6th grade students will pass NC Math I (Algebra I) with a C or better by the end of their 9th grade year in 2022.

Goal III: The percentage of graduating seniors who complete a rigorous career pathway will increase to 35 percent, by 2022.

Goal IV: Of the 25 lowest performing schools, increase the number that meet or exceed growth from 16 to 22.

Goal V: Decrease the achievement gap (3rd grade reading, 3rd grade math, English II, and Math I) between Black and Hispanic males and their White male counterparts by 2 percentage points by 2022.

Goal VI: By 2022, increase organizational efficiency and effectiveness to better support student learning.

Strategic Priorities

I Reimagine Excellent Schools

II Eradicate Gaps in Access, Preparation and Achievement

III Improve Operational Efficiency

IV Create Pathways to Prosperity

V Invest in Our People

A photograph of two young girls playing violins in a music room. The girl in the foreground is wearing a blue long-sleeved shirt and has her hair in braids. She is looking intently at her instrument. The girl in the background is wearing an orange hoodie and is smiling. The room has a window with blinds and a chair is visible in the background. The entire image has a warm, yellowish-orange tint.

2020-21 Budget Recommendation

2020-2021 **Academic Focus:** **Recovering** **Lost Learning Time**

- Students are expected to retain only 70% of this year's reading gains, compared with a typical school year, and less than 50% in math.
- Children from more affluent communities are more likely to have the resources and flexibility needed to weather this.
- Children from families who typically face inequities like low household employment, low wages, housing and food insecurity, family instability and the additional shocks from this disruption will experience greater learning loss that will likely have a lifetime impact.

(NWEA Brief)

2020-2021 Budget Priority: Recovering Lost Learning Time

“...the shortened school year is likely to reduce student learning, leaving students less prepared to advance to the next grade and will severely strain school planning, financing and student [assessment] capabilities.”

Institute for Public Policy and Social Research
Michigan State University



Recovering Lost Learning Time

- Extended Learning

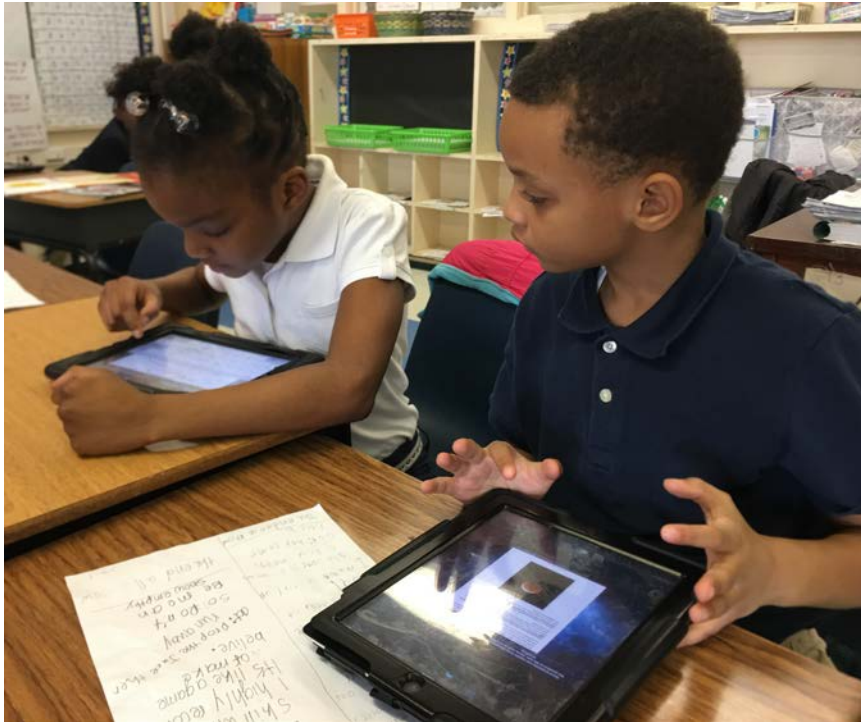


Extend the 2020-21 school year and/or lengthen school days so students can catch up on lost learning time.

Strong evidence from around the world suggests that high quality extended learning can generate significant learning gains for underserved populations.

Center for Global Development

Recovering Lost Learning Time - Technology and Connectivity Challenges



- Students who do not have access to the Internet from home, or who depend on a cell phone for access, perform lower on a range of metrics, including digital skills, homework completion and grade point average.
- A deficit in digital skills compounds other inequities.
- Students who lack digital access and skills perform lower on standardized tests and show less interest in STEM careers.

Michigan State University/Institute for Public Policy and Social Research

Recovering Lost Learning Time - Diagnostic Assessments



Click to add text

- Educators will need data now more than ever to guide curriculum and instruction to support students.
- Accurate, valid, and reliable data can provide valuable diagnostic information in times of disruption and uncertainty.
- Diagnostic assessments will help educators know where to focus resources and how best to help students academically when schools reopen.
- Assessments should only be used to help educators provide targeted assistance to students, and not for accountability or grading purposes.

NWEA brief

Recovering Lost Learning Time – Individualized Academic Support



- Individualized instruction (e.g. tutors) can use diagnostic assessments to identify students who are underperforming and tailor approaches to specific contexts.
- Priority should be given to the most vulnerable in two age groups:
 - Children at primary level, where learning loss can most limit educational progress; and,
 - Teens transitioning from primary to secondary education, where the poorest are most at risk of dropping out.

Recovering Lost Learning Time - Challenges and Opportunities



- GCS has distributed more than 13,500 laptops and tablets to students and is expanding hotspots to more locations.
- Learning and working remotely – or some combination of both – represent our "new normal."
- Strengthening our remote learning and working capabilities represents an opportunity as well as a challenge.
- Districts and schools that increase capacity and navigate the new normal well will ensure greater student success and operational efficiencies moving forward.

Recovering Lost Learning Time - Funding

2020-2021

K-12
Emergency
Relief Funds

\$21 million

2019-2020

COVID-19
Supplemental
Funds

\$2.4 million

Redirection of
existing
resources

Coronavirus Aid, Relief and Economic Security Act (CARES Act)

MOE (Maintenance of Effort)

- State has to maintain support for elementary and secondary education at levels that are the average of the State's support in the three fiscal years preceding the date of enactment.
 - A State may apply for a waiver of this requirement if there is a precipitous decline in financial resources.

NCDPI Division of School Business

Governor's Recommendations to Address Immediate Needs

- Immediate Public Health & Safety = \$313 million (includes \$78 million for School Nutrition)
- Continuity of Operations for Education & State Gov't Services = \$740.4 million (\$243 million for K-12 Education)
- Small Business & Local Gov't Assistance = \$375 million

**Governor's
Recommendations
to Address
Immediate Needs**

- **Suspend 6 Month State Retiree Waiting Period**
- **Public Schools - Flexibility in Instructional Hours and School Calendar**

**North Carolina
State Board of
Education's
COVID-19
Legislative
Funding
Request**

Funding Priorities for COVID-19

Approximately \$380 million

- Child Nutrition programs & supplemental compensation for child nutrition and transportation
- Student support staff and resources for the physical and mental well-being of students
- Continues services for exceptional children
- Resources for digital and remote teaching and learning
- “Jump Start” summer bridge program
- Other funding priorities

Legislative Impact

Legislated salary increase = \$2,291,000

Retirement rate = \$1,466,000

Health insurance = \$654,000

Growth in charter school enrollment = \$1,319,000

\$5.73 million



2020-21 Local Current Expense Fund

Legislative impact	\$5.73 million
Bus driver pay increase for full year	\$1.60 million
Sustaining operations (property/liability insurance)	\$170,000
Request additional funding from Guilford County Board of Commissioners	\$7.5 million

Capital Outlay Fund 2020-21

Deferred Maintenance

HVAC Project(s) = \$9,000,000

Roofing Project(s) = \$5,046,000

System-wide Site = \$909,000

System-wide Roofing = \$400,000

System-wide Mechanical, Electrical & Plumbing =
\$2,500,000

System-wide Finishes = \$845,000

System-wide Athletics = \$500,000

Safety and Security = \$500,000

\$20,000,000

Furniture/Equipment/Vehicles

Equipment & Vehicles = \$200,000

Band uniforms/Furniture=\$100,000



Summary

2020-21 State Public School Fund

Initial State Fund Budget = \$447,890,181

- Used 2020-21 planning allotment formulas from NCDPI
- NCDPI allotted Average Daily Membership (ADM)
 - 2019-20 allotted ADM = 71,926
 - 2020-21 allotted ADM = 71,331 (-595)

2020-21 Local Current Expense Fund

2020-21 Recommended Local Fund = **\$220,038,052**

Operating Request from County Commissioners = \$214,110,398

\$206,610,398 = 2019-20 county appropriation
+ 7,500,000 = increase requested for 2020-21 (3.63%)
\$214,110,398 = 2020-21 county appropriation requested

Other Local Sources = Fines & forfeitures \$3,000,000
Fund balance appropriated \$2,324,320
Interest earned on investments \$603,424

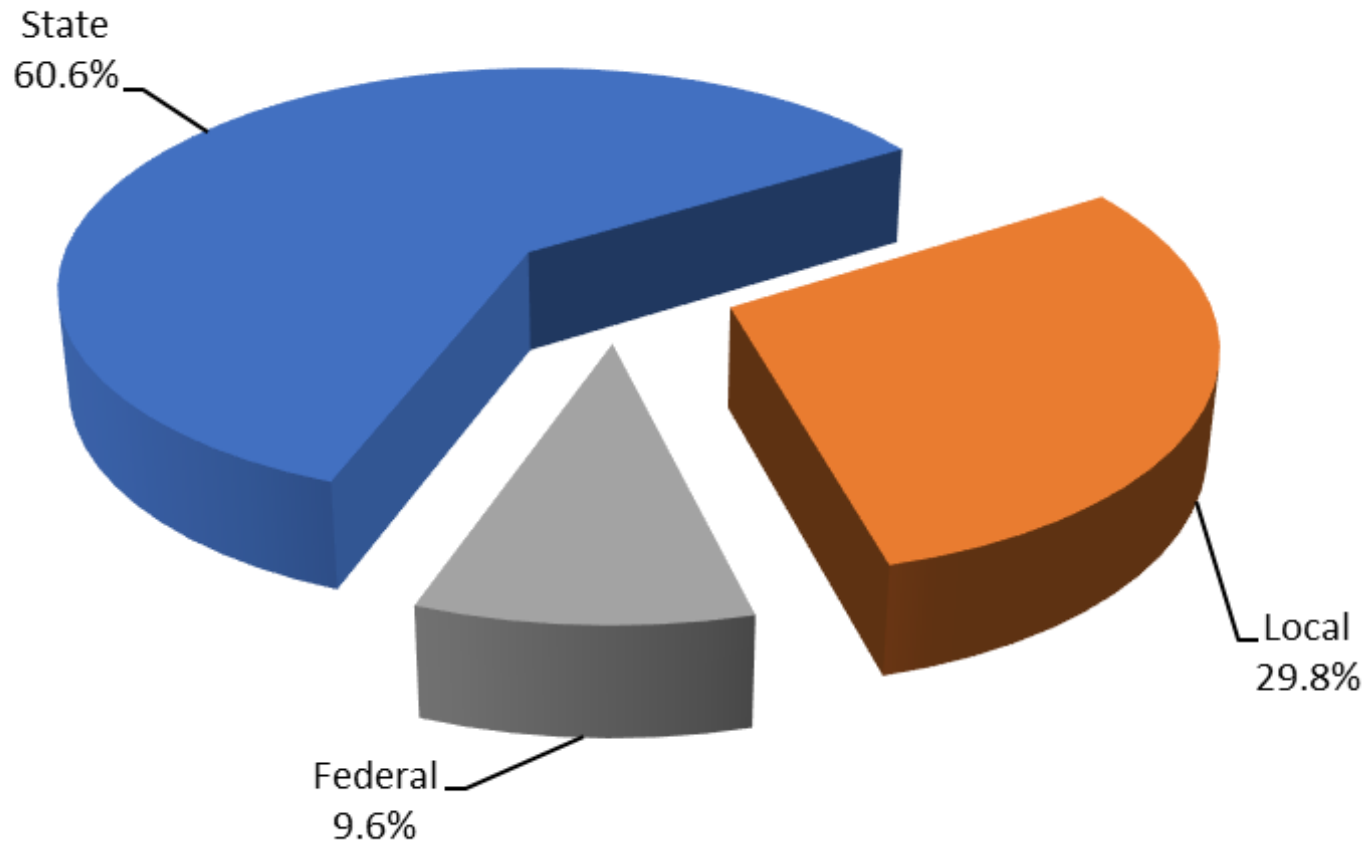
2020-21 Federal Grants Fund

Used 2019-20 Federal Planning Allotment plus allowable carryover = \$70,570,810

- 2020-21 federal planning allotments from NCDPI have not yet been released.

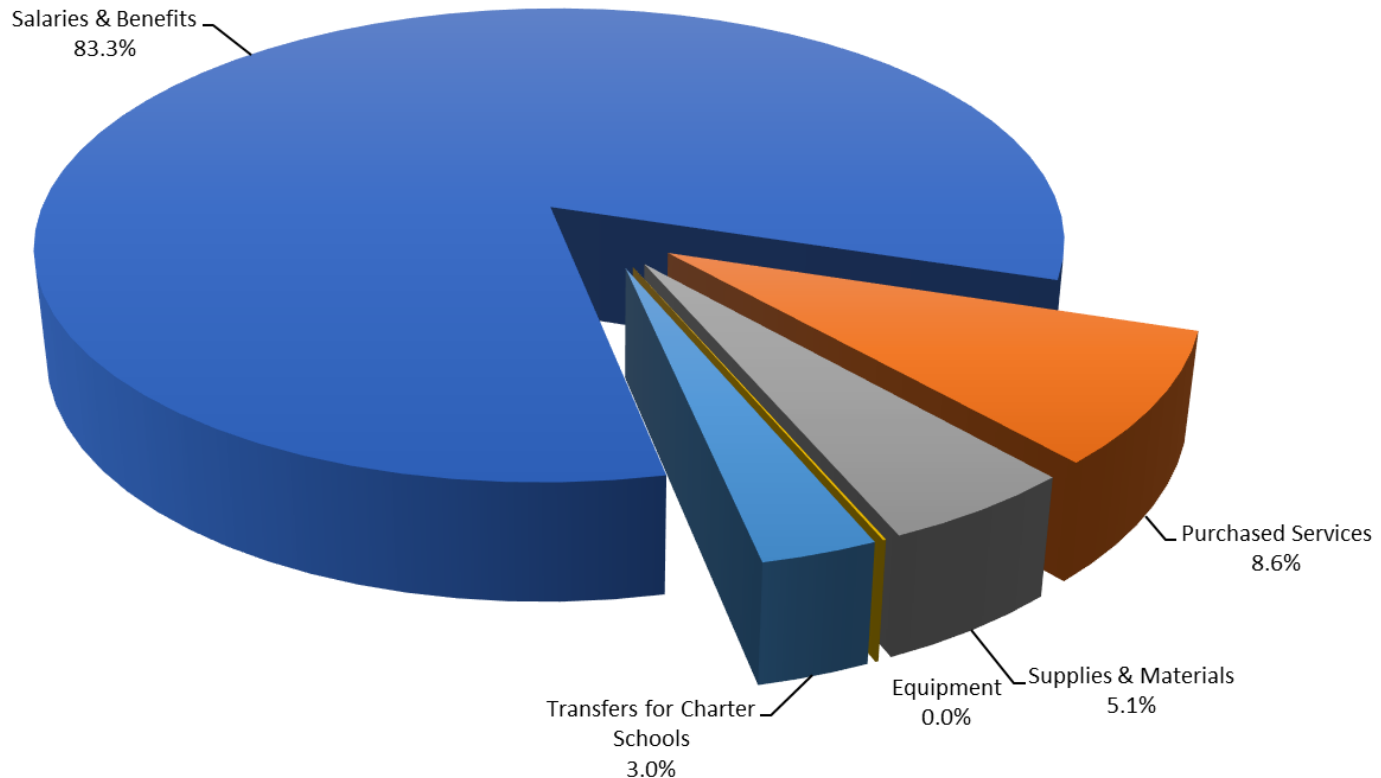
2020-21 Operating Budget

Revenues/Sources Where The Money Comes From	
State	\$447,890,181
Local (County)	220,038,051
Federal	70,570,811
Total	\$738,499,043



