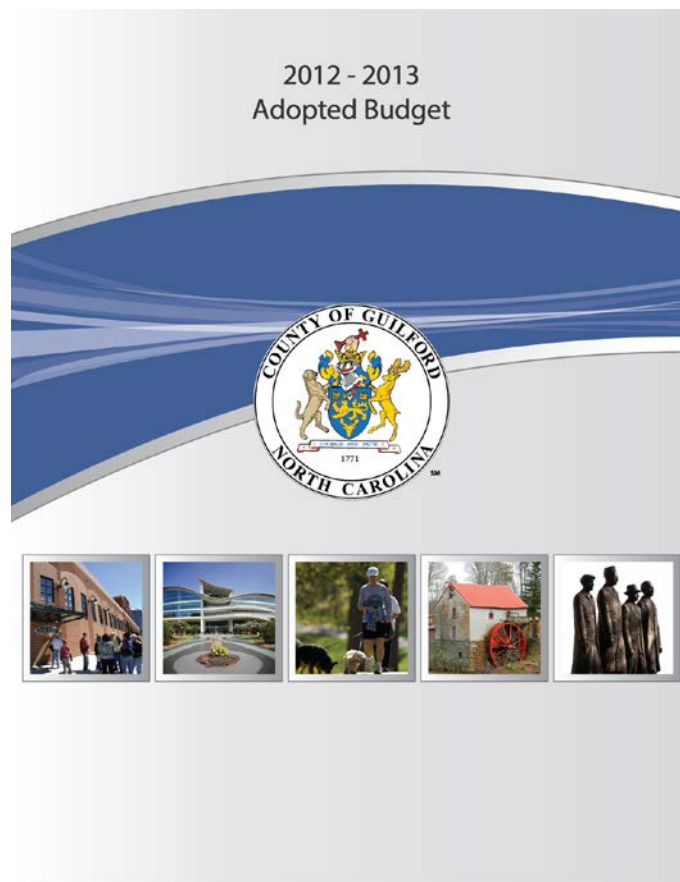


2012 - 2013 Adopted Budget



Fiscal Year 2012-2013 ADOPTED BUDGET



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BRENDA JONES FOX
County Manager



GUILFORD COUNTY

ADMINISTRATIVE OFFICES

April 12, 2012

Guilford County Board of Commissioners

The Honorable Melvin (Skip) Alston, Chairman
The Honorable Kirk Perkins, Vice-Chairman
The Honorable Bill Bencini
The Honorable Katie S. (Kay) Cashion
The Honorable Carolyn Q. Coleman
The Honorable Bruce E. Davis
The Honorable Paul Gibson
The Honorable John Parks
The Honorable Linda Shaw
The Honorable Mike Winstead, Jr.
The Honorable Billy Yow

Mr. Chairman and Members of the Board:

In accordance with the General Statutes of North Carolina, I hereby submit for your consideration the proposed budget for Guilford County Government for the 2012/2013 fiscal year. A copy of this document has been filed with the Clerk to the Board and is available for public inspection. The budget is balanced and prepared under the guidelines of the North Carolina Local Government Budget and Fiscal Control Act.

Over the last several years, Guilford County, the State of North Carolina, and the nation faced unprecedented economic challenges. While conditions continue to improve in certain sectors of the economy, public sector revenue streams have not returned to their pre-recession levels and, as evidenced by the recent property revaluation, collective property values are stagnant. At the same

time, demand for certain services, including emergency medical response, law enforcement, public health, and social services, is increasing.

The 2012/2013 budget development process continued the efforts initiated in fiscal year 2009/2010 “to do more with less.” Existing resource allocation decisions were reviewed and departments were challenged to consider new ways of organizing their functions to ensure resources are aligned with county priorities.

To assist staff in addressing the County’s budget challenges, the following committees, continued their review of county operations:

Human Services Task Force: Chairperson, Carolyn Coleman

Budget Committee: Chairperson, Kirk Perkins

Education: Chairperson, Bruce Davis

Substance Abuse & Drug Treatment: Chairperson, Kay Cashion

Jail Committee: Chairperson, Paul Gibson

Guilford County Government will make reallocation of resources from lower to higher priorities an integral part of the way it manages in the new fiscal year and for the foreseeable future.

Summary of Proposed Budget

Base Budget

The FY 2012/13 **Base Budget** for the General Fund for FY 2012/2013 totals \$581,717,563, or \$1.9 million more than the budget adopted by the Board of Commissioners for the current fiscal year of 2011/2012. This budget includes a net reduction in county staff of 121 positions, addresses critical infrastructure needs, provides for additional technology to increase staff efficiency and effectiveness, begins the divestiture of mental health services to a regional provider, annualizes the full year cost of opening the new Greensboro Detention Center, adds additional law enforcement detention positions at the High Point Jail to address staff and inmate safety issues, and expands the emergency response capacity of the Emergency Services department.

The tax rate required to balance the FY 2012/2013 Base Budget is \$0.7796. This is a decrease of \$0.0028 from last year’s adopted rate of \$0.7824, and is \$0.0178 lower than the revenue-neutral rate of \$0.7974.

Additions to Base Budget

Despite significant reductions, there are several additional expenses that are outside the scope of the base budget and will require a tax increase to fund.

Increases in Debt Service (+\$2.51 million, +\$0.0059 cents)

The County's debt service budget will increase \$2.51 million over the 2011/2012 budget (net of revenue increases, excluding lottery funds). Debt repayment for school bonds is responsible for all of this increase. Debt service in FY 2013/2014 is expected to increase by another \$14.5 million.

Full-Year Impact New Greensboro Detention Facility (+\$2.11 million, +0.0049 cents)

For FY 2012/2013 the full-year staff and operational costs associated with the opening of the new Greensboro Detention Center is expected to total approximately \$2.1 million. This includes the full-year personnel costs of positions added during the current fiscal year, as well as updated estimates of major facility operation costs, such as utilities and janitorial services.

New Public Safety Positions (\$2.34 million, +\$0.0055 cents)

The FY 2012/2013 proposed budgets includes funding for 36 new public safety positions as outline below.

Law Enforcement

- ***Detention Positions - High Point and Greensboro (28 positions, \$1.57 million)***

Twenty-six positions are proposed for the High Point Jail to address staff-to-inmate ratios issues noted in state jail reviews. In addition, two detention positions are proposed for the Greensboro facility to replace two positions used by the Board to create a gun and electronic monitoring units during the current fiscal year.

- ***Background Investigations (1 position, \$80,000)***

One position is recommended to address the background investigation work load in the Personnel/Training section. Currently, full- and part-time staff from other areas of the department is being used on a regular basis to assist this section in work investigating potential departmental employees. The addition of this position will address the difficulties experienced by the Personnel/Training section, as well as return staff resources to their home sections.

- ***Match for Potential Patrol Grant (\$600,000)***

The FY 2012/2013 proposed budget includes funds for the local match required for a potential Community Oriented Policing (COPS) grant for 12 patrol positions. If the grant is not received, these funds will be returned to the County's fund balance.

Emergency Services

- ***Upgrade Quick Response Unit for Transport (5 positions, \$18,000 net savings)***

Currently, single-staff paramedic units are used in the rural portions of the county for quick response service while transport ambulances respond from the cities. Because they are staffed with only one employee, the paramedic units cannot transport patients and must wait for an available transport unit to arrive. The proposed positions will be used to upgrade at least one of the quick-response units to a transport unit. This upgrade will help address response time concerns in certain areas of the county and allow the department to bill for additional transport calls. As a result of the additional revenue, the addition of the proposed staff is projected to be revenue positive for the County.

- ***Emergency Management (1 position, \$20,000 net savings)***

The FY 2012/2013 proposed budget includes one Emergency Management position to provide planning support to agencies in Guilford County that store hazardous chemicals on-site and to support healthcare and mental healthcare facilities that are required to submit

contingency plans to the Emergency Management Division. A new fee for the plan review services is proposed, resulting in no additional county funding being required for the new position.

- ***Fire Inspector (1 position, \$131,000 including vehicle)***

A new fire inspector position is included in the FY 2012/2013 proposed budget to assist the department in achieving compliance with the state mandated fire inspection schedule.

Reinstate Pay-as-You-Go Capital Funding (+\$7.3 million, +0.0171 cents)

Over the next few years, several projects included in the Capital Investment Plan (CIP) are scheduled to begin. Projects include new Emergency Services ambulance bases, the next phases of the 800MHz public safety communications system upgrade, and an Emergency Operations Center. To help pay for these and other projects, the CIP recommended reinstating the annual transfer of funds from the General Fund to the County Building Construction Fund. The proposed budget reflects this recommendation and includes \$3.05 million of pay-as-you-go funding for capital needs.

In addition to reinstating the regular General Fund transfer to the County Building Construction Fund, the CIP also calls for increasing the pay-as-you-go transfer by the equivalent of \$0.01 of property tax in each of the next three years. In accordance with this plan, the FY 2012/2013 proposed budget includes an additional allocation \$4.28 million for future capital needs. This amount is equivalent to the expected revenue generated by \$0.01 of property tax.

The General Fund transfers will reduce the amount of debt financing required to complete the CIP projects, something that reflects positively on the County and its bond ratings. In speaking to the good financial management assessment of the County, Standard and Poor's recently noted the County has a formal ten-year capital plan with all sources identified. The ratings agencies prefer to see a combination of financing and pay-as-you-go sources identified in this plan.

Guilford County Schools - Capital Outlay Allocation (+\$4 million, +0.0094 cents)

The FY 2012/2013 budget includes \$4 million of new county funds for the capital maintenance needs of the Guilford County Schools. Last year's allocation of \$4 million was funded using money left over in completed school capital projects. To keep the allocation at the current level, an appropriation of new funds must be made.

Total Budget Summary

Including the additional expenses noted above, the total 2012/2013 General Fund budget equals \$601,315,070. This is \$21.5 million higher than the budget for 2011/2012. The tax rate required to balance the budget is \$0.8224, an increase of \$0.0400 over the current rate and \$0.0250 over the revenue-neutral rate of \$0.7974.

Components of the 2012/2013 Budget

| | Net Impact | | | |
|---|--|--------------|------------|------------------|
| | Expense | Revenue | Impact | Tax Rate |
| Base Budget | \$ 581,717,563 | | | 77.96 |
| Add-Backs: | | | | |
| Increase in Debt Service | \$ 3,480,699 | \$ 967,741 | \$ 0.59 | |
| Full Year Cost of New GSO Detention Facility | \$ 2,114,352 | \$ 1,389 | \$ 0.49 | |
| New Positions: | | | | |
| Law Enforcement | | | | |
| <i>Detention - High Point (26) & Greensboro (2)</i> | \$ 1,570,418 | | \$ 0.37 | |
| <i>Background Investigations (1)</i> | \$ 80,038 | | \$ 0.02 | |
| <i>Match for COPS Grant for Patrol Officers (12)</i> | \$ 600,000 | | \$ 0.14 | |
| Emergency Services | | | | |
| <i>Paramedics/EMTs (5)</i> | \$ 200,041 | \$ 218,400 | \$ (0.004) | |
| <i>Emg Mgmt - Chemical Plan, Group Homes</i> | \$ 93,721 | \$ 114,000 | \$ (0.005) | |
| <i>Fire Inspector</i> | \$ 130,507 | | \$ 0.03 | |
| County Capital Needs: | | | | |
| <i>Reinstate Pay-as-You-Go Capital Contribution</i> | \$ 3,050,554 | | \$ 0.71 | |
| <i>Increase Contribution by one-cent</i> | \$ 4,277,177 | | \$ 1.00 | |
| School System's Capital Outlay Allocation | \$ 4,000,000 | \$ - | \$ 0.94 | |
| | \$ 19,597,507 | \$ 1,301,530 | \$ 4.28 | |
| 2012/2013 Recommended Budget | \$ 601,315,070 | | | 82.24 |
| | vs. Revenue-Neutral Rate of 79.74 | | | 2.50 |
| | vs. FY 2011/2012 Adopted Rate of 78.24 | | | 4.00 |

Staffing

The proposed total number of county staff is 2,425.50 (excluding 11 Commissioners), which reflects a net decrease of 121 positions from the number in effect on July 1, 2011.

Position changes include:

- **Human Services** – net reduction of 168 positions. In spring 2012, the Guilford Center began the process of transferring the provision of services from county staff to community providers in anticipation of a merger with Sandhills Center. The initial phase of this transfer has resulted in the elimination of 104 full-time equivalent positions. In addition, 30 positions have been eliminated in Social Services and 35 in Public Health as a result of more efficient business processes, reductions in state/federal funds, the expiration of grants, and a proposed transfer of the County's dental clinic services to a community partner. One school nurse position was added by the Board during the current fiscal year.
- **Public Safety** – net increase of 50 positions. In addition to the addition of 36 positions in Law Enforcement and Emergency Services discussed above, the FY 2012/2013 budget

includes 15 pre-trial positions added by the Board after the start of the current fiscal year in response to the state's spin-off of pre-trial staff. Finally, one grant-funded position in Law Enforcement was eliminated during the current year upon the expiration of an associated grant.

- **Other Position Changes** – reduction of three positions. Three other positions are eliminated in the FY 2012/2013 Proposed Budget – one Internal Audit position (expired grant), one Tax position, and one position in Parks & Open Space.