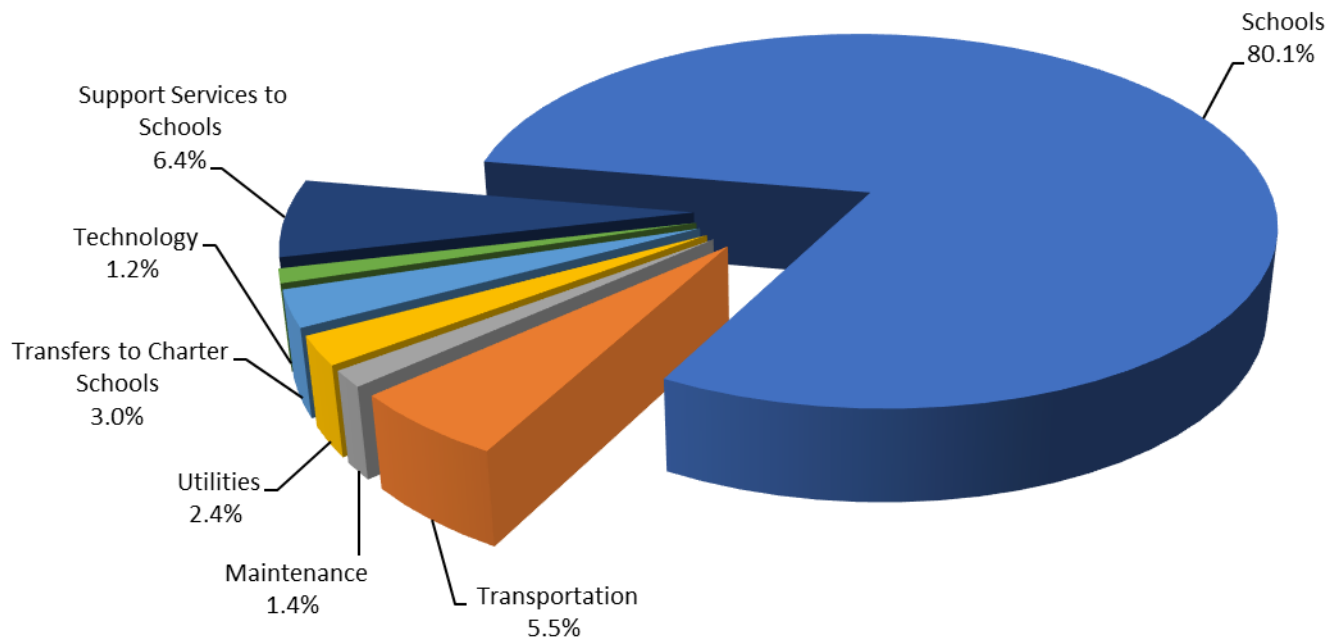
2020-21 Operating Budget

Expenditures/Uses Where the Money Goes	
Salaries & Benefits	\$614,474,688
Purchased Services	\$63,149,812
Supplies & Materials	\$37,834,561
Equipment	\$595,992
Transfers for Charter Schools	\$22,443,990
Total	\$738,499,043



2020-21 Operating Budget

Summary by Purpose/Function	
Schools	\$591,422,766
Transportation	40,736,264
Maintenance	10,041,528
Utilities	17,609,046
Transfers to Charter Schools	22,318,990
Technology	8,676,746
Support Services to Schools	47,693,703
Total	\$738,499,043



2020-21 Budget Recommendation

Funding Sources	2019-20 Budget Resolution	2020-21 Budget Recommendation
State Fund	\$432,234,395	\$447,890,181
Local Fund (County)	\$213,213,822	\$220,038,051
Federal Fund	\$62,745,849	\$70,570,811
Capital Outlay Fund	\$6,116,528	\$20,000,000
Child Nutrition	\$45,430,400	\$45,669,900
ACES Fund	\$7,518,824	\$6,385,715
Special Revenue Fund	\$12,870,231	\$11,342,575
Total	\$780,040,049	\$821,897,233

Budget Process - Next Steps

- BOE conducts budget work session(s) as needed and holds public hearing (*scheduled for April 30, 2020 BOE meeting*)
- BOE adopts 2020-21 budget request (*scheduled for May 12, 2020*)
- BOE submits 2020-21 budget request to BOCC (*no later than May 15, 2020*)
- County Manager presents budget recommendation to BOCC (*tentatively May 21, 2020*)
- BOCC has work session(s) to review budget
- BOCC holds public hearing (*scheduled for June 4, 2020*)
- BOCC adopts 2020-21 Budget Ordinance (*scheduled for June 18, 2020*)
- BOE approves 2020-21 Interim Budget Resolution if the state has not adopted a final budget for 2020-21 (*June 25, 2020 BOE meeting*)
- BOE approves final 2020-21 budget and 2020-21 Budget Resolution



Questions?

Mailing Address:

Guilford Technical
Community College
P.O. Box 309
Jamestown, NC 27282

336-334-4822
336-454-1126

TTY 336-841-2158

www.gtcc.edu

Jamestown Campus

Aviation Center

Cameron Campus

Greensboro Campus

High Point Campus

Small Business Center

April 24, 2020

Mr. Alex Smith
Interim Budget Director
Guilford County
301 W. Market Street, Suite 301
Greensboro, NC 27402

Re: 2020/21 County Budget Proposal

Dear Alex:

Attached is GTCC's 2020/21 budget request as approved by our Board of Trustees on February 18, 2020. This represents our assessment of the College's needs for operations and maintenance of existing facilities. The operating budget totals \$17,675,000, an increase of 6.2%, or \$1,025,000 over the current year and includes the following:

- \$298,642 utility rate increases (water 1.6% and electricity 2%) and additional costs beyond existing budget;
- \$250,000 to provide up to 1% matching funds for employee voluntary retirement plans (requested but not funded the past two years);
- \$220,024 estimated 2020/21 salary increases due to compensation study, cost of living adjustments, and a pro-rata share of the president's incentive pay.
- \$75,410 supply increases for custodial services and campus police;
- \$54,838 partial funding for two new senior administrative positions;
- \$50,000 one-time equipment request to replace dump truck for physical plant;
- \$36,893 mandatory retirement rate increase from 19.70% to 21.44%;
- \$26,449 mandatory medical insurance rate increase from \$6,306 to \$6,647 per employee; and
- \$12,744 to cover scheduled rent increases at Aviation I, Aviation II, and the railroad easement at Jamestown.

The 2020/21 annual capital projects list totaling \$2,180,000 (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.

Please let me know if you have any questions.

Sincerely,



Angela Carter,

Associate Vice President, Business & Finance/Controller

cc: Anthony Clarke
Nancy Sollosi
Mitchell Johnson

Attachment

Catalyst for Success

**GUILFORD TECHNICAL COMMUNITY COLLEGE
2020/2021 County Operating Budget Request**

2019-20 Operating Budget		\$ 16,650,000
<u>Additional Needs 2020/2021</u>		
Utility increases due to rate increases and additional needs	\$ 298,642	
Voluntary retirement matchings funds unfunded in 2019-20	250,000	
Estimated cost of living adjustment for 2020-21	220,024	
Custodial Services & Campus Police supplies	75,410	
Partial funding for two new senior administrative positions	54,838	
One-time equipment request: replace dump truck for physical plant	50,000	
Projected retirement rate increase	36,893	
Projected medical rate increase	26,449	
Scheduled rent increases	<u>12,744</u>	
Total Increase Requested		<u>\$ 1,025,000</u> 6.2%
Total 2020/2021 Operating Needs		<u>\$ 17,675,000</u>
 Annual Capital Projects (<i>See Tab 2</i>)		 <u>\$ 2,180,000</u>
 Total 2020/2021 Budget Request		 <u>\$ 19,855,000</u>

**GUILFORD TECHNICAL COMMUNITY COLLEGE
2020/2021 Annual Capital Projects Budget Request**

Priority	Project	Projected Cost
1	Medlin Campus Center Renovations	\$ 650,000
2	Replace roof at Aviation I	225,000
3	Replace boiler and chillers in Service Careers & Williams Hall	675,000
4	Phase II roof work at Center for Advanced Manufacturing (CADM)	450,000
5	Replace boilers in Public Safety & Science Hall	180,000
	Total 2020/2021 Request	<u>\$ 2,180,000</u>



AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2020-2021

I. A. Be it ordained by the Board of County Commissioners for Guilford County, North Carolina this the 18th day of June, 2020:

That for the operation of Guilford County's government and its subdivisions for the fiscal year beginning July 1, 2020, and ending June 30, 2021, 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 & CLERK	\$ 1,131,729
COUNTY ADMINISTRATION	\$ 1,762,867
COUNTY ATTORNEY	\$ 2,622,522
INTERNAL AUDIT	\$ 657,468
BUDGET AND MANAGEMENT	\$ 882,029
FINANCE	\$ 2,812,223
PURCHASING	\$ 399,797
FACILITIES	\$ 9,208,812
INFORMATION SERVICES	\$ 11,776,804
HUMAN RESOURCES	\$ 12,692,299
FLEET OPERATIONS	\$ 790,669
DEBT SERVICE	\$ 90,790,986
TAX	\$ 7,376,756
REGISTER OF DEEDS	\$ 2,294,633
ELECTIONS	\$ 3,064,272
HEALTH & HUMAN SERVICES	\$ 104,702,552
<i>(Adopted at Health & Human Services level. For information only: Public Health \$38,682,400; Social Services \$66,020,152)</i>	
VETERANS SERVICES	\$ 291,791
MENTAL HEALTH	\$ 10,331,409
COORDINATED SERVICES	\$ 1,271,447
CHILD SUPPORT ENFORCEMENT	\$ 7,039,530
TRANSPORTATION - HUMAN SERVICES	\$ 1,272,580
EMERGENCY SERVICES	\$ 34,009,504
JUVENILE DETENTION	\$ 3,122,484
FAMILY JUSTICE CENTER	\$ 955,434
OTHER PROTECTION	\$ 1,107,917
LAW ENFORCEMENT	\$ 70,512,834
ANIMAL SERVICES	\$ 4,252,636
SECURITY	\$ 2,537,557
COOPERATIVE EXTENSION SERVICE	\$ 711,260

PLANNING AND DEVELOPMENT	\$ 883,994
INSPECTIONS	\$ 2,574,937
SOIL & WATER CONSERVATION	\$ 346,903
SOLID WASTE	\$ 2,079,072
CULTURE & LIBRARIES	\$ 1,834,277
RECREATION - PARKS	\$ 4,823,082
ECONOMIC DEVELOPMENT & ASSISTANCE - Including attached detail	\$ 1,333,302
EDUCATION - CURRENT EXPENSE	
GUILFORD COUNTY PUBLIC SCHOOLS	\$ 209,610,398
GUILFORD TECHNICAL COMMUNITY COLLEGE	\$ 17,100,000
EDUCATION - CAPITAL OUTLAY	
GUILFORD COUNTY PUBLIC SCHOOLS	\$ 3,116,528
GUILFORD TECHNICAL COMMUNITY COLLEGE	\$ 550,000
CAPITAL OUTLAY	\$ -
SUB-TOTAL GENERAL FUND APPROPRIATIONS	\$ 634,635,294
LESS: Transfer to County Building Construction Fund	\$ (1,500,000)
LESS: Transfer to School Capital Outlay Fund	\$ (3,666,528)
NET GENERAL FUND APPROPRIATIONS	<u>\$ 629,468,766</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	\$ 1,215,924
Alamance Community Fire Service District Overlay	\$ 232,265
Climax Fire Protection District	\$ 111,574
Climax Fire Protection Service District Overlay	\$ 55,019
Colfax Fire Protection District	\$ 653,784
Colfax Fire Protection Service District Overlay	\$ 234,262
No. 13 (Rankin) Fire Protection District	\$ 1,146,794
No. 13 (Rankin) Fire Service District Overlay	\$ 345,546
No. 14 (Franklin Blvd.) Fire Protection District	\$ 192,191
No. 14 (Franklin Blvd.) Fire Service District Overlay	\$ 52,591
No. 18 (Deep River) Fire Protection District	\$ 231,487
No. 18 (Deep River) Fire Service District Overlay	\$ -
No. 28 (Frieden's) Fire Protection District	\$ 189,776
No. 28 (Frieden's) Fire Service District Overlay	\$ 72,983
Fire Protection District No. 1 (Horneytown)	\$ 45,774
Gibsonville Fire Protection District	\$ 14,412

Guilford College Community Fire Protection District	\$ 614,325	
Guilford College Community Fire Service District Overlay	\$ 36,802	
Guil-Rand Fire Protection District	\$ 148,622	
Guil-Rand Fire Protection Service District Overlay	\$ 71,017	
Julian Vol Fire Protection District	\$ 98,359	
Julian Fire Service District Overlay	\$ -	
Kimesville Fire Protection District	\$ 120,611	
McLeansville Fire Protection District	\$ 945,690	
McLeansville Fire Service District Overlay	\$ 387,070	
Mount Hope Community Fire Protection District	\$ 759,819	
Mount Hope Community Fire Service District Overlay	\$ -	
Northeast Guil Fire Protection District	\$1,061,316	
Northeast Fire Svc. Dist. Overlay	\$ 417,291	
Oak Ridge Fire Protection District	\$1,798,427	
Oak Ridge Fire Service District Overlay	\$ -	
Pinecroft-Sedgefield Fire Protection District	\$2,001,761	
Pinecroft-Sedgefield Fire Service District Overlay	\$ 663,786	
Pleasant Garden Fire Protection District	\$ 738,138	
Pleasant Garden Fire Service District Overlay	\$ 100,657	
PTIA Fire Service District	\$ 268,232	
Southeast Fire Protection District	\$ 252,855	
Southeast Fire Service District Overlay	\$ -	
Stokesdale Fire Protection District	\$ 910,914	
Summerfield Fire Protection District	\$2,444,001	
Summerfield Fire Service District Overlay	\$ 755,398	
Whitsett Fire Protection District	\$ 691,792	
Whitsett Fire Service District Overlay	\$ 201,915	
TOTAL FIRE PROTECTION/SERVICE		\$ 20,283,180

B. 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	\$ 38,120,476
FEDERAL/STATE FUNDS	\$ 71,661,472
SALES TAX	\$ 80,000,000
PROPERTY TAX	\$ 389,215,000
OTHER REVENUES	\$ 12,756,732
USER CHARGES	\$ 42,881,614
TRANSFERS FROM OTHER FUNDS	\$ -
SUB-TOTAL GENERAL FUND REVENUES	\$ 634,635,294
LESS: Transfer to County Building Construction Fund	\$ (1,500,000)
LESS: Transfer to School Capital Outlay Fund	\$ (3,666,528)
NET GENERAL FUND REVENUES	<u>\$ 629,468,766</u>

NOTE: The General Fund Appropriated Fund Balance is comprised of the following components:

Fund Level	\$ 33,622,368
Social Services - Team HOPE	\$ 25,000
Coordinated Svcs - ABC Bottle Tax Funds - GC STOP Program	\$ 50,000
Debt Repayment - Bond Premium	\$ 1,655,800
Public Health - Medicaid programs, Hazardous Materials, Other	\$ 2,410,439
Soil & Water Conservation	\$ 1,443
Law Enforcement - Federal Forfeiture Funds	\$ 236,046
Law Enforcement - Unauth Substance Tax Funds	\$ 15,000
Law Enforcement - Explorer Post Funds	\$ 5,200
Animal Services - Have a Heart	\$ 18,200
Family Justice Center - Donations/Grants	\$ 31,000
Register of Deeds - Automation Funds	\$ 49,980
	<u>\$ 38,120,476</u>

B. SPECIAL TAX/SERVICE DISTRICTS: In addition to the Countywide budget necessary for the function of the county government, Guilford County is required by law to make appropriations and to levy and collect taxes which have been authorized by the vote of the people of the special tax districts or by the establishment of a fire protection district or fire service district overlay. The appropriations made in I., A., Section 2 of this ordinance are hereby funded by revenue estimates according to the following schedules:

District	Property Tax	Sales Tax	Fund Balance	Total Appropriation
Alamance Community Fire Protection District	\$995,388	\$180,501	\$40,035	\$1,215,924
Alamance Community Fire Service District Overlay	\$199,955	\$32,310	\$0	\$232,265
Climax Fire Protection District	\$93,152	\$16,865	\$1,557	\$111,574
Climax Fire Protection Service District Overlay	\$46,587	\$8,432	\$0	\$55,019
Colfax Fire Protection District	\$529,695	\$95,411	\$28,678	\$653,784
Colfax Fire Protection Service District Overlay	\$190,159	\$34,252	\$9,851	\$234,262
No. 13 (Rankin) Fire Protection District	\$936,846	\$164,000	\$45,948	\$1,146,794
No. 13 (Rankin) Fire Service District Overlay	\$281,150	\$49,216	\$15,180	\$345,546
No. 14 (Franklin Blvd.) Fire Protection District	\$155,904	\$28,577	\$7,710	\$192,191
No. 14 (Franklin Blvd.) Fire Service District Overlay	\$42,873	\$7,859	\$1,859	\$52,591
No. 18 (Deep River) Fire Protection District	\$187,135	\$34,003	\$10,349	\$231,487
No. 18 (Deep River) Fire Service District Overlay	\$0	\$0	\$0	\$0
No. 28 (Frieden's) Fire Protection District	\$153,569	\$27,204	\$9,003	\$189,776
No. 28 (Frieden's) Fire Service District Overlay	\$59,849	\$10,564	\$2,570	\$72,983
Fire Protection District No. 1 (Horneytown)	\$37,432	\$6,842	\$1,500	\$45,774
Gibsonville Fire Protection District	\$11,701	\$2,066	\$645	\$14,412
Guilford College Community Fire Protection District	\$468,678	\$93,237	\$52,410	\$614,325
Guilford College Community Fire Service District Overlay	\$30,754	\$5,664	\$384	\$36,802
Guil-Rand Fire Protection District	\$123,090	\$22,299	\$3,233	\$148,622
Guil-Rand Fire Protection Service District Overlay	\$57,359	\$10,392	\$3,266	\$71,017
Julian Vol Fire Protection District	\$81,416	\$15,487	\$1,456	\$98,359
Julian Fire Service District Overlay	\$0	\$0	\$0	\$0
Kimesville Fire Protection District	\$99,457	\$17,833	\$3,321	\$120,611
McLeansville Fire Protection District	\$768,341	\$139,524	\$37,825	\$945,690
McLeansville Fire Service District Overlay	\$326,524	\$51,903	\$8,643	\$387,070
Mount Hope Community Fire Protection District	\$616,981	\$108,550	\$34,288	\$759,819
Mount Hope Community Fire Service District Overlay	\$0	\$0	\$0	\$0

Northeast Guil Fire Protection District	\$860,885	\$154,382	\$46,049	\$1,061,316
Northeast Fire Svc. Dist. Overlay	\$343,410	\$61,435	\$12,446	\$417,291
Oak Ridge Fire Protection District	\$1,470,380	\$257,853	\$70,194	\$1,798,427
Oak Ridge Fire Service District Overlay	\$0	\$0	\$0	\$0
Pinecroft-Sedgefield Fire Protection District	\$1,633,872	\$295,778	\$72,111	\$2,001,761
Pinecroft-Sedgefield Fire Service District Overlay	\$604,298	\$58,894	\$594	\$663,786
Pleasant Garden Fire Protection District	\$599,443	\$107,014	\$31,681	\$738,138
Pleasant Garden Fire Service District Overlay	\$86,779	\$11,450	\$2,428	\$100,657
PTIA Fire Service District	\$201,569	\$40,545	\$26,118	\$268,232
Southeast Fire Protection District	\$206,654	\$36,772	\$9,429	\$252,855
Southeast Fire Service District Overlay	\$0	\$0	\$0	\$0
Stokesdale Fire Protection District	\$749,510	\$130,544	\$30,860	\$910,914
Summerfield Fire Protection District	\$1,999,552	\$356,821	\$87,628	\$2,444,001
Summerfield Fire Service District Overlay	\$619,861	\$110,622	\$24,915	\$755,398
Whitsett Fire Protection District	\$564,375	\$94,278	\$33,139	\$691,792
Whitsett Fire Service District Overlay	\$167,054	\$27,906	\$6,955	\$201,915
Total	\$16,601,637	\$2,907,285	\$774,258	\$20,283,180

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	\$ -	
TOTAL COUNTY BLDG. CONSTRUCTION FUND APPROPRIATIONS	<u> </u>	\$ -

Section 2. That for the said fiscal year there is hereby appropriated for the INTERNAL SERVICES FUND the following:

RISK RETENTION - ADMIN./LIAB./PROP./WC	\$ 3,696,182	
EMPLOYEE HEALTH CARE PLAN	\$ 51,791,675	
TOTAL INTERNAL SERVICES FUND APPROPRIATIONS	<u> </u>	\$ 55,487,857

Section 3. That for the said fiscal year there is hereby appropriated for the ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND the following:

ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND	<u> </u>	\$ 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)	\$ -	
TOTAL COUNTY BLDG. CONSTRUCTION FUND REVENUES	<u> </u>	\$ -

INTERNAL SERVICES FUND

FUND BALANCE APPROPRIATED	\$ 900,864	
OTHER REVENUES	\$ 249,828	
USER CHARGES	\$ 54,337,165	
TOTAL INTERNAL SERVICES FUND REVENUES	<u> </u>	\$ 55,487,857

ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND

OCCUPANCY TAX	<u> </u>	\$ 6,000,000
TOTAL ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND REVENUES	<u> </u>	\$ 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		\$ 634,635,294
FIRE PROTECTION/SERVICE DISTRICT FUNDS		
Alamance Community Fire Protection District	\$ 1,215,924	
Alamance Community Fire Service District Overlay	\$ 232,265	
Climax Fire Protection District	\$ 111,574	
Climax Fire Protection Service District Overlay	\$ 55,019	
Colfax Fire Protection District	\$ 653,784	
Colfax Fire Protection Service District Overlay	\$ 234,262	
No. 13 (Rankin) Fire Protection District	\$ 1,146,794	
No. 13 (Rankin) Fire Service District Overlay	\$ 345,546	
No. 14 (Franklin Blvd.) Fire Protection District	\$ 192,191	
No. 14 (Franklin Blvd.) Fire Service District Overlay	\$ 52,591	
No. 18 (Deep River) Fire Protection District	\$ 231,487	
No. 18 (Deep River) Fire Service District Overlay	\$ -	
No. 28 (Frieden's) Fire Protection District	\$ 189,776	
No. 28 (Frieden's) Fire Service District Overlay	\$ 72,983	
Fire Protection District No. 1 (Hornetown)	\$ 45,774	
Gibsonville Fire Protection District	\$ 14,412	
Guilford College Community Fire Protection District	\$ 614,325	
Guilford College Community Fire Service District Overlay	\$ 36,802	
Guil-Rand Fire Protection District	\$ 148,622	
Guil-Rand Fire Protection Service District Overlay	\$ 71,017	
Julian Vol Fire Protection District	\$ 98,359	
Julian Fire Service District Overlay	\$ -	
Kimesville Fire Protection District	\$ 120,611	
McLeansville Fire Protection District	\$ 945,690	
McLeansville Fire Service District Overlay	\$ 387,070	

Mount Hope Community Fire Protection District	\$ 759,819	
Mount Hope Community Fire Service District Overlay	\$ -	
Northeast Guil Fire Protection District	\$ 1,061,316	
Northeast Fire Svc. Dist. Overlay	\$ 417,291	
Oak Ridge Fire Protection District	\$ 1,798,427	
Oak Ridge Fire Service District Overlay	\$ -	
Pinecroft-Sedgefield Fire Protection District	\$ 2,001,761	
Pinecroft-Sedgefield Fire Service District Overlay	\$ 663,786	
Pleasant Garden Fire Protection District	\$ 738,138	
Pleasant Garden Fire Service District Overlay	\$ 100,657	
PTIA Fire Service District	\$ 268,232	
Southeast Fire Protection District	\$ 252,855	
Southeast Fire Service District Overlay	\$ -	
Stokesdale Fire Protection District	\$ 910,914	
Summerfield Fire Protection District	\$ 2,444,001	
Summerfield Fire Service District Overlay	\$ 755,398	
Whitsett Fire Protection District	\$ 691,792	
Whitsett Fire Service District Overlay	\$ 201,915	
TOTAL FIRE PROTECTION/SERVICE		\$ 20,283,180
COUNTY BUILDING CONSTRUCTION FUND		\$ -
INTERNAL SERVICES FUND		\$ 55,487,857
ROOM OCCUPANCY & TOURISM DEVELOPMENT TAX FUND		\$ 6,000,000
SUB-TOTAL APPROPRIATIONS - ALL FUNDS		\$ 716,406,331
LESS:		
Transfer to County Building Construction Fund	\$ (1,500,000)	
Transfer to School Capital Outlay Fund (Project Ordinances)	\$ (3,666,528)	
Total Transfers to Other Funds		\$ (5,166,528)
TOTAL APPROPRIATION - ALL FUNDS		\$ 711,239,803

NOTE: The General Fund Budget for Law Enforcement includes a transfer of \$ 1,304,000 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	\$ 39,795,598	
FEDERAL/STATE FUNDS	\$ 71,661,472	
SALES TAX	\$ 82,907,285	
PROPERTY TAX	\$ 405,816,637	
OTHER REVENUES	\$ 13,006,560	
USER CHARGES	\$ 97,218,779	
OCCUPANCY TAX	\$ 6,000,000	
TRANSFER FROM OTHER FUNDS	\$ -	
SUB-TOTAL REVENUES - ALL FUNDS	\$ 716,406,331	
LESS: Transfers from Other Funds		\$ -
LESS: Transfers included in County/GCS/GTCC Capital Project Ordinances		\$ (5,166,528)
TOTAL REVENUES - ALL FUNDS		<u>\$ 711,239,803</u>

VI. A. That there is hereby levied for the fiscal year beginning July 1, 2020 and ending June 30, 2021, 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, 2020, for the purpose of raising the revenue from current year's taxes, as set forth in the foregoing countywide estimates of revenue, and in order to finance the foregoing countywide appropriations:

TOTAL COUNTYWIDE TAX RATE **\$0.7305**

NOTE: This rate is based on estimated total valuation of property, for the purpose of taxation, of \$53,479,937,934 which is 100% of the total assessed property tax valuation.

B. That there is hereby levied for the fiscal year beginning July 1, 2020 and ending June 30, 2021, 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, 2020, for the purpose of raising the revenue from current year's taxes, as set out in the foregoing District estimates of revenue, and in order to finance the foregoing District Appropriations:

Fire Protection/Service District	Current Tax Rate	Adopted Tax Rate	Fire Protection/Service District	Current Tax Rate	Adopted Tax Rate
Alamance Comm. Fire Protection Dist.	\$0.1000	\$0.1000	Kimesville Fire Protection Dist.	\$0.1097	\$0.1097
Alamance Comm. Fire Svc. Dist. Overlay	\$0.0179	\$0.0201	McLeansville Fire Protection Dist.	\$0.1000	\$0.1000
Climax Fire Protection Dist.	\$0.1000	\$0.1000	McLeansville Fire Svc. Dist. Overlay	\$0.0372	\$0.0425
Climax Fire Svc. Dist. Overlay	\$0.0500	\$0.0500	Mount Hope Comm. Fire Protection Dist.	\$0.0800	\$0.0800
Colfax Fire Protection Dist.	\$0.1000	\$0.1000	Mount Hope Comm. Fire Svc. Dist. Overlay	\$0.0000	\$0.0000
Colfax Fire Svc. Dist. Overlay	\$0.0359	\$0.0359	Northeast Fire Protection Dist.	\$0.1000	\$0.1000
No. 13 (Rankin) Fire Protection Dist.	\$0.0963	\$0.0963	Northeast Fire Svc. Dist. Overlay	\$0.0399	\$0.0399
No. 13 (Rankin) Fire Svc. Dist. Overlay	\$0.0289	\$0.0289	Oak Ridge Fire Protection Dist.	\$0.0977	\$0.0977
No. 14 (Franklin Blvd.) Fire Protection Dist.	\$0.1000	\$0.1000	Oak Ridge Fire Svc. Dist. Overlay	\$0.0000	\$0.0000
No. 14 (Franklin Blvd.) Fire Svc. Dist. Overlay	\$0.0275	\$0.0275	Pinecroft-Sedgefield Fire Protection Dist.	\$0.1000	\$0.1000
No. 18 (Deep River) Fire Protection Dist.	\$0.0941	\$0.0941	Pinecroft-Sedgefield Fire Svc. Dist. Overlay	\$0.0200	\$0.0372
No. 18 (Deep River) Fire Svc. Dist. Overlay	\$0.0000	\$0.0000	Pleasant Garden Fire Protection Dist.	\$0.1000	\$0.1000
No. 28 (Frieden's) Fire Protection Dist.	\$0.1000	\$0.1000	Pleasant Garden Fire Svc. Dist. Overlay	\$0.0107	\$0.0145
No. 28 (Frieden's) Fire Svc. Dist. Overlay	\$0.0390	\$0.0390	PTIA Service District	\$0.0495	\$0.0495
Fire Protection District #1 (Horneytown)	\$0.1500	\$0.1500	Southeast Fire Protection Dist.	\$0.1375	\$0.1375
Gibsonville Fire Protection Dist.	\$0.0945	\$0.0945	Southeast Fire Svc. Dist. Overlay	\$0.0000	\$0.0000
Guilford College Comm. Fire Protection Dist.	\$0.1000	\$0.1000	Stokesdale Fire Protection Dist.	\$0.1000	\$0.1000
Guilford College Comm. Fire Svc. Dist. Overlay	\$0.0500	\$0.0500	Summerfield Fire Protection Dist.	\$0.1000	\$0.1000
Guil-Rand Fire Protection Dist.	\$0.1000	\$0.1000	Summerfield Fire Svc. Dist. Overlay	\$0.0310	\$0.0310
Guil-Rand Fire Svc. Dist. Overlay	\$0.0466	\$0.0466	Whitsett Fire Protection Dist.	\$0.1000	\$0.1000
Julian Fire Protection Dist.	\$0.1454	\$0.1454	Whitsett Fire Svc. Dist. Overlay	\$0.0296	\$0.0296
Julian Fire Svc. Dist. Overlay	\$0.0000	\$0.0000			

VII. A. That the foregoing appropriations, including salaries of individual officers and employees, schedules of expected revenues, and tax levies are based on the Annual Budget Estimate as amended or corrected and statements prepared by the Budget Officer, and this ordinance is in the form prescribed by him as provided by law.