The FY 2012/2013 Proposed Budget reinstates the pay-for-performance merit allocation of up to 3%, depending on an employee's performance review. As you are aware, no merit increases for employees were included in the FY 2009/2010, FY 2010/2011, and FY 2011/2012 budgets. This action was consistent with cost control measures being taken in other public and private organizations. Four budget years later, County employees are becoming discouraged because they know that no resources have been allocated to reward them for a job well done. These employees, in whom the County has invested considerable recruitment, training and development resources, are being lured away by entities that offer competitive starting salaries, coupled with the possibility of pay advancement. Merit increases were eliminated effective 7/1/09. Since then, the expenditure category of the Consumer Price Index has increased over 4.5%. I believe that County employees have been supportive of our efforts to be more efficient and effective and to do more with less; therefore, the budget I submit recommends a merit increase of up to 3% based on performance.

The FY 2012/2013 proposed budget also includes funds for expected payments under the enhanced voluntary early retirement program for employees with 30 or more years of qualified service.

Expenditures

Highlights of the proposed expenditure budgets for the County's service areas are described below:

Education

- In recognition of the high priority the Board has assigned to Education, funding for the operational needs of the Guilford County Schools (GCS) and Guilford Technical Community College (GTCC) are protected in the proposed budget at their current levels without any reduction. The recommended operating allocations are \$175,165,521 for GCS and \$11,752,690 for GTCC.
- Debt service for school and community college facilities is projected to be \$75.6 million in FY 2012/2013, an increase of \$4.1 million over the current year's budget.
- The budget maintains \$1.5 million for the capital needs of GTCC. The allocation for the capital needs of GCS is \$4 million and is in addition to \$2 million generated from the sale of property. As discussed earlier in this message, last year's \$4 million allocation for capital needs was funded using the balances in two completed school capital projects. An appropriation of \$4.0 million in new county funds is required to maintain the annual capital appropriation for GCS.

Human Services

- Funding for the County's human services will decrease by \$4.1 million (+3%) in the proposed budget.
- The largest decrease in Human Services expenditures is for Public Health (-\$4.1 million) and is the result of the net elimination of 35 positions and a reduction to the Community Alternatives Program (a Medicaid-supported program that allows qualified individuals to avoid placement in group homes by funding accessibility upgrades to their homes and/or vehicles) to better reflect program demand.
- The budget proposes that the current dental clinic be privatized not later than July 1, 2012. Health Department staff is working with community partners to identify a willing vendor to provide this service in the current location. It is expected that the current dental positions, included in the position reductions noted above, and employees will transition to the new program.
- The FY 2012/2013 Proposed Budget for the Guilford Center is based on the actual amount of county funds used to support the department in FY 2010/2011, or \$9.9 million. The actual "maintenance of effort" (MOE) amount for FY 2011/2012 will not be known until after the close of the current fiscal year. To ensure sufficient funds are available to meet the potential MOE amount for FY 2011/2012, the budget proposes earmarking approximately \$600,000 in fund balance until the current fiscal year is closed and a final county participation amount has been negotiated with Sandhills Center.
- Funding for community agencies that provide various human services programs is proposed to decrease by \$214,000 to approximately \$149,000. No new agencies are funded and allocations to existing agencies have been reduced or eliminated in accordance with the Board of Commissioners' policy on community based organization funding.

Public Safety

- Funding for the County's public safety departments will increase by approximately \$9.0 million (+9%).
- The proposed budget for Law Enforcement budget includes additional funds for 29 new positions and the local match for a 2012 COPS grant for patrol position, as discussed earlier in this message.
- Also included in the proposed budget are funds for overtime costs for security during dignitary visits associated with the November Presidential election, as well as assistance to be provided at the Democratic National Convention (DNC) in Charlotte. The County will be reimbursed for costs related to the DNC.
- Seven new positions are included in the proposed budget for Emergency Services (see discussion above). These positions will be used to enhance emergency response, meet mandated fire inspection schedules, and assist companies that store hazardous materials or operate healthcare/mental healthcare facilities comply with required contingency planning. Additional ambulance fee revenues and a new plan review fee schedule are proposed to offset the costs of most of these additional positions.
- The FY 2012/2013 Proposed Budget increases the rates for nine fire districts to provide funding for departmental operations and to repay the County for the purchase of new

radios. In addition, as part of the County's efforts to work with the existing fire districts to improve fire service to our citizens, I am recommending that the Board of Commissioners establish 15 'overlay' fire service districts to allow existing Guilford County Fire Districts additional opportunities for funding. These overlay service districts are being proposed at the request of the fire districts and will create mechanisms for additional tax rate capacity. The rates for twelve of these districts will be set at \$0.00. Overlay fire service district rates for Colfax, Guil-Rand, and Rankin are proposed at \$0.0087, \$0.0160, and \$0.0266, respectively. The service districts are being established in this matter by virtue of Session law 1973-283. Finally, the budget recommends a decrease in the tax rates of four districts based on budget needs and increases in district property valuation and sales tax revenues.

General Government & Support Services

- Funding for General Government and Support Services, together, will increase by \$10.5 million, or 25%. This represents the net impact of a number of changes in various departments.
- The largest increase in this budget category (+\$7.3 million) is to reinstate and increase the County's annual pay-as-you-go contribution for future capital needs, as discussed in the "Additions to the Base Budget" section.
- \$2 million is included in the Human Resources budget to continue the plan to address the County's unfunded actuarial liability for non-retirement post employment benefits (OPEB). An additional \$1.4 million is included for increases in retiree health insurance costs.
- Approximately \$900,000 is included in the proposed budget to establish a data disaster recovery site and to convert data back-up processes to digital technology.
- An additional \$260,000 is included in the Elections Department for costs associated with the Presidential election and a potential second primary election rescheduled by the state from the current fiscal year to FY 2012/2013.
- The Tax and Internal Audit Departments will each eliminate one position.

Community Services

- Funding for the County's Community Services will decrease by \$1.5 million (-15%).
- The budget allocates \$1.68 million for library services, in accordance with the recently negotiated City-County library funding agreements. This is a decrease of approximately \$267,000. The county allocation to area libraries is based on the state's allocation for library services and municipal populations. The state's library aid decreased in FY 2011/2012, resulting in a reduction in county library support.
- The County's obligations under its incentive grant program will decrease by approximately \$818,000 in FY 2012/2013. Incentive payments are expected to increase to \$1.33 million the following year.
- No funding is included for outside community agencies that provide cultural and arts programming, in accordance with the Board's community based organization funding policy.
- One position in Culture/Recreation is proposed for elimination as the department shifts from park planning to the management of park operations and operating contracts.

Non-Education Debt

- Non-Education debt repayment is expected to decrease by \$634,000 to \$16.4 million in FY 2012/2013. This total is projected to fall slightly to \$15.7 million in FY 2013/2014.

Revenues

Total revenues, excluding fund balances and additional revenues from an increase in the property tax, are expected to increase by \$3.6 million in the upcoming fiscal year (at the current tax rate of \$0.7824). Changes in the County's major revenue sources are outlined below.

Property Tax

Tax Base

As a result of the recent revaluation of real property, the County's property tax base is expected to be \$45.18 billion. This is a decline of 0.2% from the anticipated year-end actual value for FY 2011/2012. (Note: the new values represent an increase of approximately 1% over the budgeted tax base values used to calculate current year tax revenues.) Real property values declined by 0.3%, while personal and motor vehicle values increased by 0.5%. No change is expected in public service property values.

It is important to note that the projected values presented above include an estimated reduction in value of \$500,000,000 as a result of appeals. **The final assessed value of real property will not be known until the appeals process is concluded this summer after the budget is adopted.**

Revenue-Neutral Tax Rate

Because Guilford County has recently reassessed real property values, it must calculate and publish a revenue-neutral rate. North Carolina General Statute 159-11(e) defines the revenue-neutral rate as the rate that is estimated to produce revenue for the next fiscal year equal to the revenue that would have been produced for the next fiscal year by the current tax rate if no revaluation had occurred. The revenue-neutral tax rate is calculated as follows.

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

| General Fund Calculation of Revenue-Neutral Tax Rate | | | | |
|---|----------------------|-----------------|----------|-------------------------------------|
| | Value | Tax Rate | Tax Levy | |
| STEP 1 | | | | |
| FY 2011-12 Values | | | | |
| Estimated assessed valuation | \$ 45,275,885,875 | \$0.7824 | \$ | 354,238,531 |
| FY 2012-13 New Values | | | | |
| Estimated assessed valuation | \$ 45,184,600,000 | \$0.7840 | \$ | 354,238,531 |
| | | | | <i>new rate to generate same \$</i> |
| STEP 2 | | | | |
| Increase rate by average annual growth since last general revaluation | | | | |
| Average regular annual growth | 1.71% average growth | X 1.0171 | | |
| REVENUE-NEUTRAL TAX RATE | | \$0.7974 | \$ | 360,288,247 |
| Increase in tax levy over estimated actual final levy for FY 2011-12 | | | \$ | 6,049,716 |
| Percentage increase in tax levy over estimated actual final levy for FY 2011-12 | | | | 1.71% |

The revenue-neutral tax rate for FY 2012/2013 is \$0.7974. This rate is \$0.015 higher than the current tax rate of \$0.07824.

Proposed FY 2012/2013 Tax Rate

The 2012/2013 Base Budget requires a tax rate of \$0.7796 to balance. This is 0.0028 lower than the current tax rate of \$0.7824 and \$0.0178 lower than the revenue-neutral tax rate of \$0.7974. As discussed earlier, the following additions to the Base Budget require adjustments to the current tax rate:

| Components of Proposed Tax Rate | | | |
|--|--------------|-----------------|-----------------|
| Component | Tax Rate | Difference from | |
| | | Revenue-Neutral | FY 2012 Adopted |
| | | 79.74 | 78.24 |
| Base Budget | 77.96 | (1.78) | (0.28) |
| Add-Backs | | | |
| Debt Service | 0.59 | | |
| Full-Year Impact - GSO Detention | 0.49 | | |
| Public Safety Positions | 0.55 | | |
| County Capital Needs | 1.71 | | |
| Guilford County Schools Capital | 0.94 | | |
| | 4.28 | | |
| FY 2012-13 Recommended Tax Rate | 82.24 | 2.50 | 4.00 |

The increase of \$0.0400 over the current tax rate will generate an additional \$17.1 million. Current year tax revenues at the 2012/2013 rate of \$0.8224 are \$359.7 million. Total property tax revenues, including late payments, are estimated to be \$364 million.

The following table calculates each County service area's share of the total tax rate:

| Allocation of Revenues and Tax Rate | | | | | | | |
|--|---------------------------------|---------------------------------------|--|------------------------------|--|-------------------------------|------------------------------------|
| Expenditure | 2012/2013 Proposed Budget | Department/ Earmarked Revenues* | Share of General County Revenues** | Share of Net Fund Balance | Share of Current Year Property Tax Revenues | Allocation of Property Tax | |
| | | | | | | Share of Property Tax | Share of Tax Rate (cents) |
| Community Services | \$ 8,283,793 | \$ (2,571,869) | \$ (667,114) | \$ (334,197) | \$ (4,710,613) | 1.3% | 1.06 |
| General Government | \$ 28,205,737 | \$ (5,651,071) | \$ (2,634,231) | \$ (1,319,645) | \$ (18,600,790) | 5.1% | 4.20 |
| Human Services | \$ 152,140,228 | \$ (101,760,816) | \$ (5,883,971) | \$ (2,947,636) | \$ (41,547,805) | 11.4% | 9.39 |
| Public Safety | \$ 103,912,128 | \$ (20,895,170) | \$ (9,695,814) | \$ (4,857,218) | \$ (68,463,926) | 18.8% | 15.47 |
| Support Services | \$ 24,344,244 | \$ (1,466,014) | \$ (2,672,021) | \$ (1,338,576) | \$ (18,867,633) | 5.2% | 4.26 |
| Debt Service | | | | | | | |
| GSO Detention | \$ 7,266,199 | \$ (1,358,650) | \$ (689,961) | \$ (345,643) | \$ (4,871,944) | 1.3% | 1.10 |
| Education (GCS & GTCC) | \$ 75,593,189 | \$ (25,816,589) | \$ (5,813,567) | \$ (2,912,366) | \$ (41,050,667) | 11.3% | 9.27 |
| Other County | \$ 9,151,341 | \$ (421,247) | \$ (1,019,615) | \$ (510,787) | \$ (7,199,692) | 2.0% | 1.63 |
| Education (Operating & Capital) | | | | | | | |
| Guilford County Schools | \$ 179,165,521 | \$ - | \$ (20,925,309) | \$ (10,482,749) | \$ (147,757,462) | 40.6% | 33.38 |
| Community College | \$ 13,252,690 | \$ - | \$ (1,547,824) | \$ (775,398) | \$ (10,929,468) | 3.0% | 2.47 |
| Total | \$ 601,315,070 | \$ (159,941,426) | \$ (51,549,427) | \$ (25,824,217) | \$ (364,000,000) | 100.0% | 82.24 |

* Includes department-specific revenues, earmarked and restricted portions of sales taxes, and fund balance restricted for specific departmental uses.

** Share of remaining general revenues, excluding remaining fund balance and property tax.

Federal & State Funds

Revenues from the state and federal governments will total approximately \$96.3 million next year. This is a decrease of \$2.1 million from the amount included in the current year's budget. Most of this decrease is related to the expiration of \$2 million in state "Hold Harmless" funds tied to the repeal of taxes on intangibles and replacement sales tax revenues. Since the state projects sales tax revenues will exceed the County's loss of revenue from the intangibles tax repealed by the state several years ago, additional hold harmless payments will no longer be made. Other reductions in federal and state funds are the result of expiring grant programs, including tobacco prevention and traffic fatality prevention funds.

The 2012/2013 budget includes \$5 million in lottery revenues earmarked to help pay for school debt service. While the General Assembly is not expected to make any adjustments to this amount, final changes to the state budget will not be made until later this fiscal year.