B. That effective with the start of the first pay period of the new fiscal year, the Classification and Pay Plan is amended to incorporate all personnel actions such as reclassifications and pay modifications recommended by the Human Resources department and approved by the County Manager, including pay and salary compensation for vehicles, clothing and other related items and to delete any positions abolished in connection with any Reduction in Force. Funding for the Plan and compensation items is included in the various departments as appropriate.

C. That the appropriations in the County Commissioners & Clerk 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 (531000 - Routine Building Maintenance/Repair, 531100 - Maintenance of Lawns/Grounds, 532900 - 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 or Nationally 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 any amount; (2) transfer moneys from one appropriation to another within the same fund in any amount; except that funds appropriated are restricted to a response to or recovery from a declared State of Emergency; and (3) expedite and modify current county purchasing and contract processes to meet the life safety and recovery needs during a declared State of Emergency within applicable state laws. Any actions exercised according to this section shall be reported to the Board of Commissioners at its next regular meeting.

IX. A. The Board of Commissioners adopts the fees as set forth in fee schedule attached hereto and incorporated by reference, including, but not limited to, Public Health clinic fees. The Board of Commissioners hereby delegates to the Manager authority to add additional fees and modify existing fees during the fiscal year without further board approval.

To the extent permitted by law, the Register of Deeds fees are as prescribed by law; it is recognized herein that the Register in his discretion may waive fees incurred by the District Attorney's Office and Public Defender's Office for the 18th Judicial District in the execution of their duties.

B. That in compliance with the Public Records Law, and unless otherwise provided by law (e.g., Register of Deeds), the County establishes the following fees to receive copies of such records:

At the Courthouse and in County Offices - \$.15 per page except for copies of microfiche, which are \$.15 per fiche.

By Compact Disc (CD) - \$2.00 per CD.

C. That the County Manager or designee shall have authority to execute the following contracts, amendments, or change orders, provided they comply with N.C. Gen. Stat. § 143-129 procedures and are within budgeted funds:

- (a) any lease agreement for one year or less;
- (b) any contract for land acquisition;
- (c) any contract for construction or repair that is less than \$500,000;
- (d) any contract, for apparatus, supplies, materials, equipment, that does not exceed \$90,000;
- (e) all service contracts, including but not limited to, service and information technology contracts as defined by N.C. Gen. Stat. § 143-129.8 that do not exceed \$200,000;
- (f) amendments or change orders to all contracts described in this section, when the aggregate of the amendment(s) requires less than a \$200,000 increase in the expenditure of public funds in a single fiscal year;
- (g) grant agreements for public funds within budgeted amounts; and
- (h) resolution of a claim that does not exceed \$200,000.

At the Manager's discretion, any lease, contract, amendment, or change order described in this section may nevertheless be submitted to the Board. Contracts, amendments, or change orders duly approved by the Board may be executed by the Chairman or the Manager. Board action approving a contract, amendment, or change order shall be deemed to authorize necessary budget amendments.

Uniform Guidance Procurement Policy: When utilizing federal funding, expenditures are to comply with all applicable policies including the Uniform Guidance Procurement Policy, as it may apply.

D. The Manager is authorized to dispose of sell, lease or otherwise dispose of any county property except real property, with a value of less than \$30,000.

E. That proposed projects where the estimated professional fee is in an amount less than \$30,000 or the amount authorized by G.S. 143-64.32, whichever is greater, for architectural, engineering and surveying services are hereby exempted from the requirements of Article 3D of Chapter 143 of the General Statutes, in accordance with G.S. 143-64.32. In addition, other particular projects may be exempted from the requirements of said Article 3D by the County Manager, in a manner which states the reasons therefore and the circumstances attendant thereto in each instance, as authorized by G.S. 143-64.32.

F. The County Manager is authorized to accept gifts, in-kind services, personal property, real property, and monetary donations up to \$25,000 per donation to the extent permitted by and pursuant to N.C. General Statute 159-15 and 153A-12.

G. The County is authorized to engage in electronic transactions as defined in GS 159-28 by resolution of the Board of Commissioners on June 7, 2018 in accordance with appropriate policies adopted and maintained by the Finance Officer, under direction of the County Manager.

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, 2020 and ending June 30, 2021, 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 2020-2021 in the Tax Department's budget to cover the cost that is estimated to be incurred during FY 2020-2021 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, 2020 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, 2020.

ADOPTED this the 18th day of June, 2020.

FY 2020-21 Budget

Changes to Recommended Budget

GENERAL FUND	Expense	Revenue	Co \$ Impact	Positions
Manager's Recommended Budget	633,225,520	633,225,520	-	2,653.75
Staff Changes to Recommended Budget				
Other Revenues				
Excise Tax		250,000	(250,000)	
Public Health				
Clinical Health				
Adjust equipment budget for updated price of AccuVax equipment	5,400		5,400	
Increase MedMax fund balance approp.		5,400	(5,400)	
PH Preparedness				
Additional Local Reponse COVID-19 funds from State	245,884	245,884	-	
	<u>251,284</u>	<u>251,284</u>	<u>-</u>	
Emergency Services				
Receive donation for COVID-19 responder support	1,000	1,000	-	
Economic Development				
Reduce Allocation to Guilford County Economic Development Alliance	(50,000)		(50,000)	
Contingency/CARES Funds for COVID Response (details on separate page)				
	735,000	735,000	-	
Staff Changes Total	937,284	1,237,284	(300,000)	-

Board Changes to Recommended Budget

Family Justice Center

Add FJC Navigator position (July start) 60,932 60,932 1.00

Child Support Enforcement

Add Deputy Director and Child Support Manager for Business & Technology positions (October start) 131,558 131,558 2.00

Increase Federal / State reimbursement 86,828 (86,828)
131,558 86,828 44,730 2.00

County Administration - MWBE Office

Disparity Study 200,000 200,000

FY 2020-21 Budget

Changes to Recommended Budget

GENERAL FUND	Expense	Revenue	Co \$ Impact	Positions
Economic Development				
Reduce Allocation to Forward High Point Foundation from \$40,000 recommended	(20,000)		(20,000)	
Redirect Allocation from Friends of Coltrane to the Board of Comissioners & Clerk's Budget for projects to benefit youth in High Point and Greensboro	(20,000)		(20,000)	
Increase Allocation to East Market Street Development Corporation for a total allocation of \$50,000	15,000		15,000	
Increase Allocation to Southwest Renewal Foundation of High Point to be contingent on receipt of grant funding <i>(use budgeted funding from manager's contingency)</i>	-		-	
	<u>(25,000)</u>	<u>-</u>	<u>(25,000)</u>	
Board of Commissioners & Clerk				
Allocation to project to benefit youth in High Point	15,000		15,000	
Allocation to youth scholarship programs in Greensboro	15,000		15,000	
<i>(Project proposals to be brought back to board for final consideration)</i>	30,000	-	30,000	
Recreation - Parks				
Increase Maintenance Funding for Parks, Greenways, and Open Spaces	75,000		75,000	
Increase Appropriated Fund Balance		85,662	85,662	
Board Changes Total	472,490	172,490	300,000	3.00
GENERAL FUND TOTAL	634,635,294	634,635,294	-	2,656.75

FY 2020-21 Budget

Changes to Recommended Budget

COVID RESPONSE / CARES FUNDS

DISTRIBUTION	Expense	Revenue	Co \$ Impact
Clerk to the Board	5,000		5,000
County Administration	5,000		5,000
County Attorney	5,000		5,000
Human Resources	5,000		5,000
Budget and Management	5,000		5,000
Internal Audit	5,000		5,000
Finance	5,000		5,000
Purchasing	5,000		5,000
Information Services	5,000		5,000
Tax	5,000		5,000
Register of Deeds	5,000		5,000
Elections	5,000		5,000
Planning and Development	5,000		5,000
Facilities	100,000		100,000
Security	5,000		5,000
Fleet Operation	5,000		5,000
Public Health	200,000		200,000
Social Services	50,000		50,000
Child Support Enforcement	5,000		5,000
Transportation - Human Services	5,000		5,000
Veterans' Services	5,000		5,000
Cooperative Extension Service	5,000		5,000
Law Enforcement	50,000		50,000
Emergency Services	200,000		200,000
Inspections	5,000		5,000
Court Alternatives	5,000		5,000
Family Justice Center	5,000		5,000
Animal Services	5,000		5,000
Court Services	5,000		5,000
Solid Waste	5,000		5,000
Soil & Water Conservation	5,000		5,000
Recreation - Parks	5,000		5,000
Co. Admin. - Manager Contingency for COVID		735,000	(735,000)
COVID Response / CARES Funds Total	735,000	735,000	-

FY 2020-21 Budget

Changes to Recommended Budget

ROOM OCCUPANCY & TOURISM DEVELOPMENT

	Expense	Revenue	Co \$ Impact
Manager's Recommended Budget	7,500,000	7,500,000	-
Staff Changes to FY 2020-21 Recommended Budget			
Occupancy Tax			
Adjust budgeted revenues due to COVID Impact and submitted Authority budget	(1,500,000)	(1,500,000)	-
Staff Changes Total	(1,500,000)	(1,500,000)	-
ROOM OCCUPANCY & TOURISM DEVELOPMENT TOTAL	6,000,000	6,000,000	-

FIRE DISTRICTS

Manager's Recommended Budget	19,909,638	19,909,638	
Alamance Community Fire Service District Overlay			
Increase Property Tax Revenue		21,781	(21,781)
Increase Appropriation to District	21,781		21,781
	21,781	21,781	-
Gibsonville Fire Protection District			
Increase Property Tax Revenue		10,044	(10,044)
Increase Appropriation to District	10,044		10,044
	10,044	10,044	-
McLeansville Fire Service District Overlay			
Increase Property Tax Revenue		40,702	(40,702)
Increase Appropriation to District	40,702		40,702
	40,702	40,702	-
Pinecroft-Sedgefield Fire Service District Overlay			
Increase Property Tax Revenue		278,376	(278,376)
Increase Appropriation to District	278,376		278,376
	278,376	278,376	-
Pleasant Garden Fire Service District Overlay			
Increase Property Tax Revenue		22,639	(22,639)
Increase Appropriation to District	22,639		22,639
	22,639	22,639	-
Staff Changes Total	373,542	373,542	-
FIRE DISTRICTS TOTAL	20,283,180	20,283,180	-

CAPITAL PROJECT ORDINANCE FOR GUILFORD COUNTY
FY 2020-21 SPECIAL FACILITY MAINTENANCE

BE IT ORDAINED by the Board of County Commissioners for Guilford County, North Carolina that for the following capital project ordinance for Guilford County FY 2020-21 Special Facility Maintenance 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 FY 2020-21 Special Facility Maintenance	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 18, 2020 to be effective July 1, 2020 in accordance with G.S. 159-17.

CAPITAL PROJECT ORDINANCE FOR GUILFORD COUNTY SCHOOLS –
FY 2020-21 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 2020-21 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 2020-21 Capital Allocation	Capital Outlay \$3,116,528	Transfer from General Fund \$3,116,528

SECTION 2. This project ordinance authorizes all appropriations necessary for the completion of this project and it need not be readopted in any subsequent fiscal year. The budget officer shall include in subsequent budgets information and appropriations for this project during the budget year.

SECTION 3. This ordinance shall be duly entered in the minutes of the Guilford County Board of Commissioners. Within five days after adoption, a copy hereof shall be filed with the Finance Director, Budget Director, and Clerk.

SECTION 4. This ordinance may be amended in any manner so long as it continues to fulfill the requirements of G.S. 159-13.2 and other applicable laws.

ADOPTED on first reading this June 18, 2020 to be effective July 1, 2020 in accordance with G.S. 159-17.

CAPITAL PROJECT ORDINANCE FOR GUILFORD TECHNICAL
COMMUNITY COLLEGE FY 2020-21 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 2020-21 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 2020-21 Capital Allocation	Capital Outlay \$550,000	Transfer from General Fund \$550,000

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 18, 2020 to be effective July 1, 2020 in accordance with G.S. 159-17.

Animal Services

Fee Information	FY 2020	FY 2021	Change
Adoption Fees			
Cats	\$ 25.00	\$ 25.00	\$ -
Senior Cats	\$ 10.00	\$ 10.00	\$ -
Kittens	\$ 75.00	\$ 75.00	\$ -
Dogs	\$ 50.00	\$ 50.00	\$ -
Senior Dogs	\$ 25.00	\$ 25.00	\$ -
Puppies	\$ 75.00	\$ 75.00	\$ -
Pocket Pets	\$ 5.00	\$ 5.00	\$ -
Guinea Pigs	\$ 15.00	\$ 15.00	\$ -
Rabbits	\$ 15.00	\$ 15.00	\$ -
Ferrets	\$ 20.00	\$ 20.00	\$ -
Snakes	\$ 25.00	\$ 25.00	\$ -
Lizards	\$ 25.00	\$ 25.00	\$ -
Small Birds	\$ 10.00	\$ 10.00	\$ -
Large Birds	determined by type of bird		\$ -
Pigs	\$ 25.00	\$ 25.00	\$ -
Goats	\$ 25.00	\$ 25.00	\$ -
Chickens	\$ 5.00	\$ 5.00	\$ -
Rescue Transfer - Altered by GCAS	\$ 50.00	\$ 50.00	\$ -
Rescue Transfer - Not altered by GCAS	\$ -	\$ -	\$ -
Recovery Fees			
1st Offense - Altered	\$ 50.00	\$ 50.00	\$ -
1st Offense - Intact	\$ 125.00	\$ 125.00	\$ -
2nd Offense - Altered	\$ 75.00	\$ 75.00	\$ -
2nd Offense - Intact	\$ 150.00	\$ 150.00	\$ -
3rd Offense - Altered	\$ 100.00	\$ 100.00	\$ -
3rd Offense - Intact	\$ 200.00	\$ 200.00	\$ -
4th (or more) Offense - Altered	\$ 125.00	\$ 125.00	\$ -
4th (or more) Offense - Intact	\$ 300.00	\$ 300.00	\$ -
Rabies Vaccine	\$ 10.00	\$ 10.00	\$ -
Microchip	\$ 10.00	\$ 10.00	\$ -
Daily Board	\$ 15.00	\$ 15.00	\$ -
Daily Board - Rabies Observation	\$ 50.00	\$ 50.00	\$ -
Daily Board - Dangerous or Vicious	\$ 75.00	\$ 75.00	\$ -
Daily Board - Confiscate	\$ 20.00	\$ 20.00	\$ -
Other Fees			
Transfer of Ownership	\$ -	\$ -	\$ -
Rabies Vaccine	\$ 5.00	\$ 5.00	\$ -
Microchip	\$ 10.00	\$ 10.00	\$ -
Owner Requested Euthanasia	\$ 20.00	\$ 20.00	\$ -
Rope Leash	\$ 1.00	\$ 1.00	\$ -
Cardboard Cat Carrier	\$ 5.00	\$ 5.00	\$ -
High Volume Breeder & Retailer Permit / Inspection		under consideration	

Emergency Services

Fee Information	FY 2020	FY 2021	Change
Plan Review Fees			
Building Plan Review			
0-999 SF	\$ 75.00	\$ 75.00	\$ -
1,000-2,499 SF	\$ 100.00	\$ 100.00	\$ -
2,500-9,999 SF	\$ 150.00	\$ 150.00	\$ -
10,000-49,999 SF	\$ 275.00	\$ 275.00	\$ -
50,000 > SF	\$ 400.00	\$ 400.00	\$ -
Water based Plan Review (formerly Sprinkler Riser Review; fee per system)	\$ 125.00	\$ 125.00	\$ -
Fire Alarm Plan Review (per system)	\$ 125.00	\$ 125.00	\$ -
Tank Plan Review (per tank)	\$ 100.00	\$ 100.00	\$ -
AES Plan Review	\$ 100.00	\$ 100.00	\$ -
Industrial Oven Review (per system)	\$ 100.00	\$ 100.00	\$ -
Emergency Radio System Review (per system)	\$ 100.00	\$ 100.00	\$ -
Spray & Dipping Review (per system)	\$ 100.00	\$ 100.00	\$ -
Hazmat Review (per system)	\$ 100.00	\$ 100.00	\$ -
Smoke Control System Review (per system)	\$ 100.00	\$ 100.00	\$ -
Solar System Review (per system)	\$ 100.00	\$ 100.00	\$ -
Gates & Barricades Review (per system)	\$ 50.00	\$ 50.00	\$ -
New Construction Inspection Fees			
First Inspection New Construction	no charge	no charge	
Reinspection New Construction			
2nd visit	\$ 60.00	\$ 60.00	\$ -
3rd visit	\$ 100.00	\$ 100.00	\$ -
4th visit >	\$ 200.00	\$ 200.00	\$ -
Sprinkler/Standpipe/Pump Test			
First 3 hrs	removed	removed	\$ -
Each hr +	removed	removed	\$ -
Fire Alarm Test (per inspector)	\$ 100.00	\$ 100.00	\$ -
AES Field Test	\$ 100.00	\$ 100.00	\$ -
Tank Inspection	\$ 100.00	\$ 100.00	\$ -
Hydrant Inspections (per inspection)	\$ 100.00	\$ 100.00	\$ -
Industrial Ovens (per inspection)	\$ 100.00	\$ 100.00	\$ -
Damper Drop Test (per inspection)	\$ 100.00	\$ 100.00	\$ -
Emergency Radio System testing (per inspection)	\$ 100.00	\$ 100.00	\$ -
Hazardous Materials (per inspection)	\$ 100.00	\$ 100.00	\$ -
Smoke Control Systems (per inspection)	\$ 100.00	\$ 100.00	\$ -
Underground Inspections (per inspection)	no charge	no charge	\$ -
Fire Access Gates & Barricades (per inspection)	no charge	no charge	\$ -
Solar Systems (per inspection)	no charge	no charge	\$ -
Spraying & Dipping (per inspection)	no charge	no charge	\$ -

Emergency Services

Fee Information	FY 2020	FY 2021	Change
Permit Fees*			
<i>Blasting Permit & Inspection</i>			
30 Day Permit	\$ 125.00	\$ 125.00	\$ -
90 Day Permit	\$ 200.00	\$ 200.00	\$ -
<i>Fireworks Event</i>			
Initial	\$ 125.00	\$ 125.00	\$ -
Subsequent	\$ 125.00	\$ 125.00	\$ -
Tent Inspection	\$ 100.00	\$ 100.00	\$ -
Tank Inspection	removed	removed	\$ -
Routine Inspection Fees			
1st visit	no charge	no charge	\$ -
Reinspection			
2nd visit (if ALL issues not corrected by reinspection)	\$ 60.00	\$ 60.00	\$ -
3rd visit (if ALL issues not corrected by reinspection)	\$ 100.00	\$ 100.00	\$ -
4th visit (judical)	\$ 200.00	\$ 200.00	\$ -
Institutional Facility	removed	removed	\$ -
Daycare Inspection	\$ 50.00	\$ 50.00	\$ -
Foster Care Inspection	\$ 55.00	\$ 55.00	\$ -
Group Home Inspection	\$ 60.00	\$ 60.00	\$ -
ABC Inspection	\$ 50.00	\$ 50.00	\$ -
Citation Fees			
<i>Non-life safety violation</i>			
1st citation	\$ 50.00	\$ 50.00	\$ -
2nd citation	\$ 100.00	\$ 100.00	\$ -
3rd citation	\$ 150.00	\$ 150.00	\$ -
<i>Life Safety Violation</i>			
1st citation	\$ 150.00	\$ 150.00	\$ -
2nd citation	\$ 500.00	\$ 500.00	\$ -
3rd citation	\$ 1,000.00	\$ 1,000.00	\$ -
Fire Investigation fee (per hour)	\$ 50.00	\$ 50.00	\$ -
Hazardous Materials Response Fees			
<i>Equipment & Apparatus</i>			
Haz-Mat Response Unit	\$ 150.00	\$ 150.00	\$ -
Engine	\$ 150.00	\$ 150.00	\$ -
Tanker	\$ 150.00	\$ 150.00	\$ -
Aerial unit	\$ 200.00	\$ 200.00	\$ -
Squad/Truck (Medical or Brush)	\$ 100.00	\$ 100.00	\$ -
Service Truck	\$ 100.00	\$ 100.00	\$ -

Emergency Services

Fee Information	FY 2020	FY 2021	Change
<i>Personnel (per hour)</i>			
Haz-Mat Technician	\$ 60.00	\$ 60.00	\$ -
Haz-Mat Support	\$ 60.00	\$ 60.00	\$ -
Chief Officer	\$ 75.00	\$ 75.00	\$ -
Captain	\$ 75.00	\$ 75.00	\$ -
Lieutenant	\$ 60.00	\$ 60.00	\$ -
ES Support Staff	\$ 60.00	\$ 60.00	\$ -
Firefighters	\$ 60.00	\$ 60.00	\$ -
Emergency Medical Services Fees**			
BLS NE A0428	\$ 446.36	\$ 446.36	\$ -
BLS E A0429	\$ 714.18	\$ 714.18	\$ -
ALS NE A0426	\$ 535.64	\$ 535.64	\$ -
ALS E A0427	\$ 848.08	\$ 848.08	\$ -
ALS 2 A0433	\$ 1,227.50	\$ 1,227.50	\$ -
Specialty Care A0434	\$ 1,450.68	\$ 1,450.68	\$ -
ALS Treatment No Transport Fee	\$ 150.00	\$ 150.00	\$ -
Urban Mileage or Rural Mileage 18+ A0425	\$ 15.10	\$ 15.10	\$ -
DOA A0429	\$ 535.64	\$ 535.64	\$ -
Waiting Time	\$ 60.00	\$ 60.00	\$ -
After 30 minutes, added to Base Fee, per hour charge	\$ 60.00	\$ 60.00	\$ -
Specialty Care			
Two or More Patients Transported in the Same Ambulance	\$ 884.07	\$ 884.07	\$ -
Patients Treated at Scene (BLS)	no charge	no charge	\$ -
GM 9-1-1 Use Fee (Per Dispatch)	\$ 20.00	\$ 20.00	\$ -
Paramedic Assist/Intercept Fee (Per Response)	\$ 150.00	\$ 150.00	\$ -
Standby Special Event			
Unit & Crew, per hour	\$ 150.00	\$ 150.00	\$ -
ES employee, per hour	\$ 60.00	\$ 60.00	\$ -
Supervisor (req. for every 6 personnel at an event)	\$ 75.00	\$ 75.00	\$ -
Franchise Fees			
Franchise Application Fee (Per Application)	\$ 250.00	\$ 250.00	\$ -
Franchise Administration Fee (Per Application Approved)	\$ 2,500.00	\$ 2,500.00	\$ -
Franchise Renewal Fee (Per Application)	\$ 2,500.00	\$ 2,500.00	\$ -

Emergency Services

Fee Information	FY 2020	FY 2021	Change
Emergency Management Fees			
<i>Disaster Plan Review Fees for NC DHSR Regulated Facilities</i>			
Initial Plan Submission			
Mental Health Facility			
Day Treatment (Non-Residential)	\$ 150.00	\$ 150.00	\$ -
Residential 1-6 Beds	\$ 175.00	\$ 200.00	\$ 25.00
Residential 7-24 Beds	\$ 200.00	\$ 200.00	\$ -
Residential 25+ Beds	\$ 250.00	\$ 200.00	\$ (50.00)
Adult Care Homes			
Day Treatment (Non-Residential)	\$ 125.00	\$ 150.00	\$ 25.00
Residential 1-6 Beds	\$ 150.00	\$ 200.00	\$ 50.00
Residential 7-24 Beds	\$ 175.00	\$ 200.00	\$ 25.00
Residential 25+ Beds	\$ 200.00	\$ 200.00	\$ -
Nursing Homes			
Residential 1-6 Beds	\$ 150.00	\$ 200.00	\$ 50.00
Residential 7-24 Beds	\$ 200.00	\$ 200.00	\$ -
Residential 25+ Beds	\$ 400.00	\$ 200.00	\$ (200.00)
Annual Plan Submission			
Adult Care Homes			
Day Treatment (Non-Residential)	\$ 50.00	\$ 75.00	\$ 25.00
Residential 1-6 Beds	\$ 75.00	\$ 75.00	\$ -
Residential 7-24 Beds	\$ 75.00	\$ 75.00	\$ -
Residential 25+ Beds	\$ 75.00	\$ 75.00	\$ -
<i>Hazardous Facility Planning Fee</i>			
Governmental Agency	\$ -	\$ -	\$ -
Tier II Facility-1 to 99,999 pounds	\$ 175.00	\$ 200.00	\$ 25.00
Tier II Facility-100,000 to 999,000 pounds	\$ 275.00	\$ 300.00	\$ 25.00
Tier II Facility-1,000,000 pounds or more	\$ 500.00	\$ 500.00	\$ -
Special Hazard Surcharges			
EHS Facility Surcharge, Telecommunications	\$ 150.00	\$ 150.00	\$ -
EHS Facility Surcharge, Non-Telecommunications	\$ 500.00	\$ 500.00	\$ -
Risk Management Plan (RMP) Regulated Facility	\$ 500.00	\$ 500.00	\$ -
Treatment, Storage and Disposal Facility (TSDF)	\$ 1,000.00	\$ 1,000.00	\$ -
Hazardous Waste Generator - Small Quantity	new	\$ 100.00	\$ 100.00
Hazardous Waste Generator - Large Quantity	new	\$ 250.00	\$ 250.00

* Fees will be doubled if permits not obtained before work and/or event occurs.

** EMS fees are set at 200% of CMS allowable and adjust annually on January 1 each year.

Fire Marshall fees are standardized for all towns in Guilford County.

Facilities

Fee Information	FY 2020	FY 2021	Change
Parking			
Greensboro Parking Deck - Monthly	\$ 30.00	\$ 30.00	\$ -
Greensboro Other Parking Lots - Monthly	\$ 30.00	\$ 30.00	\$ -
High Point Parking Deck - Daily	\$2 / day	\$2 / day	\$ -
High Point Parking Deck - Monthly	\$ 30.00	\$ 30.00	\$ -
Lost Parking Card or Placard	\$ 10.00	\$ 10.00	\$ -
Parking Application Fee	\$ 30.00	\$ 30.00	\$ -
Other Fees			
Courthouse Mini Lockers (per use)	\$ 0.25	\$ 0.25	\$ -
Road Sign Replacement	\$ 150.00	\$ 150.00	\$ -

Juvenile Detention

Fee Information	FY 2020	FY 2021	Change
In-County Youth Subsidy per Day	\$ 122.00	\$ 153.38	\$ 31.38
Out of County Youth Subsidy per Day	\$ 244.00	\$ 244.00	\$ -

Inspections

Fee Information	FY 2020	FY 2021	Change
Guilford County Grading Permit Fees			
One (1) acre (43,560 SF) but less than three (3) acres - BASE FEE	\$ 450.00	\$ 450.00	\$ -
Three (3) acres or more - Base Fee*	\$ 450.00	\$ 450.00	\$ -
Per acre for each add'l acre over three (3) acres	\$ 225.00	\$ 225.00	\$ -
Grading Permit Fee Max Charge (eq. to 38 acres)	\$ 8,325.00	\$ 8,325.00	\$ -
Building Permit Fees - Commercial			
New Office and Retail Structure per unit - Base fee	\$ 100.00	\$ 100.00	\$ -
New Office and Retail Structure per square foot	\$ 0.25	\$ 0.25	\$ -
New Industrial/Warehousing Structures per unit - Base fee	\$ 100.00	\$ 100.00	\$ -
New Industrial/Warehousing Structures per square foot	\$ 0.25	\$ 0.25	\$ -
New Educational/Assembly/Institutional Structures per unit - Base fee	\$ 1,000.00	\$ 1,000.00	\$ -
New Educational/Assembly/Institutional Structures per square foot	\$ 0.20	\$ 0.20	\$ -
New Multi-Family Structures, Commercial Additions & Alterations (upfit) per dwelling unit	\$ 250.00	\$ 250.00	\$ -
Commercial Additions/Alterations (Trade Fee(s) +\$0.25/square foot added/altered)	\$ 0.25	\$ 0.25	\$ -
Commercial Exterior Up-fit (Construction Value \$1-\$9,999) - Base fee	\$ 35.00	\$ 35.00	\$ -
Commercial Exterior Up-fit (Construction Value \$10,000-\$49,999) - Base fee	\$ 35.00	\$ 35.00	\$ -
Commercial Exterior Up-fit (Construction Value \$10,000-\$49,999) - per 1,000 square feet fee	\$ 5.00	\$ 5.00	\$ -
Commercial Exterior Up-fit (Construction Value \$50,000-\$99,999) - Base fee	\$ 200.00	\$ 200.00	\$ -
Commercial Exterior Up-fit (Construction Value \$50,000-\$99,999) - per 1,000 square feet fee	\$ 4.00	\$ 4.00	\$ -
Commercial Exterior Up-fit (Construction Value \$100,000-\$499,999) - Base fee	\$ 350.00	\$ 350.00	\$ -
Commercial Exterior Up-fit (Construction Value \$100,000-\$499,999) - per 1,000 square feet fee	\$ 3.00	\$ 3.00	\$ -
Commercial Exterior Up-fit (Construction Value \$500,000) - Base fee	\$ 1,150.00	\$ 1,150.00	\$ -
Commercial Exterior Up-fit (Construction Value \$500,000) - per 1,000 square feet fee	\$ 2.00	\$ 2.00	\$ -
Multi-Family Addition/Alteration Upfit (trade fees only)	\$ -	\$ -	\$ -