Sales Tax

Sales Tax revenues are expected to generate \$64.0 million next fiscal year. According to the NCACC, through March, sales tax distributions to counties statewide are up nearly 8% year-to-date, and remaining distributions for this fiscal year are expected to be up 3 – 4%. While Guilford County is experiencing growth in sales tax revenues compared to last year, the metro area's February unemployment rate (not seasonally adjusted) still exceeded the state's unemployment rate. As a result, sales tax revenues in Guilford County can be expected to lag the average statewide growth. Because this is a significant revenue source for the County and there is still uncertainty regarding the strength of local economic improvement, the 2012/2013 budget assumes no increase in sales tax revenues over the estimated actual collections for the current year.

Fees & Charges

Total fees and charges for 2012/2013 are expected to be about \$1.2 million less than the current fiscal year. Most of this decrease is related to removing the additional revenues budgeted last year for the Health Department's Community Alternatives Program. This Medicaid-supported program helps qualified individuals remain in their homes rather than in group care homes by performing repairs or upgrades to homes and vehicles. The department planned for an expansion of this program in 2011/2012, but the additional demand did not materialize and the Medicaid revenues that would have supported the program were removed from the budget.

Other Revenues

Other revenues are projected to decline by \$800,000, due primarily to a reduction of \$575,000 in anticipated investment earnings.

Fund Balance

The proposed budget includes a total appropriation of \$30.8 million of Fund Balance (all sources), \$1.2 million more than was included in the current fiscal year's adopted budget.

- The amount budgeted for general uses (i.e., the amount not earmarked for a specific department or restricted for a certain use) is \$25.8 million, or \$1.57 million, more than the amount adopted for 2011/2012.
- The budget also proposes the use of \$4.1 million of restricted bond premium funds for debt service and \$900,000 of fund balance held for specific departmental uses.

The calculation of available fund balance and planned uses is included in the following table:

| Available Fund Balance Analysis | |
|---|--------------------------------|
| | FY 2012-13 Proposed |
| Calculation of Recommended Reserve for the General Fund: | |
| Adopted General Fund Expenditures | \$ 601,315,070 |
| 8% Recommended Reserve | \$ 48,105,206 |
| General Fund Balance Analysis | |
| Estimated Unreserved Fund Balance at 6/30/11 & 6/30/2012 | \$ 80,200,000 |
| LESS: 8% Recommended Reserve | <u>\$ (48,105,206)</u> |
| Fund Balance available above Recommended Reserve | \$ 32,094,794 |
| LESS: General Fund Balance included in Proposed Budget | <u>\$ (25,824,217)</u> |
| Amount available above Recommended Reserve | \$ 6,270,577 |
| LESS: Potential amount needed for Guilford Center merger | <u>\$ (657,462)</u> |
| Adjusted amount above Recommended Reserve | \$ 5,613,115 |
| Total Fund Balance by Planned Use | |
| General | \$ 25,824,217 |
| PLUS Amounts Restricted for Specific Uses: | |
| Departmental - must be used in programs where earned | \$ 885,728 |
| Debt Service | <u>\$ 4,083,142</u> |
| | <u>\$ 30,793,087</u> |

Future Issues

Debt service will continue to be a major budget driver for Guilford County over the next several years. While recent restructuring of the debt terms has helped reduce the amount of money needed in FY 2012/2013, debt service expense is projected to increase by \$14.5 million in FY 2013/2014. Smaller increases are anticipated for FY 2014/2015 and FY 2015/2016.

Throughout the economic crisis, while other counties were reducing allocations, the Board of Commissioners maintained operating funding for the Guilford County Schools and Guilford Technical Community College at pre-recession levels. As the new school and college facilities contemplated in the May 2008 bonds are completed, however, the County's obligations for facility support will increase. Additional support dollars will likely be necessary in future education budgets.

In addition, while several of the County's revenue sources have experienced growth in the current fiscal year, high (albeit improving) national, state, and local unemployment rates and budget issues at the state level present real risks to local government revenue streams and expenses. To guard against these and other potential shocks, the County continues to use the current economic climate as an opportunity to reorganize and streamline its operations to create a leaner, more efficient and effective organization that is better able to serve the public's needs.


I also recommend that the County continue its efforts to develop fair cost-sharing arrangements for the provision of services, such as Law Enforcement and Planning/Inspections, in the more densely populated areas of the county outside of Greensboro and High Point. These cooperative agreements will not only better allocate costs to the users of services, but, more importantly, will provide the additional resources needed to adequately address growing community needs.

To help the Board of Commissioners and the public better understand the issues facing the County and the impact of the choices made in the 2012/2013 budget, the budget document continues to present expense and revenue projections for a second planning year, FY 2013/2014. While the Commissioners may only adopt a budget one year at a time, the 2013/2014 projections help provide an extended-term picture of future issues and resource needs.

Conclusion

In addition to my gratitude to Commissioners, I want to express my sincere appreciation to my staff, County department directors and County employees. As everyone is painfully aware, these are difficult and uncertain economic times, requiring discipline and sacrifice in all aspects of government, business, and life in general. I am fortunate to work with such a dedicated and adaptable group of individuals. Thank you all very much.

Respectfully submitted,



Brenda Jones Fox
County Manager

**Motion to Adopt the FY 2012-2013 Guilford County Budget,
Budget Ordinance, and General Tax Rate**

Approve the FY 2012-2013 Guilford County Budget, attached Budget Ordinance (Attachment A), attached capital project ordinance for the Guilford County Schools (Attachment B), and all related provisions as recommended by the County Manager, subject to the changes noted below (Attachment C), and set the general county tax rate for FY 2012-2013 at \$0.7804 per \$100 valuation. The revenue-neutral general county tax rate is \$0.7939 per \$100 valuation:

1. Accept staff changes to the County Manager's recommended budget and budget ordinance as outlined in Attachment C. The changes result in a net decrease of \$1,050,603 in county funds.
2. In addition, amend the County Manager's recommended budget as follows and outlined in Attachment C:
 - Reduce funds appropriated for the enhanced retirement incentive offered to qualified employees with 30 or more qualified years of service by \$1,400,000.
 - Reduce Capital Outlay by \$7,327,731.
 - Reduce the capital allocation for Guilford Technical Community College by \$1,500,000.
 - Reduce the capital allocation for the Guilford County Schools from \$4,000,000 to \$2,000,000 and adopt the attached \$2,000,000 capital project ordinance for the Guilford County Schools (Attachment B).
 - Increase the operating allocation for the Guilford County Schools by \$464,877 to provide a \$250 lump-sum payment for locally-funded school system positions.
 - Increase the Health Department budget by \$1,119,920 and increase revenues by \$950,000 to fund the Dental Clinic. This includes 12 positions.
 - Decrease the Law Enforcement budget by \$3,991,932 to reflect the removal of 26 new positions for the High Point detention facility, the removal of the \$600,000 local match for a potential COPS grant, and the provision of jail maintenance and janitorial services by the Facilities Department.
 - Increase the Animal Services budget by \$25,000 for a spay/neuter program.
 - Increase the Culture & Recreation budget by \$246,667 to reflect funding for various community arts and culture agencies.
 - Increase the Culture & Recreation budget by \$152,234 to provide additional funding for the Greensboro, High Point, Gibsonville, and Jamestown libraries.
 - Increase the Coordinated Services budget by \$402,743 to reflect funding for various human services programs provided by community agencies.
 - Increase the Economic Development budget by \$15,000 for East Market Street.
 - Increase the Culture & Recreation budget by \$101,350 to fund a park administration position recommended for elimination.
 - Decrease the Culture & Recreation budget by \$170,025 to reflect the in-house, county administration and management of parks operations effective January 1, 2013. The Board will meet in 60 days or thereabout to review the plan of operation for the parks.
 - Increase the Facilities budget by \$1,270,000 to fund the provision of jail maintenance and janitorial services, including the addition of 13 related positions. The Board will meet in four months with the Sheriff, Law Enforcement staff, and Facilities to review the progress.

- Decrease the County Administration budget by \$250,000 to reflect a reduction in the amount budgeted for Manager's Contingency.
- Decrease the budgets for various departments by \$1,377,000 and decrease revenues in various departments by \$173,000 to reflect the provision of a \$250 lump-sum payment for budgeted county employees in lieu of the recommended 3% performance merit.
- Decrease property tax revenues by \$16,000,000 to reflect revised staff estimates of value lost to appeals and to reflect a general tax rate of \$0.7804.

3. Amend the recommended tax rates and budgets for fire protection/service districts as follows:

| Fire Protection/Service District | Tax Rate | | | Budget | |
|---|--------------------|-----------------|----------|---------------------|---------------|
| | Revised Recommend* | Revenue-Neutral | Adopted | Revised Recommend** | Adopted |
| Alamance Comm. Fire Protection Dist. | \$0.1000 | \$0.0998 | \$0.0998 | \$1,120,225 | \$1,121,413 |
| Alamance Comm. Fire Svc. Dist. Overlay | \$0.0000 | n/a | \$0.0000 | \$0 | \$0 |
| Climax Fire Protection Dist. | \$0.1000 | \$0.1029 | \$0.1000 | \$100,136 | \$100,136 |
| Climax Fire Svc. Dist. Overlay | \$0.0250 | n/a | \$0.0029 | \$19,587 | \$2,272 |
| Colfax Fire Protection Dist. | \$0.1000 | \$0.1014 | \$0.1000 | \$514,374 | \$514,397 |
| Colfax Fire Svc. Dist. Overlay | \$0.0087 | n/a | \$0.0014 | \$35,140 | \$5,655 |
| No. 18 (Deep River) Fire Protection Dist. | \$0.1051 | \$0.0941 | \$0.0941 | \$245,027 | \$224,280 |
| No. 18 (Deep River) Fire Svc. Dist. Overlay | \$0.0000 | n/a | \$0.0000 | \$0 | \$0 |
| No. 28 (Frieden's) Fire Protection Dist. | \$0.1000 | \$0.1021 | \$0.1000 | \$156,388 | \$156,388 |
| No. 14 (Franklin Blvd.) Fire Protection Dist. | \$0.1000 | \$0.1553 | \$0.1000 | \$185,636 | \$185,636 |
| No. 14 (Franklin Blvd.) Fire Svc. Dist. Overlay | \$0.0266 | n/a | \$0.0266 | \$34,843 | \$34,843 |
| Gibsonville Fire Protection Dist. | \$0.1000 | \$0.0972 | \$0.0972 | \$13,247 | \$12,942 |
| Guilford College Comm. Fire Protection Dist. | \$0.0800 | \$0.0885 | \$0.0800 | \$532,270 | \$532,270 |
| Guil-Rand Fire Protection Dist. | \$0.1000 | \$0.1056 | \$0.1000 | \$144,514 | \$144,538 |
| Guil-Rand Fire Svc. Dist. Overlay | \$0.0160 | n/a | \$0.0056 | \$17,840 | \$6,244 |
| Fire Protection District #1 (Horneytown) | \$0.0973 | \$0.0918 | \$0.0918 | \$23,433 | \$22,346 |
| Julian Fire Protection Dist. | \$0.1500 | \$0.1011 | \$0.1011 | \$97,480 | \$70,469 |
| Kimesville Fire Protection Dist. | \$0.1297 | \$0.1027 | \$0.1027 | \$122,978 | \$106,308 |
| McLeansville Fire Protection Dist. | \$0.0789 | \$0.0831 | \$0.0789 | \$663,453 | \$661,891 |
| McLeansville Fire Svc. Dist. Overlay | \$0.0000 | n/a | \$0.0000 | \$0 | \$0 |
| Mount Hope Comm. Fire Protection Dist. | \$0.0800 | \$0.0583 | \$0.0800 | \$529,512 | \$529,512 |
| Mount Hope Comm. Fire Svc. Dist. Overlay | \$0.0000 | n/a | \$0.0000 | \$0 | \$0 |
| Northeast Fire Protection Dist. | \$0.1000 | \$0.1036 | \$0.1000 | \$854,261 | \$854,261 |
| Oak Ridge Fire Protection Dist. | \$0.0857 | \$0.0943 | \$0.0857 | \$1,155,535 | \$1,155,535 |
| Oak Ridge Fire Svc. Dist. Overlay | \$0.0000 | n/a | \$0.0000 | \$0 | \$0 |
| Pinecroft-Sedgefield Fire Protection Dist. | \$0.1000 | \$0.0988 | \$0.0988 | \$1,776,963 | \$1,772,807 |
| Pinecroft-Sedgefield Fire Svc. Dist. Overlay | \$0.0000 | n/a | \$0.0000 | \$0 | \$0 |
| Pleasant Garden Fire Protection Dist. | \$0.1000 | \$0.1016 | \$0.1000 | \$672,872 | \$672,872 |
| Pleasant Garden Fire Svc. Dist. Overlay | \$0.0000 | n/a | \$0.0000 | \$0 | \$0 |
| PTIA Service District | \$0.0100 | n/a | \$0.0100 | \$34,819 | \$34,819 |
| No. 13 (Rankin) Fire Protection Dist. | \$0.1000 | \$0.1038 | \$0.1000 | \$996,216 | \$996,216 |
| No. 13 (Rankin) Fire Svc. Dist. Overlay | \$0.0266 | n/a | \$0.0038 | \$195,503 | \$27,929 |
| Southeast Fire Protection Dist. | \$0.1250 | \$0.0991 | \$0.0991 | \$192,698 | \$160,342 |
| Stokesdale Fire Protection Dist. | \$0.0773 | \$0.0768 | \$0.0768 | \$520,407 | \$517,710 |
| Stokesdale Fire Svc. Dist. Overlay | \$0.0000 | n/a | \$0.0000 | \$0 | \$0 |
| Summerfield Fire Protection Dist. | \$0.0984 | \$0.0956 | \$0.0956 | \$2,000,820 | \$1,955,846 |
| Summerfield Fire Svc. Dist. Overlay | \$0.0000 | n/a | \$0.0000 | \$0 | \$0 |
| Whitsett Fire Protection Dist. | \$0.0842 | \$0.0730 | \$0.0730 | \$458,307 | \$410,184 |
| Whitsett Fire Svc. Dist. Overlay | \$0.0000 | n/a | \$0.0000 | \$0 | \$0 |
| | | | | \$ 13,414,484 | \$ 12,990,061 |