Inspections

Fee Information	FY 2020	FY 2021	Change
Trade Permit Fees - Commercial			
Building	\$ 40.00	\$ 40.00	\$ -
Electrical	\$ 40.00	\$ 40.00	\$ -
Plumbing	\$ 40.00	\$ 40.00	\$ -
Mechanical	\$ 40.00	\$ 40.00	\$ -
Fuel Piping	\$ 40.00	\$ 40.00	\$ -
Mechanical w/ Fuel (same contractor)	\$ 50.00	\$ 50.00	\$ -
Re-Inspection	\$ 50.00	\$ 50.00	\$ -
Building Permit Fees - Residential			
Detached Single-Family base fee	\$ 150.00	\$ 150.00	\$ -
Detached Single-Family per heated square foot	\$ 0.35	\$ 0.35	\$ -
Attached Single-Family base fee	\$ 150.00	\$ 150.00	\$ -
Attached Single-Family per heated square foot	\$ 0.35	\$ 0.35	\$ -
New Heated Additions per square foot (plus applicable trade fees)	\$ 0.35	\$ 0.35	\$ -
Alterations (Unheated to Heated) per square foot (plus applicable trade fees)	\$ 0.35	\$ 0.35	\$ -
Modular Homes	\$ 250.00	\$ 250.00	\$ -
Manufactured (Mobile) Homes	\$ 175.00	\$ 175.00	\$ -
An additional \$10 Homeowner Recovery Fund Fee applies to all bldg. permits issued to General Contractors as required by State law.	\$ 10.00	\$ 10.00	\$ -
Trade Permit Fees - Residential			
Building	\$ 40.00	\$ 40.00	\$ -
Electrical	\$ 40.00	\$ 40.00	\$ -
Plumbing	\$ 40.00	\$ 40.00	\$ -
Mechanical	\$ 40.00	\$ 40.00	\$ -
Fuel Piping	\$ 40.00	\$ 40.00	\$ -
Gas Logs	\$ 40.00	\$ 40.00	\$ -
Mechanical with Fuel (same contractor)	\$ 50.00	\$ 50.00	\$ -
Accessory Bldgs. Or Unheated Alterations/Additions - cost per unheated sq. ft. (plus applicable trade fees)	\$ 0.20	\$ 0.20	\$ -
Swimming Pools (includes electric)	\$ 135.00	\$ 135.00	\$ -
Decks (Trade Fees Only)	\$ -	\$ -	\$ -
Relocated Home	\$ 175.00	\$ 175.00	\$ -
Signs (includes electric)	\$ 50.00	\$ 50.00	\$ -
Re-Inspection	\$ 50.00	\$ 50.00	\$ -
Permit Re-Issuance (Required Trade Fees Only)	\$ -	\$ -	\$ -

Inspections

Fee Information	FY 2020	FY 2021	Change
Unclassified			
Temporary Power/Unit or Meter	\$ 40.00	\$ 40.00	\$ -
Signs	\$ 100.00	\$ 100.00	\$ -
Swimming Pool	\$ 135.00	\$ 135.00	\$ -
Machinery or Equipment/Unit	\$ 10.00	\$ 10.00	\$ -
Communication Tower Collocate	\$ 250.00	\$ 250.00	\$ -
Event Permit	\$ 40.00	\$ 40.00	\$ -
Accessory Structure (Trade Fees Only)	\$ -	\$ -	\$ -
Utility (Trade Fees Only)	\$ -	\$ -	\$ -
Open Assembly (Trade Fees Only)	\$ -	\$ -	\$ -
Change of Occupancy (Trade Fees Only)	\$ -	\$ -	\$ -
Above Ground Storage Tank (Trade Fees Only)	\$ -	\$ -	\$ -
Permit Re-Issuance (Trade Fees Only)	\$ -	\$ -	\$ -
Land Use Permit (Required Trade Fees Only)	\$ -	\$ -	\$ -
Re-Inspection Fees	\$ 50.00	\$ 50.00	\$ -

Law Enforcement

Fee Information	FY 2020	FY 2021	Change
Civil Process Fees			
In-State Service Fee (Controlled by State Statute)	\$ 30.00	\$ 30.00	\$ -
Out of State Service Fee (Controlled by State Statute)	\$ 50.00	\$ 50.00	\$ -
Pistol Purchase & Concealed Carry Permitting Fees			
Pistol Purchase Permit Fee (Controlled by State Statute)	\$ 5.00	\$ 5.00	\$ -
Concealed Carry Permit Fee - New Applicant (Controlled by State Statute)	\$ 90.00	\$ 90.00	\$ -
Concealed Carry Permit Fee - New Applicant - Retired Law Enforcement (Controlled by State Statute)	not prev. listed	\$ 40.00	\$ 40.00
Concealed Carry Permit Fingerprint Fee - New Applicants Only (Controlled by State Statute)	\$ 10.00	\$ 10.00	\$ -
Concealed Carry Permit Fee - Renewal Applicant (Controlled by State Statute)	\$ 75.00	\$ 75.00	\$ -
Concealed Carry Permit Fee - Renewal Applicant - Retired Law Enforcement (Controlled by State Statute)	not prev. listed	\$ 40.00	\$ 40.00
Precious Metals Annual Permitting Fees			
Business Owner/Partners Fee - New and Renewal Applicant (Controlled by State Statute)	\$ 180.00	\$ 180.00	\$ -
Business Employee Fee - New Applicant (Controlled by State Statute)	\$ 10.00	\$ 10.00	\$ -
Business Employee Fee - Renewal Applicant (Controlled by State Statute)	\$ 3.00	\$ 3.00	\$ -
Fingerprinting Fees - All Other			
Fingerprinting Fees - per print card	\$ 10.00	\$ 10.00	\$ -

Law Enforcement

Fee Information	FY 2020	FY 2021	Change
Detention			
Federal Inmate Reimbursement (Jail Central) - daily Approved May 2014	\$ 73.00	\$ 73.00	\$ -
Federal Inmate Reimbursement (High Point Detention) - daily	\$ 44.50	\$ 44.50	\$ -
Jail fees - determined by Clerk's file - daily	\$ 10.00	\$ 10.00	\$ -
Jail fees - post trial serves sentence in jail - daily	\$ 40.00	\$ 40.00	\$ -
Out-of-county probationers ordered to do their time in GC - daily	\$ 50.00	\$ 50.00	\$ -
Out-of-state probationers ordered to do their time in GC Jail Central - daily	\$ 50.00	\$ 50.00	\$ -
Out-of-state probationers ordered to do their time in GC HP Jail - daily	\$ 50.00	\$ 50.00	\$ -
Transporting Agency or High Risk Inmate from other agency in GC Jail Central - daily	\$ 50.00	\$ 50.00	\$ -
Transporting Agency or High Risk Inmate from other agency in GC HP Jail - daily	\$ 50.00	\$ 50.00	\$ -
SMCP - Statewide Misdemeanant Confinement Program - daily	\$ 40.00	\$ 40.00	\$ -
Transport officers per hour	\$ 25.00	\$ 25.00	\$ -
Mileage	\$ 0.54	\$ 0.54	\$ -
Bag lunch	\$ 1.34	\$ 1.34	\$ -
Housing Safekeepers - daily	\$ 40.00	\$ 40.00	\$ -
Patrol			
City of Burlington - assistance with calls - per call	\$ 115.00	\$ 115.00	\$ -
Firing Range (authorized agencies only)			
Pistol & Rifle Ranges (per officer)	new	\$ 5.00	\$ 5.00
Shoot House - Simunition (no live fire; per officer)	new	\$ 5.00	\$ 5.00
Shoot House - Live Fire (per range visit)	new	\$ 150.00	\$ 150.00

Parks

Fee Information	FY 2020	FY 2021	Change
Shelters			
Large - full day	\$ 125.00	\$ 125.00	\$ -
Large - half day	\$ 100.00	\$ 100.00	\$ -
Medium - full day	\$ 85.00	\$ 85.00	\$ -
Medium - half day	\$ 60.00	\$ 60.00	\$ -
Southwest Shelters 1, 4 - Full Day	\$ 100.00	removed	removed
Southwest Shelters 2, 3, 5 - Full Day	\$ 75.00	removed	removed
Large - full day (November-February 48% off, all rentals considered full day)	new	\$ 65.00	\$ 65.00
Medium - full day (November-February 52% off, all rentals considered full day)	new	\$ 40.00	\$ 40.00
Soccer and Baseball Fields			
Per Game (2-hrs, fields marked)	\$ 75.00	\$ 75.00	\$ -
Per Game (2-hrs with lights, marked)	new	\$ 100.00	\$ 100.00
2-hr Practice (without field markings)	new	\$ 25.00	\$ 25.00
1st School Game Per Season (K-12, 2-hrs, fields marked)	new	\$ 75.00	\$ 75.00
Additional School Game Per Season (K-12, 2-hrs, fields marked)	new	\$ 50.00	\$ 50.00
Tournament Per Field, Per Day (marked)	\$ 200.00	\$ 200.00	\$ -
Tournament Per Field, Per Day (with lights, marked)	\$ 250.00	\$ 250.00	\$ -
Sponsored Tournaments	new	\$ 650.00	\$ 650.00
League Play (per player, per 8 week season)	\$ 15.00	\$ 15.00	\$ -
Swimming			
Full-Day - Adult (BMP, HSP, NEP)	\$ 5.00	\$ 5.00	\$ -
Full-Day - Child (BMP, HSP, NEP)	\$ 4.00	\$ 5.00	\$ 1.00
Full-Day - Senior (BMP, HSP, NEP)	\$ 4.00	\$ 5.00	\$ 1.00
Full Day - 2 and Under	new	\$ -	\$ -
Full-Day - Day Care	\$ 3.00	\$ 3.00	\$ -
Partial-Day - Adult or Child (NEP 5-8pm)	\$ 3.00	\$ 3.00	\$ -
Partial-Day - Adult or Child (BM, HSP 3-6pm)	\$ 3.00	\$ 3.00	\$ -
Season Pass - Child (ages 3 to 12)	\$ 55.00	\$ 55.00	\$ -
Season Pass - Senior (Ages 60 and older)	new	\$ 55.00	\$ 55.00
Season Pass - Adult (Ages 13 to 59)	\$ 85.00	\$ 85.00	\$ -
Season Pass - Family of 4	\$ 175.00	\$ 175.00	\$ -
Season Pass - Additional Member	\$ 35.00	\$ 43.00	\$ 8.00
Swim Team (BMP Only)	\$ 120.00	\$ 120.00	\$ -
Swim Team Additional Family Member (BMP Only)	\$ 110.00	\$ 110.00	\$ -
Pool Party (2 hours, incl. 2 lifeguards, BMP, HSP, NEP)	\$ 280.00	\$ 280.00	\$ -
Additional lifeguards for Pool Party (per hour, per required lifeguard)	\$ 40.00	\$ 40.00	\$ -
Private Lessons (per week)	\$ 60.00	\$ 60.00	\$ -
Group Lessons (per week)	\$ 40.00	\$ 40.00	\$ -

Parks

Fee Information	FY 2020	FY 2021	Change
Hagan-Stone Campground			
Group Site (max 40 persons)	\$ 60.00	\$ 60.00	\$ -
RV Site	\$ 25.00	\$ 25.00	\$ -
Tent Site	\$ 15.00	\$ 15.00	\$ -
Long-term (30-day) RV Site (November-March only)	new	\$ 575.00	\$ 575.00
Miscellaneous			
Vendors or Catered Events At Shelters (% of Total Invoice)	10%	10%	\$ -
Cancellation 30 days or more prior to event	\$ 35.00	\$ 35.00	\$ -
Cancellation 8 to 29 days prior to event	\$ 50.00	\$ 50.00	\$ -
BMP Clubhouse Fees - Weekdays (Mon to 1st half of Fri)			
Banquet - 1st half day (8am-2pm)	\$ 400.00	\$ 400.00	\$ -
Banquet - 2nd half day (4pm-12am)	\$ 465.00	\$ 465.00	\$ -
Banquet - Full day (8am-12am)	\$ 500.00	\$ 500.00	\$ -
Triple Crown - 1st half day (8am-2pm)	\$ 240.00	\$ 240.00	\$ -
Triple Crown - 2nd half day (4pm-12am)	\$ 260.00	\$ 260.00	\$ -
Triple Crown - Full day (8am-12am)	\$ 300.00	\$ 300.00	\$ -
Oak - 1st half day (8am-2pm)	\$ 165.00	\$ 165.00	\$ -
Oak - 2nd half day (4pm-12am)	\$ 195.00	\$ 195.00	\$ -
Oak - Full day (8am-12am)	\$ 225.00	\$ 225.00	\$ -
Lake - 1st half day (8am-2pm)	\$ 305.00	\$ 305.00	\$ -
Lake - 2nd half day (4pm-12am)	\$ 360.00	\$ 360.00	\$ -
Lake - Full day (8am-12am)	\$ 400.00	\$ 400.00	\$ -
Training - 1st half day (8am-2pm)	\$ 175.00	\$ 175.00	\$ -
Training - 2nd half day (4pm-12am)	\$ 205.00	\$ 205.00	\$ -
Training - Full day (8am-12am)	\$ 235.00	\$ 235.00	\$ -
Training - (M-W, 8am-5pm, 3-hour block, groups of 25 ppl or less)	new	\$ 40.00	\$ 40.00
Guilford - 1st half day (8am-2pm)	\$ 80.00	\$ 80.00	\$ -
Guilford - 2nd half day (4pm-12am)	\$ 100.00	\$ 100.00	\$ -
Guilford - Full day (8am-12am)	\$ 120.00	\$ 120.00	\$ -
Cedar - 1st half day (8am-2pm)	\$ 110.00	\$ 110.00	\$ -
Cedar - 2nd half day (4pm-12am)	\$ 145.00	\$ 145.00	\$ -
Cedar - Full day (8am-12am)	\$ 180.00	\$ 180.00	\$ -
Screened Porch - 1st half day (8am-2pm)	\$ 70.00	\$ 70.00	\$ -
Screened Porch - 2nd half day (4pm-12am)	\$ 80.00	\$ 80.00	\$ -
Screened Porch - Full day (8am-12am)	\$ 90.00	\$ 90.00	\$ -
Non-Refundable Deposit	\$ 100.00	\$ 100.00	\$ -

Parks

Fee Information	FY 2020	FY 2021	Change
BMP Clubhouse Fees - 2nd half Fri, Weekend, & Holidays			
Banquet - 1st half day (8am-2pm)	\$ 330.00	\$ 330.00	\$ -
Banquet - 2nd half day (4pm-12am)	\$ 400.00	\$ 400.00	\$ -
Banquet - Full day (8am-12am)	\$ 465.00	\$ 465.00	\$ -
Triple Crown - 1st half day (8am-2pm)	\$ 500.00	\$ 500.00	\$ -
Triple Crown - 2nd half day (4pm-12am)	\$ 240.00	\$ 240.00	\$ -
Triple Crown - Full day (8am-12am)	\$ 260.00	\$ 260.00	\$ -
Oak - 1st half day (8am-2pm)	\$ 300.00	\$ 300.00	\$ -
Oak - 2nd half day (4pm-12am)	\$ 195.00	\$ 195.00	\$ -
Oak - Full day (8am-12am)	\$ 225.00	\$ 225.00	\$ -
Lake - 1st half day (8am-2pm)	\$ 250.00	\$ 250.00	\$ -
Lake - 2nd half day (4pm-12am)	\$ 305.00	\$ 305.00	\$ -
Lake - Full day (8am-12am)	\$ 360.00	\$ 360.00	\$ -
Training - 1st half day (8am-2pm)	\$ 400.00	\$ 400.00	\$ -
Training - 2nd half day (4pm-12am)	\$ 205.00	\$ 205.00	\$ -
Training - Full day (8am-12am)	\$ 235.00	\$ 235.00	\$ -
Guilford - 1st half day (8am-2pm)	\$ 175.00	\$ 175.00	\$ -
Guilford - 2nd half day (4pm-12am)	\$ 205.00	\$ 205.00	\$ -
Guilford - Full day (8am-12am)	\$ 235.00	\$ 235.00	\$ -
Cedar - 1st half day (8am-2pm)	\$ 290.00	\$ 290.00	\$ -
Cedar - 2nd half day (4pm-12am)	\$ 345.00	\$ 345.00	\$ -
Cedar - Full day (8am-12am)	\$ 400.00	\$ 400.00	\$ -
Screened Porch - 1st half day (8am-2pm)	\$ 145.00	\$ 145.00	\$ -
Screened Porch - 2nd half day (4pm-12am)	\$ 155.00	\$ 155.00	\$ -
Screened Porch - Full day (8am-12am)	\$ 165.00	\$ 165.00	\$ -
Wedding Package for groups of 75 or more	new	\$ 1,900.00	\$ 1,900.00
Non-Refundable Deposit	\$ 100.00	\$ 200.00	\$ 100.00
BMP Food Service Fees			
1-25 persons	\$ 25.00	\$ 25.00	\$ -
26-50 persons	\$ 50.00	\$ 50.00	\$ -
51-100 persons	\$ 75.00	\$ 75.00	\$ -
101-200 persons	\$ 125.00	\$ 125.00	\$ -
201-300 persons	\$ 200.00	\$ 200.00	\$ -
301+ persons	\$ 250.00	\$ 250.00	\$ -
Caterer (% of total bill)	12%	12%	\$ -

Parks

Fee Information	FY 2020	FY 2021	Change
BMP Event Staffing and Bar Fees			
Event Host (per hour)	\$ 15.00	\$ 15.00	\$ -
Security (per hour)	\$ 25.00	\$ 40.00	\$ 15.00
Bartender (per hour)	\$ 30.00	\$ 30.00	\$ -
Bar Service	new	\$ 200.00	\$ 200.00
BMP Provided Bar Fees - Host bar			
3 hours - B/W	\$ 1.50	removed	removed
3 hours - B/W/L	\$ 3.00	removed	removed
4 hours - B/W	\$ 1.75	removed	removed
4 hours - B/W/L	\$ 3.50	removed	removed
5 hours - B/W	\$ 2.00	removed	removed
5 hours - B/W/L	\$ 4.00	removed	removed
BMP Provided Bar Fees - Tab Bar Fees			
Per Person (in advance)	\$ 2.00	removed	removed
Domestic Beer	\$ 2.00	removed	removed
Premium Beer	\$ 3.00	removed	removed
Wine	\$ 3.00	removed	removed
Soda/Water	\$ 1.00	removed	removed
BMP Provided Bar Fees - Cash Bar Fees (per person)			
3 hours - B/W	\$ 0.75	removed	removed
4 hours - B/W	\$ 1.00	removed	removed
5 hours - B/W	\$ 1.25	removed	removed
Domestic Beer	\$ 2.00	removed	removed
Premium Beer	\$ 3.00	removed	removed
Wine	\$ 3.00	removed	removed
Soda/Water	\$ 1.00	removed	removed
BMP Miscellaneous Equipment Rental			
PA System with Microphone	\$ 50.00	\$ 50.00	\$ -
Podium	\$ 10.00	removed	removed
Easel w/ paper & markers	\$ 20.00	removed	removed
LCD Projector & Screen	\$ 25.00	\$ 25.00	\$ -
Table Linens (85" x 85" Square)	\$ 5.00	\$ 5.00	\$ -
Table Linens (90" or 120" round)	\$ 15.00	\$ 15.00	\$ -
Table Linens (108" or 120" round or 90" x 156" rectangular)	\$ 20.00	\$ 20.00	\$ -
Napkins (per set of 8)	\$ 5.00	\$ 5.00	\$ -
Podium with Microphone	\$ 25.00	\$ 50.00	\$ 25.00
Chair Covers	\$ 3.50	removed	removed
Sashes	\$ 1.50	\$ 1.50	\$ -
Screen Only	\$ 5.00	\$ 5.00	\$ -
Easel Only	\$ 5.00	\$ 5.00	\$ -
TV/VCR/DVD	\$ 25.00	removed	removed

Parks

Fee Information	FY 2020	FY 2021	Change
HSP ARC Building and Chapel Fees			
Chapel Only (30 people max)	\$ 200.00	\$ 200.00	\$ -
Chapel & ARC Building Package	\$ 350.00	\$ 350.00	\$ -
ARC Building - 4 Hour Flat Fee	\$ 100.00	\$ 100.00	\$ -
ARC Building - 6 Hour Flat Fee	\$ 150.00	\$ 150.00	\$ -
ARC Building - 8 Hour Flat Fee	\$ 200.00	\$ 200.00	\$ -
Non-Refundable Deposit	\$ 50.00	\$ 50.00	\$ -
Stage	\$ 100.00	\$ 100.00	\$ -
NEP Event Center Rental Fees (Weekdays & 1st half Friday)			
1-50 people Full Day (8am-12am)	\$ 100.00	\$ 100.00	\$ -
51-100 people 1st Half Day (8am-2pm)	\$ 125.00	\$ 125.00	\$ -
51-100 people 2nd Half Day (4pm-12am)	\$ 175.00	\$ 175.00	\$ -
51-100 people Full Day (8am-12am)	\$ 275.00	\$ 275.00	\$ -
101-150 people 1st Half Day (8am-2pm)	\$ 250.00	\$ 250.00	\$ -
101-150 people 2nd Half Day (4pm-12am)	\$ 300.00	\$ 300.00	\$ -
101-150 people Full Day (8am-12am)	\$ 450.00	\$ 450.00	\$ -
151+ People 1st Half Day (8am-2pm)	\$ 400.00	\$ 400.00	\$ -
151+ People 2nd Half Day (4pm-12am)	\$ 500.00	\$ 500.00	\$ -
151+ People Full Half Day (8am-12am)	\$ 600.00	\$ 600.00	\$ -
NEP Event Center Rental Fees (2nd Half Day Friday, Weekends, Holidays)			
1-50 people 1st Half Day (8am-2pm)	\$ 130.00	\$ 130.00	\$ -
1-50 people 2nd Half Day (4pm-12am)	\$ 160.00	\$ 160.00	\$ -
1-50 people Full Day (8am-12am)	\$ 175.00	\$ 175.00	\$ -
51-100 people 1st Half Day (8am-2pm)	\$ 290.00	\$ 290.00	\$ -
51-100 people 2nd Half Day (4pm-12am)	\$ 330.00	\$ 330.00	\$ -
51-100 people Full Day (8am-12am)	\$ 350.00	\$ 350.00	\$ -
101-150 people 1st Half Day (8am-2pm)	\$ 400.00	\$ 400.00	\$ -
101-150 people 2nd Half Day (4pm-12am)	\$ 475.00	\$ 475.00	\$ -
101-150 people Full Day (8am-12am)	\$ 550.00	\$ 550.00	\$ -
151+ People 1st Half Day (8am-2pm)	\$ 575.00	\$ 575.00	\$ -
151+ People 2nd Half Day (4pm-12am)	\$ 625.00	\$ 625.00	\$ -
151+ People Full Half Day (8am-12am)	\$ 700.00	\$ 700.00	\$ -
NEP Event Staffing and Bar Fees			
Event Host (per hour)	\$ 15.00	\$ 15.00	\$ -
Security (per hour)	\$ 40.00	\$ 40.00	\$ -
Bartender (per hour)	new	\$ 30.00	\$ 30.00
Bar Service (includes 3 hours of service)	new	\$ 200.00	\$ 200.00
Bar Service (per hour, after 3 hours up to 5 hours)	\$ 20.00	\$ 20.00	\$ -
Cleaning	\$ 100.00	\$ 100.00	\$ -

Parks

Fee Information	FY 2020	FY 2021	Change
NEP Food Service Fees			
1-25 people	\$ 25.00	\$ 25.00	\$ -
26-50 people	\$ 50.00	\$ 50.00	\$ -
51-100 people	\$ 75.00	\$ 75.00	\$ -
101-200 people	\$ 125.00	\$ 125.00	\$ -
201-300 people	\$ 200.00	\$ 200.00	\$ -
301+ people	\$ 250.00	\$ 250.00	\$ -
Caterer (% of total bill)	10%	10%	\$ -
NEP Miscellaneous Equipment Rental			
Podium	\$ 10.00	\$ 10.00	\$ -
LCD Projector & Screen	\$ 25.00	\$ 25.00	\$ -
Table Linens	\$ 10.00	\$ 10.00	\$ -
Napkins (per set of 8)	\$ 5.00	\$ 5.00	\$ -
Podium w/ Microphone	\$ 25.00	\$ 25.00	\$ -
Arbor	\$ 25.00	\$ 25.00	\$ -
Screen Only	\$ 10.00	\$ 10.00	\$ -
TV/DVD	\$ 25.00	\$ 25.00	\$ -
Sound System	\$ 50.00	\$ 50.00	\$ -
BMP Wildlife Education Center Fees			
Classroom (per hour, operating hours)	\$ 10.00	\$ 10.00	\$ -
Classroom (per hour, non-operating hours)	\$ 22.00	\$ 22.00	\$ -
BMP Activities Fees			
Volleyball Court (per court, per hour)	\$ 5.00	\$ 5.00	\$ -
Tennis Court (per hour, per person)	\$ 3.00	\$ 3.00	\$ -
Tennis Court (per match for school groups)	\$ 55.00	\$ 55.00	\$ -
Volleyball Rental	\$ 5.00	removed	removed
Horseshoes	\$ 5.00	removed	removed
Cornhole Boards w/ Bean Bags	\$ 25.00	\$ 25.00	\$ -
Bike Rental (March-November); (per hour, 2 hr min)	\$ 3.00	\$ 3.00	\$ -
BMP Drving Range Fees			
Small Basket	\$ 4.00	\$ 4.00	\$ -
Large Basket	\$ 6.00	\$ 6.00	\$ -
Jumbo Basket	\$ 12.00	\$ 12.00	\$ -
Punch Card (12 large baskets)	\$ 60.00	\$ 60.00	\$ -
Punch Card (12 small baskets)	\$ 40.00	\$ 40.00	\$ -
Punch Card (12 jumbo baskets)	\$ 120.00	\$ 120.00	\$ -

Parks

Fee Information	FY 2020	FY 2021	Change
BMP Golf Course Fees			
9 holes (Mon-Fri)	\$ 7.00	\$ 7.00	\$ -
18 holes (Mon-Fri)	\$ 9.50	\$ 10.00	\$ 0.50
9 holes (Sr./Jr. Mon-Fri)	\$ 6.00	removed	removed
18 holes (Sr./Jr. Mon-Fri)	\$ 8.50	\$ 7.00	\$ (1.50)
9 holes (Sat-Sun)	\$ 8.00	\$ 8.00	\$ -
18 holes (Sat-Sun)	\$ 10.50	\$ 11.00	\$ 0.50
9 holes (Sr./Jr. Sat-Sun)	\$ 7.00	removed	removed
18 holes (Sr./Jr. Sat-Sun)	\$ 9.50	\$ 8.00	\$ (1.50)
Club Rental	\$ 1.00	\$ 1.00	\$ -
Pull Cart Rental	\$ 2.00	\$ 2.00	\$ -
SWP Marina Fees			
1/2 Day Canoe	\$ 13.00	\$ 13.00	\$ -
Full Day Canoe	\$ 20.00	\$ 20.00	\$ -
1/2 Day 2 Seat Kayak	\$ 15.00	\$ 15.00	\$ -
Full Day 2 Seat Kayak	\$ 20.00	\$ 20.00	\$ -
1/2 Day 1 Seat Kayak	\$ 12.00	\$ 12.00	\$ -
Full Day 1 Seat Kayak	\$ 15.00	\$ 15.00	\$ -
10' John Boat 2 Person Rental	\$ 15.00	\$ 15.00	\$ -
14' John Boat 3 Person Rental	\$ 21.00	\$ 21.00	\$ -
Private Boat Launch	\$ 7.00	\$ 7.00	\$ -
Private Canoe & Kayak Launch	\$ 5.00	\$ 5.00	\$ -
Anchors	\$ 3.00	\$ 3.00	\$ -
Pier Fishing	\$ 3.00	\$ 3.00	\$ -
HSP Marina Fees			
Private Kayak & Canoe Launch	new	\$ 3.00	\$ 3.00
2-hour Single Kayak & Canoe	new	\$ 4.00	\$ 4.00
2-hour Tandem Kayak & Canoe	new	\$ 5.00	\$ 5.00
4-hour Single Kayak & Canoe	new	\$ 8.00	\$ 8.00
4-hour Tandem Kayak & Canoe	new	\$ 10.00	\$ 10.00
Fishing			
Pier/Bank (BMP, GBP, HSP, NEP)	\$ 1.00	removed	removed
Pier (SWP)	\$ 3.00	\$ 3.00	\$ -
Annual Pass (BMP Only)	\$ 30.00	removed	removed

Planning & Development

Fee Information	FY 2020	FY 2021	Change
Subdivision Plat Review			
Subdivision Plat Review - Per Plat (base fee)	\$ 150.00	\$ 150.00	\$ -
Subdivision Plat Review - Per Lot (addit'l charge)	\$ 20.00	\$ 20.00	\$ -
Exclusion Plat Review	no charge	no charge	\$ -
Road Signs	\$ 150.00	\$ 150.00	\$ -
Zoning Verification Fee	no charge	no charge	\$ -
Planning Board			
<i>Zoning</i>			
Rezoning Fees/Case	\$ 500.00	\$ 500.00	\$ -
Rezoning Appeal/Case	\$ 500.00	\$ 500.00	\$ -
Special Use Permit/Case + Recording Fee	\$ 526.00	\$ 526.00	\$ -
<i>Road/Easement Closing Fees</i>			
Easement Closing (per case + recording fee)	\$ 126.00	\$ 126.00	\$ -
Road Closing (per case + recording fee)	\$ 126.00	\$ 126.00	\$ -
Road Renaming	\$ 100.00	\$ 100.00	\$ -
Other Appeals of the Planning Board (per case)	\$ 200.00	\$ 200.00	\$ -
Board of Adjustment			
Variance (fee + recording fee)	\$ 226.00	\$ 226.00	\$ -
Appeals to the Board of Adjustment (per case)	\$ 200.00	\$ 200.00	\$ -
Site Plan Review			
Minor Site Plan Review (per plan)	\$ 100.00	\$ 100.00	\$ -
Major Site Plan Review (per plan, base fee)	\$ 325.00	\$ 325.00	\$ -
Additional fee per 1,000 sq ft gross floor area or open uses of land for major plans	\$ 5.00	\$ 5.00	\$ -
Publications			
Development Ordinance	\$ 20.00	\$ 20.00	\$ -
Historic Properties Book	\$ 12.00	\$ 12.00	\$ -
Guilford County Street Atlas	\$ 18.95	\$ 18.95	\$ -
Comprehensive Plan	loan - self copy	loan - self copy	\$ -
Area Plans - Text or Map	no charge	no charge	\$ -
Historical Properties			
City of High Point	\$ 2,000.00	\$ 2,000.00	\$ -
City of Greensboro	\$ 3,000.00	\$ 3,000.00	\$ -
Gibsonville	\$ 500.00	\$ 500.00	\$ -
Jamestown	\$ 500.00	\$ 500.00	\$ -
Oak Ridge	\$ 125.00	\$ 125.00	\$ -