* Includes impact of proposed boundary changes

** Includes impacts of boundary changes and reduced appeals.

AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2012-2013

- I. A. Be it ordained by the Board of County Commissioners for Guilford County, North Carolina this the seventh day of June, 2012:

That for the operation of Guilford County's government and its subdivisions for the fiscal year beginning July 1, 2012, and ending June 30, 2013, 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 | 436,259 |
| COUNTY ADMINISTRATION | 1,299,730 |
| COUNTY ATTORNEY | 1,884,957 |
| CLERK TO THE BOARD | 260,868 |
| INTERNAL AUDIT | 499,293 |
| BUDGET & MANAGEMENT | 454,968 |
| FINANCE | 2,492,919 |
| PURCHASING | 343,223 |
| FACILITIES | 7,458,496 |
| PROPERTY MANAGEMENT | 236,386 |
| INFORMATION SERVICES | 9,464,813 |
| HUMAN RESOURCES | 10,108,269 |
| FLEET OPERATIONS | 872,580 |
| DEBT SERVICE | 92,010,729 |
| TAX | 5,276,811 |
| REGISTER OF DEEDS | 2,041,122 |
| ELECTIONS | 2,694,673 |
| PUBLIC HEALTH | 33,346,324 |
| MENTAL HEALTH | 36,056,319 |
| COORDINATED SERVICES | 1,389,768 |
| SOCIAL SERVICES | 67,834,829 |
| CHILD SUPPORT ENFORCEMENT | 6,033,107 |
| VETERANS' SERVICES | 122,177 |
| TRANSPORTATION - HUMAN SERVICES | 2,187,155 |
| SPECIAL ASSISTANCE TO ADULTS | 3,159,115 |
| TEMPORARY ASSISTANCE - NEEDY FAMILIES | 20,000 |
| MEDICAL ASSISTANCE | 2,725,994 |
| EMERGENCY SERVICES | 25,143,865 |
| COURT ALTERNATIVES | 2,573,617 |
| OTHER PROTECTION | 1,412,268 |
| LAW ENFORCEMENT | 62,927,577 |
| ANIMAL SERVICES | 3,160,729 |
| SECURITY | 1,466,598 |
| COOPERATIVE EXTENSION SERVICE | 509,575 |
| PLANNING & DEVELOPMENT | 613,897 |
| INSPECTIONS | 2,108,545 |
| SOIL & WATER CONSERVATION | 245,859 |
| SOLID WASTE | 1,094,290 |
| CULTURE/RECREATION | 4,586,293 |
| ECONOMIC DEVELOPMENT & ASSISTANCE | 1,400,244 |
| EDUCATION - CURRENT EXPENSE | |
| GUILFORD COUNTY PUBLIC SCHOOLS | 175,630,398 |
| GUILFORD TECHNICAL COMMUNITY COLLEGE | 11,752,690 |

AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2012-2013

| | | |
|--|-------------|--------------------|
| EDUCATION - CAPITAL OUTLAY | | |
| GUILFORD COUNTY PUBLIC SCHOOLS | 2,000,000 | |
| GUILFORD TECHNICAL COMMUNITY COLLEGE | - | |
| CAPITAL OUTLAY | 174,914 | |
| SUB-TOTAL GENERAL FUND APPROPRIATIONS | 587,512,243 | |
| LESS: Transfer to County Building Construction Fund | - | |
| LESS: Transfer to School Capital Outlay Fund for capital project ordinance | (2,000,000) | |
| TOTAL GENERAL FUND APPROPRIATIONS | | <u>585,512,243</u> |

Section 2. It is further resolved that Fire Service/Protection Districts are hereby established and the boundaries for current fire districts are established in accordance with the maps on file with the Clerk to the Board, and adopted herein by reference; the districts referenced herein are established pursuant to North Carolina Session Law 1973-263; the tax rates for these respective districts are established herein.

That for the said fiscal year there is hereby appropriated for the fire service/protection district funds (as listed below) the following:

| Fire Protection/Svc. District | Appropriation | Fire Protection/Svc. District | Appropriation |
|--|----------------------|--|----------------------|
| Alamance Comm. Fire Prot. Dist. | 1,121,413 | Mount Hope Comm. Fire Prot. Dist. | 529,512 |
| Alamance Comm. Fire Svc. Dist. Overlay | 0 | Mount Hope Comm. Fire Svc. Dist. Overlay | 0 |
| Climax Fire Prot. Dist. | 100,136 | Northeast Fire Prot. Dist. | 854,261 |
| Climax Fire Svc. Dist. Overlay | 2,272 | Oak Ridge Fire Prot. Dist. | 1,155,535 |
| Colfax Fire Prot. Dist. | 514,397 | Oak Ridge Fire Svc. Dist. Overlay | 0 |
| Colfax Fire Svc. Dist. Overlay | 5,655 | Pinecroft-Sedgefield Fire Prot. Dist. | 1,772,807 |
| No. 18 (Deep River) Fire Prot. Dist. | 224,280 | Pinecroft-Sedgefield Fire Svc. Dist. Overlay | 0 |
| No. 18 (Deep River) Fire Svc. Dist. Overlay | 0 | Pleasant Garden Fire Prot. Dist. | 672,872 |
| No. 28 (Frieden's) Fire Prot. Dist. | 156,388 | Pleasant Garden Fire Svc. Dist. Overlay | 0 |
| No. 14. (Franklin Blvd.) Fire Prot. Dist. | 185,636 | PTIA | 34,819 |
| No. 14. (Franklin Blvd.) Fire Svc. Dist. Overlay | 34,843 | No. 13 (Rankin) Fire Prot. Dist. | 996,216 |
| Gibsonville Fire Prot. Dist. | 12,942 | No. 13 (Rankin) Fire Svc. Dist. Overlay | 27,929 |
| Guilford College Comm. Fire Prot. Dist. | 532,270 | Southeast Fire Prot. Dist. | 160,342 |
| Guil-Rand Fire Prot. Dist. | 144,538 | Stokesdale Fire Prot. Dist. | 517,710 |
| Guil-Rand Fire Svc. Dist. Overlay | 6,244 | Stokesdale Fire Svc. Dist. Overlay | 0 |
| Fire Protection #1 (Horneytown) | 22,346 | Summerfield Fire Prot. Dist. | 1,955,846 |
| Julian Fire Prot. Dist. | 70,469 | Summerfield Fire Svc. Dist. Overlay | 0 |
| Kimesville Fire Prot. Dist. | 106,308 | Whitsett Fire Prot. Dist. | 410,184 |
| McLeansville Fire Prot. Dist. | 661,891 | Whitsett Fire Svc. Dist. Overlay | 0 |
| McLeansville Fire Svc. Dist. Overlay | 0 | | |

Further, that the amounts below, included in the appropriations noted above, are appropriated for radio replacements:

| Fire Protection/Svc. District | Radio Appropriation | Fire Protection/Svc. District | Radio Appropriation |
|--------------------------------------|----------------------------|---------------------------------------|----------------------------|
| Alamance Comm. | 80,888 | McLeansville | 61,715 |
| Climax | - | Mount Hope Comm. Fire Prot. Dist. | - |
| Colfax | 4,035 | Northeast Fire Prot. Dist. | 28,649 |
| No. 18 (Deep River) | 9,777 | Oak Ridge Fire Prot. Dist. | 33,862 |
| No. 28 (Frieden's) | 6,812 | Pinecroft-Sedgefield Fire Prot. Dist. | 96,387 |
| No. 14. (Franklin Blvd.) | - | Pleasant Garden Fire Prot. Dist. | 5,028 |
| Gibsonville | - | PTIA | - |
| Guilford College Comm. | - | No. 13 (Rankin) Fire Prot. Dist. | 7,554 |
| Guil-Rand | - | Southeast Fire Prot. Dist. | 9,413 |
| Fire Protection #1 (Horneytown) | - | Stokesdale Fire Prot. Dist. | - |
| Julian | 5,133 | Summerfield Fire Prot. Dist. | 81,103 |
| Kimesville | 15,947 | Whitsett Fire Prot. Dist. | 42,408 |

AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2012-2013

B. That the various appropriations required for public purposes, but not necessary purposes, shall be paid from funds derived from sources other than Ad Valorem Taxes or other local taxes including Sales Tax.

NOTE: The appropriations shown in I., A. Sections 1 through 2 inclusive have been certified to this Board by the Board of Education of Guilford County, the Board of Trustees of Guilford Technical Community College, and the various Fire Protection/Service District Commissions necessary for the operation of their respective units for the current fiscal year.

- II. A. The appropriations made in I., A. Sections 1 through 2 inclusive of this ordinance are hereby funded by revenue estimates according to the following schedule:

GENERAL FUND:

| | |
|--|--------------------|
| APPROPRIATED FUND BALANCE | 30,838,087 |
| FEDERAL/STATE FUNDS | 96,570,840 |
| SALES TAX | 64,900,000 |
| PROPERTY TAX | 348,000,000 |
| OTHER REVENUES | 8,050,884 |
| USER CHARGES | 39,152,432 |
| SUB-TOTAL GENERAL FUND REVENUES | 587,512,243 |
| LESS: Transfer to School Capital Outlay Fund for capital project ordinance | (2,000,000) |
| TOTAL GENERAL FUND REVENUES | 585,512,243 |

NOTE: The General Fund Appropriated Fund Balance is comprised of the following components: Fund Level - \$25,824,217; 2010A Bond Premium - \$3,506,250; 2012 Bond Premium - \$576,892; Register of Deeds - \$36,000; Public Health - \$454,405; Law Enforcement - \$307,800; Inmate Welfare Funds in Mental Health - \$131,166; Elections - \$1,357.

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:

| | | | |
|---|------------------|---|------------------|
| <u>Alamance Comm. Fire Prot. Dist.</u> | | <u>Mount Hope Comm. Fire Prot. Dist.</u> | |
| Approp. Fund Bal. | 51,305 | Approp. Fund Bal. | - |
| Property Tax | 905,676 | Property Tax | 468,643 |
| Sales Tax Revenue | 164,432 | Sales Tax Revenue | 60,869 |
| Other | | Other | |
| | <u>1,121,413</u> | | <u>529,512</u> |
| <u>Alamance Comm. Fire Svc. Dist. Overlay</u> | | <u>Mount Hope Comm. Fire Svc. Dist. Overlay</u> | |
| Approp. Fund Bal. | - | Approp. Fund Bal. | - |
| Property Tax | - | Property Tax | - |
| Sales Tax Revenue | - | Sales Tax Revenue | - |
| Other | | Other | |
| | <u>-</u> | | <u>-</u> |
| <u>Climax Fire Prot. Dist</u> | | <u>Northeast Fire Prot. Dist</u> | |
| Approp. Fund Bal. | 3,412 | Approp. Fund Bal. | 51,855 |
| Property Tax | 81,304 | Property Tax | 678,035 |
| Sales Tax Revenue | 15,420 | Sales Tax Revenue | 124,371 |
| Other | | Other | |
| | <u>100,136</u> | | <u>854,261</u> |
| <u>Climax Fire Svc. Dist. Overlay</u> | | <u>Oak Ridge Fire Prot. Dist</u> | |
| Approp. Fund Bal. | - | Approp. Fund Bal. | 61,597 |
| Property Tax | 2,272 | Property Tax | 917,018 |
| Sales Tax Revenue | - | Sales Tax Revenue | 176,920 |
| Other | | Other | |
| | <u>2,272</u> | | <u>1,155,535</u> |

AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2012-2013

| | | | |
|---|----------------|---|------------------|
| <u>Colfax Fire Prot. Dist.</u> | | <u>Oak Ridge Fire Svc. Dist. Overlay</u> | |
| Approp. Fund Bal. | 21,846 | Approp. Fund Bal. | - |
| Property Tax | 416,332 | Property Tax | - |
| Sales Tax Revenue | 76,219 | Sales Tax Revenue | - |
| Other | | Other | |
| | <u>514,397</u> | | <u>-</u> |
| <u>Colfax Fire Svc. Dist. Overlay</u> | | <u>Pinecroft-Sedgefield Fire Prot. Dist.</u> | |
| Approp. Fund Bal. | - | Approp. Fund Bal. | 48,628 |
| Property Tax | 5,655 | Property Tax | 1,457,353 |
| Sales Tax Revenue | - | Sales Tax Revenue | 266,826 |
| Other | | Other | |
| | <u>5,655</u> | | <u>1,772,807</u> |
| <u>No. 18 (Deep River) Fire Prot. Dist.</u> | | <u>Pinecroft-Sedgefield Fire Svc. Dist. Overlay</u> | |
| Approp. Fund Bal. | 9,891 | Approp. Fund Bal. | - |
| Property Tax | 182,267 | Property Tax | - |
| Sales Tax Revenue | 32,122 | Sales Tax Revenue | - |
| Other | | Other | |
| | <u>224,280</u> | | <u>-</u> |
| <u>No. 18 (Deep River) Fire Svc. Dist. Overlay</u> | | <u>Pleasant Garden Fire Prot. Dist.</u> | |
| Approp. Fund Bal. | - | Approp. Fund Bal. | 35,341 |
| Property Tax | - | Property Tax | 536,863 |
| Sales Tax Revenue | - | Sales Tax Revenue | 100,668 |
| Other | | Other | |
| | <u>-</u> | | <u>672,872</u> |
| <u>No. 28 (Frieden's) Fire Prot. Dist.</u> | | <u>Pleasant Garden Fire Svc. Dist. Overlay</u> | |
| Approp. Fund Bal. | 8,464 | Approp. Fund Bal. | - |
| Property Tax | 124,934 | Property Tax | - |
| Sales Tax Revenue | 22,990 | Sales Tax Revenue | - |
| Other | | Other | |
| | <u>156,388</u> | | <u>-</u> |
| <u>No. 14. (Franklin Blvd.) Fire Prot. Dist.</u> | | <u>PTIA</u> | |
| Approp. Fund Bal. | 12,000 | Approp. Fund Bal. | - |
| Property Tax | 136,106 | Property Tax | 34,819 |
| Sales Tax Revenue | 37,530 | Sales Tax Revenue | - |
| Other | | Other | |
| | <u>185,636</u> | | <u>34,819</u> |
| <u>No. 14. (Franklin Blvd.) Fire Svc. Dist. Overlay</u> | | <u>No. 13 (Rankin) Fire Prot. Dist.</u> | |
| Approp. Fund Bal. | - | Approp. Fund Bal. | 97,874 |
| Property Tax | 34,843 | Property Tax | 757,298 |
| Sales Tax Revenue | - | Sales Tax Revenue | 141,044 |
| Other | | Other | |
| | <u>34,843</u> | | <u>996,216</u> |
| <u>Gibsonville Fire Prot. Dist.</u> | | <u>No. 13 (Rankin) Fire Svc. Dist. Overlay</u> | |
| Approp. Fund Bal. | - | Approp. Fund Bal. | - |
| Property Tax | 10,964 | Property Tax | 27,929 |
| Sales Tax Revenue | 1,978 | Sales Tax Revenue | - |
| Other | | Other | |
| | <u>12,942</u> | | <u>27,929</u> |

AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2012-2013

| | | | |
|--|----------------|--|------------------|
| <u>Guilford College Comm. Fire Prot. Dist.</u> | | <u>Southeast Fire Prot. Dist</u> | |
| Approp. Fund Bal. | 131,184 | Approp. Fund Bal. | 8,395 |
| Property Tax | 333,657 | Property Tax | 128,221 |
| Sales Tax Revenue | 67,429 | Sales Tax Revenue | 23,726 |
| Other | | Other | |
| | <u>532,270</u> | | <u>160,342</u> |
| <u>Guil-Rand Fire Prot. Dist.</u> | | <u>Stokesdale Fire Prot. Dist.</u> | |
| Approp. Fund Bal. | 7,264 | Approp. Fund Bal. | 18,095 |
| Property Tax | 115,000 | Property Tax | 424,565 |
| Sales Tax Revenue | 22,274 | Sales Tax Revenue | 75,050 |
| Other | | Other | |
| | <u>144,538</u> | | <u>517,710</u> |
| <u>Guil-Rand Fire Svc. Dist. Overlay</u> | | <u>Stokesdale Fire Svc. Dist. Overlay</u> | |
| Approp. Fund Bal. | - | Approp. Fund Bal. | - |
| Property Tax | 6,244 | Property Tax | - |
| Sales Tax Revenue | - | Sales Tax Revenue | - |
| Other | | Other | |
| | <u>6,244</u> | | <u>-</u> |
| <u>Fire Protection #1 (Horneytown)</u> | | <u>Summerfield Fire Prot. Dist.</u> | |
| Approp. Fund Bal. | - | Approp. Fund Bal. | 102,693 |
| Property Tax | 18,939 | Property Tax | 1,574,525 |
| Sales Tax Revenue | 3,407 | Sales Tax Revenue | 278,628 |
| Other | | Other | |
| | <u>22,346</u> | | <u>1,955,846</u> |
| <u>Julian Fire Prot. Dist.</u> | | <u>Summerfield Fire Svc. Dist. Overlay</u> | |
| Approp. Fund Bal. | 2,260 | Approp. Fund Bal. | - |
| Property Tax | 57,551 | Property Tax | - |
| Sales Tax Revenue | 10,658 | Sales Tax Revenue | - |
| Other | | Other | |
| | <u>70,469</u> | | <u>-</u> |
| <u>Kimesville Fire Prot. Dist.</u> | | <u>Whitsett Fire Prot. Dist.</u> | |
| Approp. Fund Bal. | 9,335 | Approp. Fund Bal. | 25,349 |
| Property Tax | 82,056 | Property Tax | 326,726 |
| Sales Tax Revenue | 14,917 | Sales Tax Revenue | 58,109 |
| Other | | Other | |
| | <u>106,308</u> | | <u>410,184</u> |
| <u>McLeansville Fire Prot. Dist.</u> | | <u>Whitsett Fire Svc. Dist. Overlay</u> | |
| Approp. Fund Bal. | 12,173 | Approp. Fund Bal. | - |
| Property Tax | 545,303 | Property Tax | - |
| Sales Tax Revenue | 104,415 | Sales Tax Revenue | - |
| Other | | Other | |
| | <u>661,891</u> | | <u>-</u> |
| <u>McLeansville Fire Svc. Dist. Overlay</u> | | | |
| Approp. Fund Bal. | - | | |
| Property Tax | - | | |
| Sales Tax Revenue | - | | |
| Other | | | |
| | <u>-</u> | | |

AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2012-2013

Further, that the amounts below for radio replacements are to be funded from the revenue estimates noted above:

| Fire Protection/Svc. District | Radio Appropriation | Fire Protection/Svc. District | Radio Appropriation |
|--------------------------------------|--------------------------------|---------------------------------------|--------------------------------|
| Alamance Comm. | 80,888 | McLeansville | 61,715 |
| Climax | - | Mount Hope Comm. Fire Prot. Dist. | - |
| Colfax | 4,035 | Northeast Fire Prot. Dist. | 28,649 |
| No. 18 (Deep River) | 9,777 | Oak Ridge Fire Prot. Dist. | 33,862 |
| No. 28 (Frieden's) | 6,812 | Pinecroft-Sedgefield Fire Prot. Dist. | 96,387 |
| No. 14. (Franklin Blvd.) | - | Pleasant Garden Fire Prot. Dist. | 5,028 |
| Gibsonville | - | PTIA | - |
| Guilford College Comm. | - | No. 13 (Rankin) Fire Prot. Dist. | 7,554 |
| Guil-Rand | - | Southeast Fire Prot. Dist. | 9,413 |
| Fire Protection #1 (Hornetown) | - | Stokesdale Fire Prot. Dist. | - |
| Julian | 5,133 | Summerfield Fire Prot. Dist. | 81,103 |
| Kimesville | 15,947 | Whitsett Fire Prot. Dist. | 42,408 |

- 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 | 2,516,846 |
| EMPLOYEE HEALTH CARE PLAN | 37,464,478 |
| TOTAL INTERNAL SERVICES FUND APPROPRIATIONS | <u>39,981,324</u> |

Section 3. That for the said fiscal year there is hereby appropriated for the ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND the following:

| | |
|---|------------------|
| ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND | <u>5,500,000</u> |
|---|------------------|

Section 4. That for the said fiscal year there is hereby appropriated for the SCHOOL CAPITAL OUTLAY FUND the following:

| | |
|---|----------|
| EDUCATION | |
| Guilford County Schools | - |
| Guilford Technical Community College | - |
| TOTAL SCHOOL CAPITAL OUTLAY FUND APPROPRIATIONS | <u>-</u> |

- IV. A. That the appropriations made in III., A. Sections 1 through 4 inclusive of this ordinance are hereby funded by revenue estimates according to the following schedule:

COUNTY BUILDING CONSTRUCTION FUND

| | |
|---|----------|
| TRANSFER FROM OTHER FUNDS | - |
| TOTAL COUNTY BLDG. CONSTRUCTION FUND REVENUES | <u>-</u> |

INTERNAL SERVICES FUND

| | |
|---------------------------|----------------|
| FUND BALANCE APPROPRIATED | <u>308,946</u> |
|---------------------------|----------------|

AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2012-2013

| | | |
|--|------------|------------|
| OTHER REVENUES | 131,500 | |
| USER CHARGES | 39,540,878 | |
| TOTAL INTERNAL SERVICES FUND REVENUES | | 39,981,324 |
| <u>ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND</u> | | |
| OCCUPANCY TAX | 5,500,000 | |
| TOTAL ROOM OCCUPANCY AND TOURISM | | |
| DEVELOPMENT TAX FUND REVENUES | | 5,500,000 |

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.

SCHOOL CAPITAL OUTLAY FUND

| | | |
|---|---|---|
| FUND BALANCE APPROPRIATED | - | |
| TRANSFER FROM OTHER FUNDS | - | |
| TOTAL SCHOOL CAPITAL OUTLAY FUND REVENUES | | - |

- 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

SUMMARY OF APPROPRIATIONS:

| | |
|--|-------------|
| GENERAL FUND | 587,512,243 |
| FIRE PROTECTION/SERVICE DISTRICT FUNDS: | |
| Alamance Comm. Fire Prot. Dist. | 1,121,413 |
| Alamance Comm. Fire Svc. Dist. Overlay | - |
| Climax Fire Prot. Dist. | 100,136 |
| Climax Fire Svc. Dist. Overlay | 2,272 |
| Colfax Fire Prot. Dist. | 514,397 |
| Colfax Fire Svc. Dist. Overlay | 5,655 |
| No. 18 (Deep River) Fire Prot. Dist. | 224,280 |
| No. 18 (Deep River) Fire Svc. Dist. Overlay | - |
| No. 28 (Frieden's) Fire Prot. Dist. | 156,388 |
| No. 14. (Franklin Blvd.) Fire Prot. Dist. | 185,636 |
| No. 14. (Franklin Blvd.) Fire Svc. Dist. Overlay | 34,843 |
| Gibsonville Fire Prot. Dist. | 12,942 |
| Guilford College Comm. Fire Prot. Dist. | 532,270 |
| Guil-Rand Fire Prot. Dist. | 144,538 |
| Guil-Rand Fire Svc. Dist. Overlay | 6,244 |
| Fire Protection #1 (Hornetown) | 22,346 |
| Julian Fire Prot. Dist. | 70,469 |
| Kimesville Fire Prot. Dist. | 106,308 |
| McLeansville Fire Prot. Dist. | 661,891 |
| McLeansville Fire Svc. Dist. Overlay | - |
| Mount Hope Comm. Fire Prot. Dist. | 529,512 |
| Mount Hope Comm. Fire Svc. Dist. Overlay | - |
| Northeast Fire Prot. Dist. | 854,261 |
| Oak Ridge Fire Prot. Dist. | 1,155,535 |

AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2012-2013

| | | |
|---|-----------|--------------------|
| Oak Ridge Fire Svc. Dist. Overlay | - | |
| Pinecroft-Sedgefield Fire Prot. Dist. | 1,772,807 | |
| Pinecroft-Sedgefield Fire Svc. Dist. Overlay | - | |
| Pleasant Garden Fire Prot. Dist. | 672,872 | |
| Pleasant Garden Fire Svc. Dist. Overlay | - | |
| PTIA | 34,819 | |
| No. 13 (Rankin) Fire Prot. Dist. | 996,216 | |
| No. 13 (Rankin) Fire Svc. Dist. Overlay | 27,929 | |
| Southeast Fire Prot. Dist. | 160,342 | |
| Stokesdale Fire Prot. Dist. | 517,710 | |
| Stokesdale Fire Svc. Dist. Overlay | - | |
| Summerfield Fire Prot. Dist. | 1,955,846 | |
| Summerfield Fire Svc. Dist. Overlay | - | |
| Whitsett Fire Prot. Dist. | 410,184 | |
| Whitsett Fire Svc. Dist. Overlay | - | |
| TOTAL FIRE PROTECTION/SERVICE DISTRICTS | | 12,990,061 |
| COUNTY BUILDING CONSTRUCTION FUND | | - |
| INTERNAL SERVICES FUND | | 39,981,324 |
| ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND | | 5,500,000 |
| SCHOOL CAPITAL OUTLAY FUND | | - |
| SUB-TOTAL APPROPRIATIONS - ALL FUNDS | | 645,983,628 |
| LESS: Transfers to Other Funds | | |
| To County Building Construction Fund | | - |
| To School Capital Outlay Fund for capital project ordinance | | (2,000,000) |
| Total Transfers to Other Funds | | (2,000,000) |
| TOTAL APPROPRIATION - ALL FUNDS | | <u>643,983,628</u> |

NOTE: The General Fund Budget (Law Enforcement) includes a transfer in the amount of \$675,000 to the Law Enforcement Separation Fund, an unbudgeted fund, as provided in N.C. General Statute 159-13 (a)(3).

SUMMARY OF REVENUES:

| | | |
|--|-------------|--------------------|
| APPROPRIATED FUND BALANCE | 31,865,994 | |
| FEDERAL/STATE FUNDS | 96,570,840 | |
| SALES TAX | 66,780,002 | |
| PROPERTY TAX | 358,391,098 | |
| OTHER REVENUES | 8,182,384 | |
| USER CHARGES | 78,693,310 | |
| OCCUPANCY TAX | 5,500,000 | |
| SUB-TOTAL REVENUES - ALL FUNDS | 645,983,628 | |
| LESS: Transfers from General Fund for school capital project ordinance | | (2,000,000) |
| TOTAL REVENUES - ALL FUNDS | | <u>643,983,628</u> |

- VI. A. That there is hereby levied for the fiscal year beginning July 1, 2012 and ending June 30, 2013, 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, 2012, 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 \$ 0.7804

TOTAL REVENUE-NEUTRAL COUNTYWIDE TAX RATE \$ 0.7939

AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2012-2013

NOTE: This rate is based on estimated total valuation of property, for the purpose of taxation, of forty-five billion, three hundred and eighty four million, six hundred thousand (\$45,384,600,000) , which is 100% of the total assessed property tax valuation.