Planning & Development

Fee Information	FY 2020	FY 2021	Change
Planning Services			
Planning Service - Stokesdale	\$ 25,000.00	\$ 25,000.00	\$ -
Planning Service - Whitsett	\$ 1,000.00	\$ 1,000.00	\$ -
Planning Service - Pleasant Garden	\$ 5,000.00	\$ 5,000.00	\$ -
Planning Service - Sedalia	\$ 1,000.00	\$ 1,000.00	\$ -
Historical Landmark Property Plaque	market price	market price	\$ -

Public Health

Fee Information	FY 2020	FY 2021	Change
CPR Fees			
Annual Instructor Membership	\$ 50.00	\$ 50.00	\$ -
Instructor Monitoring (every 2 years)	\$ 60.00	\$ 60.00	\$ -
Equipment Rental (for 2 business days)	\$ 25.00	\$ 25.00	\$ -
- include AED, face mask, etc.	\$ 35.00	\$ 35.00	\$ -
- additional day rental/late fee	\$ 15.00	\$ 15.00	\$ -
BLS Instructor Training Course	\$ 225.00	\$ 225.00	\$ -
BLS CPR Course (through PH)	\$ 50.00	\$ 50.00	\$ -
First Aid Course (through PH)	\$ 30.00	\$ 30.00	\$ -
Heart Saver CPR Course (through PH)	\$ 40.00	\$ 40.00	\$ -
Heart Saver CPR and First Aid Course	\$ 70.00	\$ 70.00	\$ -
AHA Certification Cards (for courses taught)	\$ 20.00	\$ 20.00	\$ -
- Re-prints	\$ 10.00	\$ 10.00	\$ -
- Rush card	\$ 10.00	\$ 10.00	\$ -
Environmental Health Fees			
Food Service - Plan Review			
New Facility	\$ 250.00	\$ 250.00	\$ -
Remodel of Existing Facility	\$ 125.00	\$ 125.00	\$ -
Swimming Pool Permits			
Seasonal	\$ 200.00	\$ 200.00	\$ -
Year Round	\$ 250.00	\$ 250.00	\$ -
Reinspection (2nd Trip)	\$ 100.00	\$ 100.00	\$ -
Pool Plan Review	\$ 300.00	\$ 300.00	\$ -
Private Schools/Colleges	\$ 200.00	\$ 200.00	\$ -
ServSafe Food Education Course Training	\$ 200.00	\$ 200.00	\$ -
ServSafe Food Education Course Re-Test	\$ 60.00	\$ 60.00	\$ -
ServSafe Off-site Food Schools	\$ 150.00	\$ 150.00	\$ -
Temporary Food Establishments (vendors)	\$ 75.00	\$ 75.00	\$ -
LFSE (Limited food source establishment)	\$ 75.00	\$ 75.00	\$ -
Lead - State			
XRF Machine Use With Staff	\$ 500.00	\$ 500.00	\$ -
XRF Machine Use Without Staff	\$ 250.00	\$ 250.00	\$ -
Health Hazards			
Tattoo Atrist			
Local	\$ 500.00	\$ 500.00	\$ -
Convention	\$ 100.00	\$ 100.00	\$ -
Mobile Home Parks	\$ 11.00	\$ 11.00	\$ -

Public Health

Fee Information	FY 2020	FY 2021	Change
HERA			
Monitoring Wells			
Commercial			
first well	\$ 600.00	\$ 600.00	\$ -
each additional well	\$ 60.00	\$ 60.00	\$ -
Residential			
first well	\$ 600.00	\$ 600.00	\$ -
each additional well	\$ 60.00	\$ 60.00	\$ -
Water Quality			
Construction Authorization	\$ 100.00	\$ 100.00	\$ -
Construction Authorization w/pump	\$ 140.00	\$ 140.00	\$ -
Alternative Construction Authorization	\$ 450.00	\$ 450.00	\$ -
Alternative Design	\$ 550.00	\$ 550.00	\$ -
Evaluation of Additions	\$ 100.00	\$ 100.00	\$ -
Residential Soil Evaluations	\$ 100.00	\$ 100.00	\$ -
Application Fee for DUMT 10k gallons	\$ 260.00	\$ 260.00	\$ -
Permit for DUMT 10K gallons	\$ 340.00	\$ 340.00	\$ -
Well Permits - New	\$ 450.00	\$ 450.00	\$ -
Well Camera/Repair Permit	\$ 220.00	\$ 220.00	\$ -
Additional Trip Fee	\$ 54.00	\$ 54.00	\$ -
DOT Fee	\$ 150.00	\$ 150.00	\$ -
Innovative Wastewater Approval (off-site)	\$ 200.00	\$ 200.00	\$ -
Water Sample Fees			
Trip Fee	\$ 65.00	\$ 65.00	\$ -
Bacteria	\$ 50.00	\$ 50.00	\$ -
Inorganic / Nitrate	\$ 70.00	\$ 70.00	\$ -
Pesticide	\$ 75.00	\$ 75.00	\$ -
Petroleum	\$ 75.00	\$ 75.00	\$ -
Exisiting On Site Sewer			
Type 111B	\$ 150.00	\$ 150.00	\$ -
Type IV	\$ 300.00	\$ 300.00	\$ -
Type V	\$ 350.00	\$ 350.00	\$ -
Type Va	\$ 100.00	\$ 100.00	\$ -
Type VI	\$ 400.00	\$ 400.00	\$ -
Maintenance/Monitoring Operator	\$ 450.00	\$ 450.00	\$ -

Public Health

Fee Information	FY 2020	FY 2021	Change
Health Education - Smart Girls Life Skills			
Smart Girls® Life Skills Training Curriculum PART I (one copy)	\$ 250.00	\$ 250.00	\$ -
Smart Girls® Life Skills Training Curriculum PART II (one copy)	\$ 250.00	\$ 250.00	\$ -
Smart Girls® Life Skills Training Curriculum PART I and PART II (one copy of each, \$50 off when ordering together)	\$ 450.00	\$ 450.00	\$ -
Smart Girls® Part I One Day Training in Guilford County (curriculum not included)	\$ 275.00	\$ 275.00	\$ -
Smart Girls® Part II One Day Training in Guilford County (curriculum not included)	\$ 250.00	\$ 250.00	\$ -
One-day Part I or Part II Training outside of Guilford County for up to 12 to 15 individuals	\$ 1,600.00	\$ 1,600.00	\$ -
One & a half day Part I or Part II Training outside of Guilford County for up to 12 to 15 individuals	\$ 2,250.00	\$ 2,250.00	\$ -
Two-day Part I and Part II Training outside of Guilford County for up to 12 to 15 individuals II	\$ 3,200.00	\$ 3,200.00	\$ -

- Clinic and all other fees are available upon request from Public Health -

Register of Deeds

Fee Information	FY 2020	FY 2021	Change
Passport Services			
Passport Acceptance Fee	\$ 35.00	\$ 35.00	\$ -
Passport Photo	\$ 10.00	\$ 10.00	\$ -
No Fee Passport Application	\$ -	\$ -	\$ -
No Fee Photo	\$ -	\$ -	\$ -
Overnight Delivery	\$ 25.50	\$ 26.35	\$ 0.85
Standard Shipping	\$ 7.35	\$ 7.75	\$ 0.40
Land Records			
Certified Copies First Page	\$ 5.00	\$ 5.00	\$ -
Certified Copies All Other Pages	\$ 2.00	\$ 2.00	\$ -
Uncertified Copies	\$ 0.05	\$ 0.05	\$ -
Deed of Trust	\$ 64.00	\$ 64.00	\$ -
Grave Removal	\$ 26.00	\$ 26.00	\$ -
Misc Documents	\$ 26.00	\$ 26.00	\$ -
Notary Authentication	\$ 1.00	\$ 1.00	\$ -
Old Corporation Books	\$ -	\$ -	\$ -
Plat Certified Copy	\$ 5.00	\$ 5.00	\$ -
Plat Uncertified Copy 11x17	\$ 0.10	\$ 0.10	\$ -
Plat Uncertified Copy 18x24	\$ 0.50	\$ 0.50	\$ -
Uncertified Copy Via Mail	\$ 1.00	\$ 1.00	\$ -
UCC Copy	\$ 2.00	\$ 2.00	\$ -
Deed	\$ 26.00	\$ 26.00	\$ -
Condominium	\$ 21.00	\$ 21.00	\$ -
Highway Right of Way Map	\$ 21.00	\$ 21.00	\$ -
Plat	\$ 21.00	\$ 21.00	\$ -
Roadway Corridor Map	\$ 5.00	\$ 5.00	\$ -
Notary Oath	\$ 10.00	\$ 10.00	\$ -
Satisfaction	\$ -	\$ -	\$ -
Uniform Commercial Code	\$ 38.00	\$ 38.00	\$ -

Register of Deeds

Fee Information	FY 2020	FY 2021	Change
Vital Records			
Amendment	\$ 10.00	\$ 10.00	\$ -
Birth Add	\$ -	\$ -	\$ -
Birth Copy Certified	\$ 10.00	\$ 10.00	\$ -
Birth Copy Uncertified	\$ 0.05	\$ 0.05	\$ -
Copies	\$ 0.05	\$ 0.05	\$ -
Death Add	\$ -	\$ -	\$ -
Delayed Birth	\$ 10.00	\$ 10.00	\$ -
Delayed Birth Prep	\$ 10.00	\$ 10.00	\$ -
Death Copy Certified	\$ 10.00	\$ 10.00	\$ -
Delayed Marriage	\$ 20.00	\$ 20.00	\$ -
Death Copy Uncertified	\$ 0.05	\$ 0.05	\$ -
Legitimation	\$ 10.00	\$ 10.00	\$ -
Marriage Copy Certified	\$ 10.00	\$ 10.00	\$ -
Marriage Issue	\$ 60.00	\$ 60.00	\$ -
Marriage Keepsake	\$ 1.00	\$ 1.00	\$ -
Marriage Copy Uncertified	\$ 0.05	\$ 0.05	\$ -
State Birth Amendment	\$ 15.00	\$ 15.00	\$ -
State Birth Certified Copy	\$ 10.00	\$ 10.00	\$ -
State Birth Legitimation	\$ 15.00	\$ 15.00	\$ -
State Birth Search	\$ 14.00	\$ 14.00	\$ -
State Expedite	\$ 15.00	\$ 15.00	\$ -
Social Services Certified Copy	\$ 10.00	\$ 10.00	\$ -
Uncertified Copies via Mail	\$ 1.00	\$ 1.00	\$ -
No Marriage Found	\$ 5.00	\$ 5.00	\$ -
Overnight Delivery	\$ 25.50	\$ 26.35	\$ 0.85

Security

Fee Information	FY 2020	FY 2021	Change
ID Badge - Attorney	\$ 15.00	\$ 15.00	\$ 5.00
ID Badge - Paralegal	\$ 15.00	\$ 15.00	\$ 5.00
ID Badge - Committee Approved (new)	\$ 20.00	\$ 20.00	\$ 10.00
ID Badge - Committee Approved (renewal meets use requirements)	\$ 20.00	\$ 20.00	\$ 10.00
ID Badge - Committee Approved (renewal does not meet use requirements)	\$ 35.00	\$ 35.00	\$ 10.00
ID Badge - Law Enforcement (non-county; annually)	\$ 10.00	\$ 10.00	\$ -
ID Badge - Non-County Interns	\$ 5.00	\$ 5.00	\$ 3.00
Lost or Stolen ID Badge Replacement Fee	\$ 10.00	\$ 10.00	\$ 5.00
Security Officer Fees (hourly; for non-county agencies who request to reserve room in county facilities)	\$ 30.00	\$ 30.00	\$ -

Solid Waste

Fee Information	FY 2020	FY 2021	Change
Passenger car tire disposal fee per tire	\$ 0.85	\$ 0.88	\$ 0.03
Heavy truck tire disposal fee per tire	\$ 4.36	\$ 4.50	\$ 0.14
Oversize tire per pound	\$ 0.0379	\$ 0.0391	\$ 0.0012

*No Charge to dispose White Goods, Electronics, or other Residential Recyclables.
Tire disposal fees are based on Southeastern U.S. CPI per county contract.*

Economic Development Agencies

Organization	FY 2020-21 Adopted	Services Provided	Economic Development Goal
Culture & Recreation			
African-American Atelier	\$50,000	Year-round visual arts enrichment, educational & exhibition programs for youth in low-wealth communities	Job Creation/Retention
High Point Arts Council	\$50,000	Year-round outdoor concerts, festivals, arts & entertainment programs within High Point and surrounding communities	Job Creation/Retention
United Arts Council of Greater Greensboro	\$55,000	Financial and marketing support for local arts organizations & projects, regional artists and arts-in- education initiatives	Increase/Improve Business Prospects
NC Folk & Heritage Festivals	\$25,000	Production and promotion of the NC Folk Festival & expand economic impact of the arts in Guilford County	Increase/Improve Business Prospects
Economic Development Agencies			
Downtown Greensboro, Inc.	\$40,000	Collaborate with businesses, individuals and government to increase economic development, investment and community in downtown Greensboro	Increase Taxable Property
East Market Street Development Corp. (d/b/a East Greensboro NOW)	\$50,000	Offers economic, business and community development programs designed to generate new investment, increase the asset base and improve housing quality within East Greensboro	Increase Taxable Property
Greensboro Area Chamber of Commerce	\$100,000	Recruitment of new companies and collaborate with existing industries to grow and expand operations to facilitate creation of high-quality jobs and new capital investment within Guilford County	Job Creation/Retention
Forward High Point Foundation	\$20,000	Revitalize downtown High Point into a source of economic, social, academic, and recreational prosperity	Increase/Improve Business Prospects

Guilford County Economic Development Alliance (GCEDA)	\$50,000	Coordinate and align all economic development recruitment and retention activities to enhance economic conditions within Guilford County and local region	Job Creation/Retention, Increase Taxable Property
Guilford County Tourism Development Authority	\$40,000	Facilitate and assist business/industry expansion through marketing of community assets	Increase/Improve Business Prospects
High Point Economic Development Corporation	\$100,000	Assists with retention and/or expansion of existing business & industry and recruitment of new businesses for job creation and capital investment in Guilford County	Increase/Improve Business Prospects
High Point Market Authority	\$125,000	Coordinate marketing & logistics, assists in recruitment of new buyers and retention of existing buyers for the biannual High Point Furniture Market	Increase Taxable Property
Piedmont Triad Film Commission	\$25,000	Recruit business of motion pictures, television programs, photography & commercial productions working with NC Film Office to create job opportunities & revenue	Increase/Improve Business Prospects
Southwest Renewal Foundation of High Point, Inc.*	\$50,000	Collaborate with civic & community organizations to create & fund development projects in low-income, culturally diverse SW quadrant of inner-city to attract business, create jobs to raise quality of life, & promote public/environmental health	Increase/Improve Business Prospects
Welfare Reform Liaison Project, Inc.	\$25,000	Provide job-training and varied skills to county residents to assist in moving them from poverty to self-sufficiency	Job Creation/Retention

Total Combined Funding*: \$805,000

*Southwest Renewal Foundation of High Point funding includes \$25,000 to be contingent upon receipt of grant funds; this additional funding will come from the manager's contingency.