B. That there is hereby levied for the fiscal year beginning July 1, 2012 and ending June 30, 2013, 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, 2012, 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 | Revenue- Neutral Rate | Adopted Rate |
|---|--------------------------------------|-------------------------|
| Alamance Comm. Fire Protection Dist. | \$ 0.0998 | \$0.0998 |
| Alamance Comm. Fire Svc. Dist. Overlay | n/a | \$0.0000 |
| Climax Fire Protection Dist. | \$ 0.1029 | \$0.1000 |
| Climax Fire Svc. Dist. Overlay | n/a | \$0.0029 |
| Colfax Fire Protection Dist. | \$ 0.1014 | \$0.1000 |
| Colfax Fire Svc. Dist. Overlay | n/a | \$0.0014 |
| No. 18 (Deep River) Fire Protection Dist. | \$ 0.0941 | \$0.0941 |
| No. 18 (Deep River) Fire Svc. Dist. Overlay | n/a | \$0.0000 |
| No. 28 (Frieden's) Fire Protection Dist. | \$ 0.1021 | \$0.1000 |
| No. 14 (Franklin Blvd.) Fire Protection Dist. | \$ 0.1553 | \$0.1000 |
| No. 14 (Franklin Blvd.) Fire Svc. Dist. Overlay | n/a | \$0.0266 |
| Gibsonville Fire Protection Dist. | \$ 0.0972 | \$0.0972 |
| Guilford College Comm. Fire Protection Dist. | \$ 0.0885 | \$0.0800 |
| Guil-Rand Fire Protection Dist. | \$ 0.1056 | \$0.1000 |
| Guil-Rand Fire Svc. Dist. Overlay | n/a | \$0.0056 |
| Fire Protection District #1 (Horneytown) | \$ 0.0918 | \$0.0918 |
| Julian Fire Protection Dist. | \$ 0.1011 | \$0.1011 |
| Kimesville Fire Protection Dist. | \$ 0.1027 | \$0.1027 |
| McLeansville Fire Protection Dist. | \$ 0.0831 | \$0.0789 |
| McLeansville Fire Svc. Dist. Overlay | n/a | \$0.0000 |
| Mount Hope Comm. Fire Protection Dist. | \$ 0.0583 | \$0.0800 |
| Mount Hope Comm. Fire Svc. Dist. Overlay | n/a | \$0.0000 |
| Northeast Fire Protection Dist. | \$ 0.1036 | \$0.1000 |
| Oak Ridge Fire Protection Dist. | \$ 0.0943 | \$0.0857 |
| Oak Ridge Fire Svc. Dist. Overlay | n/a | \$0.0000 |
| Pinecroft-Sedgefield Fire Protection Dist. | \$ 0.0988 | \$0.0988 |
| Pinecroft-Sedgefield Fire Svc. Dist. Overlay | n/a | \$0.0000 |
| Pleasant Garden Fire Protection Dist. | \$ 0.1016 | \$0.1000 |
| Pleasant Garden Fire Svc. Dist. Overlay | n/a | \$0.0000 |
| PTIA Service District | n/a | \$0.0100 |
| No. 13 (Rankin) Fire Protection Dist. | \$ 0.1038 | \$0.1000 |
| No. 13 (Rankin) Fire Svc. Dist. Overlay | n/a | \$0.0038 |
| Southeast Fire Protection Dist. | \$ 0.0991 | \$0.0991 |
| Stokesdale Fire Protection Dist. | \$ 0.0768 | \$0.0768 |
| Stokesdale Fire Svc. Dist. Overlay | n/a | \$0.0000 |
| Summerfield Fire Protection Dist. | \$ 0.0956 | \$0.0956 |
| Summerfield Fire Svc. Dist. Overlay | n/a | \$0.0000 |
| Whitsett Fire Protection Dist. | \$ 0.0730 | \$0.0730 |
| Whitsett Fire Svc. Dist. Overlay | n/a | \$0.0000 |

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VII. A. That the foregoing appropriations, including salaries of individual officers and employees, schedules of expected revenues, and tax levies are based on the Annual Budget Estimate as amended or corrected and statements prepared by the Budget Officer, and this ordinance is in the form prescribed by him as provided by law.

B. That effective with the start of the first pay period of the new fiscal year, the Classification and Pay Plan is amended to incorporate all personnel actions such as reclassifications and pay modifications recommended by the Human Resources department and approved by the County Manager, including pay and salary compensation for vehicles, clothing and other related items and to delete any positions abolished in connection with any Reduction in Force. Funding for the Plan and compensation items is included in the various departments as appropriate.

C. That the appropriations in the County Commissioners' department in I., A. Section 1., includes compensation to members of the Board of County Commissioners based upon the following schedule:

Chairman: Salary - \$2,025/month

Vice-Chairman: Salary - \$1,750/month

All Other Commissioners: Salary - \$1,725/month

• Communication stipend (optional) - \$60/month

D. That the maximum allowed expense for out of state travel for each County Commissioner is set at \$1,500/year. This amount does not include expenses for registration fees. The Board shall be provided with a quarterly report by the administrative staff, summarizing the year to date travel expenses for each Commissioner.

The County Manager is authorized to use unexpended funds in the Commissioners' budget at his/her discretion to provide additional funds to any Commissioner up to a limit of \$2,500 per Commissioner. Commissioners who serve on national boards or commissions may use additional funds; however, Board Chair approval is required for expenditures over \$3,000. The use of funds beyond the limits set out herein will require Board of Commissioner approval. The total amount budgeted for all Commissioners' out of State travel should not be exceeded. The County Manager shall provide the Board with a report of travel funds used for this purpose.

E. 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 - \$135/election; Judges - \$125/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.

AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2012-2013

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 Technology Pool in the General Fund Capital Outlay to other departments within the General Fund for the purchase of computer hardware, software and other technological items in amounts as he deems necessary and funds budgeted in General Fund insurance, salaries & benefits, energy, and facility expense (53100 - Routine Building Maintenance/Repair, 53110 - Maintenance of Lawns/Grounds, 53290 - Special Facilities Maintenance/Repair) accounts to the same accounts in other departments within the General fund to adjust for projected expenditure patterns. Each such transfer shall be reported to the Board of Commissioners at its next regular meeting.

- IX. A. That the County Manager is authorized to establish fees within the various departments and agencies for miscellaneous services and items such as copies, maps, books, etc., according to guidelines that may be administratively determined or that may be established by the Board of County Commissioners.

B. That in compliance with the Public Records Law, and unless otherwise provided by law (e.g., Register of Deeds), the County establishes the following fees to receive copies of such records:

At the Courthouse and in County Offices - \$.03 per page except for copies of microfiche, which are \$.15 per fiche.

By Compact Disc (CD) - \$2.00 per CD.

C. That the County Manager shall have authority to execute the following contracts, amendments, or change orders, provided they comply with applicable laws and procedures and are within budgeted funds: (a) any lease agreement for one year or less; (b) any contract, amendment, or change order for apparatus, supplies, materials, equipment, services, resolution of a claim, or other lawful matter obligating less than \$90,000 in public funds, including those committing no funds; (c) any contract, amendment, or change order for construction or repair work obligating less than \$300,000 in public funds including those committing no funds; (d) amendments or change orders to other contracts when the aggregate of the amendments requires less than a \$90,000 increase in the expenditure of public funds in a single fiscal year; and (e) grant agreements for public funds within budgeted amounts.

At the Manager's discretion, any lease, contract, amendment, or change order described in (a), (b), (c), (d), or (e) may nevertheless be submitted to the Board. Contracts, amendments, or change orders duly approved by the Board may be executed by the Chairman or the Manager. Board action approving a contract, amendment, or change order shall be deemed to authorize necessary budget amendments.

D. That proposed projects where the estimated professional fee is in an amount less than \$30,000 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

- X. The appropriations to the Guilford County Board of Education have been allocated by purpose, function and project as defined in the uniform budget format, as shown on Schedule No. 1. The Guilford County Board of Education must obtain the approval of the Board for any amendment to the Board of Education's budget which would (a) increase or decrease appropriations for capital outlay approved by the Board of Commissioners for such projects as listed in G.S. 115C-426(f)(1) of (2), or (b) increase or decrease the amount of other County appropriations allocated to a purpose or function by more than ten (10%) percent.

AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2012-2013

- XI. 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, 2012 and ending June 30, 2013, 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.
- XII. A. That in accordance with G.S. 153A-150, the Board of Commissioners adopts a plan to finance the next octennial reappraisal based on an estimated 225,500 parcels of land at a cost of \$2,200,000. Funds are appropriated for FY 2012-2013 in the Tax Department's budget to cover the cost that is estimated to be incurred during FY 2019-2020 in preparing for and conducting the revaluation. Such costs may include salaries, fringes, operating expenses and related expenditures for County appraisers and other staff employees who will conduct the revaluation.
- XIII. Appropriations herein above authorized and made shall have the amounts of the outstanding purchase orders and unearned portion of contracts at June 30, 2012 added to each appropriation as it applies in order to properly account for the payment against the fiscal year in which it is paid.
- XIV. A. That copies of the ordinance shall be filed with the County Manager, Director of Finance, and Clerk to the Board.
- XV. A. The effective date of this ordinance is July 1, 2012.

ADOPTED this the seventh day of June, 2012.

*FY 2012-2013 Budget Ordinance
Schedule 1*

**GUILFORD COUNTY, NORTH CAROLINA
Appropriation to the Guilford County Schools
FY 2012-2013**

Operating Allocation

| | | |
|------|---------------------------------------|------------------------------|
| 5000 | Instructional Services | |
| 5100 | Regular Instructional | \$ 55,175,934 |
| 5200 | Special Populations | \$ 8,391,687 |
| 5300 | Alternative Programs | \$ 6,767,790 |
| 5400 | School Leadership Services | \$ 16,155,726 |
| 5500 | Co-Curricular | \$ 4,432,236 |
| 5800 | School-Based Support | \$ 10,398,826 |
| | Subtotal Instructional Services | <u>\$ 101,322,199</u> |
| 6000 | System-Wide Support Services | |
| 6100 | Support and Development | \$ 3,395,921 |
| 6400 | Technology Support | \$ 7,338,353 |
| 6500 | Operational Support | \$ 43,178,227 |
| 6600 | Financial and Human Resource Services | \$ 16,354,307 |
| | Subtotal System-Wide Support Services | <u>\$ 70,266,808</u> |
| 8000 | Non-Programmed Charges | |
| 8100 | Payments to Other Governmental Units | \$ 4,041,391 |
| | Subtotal Non-Programmed Charges | <u>\$ 4,041,391</u> |
| | TOTAL OPERATING EXPENDITURES | <u>\$ 175,630,398</u> |

Capital/Maintenance Allocation

| | |
|--|----------------------------|
| Budgeted in Guilford County's School Capital Outlay Fund | <u>\$ 2,000,000</u> |
| TOTAL CAPITAL OUTLAY | <u>\$ 2,000,000</u> |

ATTACHMENT B

CAPITAL PROJECT ORDINANCE FOR GUILFORD COUNTY SCHOOLS –
FY 2012-13 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 2012-13 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 2012-13 Capital Allocation | Capital Outlay \$2,000,000 | Transfer from General Fund \$2,000,000 |

SECTION 2. This project ordinance authorizes all appropriations necessary for the completion of this project and it need not be readopted in any subsequent fiscal year. The budget officer shall include in subsequent budgets information and appropriations for this project during the budget year.

SECTION 3. This ordinance shall be duly entered in the minutes of the Guilford County Board of Commissioners. Within five days after adoption, a copy hereof shall be filed with the Finance Director, Budget Director, and Clerk.

SECTION 4. This ordinance may be amended in any manner so long as it continues to fulfill the requirements of G.S. 159-13.2 and other applicable laws.

ADOPTED on first reading this June 7, 2012 in accordance with G.S. 159-17.

Guilford County
Adjustments to the FY 2012-2013 Recommended Budget

6/7/12

| | Changes | | Net |
|--|--------------|--------------|---------------------------|
| | Expense | Revenue | Impact on County Funds |
| STAFF CHANGES | | | |
| Adjust Sales Tax Revenues - latest estimates | | \$ (900,000) | \$ (900,000) |
| Public Health | | | |
| Add Community Transition Grant | \$ 429,146 | \$ (429,146) | \$ - |
| <i>Includes 2 grant positions originally recommended for elimination. No county funds required.</i> | | | |
| Adopt-A-Mom Grant Revenue | | \$ (60,100) | \$ (60,100) |
| Smart Girls Life Skills fee increases | | \$ (2,000) | \$ (2,000) |
| Guilford Center/Mental Health | | | |
| Adjust Personnel and Operating expenses to reflect final estimates after the initial phases of service divestiture. These changes increase positions from the 88 recommended to 97 and reduce operating expenses/contracts to fully offset the personnel adjustment. No change to the total budget or to county funds. | | | \$ - |
| Planning & Solid Waste | | | |
| Move 1.5 positions, related personnel expenses, and various operating expenses from Planning to Solid Waste to align expenses and revenues in the proper accounting units. No change to the total budget, number of positions, or county funds. | | | |
| <i>Reduce Planning budget</i> | \$ (104,035) | | \$ (104,035) |
| <i>Increase Solid Waste budget</i> | \$ 104,035 | | \$ 104,035 |
| Home & Community Care Block Grant | | | |
| Adjust funding to reflect final estimates | \$ 28,927 | \$ (28,927) | \$ - |
| Law Enforcement | | | |
| Purchases made from FY 11-12 budget | \$ (69,500) | | \$ (69,500) |
| Guilford-Metro 911 Communications | | | |
| County share of a Financial Administrator position added to the Greensboro GM911 Budget. | \$ 24,997 | | \$ 24,997 |
| Radio Maintenance - expected increase will not occur in FY 2012-13 | \$ (70,000) | | \$ (70,000) |
| Human Services & Recreation Community Organizations | | | |
| Unity Builders | \$ 25,000 | | \$ 25,000 |
| <i>Inadvertently left out of CBO funding recommendations</i> | | | |

Guilford County
Adjustments to the FY 2012-2013 Recommended Budget

6/7/12

| | Changes | | Net |
|---|-----------------------|-----------------------|---------------------------|
| | Expense | Revenue | Impact on County Funds |
| Veterans Service | | | |
| Increase postage due to VA reductions | \$ 1,000 | | \$ 1,000 |
| TOTAL STAFF CHANGES | \$ 369,570 | \$ (1,420,173) | \$ (1,050,603) |
| BOARD CHANGES | | | |
| 30+ Early Retirement Incentive | | | |
| Adjust incentive to prior benefit caps <i>Projected reduction pending final estimates from Human Resources</i> | \$ (1,400,000) | | \$ (1,400,000) |
| Property Tax Revenues | | | |
| Reduce appeals & adjust tax rate to \$0.7804 | | \$ 16,000,000 | \$ 16,000,000 |
| Capital Funding | | | |
| Remove reinstatement of capital funding plan | \$ (3,050,554) | | |
| Remove additional 1 cent for capital | \$ (4,277,177) | | |
| | <u>\$ (7,327,731)</u> | | \$ (7,327,731) |
| GTCC Capital Funding | | | |
| Remove capital maintenance allocation | \$ (1,500,000) | | \$ (1,500,000) |
| Guilford County Schools | | | |
| Provide \$250 one-time payment for county-funded FTE's (1,533.74 FTE's) | \$ 464,877 | | |
| Reduce capital maintenance allocation | <u>\$ (2,000,000)</u> | | |
| | <u>\$ (1,535,123)</u> | | \$ (1,535,123) |
| Health Department | | | |
| Add back Dental Clinic <i>Includes 12 positions</i> | \$ 1,119,920 | | |
| LESS: Additional revenue | | \$ (950,000) | |
| | <u>\$ 1,119,920</u> | <u>\$ (950,000)</u> | \$ 169,920 |
| Law Enforcement | | | |
| Remove 26 High Point Detention positions | \$ (1,421,932) | | |
| Remove local match for COPS patrol position grant | <u>\$ (600,000)</u> | | |
| | <u>\$ (2,021,932)</u> | | \$ (2,021,932) |
| Animal Services | | | |
| Spay/Neuter Program | \$ 25,000 | | \$ 25,000 |

Guilford County
Adjustments to the FY 2012-2013 Recommended Budget

6/7/12

| | Changes | | Net |
|---|----------------|----------------|-----------------------------------|
| | Expense | Revenue | Impact on County Funds |
| Arts & Culture | | | |
| Atelier Art Gallery | \$ | 50,000 | |
| Friends of John Coltrane | \$ | 25,000 | |
| Shakespeare Festival | \$ | 30,000 | |
| United Arts Council - Greensboro | \$ | 66,667 | |
| United Arts Council - High Point | \$ | 50,000 | |
| War Memorial Foundation | \$ | 25,000 | |
| | \$ | 246,667 | \$ 246,667 |
| Human Services & Recreation Community Organizations | | | |
| Black Child Development (to \$25,000) | \$ | 19,000 | |
| Communities in Schools - Greensboro | \$ | 100,000 | |
| Communities in Schools - High Point | \$ | 100,000 | |
| Foster Friends | \$ | 37,500 | |
| Interactive Resource Center | \$ | 25,000 | |
| Junior Achievement (to \$15,000) | \$ | 5,000 | |
| One Step Further - Mediation (to \$37,113) | \$ | 12,371 | |
| Partners Ending Homelessness (to \$20,000) | \$ | 10,000 | |
| Room at the Inn of the Carolinas | \$ | 15,000 | |
| West End Ministries (to \$25,000) | \$ | 16,667 | |
| Win-Win to (\$30,000) | \$ | 13,333 | |
| YMCA - Carl Chavis | \$ | 25,000 | |
| Youth Focus - Big Brothers/Big Sisters (to \$25,000) | \$ | 7,205 | |
| YWCA - Greensboro (to \$25,000) | \$ | 16,667 | |
| | \$ | 402,743 | \$ 402,743 |
| Economic Development | | | |
| East Market Street | \$ | 15,000 | \$ 15,000 |
| Parks | | | |
| Add back park administration position recommended for elimination | \$ | 101,350 | |
| Bring park operations in-house January 1, 2013 | \$ | (170,025) | |
| | \$ | (68,675) | \$ (68,675) |
| Jail Maintenance/Janitorial Expense | | | |
| Adjust amount in recommended budget to provide services in-house, under Facilities Department management. Includes 13 new positions. <i>Staff to be assigned to Facilities Department.</i> | \$ | (700,000) | \$ (700,000) |
| County Administration | | | |
| Reduce Reserve for Contingencies to \$500,000 | \$ | (250,000) | \$ (250,000) |

Guilford County
Adjustments to the FY 2012-2013 Recommended Budget

6/7/12

| | Changes | | Net Impact on County Funds |
|--|------------------------|----------------------|---|
| | Expense | Revenue | |
| Other | | | |
| Full COG membership | \$ 46,500 | | \$ 46,500 |
| Libraries | | | |
| Increase funding for Greensboro Library | \$ 50,000 | | |
| Increase funding for High Point Library | \$ 13,726 | | |
| Increase funding for Gibsonville Library | \$ 44,456 | | |
| Increase funding for Jamestown Library | \$ 44,052 | | |
| | <u>\$ 152,234</u> | | \$ 152,234 |
| County Employee Merit | | | |
| \$250 lump-sum payment in July 2012 in lieu of merit | \$ (1,377,000) | \$ 173,000 | \$ (1,204,000) |
| TOTAL BOARD CHANGES | \$ (14,172,397) | \$ 15,223,000 | \$ 1,050,603 |
| TOTAL ADJUSTMENTS | \$ (13,802,827) | \$ 13,802,827 | \$ - |
| | | Tax Rate Required | \$ 0.7804 |
| | | FY 11-12 Tax Rate | \$ 0.7824 |
| | | Difference | \$ (0.0020) |

READER'S GUIDE TO THE GUILFORD COUNTY BUDGET DOCUMENT

The Annual Budget Document for Guilford County is grouped into nine 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 & County Goals***
The original Manager's message describes the objectives for the County 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.
- ***Board Changes***
This section includes a list of the changes made by the Board of Commissioners to the budget recommended by the Manager.
- ***Vision, Values, and Mission***
County's Vision, Values, and Mission statement and functional goals.
- ***Organizational Chart*** of County functional areas and related departments.
- ***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).

READER'S GUIDE TO THE GUILFORD COUNTY BUDGET DOCUMENT

- **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.
- A comparison of prior and current year **staffing levels** and changes is also presented.

COUNTY GOALS, PRIORITIES, & STRATEGIC PLAN SUMMARY INFORMATION

This section provides information about the County's broad community goals, priorities, and the strategic plan. Also included is a presentation of the budget by goal and priority. County goals and priorities identified in the strategic plan guide many of the decisions made in the development of the budget.



Further Community Achievement



Improve Quality of Life & Manage Growth



Ensure Community Health & Safety



Maintain Efficient, Effective, & Responsive Governance

Goal 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.

FUNCTIONAL AREAS and DEPARTMENTS

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

Each functional area 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.

READER'S GUIDE TO THE GUILFORD COUNTY BUDGET DOCUMENT

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 2011, the adopted budget for FY 2012, the latest amended budget for FY 2012 (includes changes to the adopted budget during the year), and the adopted budget for FY 2013 are included. The Board can only adopt a budget for the coming fiscal year, but to provide a long-term perspective of county issues, a Plan Budget for FY 2014 is provided, as well. Also displayed are each department's purpose and goals, budget highlights, major accomplishments, performance measures, and future issues.

DEBT SERVICE & 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.

CAPITAL

This section includes two categories: **“operating” capital expenditures** included in the budget (generally, those 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).

TRANSPORTATION

Robert Williams, Director

301 West Market St., P.O. Box 3427, Greensboro, NC 27402 (336) 641-4848

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Further Community Achievement

PRIORITY: Resident Self-Sufficiency

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Ensure Community Health & Safety

PRIORITIES: Physical Health

BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|----------------------|----------------------|----------------------|----------------------|-------------|----------------------|
| Program(s) | | | | | | |
| 10-Transportation Svcs | \$1,946,395 | \$2,182,863 | \$2,192,675 | \$2,187,155 | 0.2% | \$1,666,012 |
| Total | \$1,946,395 | \$2,182,863 | \$2,192,675 | \$2,187,155 | 0.2% | \$1,666,012 |
| Expenditures | | | | | | |
| Personnel Services | \$304,734 | \$308,480 | \$308,480 | \$315,790 | 2.4% | \$331,254 |
| Operating Expenses | \$4,044,255 | \$4,317,859 | \$4,327,671 | \$4,317,339 | 0.0% | \$4,060,036 |
| Human Svcs Assistance | \$407 | \$5,000 | \$5,000 | \$5,000 | 0.0% | \$5,000 |
| Capital Outlay | \$344,465 | \$274,500 | \$274,500 | \$274,500 | 0.0% | \$0 |
| Other | (\$2,747,464) | (\$2,722,976) | (\$2,722,976) | (\$2,725,474) | 0.1% | (\$2,730,278) |
| Total | \$1,946,395 | \$2,182,863 | \$2,192,675 | \$2,187,155 | 0.2% | \$1,666,012 |
| Sources of Funds | | | | | | |
| Federal & State Funds | (\$1,588,570) | (\$1,448,228) | (\$1,448,228) | (\$1,448,228) | 0.0% | (\$1,448,228) |
| User Charges | (\$72,525) | (\$55,853) | (\$55,853) | (\$55,853) | 0.0% | (\$55,853) |
| Total | (\$1,661,095) | (\$1,504,081) | (\$1,504,081) | (\$1,504,081) | 0.0% | (\$1,504,081) |
| Net County Funds | \$285,301 | \$678,782 | \$688,594 | \$683,074 | 0.6% | \$161,931 |
| Authorized Positions | 5.50 | 5.50 | 5.50 | 5.50 | 0.0% | 5.50 |

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.

READER'S GUIDE TO THE GUILFORD COUNTY BUDGET DOCUMENT

- A **list of all operating capital expenditures** for General Fund departments is included in this section.
- In addition, a summary of the CIP, including the **estimated operating budget impacts** of capital projects, is also presented.

OTHER FUNDS

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

GLOSSARY

- A list of terms related to governmental budgeting and accounting.

APPENDIX

The following information is contained in the Appendix:

- **Budget Ordinance.** The annual budget is formally adopted at the time the Board of Commissioners adopts a budget ordinance. The ordinance includes specific expenditure and revenue appropriations for the County's departments. The ordinance also delineates the authority of the County Manager to amend the budget during the year and to enter into certain contractual agreements. In addition, the ordinance establishes the ad valorem tax levy. Other provisions cover restrictions on contingency funds, compensation/ allowances of the County Commissioners, and concerns/ restrictions related to Contingency.

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



Vision

Guilford County is a place that...

Creates **Prosperity** and **Educational Opportunity** for all its citizens;

Views **Diversity** as a strength and strives for equality;

Provides freedom through **Safe and Healthy** communities; and

Values **economic growth**, producing a *Rich Quality of Life*.

Values

Those who choose to live, work, learn and play in Guilford County will appreciate and value:

- A rich quality of life;
- An exceptional infrastructure;
- Economic opportunity; and
- An innovative, inclusive, open and collaborative government.

The County promotes an exceptional infrastructure made possible by its:

- Strategic efforts to recruit industry and expand businesses in the area;
- Success in encouraging students attending our universities to live and work here after graduation;
- Carefully planned growth and development to avoid untenable traffic issues and ensure adequate infrastructure and school and safety resources are in place;
- Provision of excellent and safe schools offering both traditional and nontraditional educational opportunities to meet the needs of every student;
- Commitment to public health, mental health, social services and public safety; and
- Innovative substance abuse and crime programs focused on education, prevention, intervention, rehabilitation and treatment.

Quality of life is enhanced by the availability throughout the county of:

- Safe and healthy neighborhoods;
- Extraordinary parks and recreational opportunities;
- Protected environment and natural resources, and preserved open space and historic areas; and
- Public transportation.

County leaders facilitate this community by:

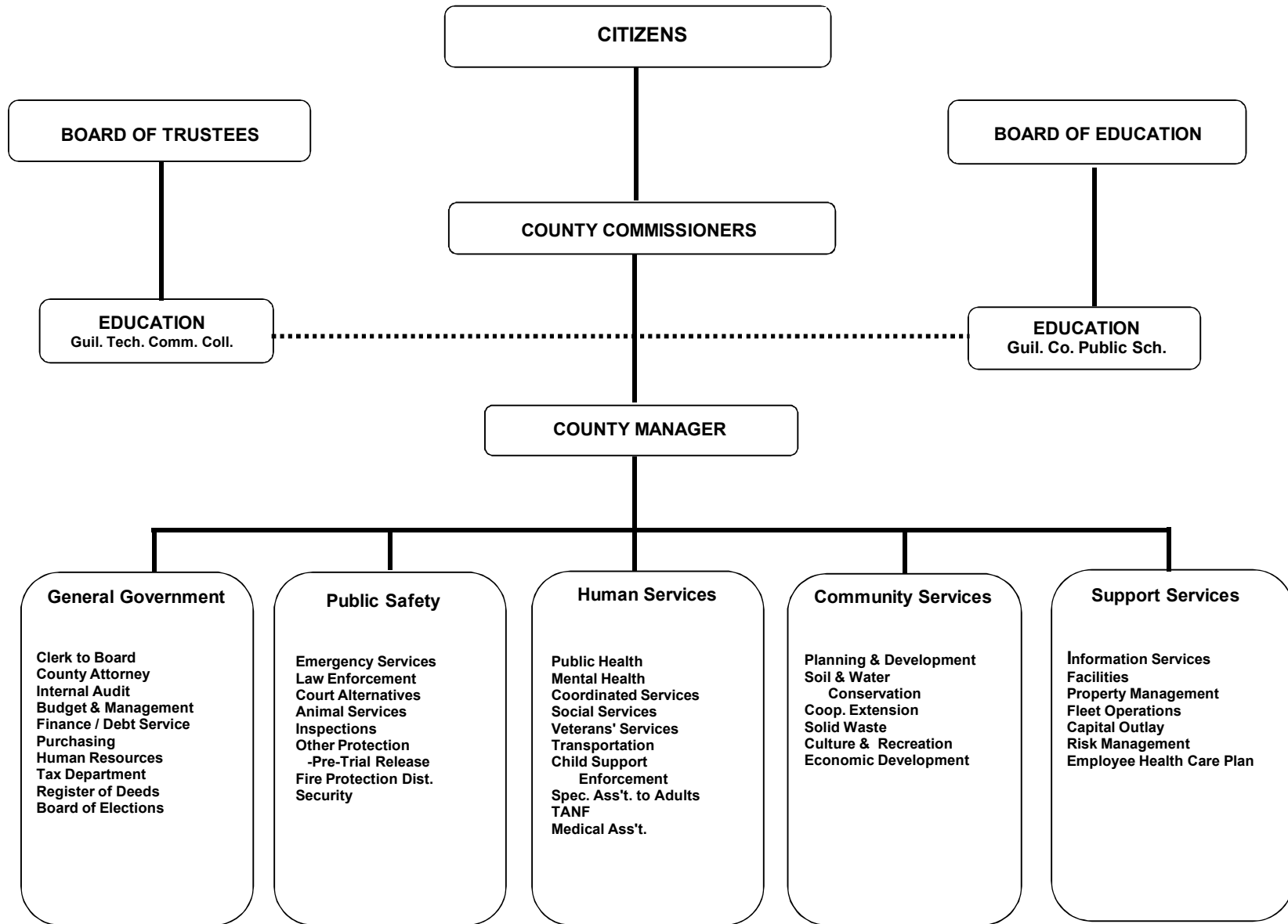
- Being responsive to their constituency;
- Supporting volunteer resources and community groups working to improve the county;
- Working collaboratively with schools and regional governments;
- Striking a balance between growth and development and protection of land, environment and heritage; and
- Providing representation for decision making to a cross-section of the community.

Mission

As public servants we will...

Provide Efficient, Effective, Responsive government that meets the public's needs and improves our community.

GUILFORD COUNTY, NORTH CAROLINA
Operational Structure for Budgetary
Allocation & Management



Constitutional and Statutory officers are included for administrative coordination and support purposes.

THE BUDGET DEVELOPMENT PROCESS

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:

- REQUEST by Departments
- RECOMMENDED by Manager
- APPROVED by Board of Commissioners

DEPARTMENT REQUESTS

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

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

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

Information is requested for the next budget year and for a second planning year. While the Board of Commissioners cannot formally adopt the planning year budget, inclusion of the data provides a long-term perspective of county issues and the future impacts of decisions made for FY 2012-13.

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.

THE BUDGET DEVELOPMENT PROCESS

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

MANAGER'S RECOMMENDED BUDGET

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

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

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

BOARD APPROVED BUDGET

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

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

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

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

**GUILFORD COUNTY
BUDGET CALENDAR**

FY 2012-2013

| DATE | BUDGET PROCEDURES | ACTION BY |
|---------------------------------|--|--|
| 2011 | | |
| July 15 | Distribute Tentative Budget Calendar at Department Directors Meeting | Budget & Management |
| July 18 - 29 | Updates to CIP solicited from departments and provided to review committees | Budget & Management CIP Sub-Committees |
| July 18 - August 12 | Finalize Department Service Inventories, High Level Measures, and Success Pathways | Departments Budget & Management |
| August 1 - 5 | Major Facility Maintenance, Major Equipment, Technology, and Vehicle Committees hold kick-off meetings for FY 2012-2013, review organization, review adopted budget, plan meeting schedules, and solicit changes and new items from departments, | Major Facility Committee Major Equipment Committee Technology Committee Vehicle Committee |
| August 19 | CIP project recommendations due from CIP sub-committees to CIP Board | CIP Sub-Committees |
| September 2 | CIP Recommendations from due CIP Board | CIP Board |
| September 9 | Major facility, major equipment, technology, and vehicle recommendations due | Major Facility Committee Major Equipment Committee Technology Committee Vehicle Committee |
| September 9 | Initial personnel download and FY 2012-2013 longevity estimate due | Human Resources |
| September 15 | FY 2012-2021 CIP presented to Board (moved to 11/17/11) | County Manager |
| September 16 | Initial Revenue Updates and Estimates due | Departments |
| Late September to early October | Review Department Service Inventories, Measures, and Success Pathways with Manager and establish service level targets and priorities for department budgets | Departments, Budget, and Manager |
| October 20 - 30 | Budget Excel request files available for department use | Budget & Management |
| November 17 | FY 2012-2021 CIP approved by Board and project ordinances established | Board of Commissioners |
| November 30 | Budget Requests due from Departments | Departments |
| | Initial Estimate of Fund Balance & Investment Earnings from Finance | Finance |
| | Market survey information from Human Resources | Human Resources |
| December (subject to change) | Budget Requests from Guilford County Schools and GTCC | GCS, GTCC |
| 2012 | | |
| January | Board Retreat | County Commissioners |
| January 13 | Review of Current Year Property Tax Collections, Updated Growth Projections for next fiscal year, and calculation of initial estimated revenue neutral rate. | Tax Department |
| January 23 - 27 | Manager's Review of GROUP A Requests: <div> <div>Commissioners</div> <div>Clerk to the Board</div> <div>Administration</div> <div>County Attorney</div> <div>Human Resources</div> <div>Budget & Management</div> <div>Internal Audit</div> <div>Finance</div> </div> <div> <div>Purchasing</div> <div>Security</div> <div>Facilities</div> <div>Veterans Services</div> <div>Property Management/Courts</div> <div>Fleet Operations</div> <div>Cooperative Extension</div> </div> | Departments |
| February 6 - 10 | Manager's Review of GROUP B Requests: <div> <div>Law Enforcement</div> <div>Emergency Services</div> <div>Fire Protection Districts</div> <div>Tax</div> <div>Register of Deeds</div> <div>Court Alternatives</div> <div>Information Services</div> </div> <div> <div>Board of Elections</div> <div>Planning & Inspections</div> <div>Solid Waste</div> <div>Soil & Water</div> <div>Culture & Recreation</div> <div>Economic Development</div> </div> | Departments |
| Mid-February | State estimates received by Social Services, Public Health, and Mental Health | State of North Carolina |
| February 20 - 24 | Manager's Review of GROUP C Requests: | Departments |

**GUILFORD COUNTY
BUDGET CALENDAR**

FY 2012-2013

| DATE | BUDGET PROCEDURES | ACTION BY |
|------------------------|--|--|
| | <div> <div> Social Services Mental Health Public Health Child Support Enforcement Other Protection Room Occupancy/Tourism Fund </div> <div> Public Assistance Programs Human Services Transportation Coordinated Services Animal Services Internal Services Fund </div> </div> | |
| February 29 | Tax Valuation update from Tax Department. Updated Estimate of Fund Balance & Investment Earnings from Finance | Tax Department Finance |
| Late February to March | Additional review and meetings with departments, if necessary | County Manager Budget & Management |
| March 13, 20, 27 | Budget Committee Work Sessions | Board Budget Committee County Manager Departments Budget & Management |
| Early April | Final adjustments and budget document preparation and printing | Budget & Management |
| April 12 | Manager's Recommended Budget to Board of Commissioners | County Manager |
| April 12 | Notify fire districts of recommended tax rates and public hearing | Budget & Management |
| April 23 | Community Budget Meeting - Districts 4, 8, and 9 <i>5:30 pm, Greensboro, Old Courthouse</i> | County Commissioners Public |
| April 24 | Community Budget Meeting - Districts 1, 2, and 5 <i>5:00 pm, High Point, Chamber of Commerce</i> | County Commissioners Public |
| April 25 | Community Budget Meeting - Districts 3, 6, and 7 <i>5:30 pm, Greensboro, Commissioners' Meeting Room</i> | County Commissioners Public |
| April 30 | Board work session on Recommended Budget <i>12:00 pm, Greensboro, Old Courthouse Blue Room</i> | County Commissioners County Manager Budget & Management Departments |
| May 1 | Statutory deadline for School Superintendent to present budget and budget message to the Board of Education | Superintendent Board of Education |
| May 3 | PUBLIC HEARING on the Recommended FY 2012-2013 Budget (5:30 pm) | Public |
| May 10 | Board work session on Recommended Budget <i>2:00 pm, Greensboro, Old Courthouse Blue Room</i> | County Commissioners County Manager Budget & Management Departments |
| May 15 | Statutory deadline for Board of Education (GCS) and Board of Trustees (GTCC) to present budget request to Board of Commissioners | Board of Education Board of Trustees |
| June 7 | Adoption of Budget Ordinance | County Commissioners |
| June 30 | Statutory deadline for Board of County Commissioners to adopt the Budget Ordinance | County Commissioners |
| July 1 | New fiscal year begins. | |

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 Revisions up to \$30,000; (3) Budget Revisions over \$30,000; (4) Budget Revisions from Technology Pool.

BUDGET TRANSFERS

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

BUDGET REVISIONS

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 revisions are treated in much the same manner as Budget Transfers with one exception -- the County Manager is required to report each revision of this nature to the Board at its next regularly scheduled meeting. As with Budget Transfers, these Budget Revisions 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 Revisions in equal to or in excess of \$30,000 require the approval of the Board of Commissioners. The preparation of these revisions is much the same as for transfers or revisions 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 revision may be required.

Technology Items & Group Insurance

The County Manager is authorized to transfer funds appropriated in the Technology Pool in the General Fund Capital Outlay 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 and General Fund group insurance to other departments within the General fund to adjust for projected expenditure patterns. Each such transfer shall be reported to the Board of Commissioners at its next regular meeting.

BASIS OF BUDGETING and BASIS OF ACCOUNTING

Basis of Budgeting

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

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

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

Basis of Accounting

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

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

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

BUDGET FINANCIAL POLICIES & GUIDELINES

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

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

Operating Budget and 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 July1 and end June30.
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.

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. 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 | Yes, partially |
| 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 fire 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 | Yes, partially |
| 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 2012-13 Budget by Fund

Relationships of Departments and Revenues to Specific Funds

Expenses

FUNDS

| Service Group | Department | 100-General | 200-Internal Services | 450-Room Occupancy/Tourism Dev Tax | 4Xx-Fire Funds | 520-School Capital Outlay | 500-County Bldg Construction | Grand Total |
|---------------------------------|-----------------------------------|----------------------|-----------------------|------------------------------------|----------------|---------------------------|------------------------------|----------------------|
| Community Services | 160-Planning And Development | \$613,897 | \$0 | \$0 | \$0 | \$0 | \$0 | \$613,897 |
| | 290-Cooperative Extension Service | \$509,575 | \$0 | \$0 | \$0 | \$0 | \$0 | \$509,575 |
| | 410-Solid Waste | \$1,094,290 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,094,290 |
| | 420-Soil & Water Conservation | \$245,859 | \$0 | \$0 | \$0 | \$0 | \$0 | \$245,859 |
| | 510-Culture-Recreation | \$4,586,293 | \$0 | \$0 | \$0 | \$0 | \$0 | \$4,586,293 |
| | 650-Economic Devel & Assistance | \$1,400,244 | \$0 | \$5,500,000 | \$0 | \$0 | \$0 | \$6,900,244 |
| Community Services Total | | \$8,450,158 | \$0 | \$5,500,000 | \$0 | \$0 | \$0 | \$13,950,158 |
| Debt Service | 910-Debt Service | \$92,010,729 | \$0 | \$0 | \$0 | \$0 | \$0 | \$92,010,729 |
| Debt Service Total | | \$92,010,729 | \$0 | \$0 | \$0 | \$0 | \$0 | \$92,010,729 |
| Education | 710-Education | \$189,383,088 | \$0 | \$0 | \$0 | \$0 | \$0 | \$189,383,088 |
| Education Total | | \$189,383,088 | \$0 | \$0 | \$0 | \$0 | \$0 | \$189,383,088 |
| General Government | 101-County Commissioners | \$436,259 | \$0 | \$0 | \$0 | \$0 | \$0 | \$436,259 |
| | 102-Clerk To Board | \$260,868 | \$0 | \$0 | \$0 | \$0 | \$0 | \$260,868 |
| | 105-County Administration | \$1,299,730 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,299,730 |
| | 110-County Attorney | \$1,884,957 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,884,957 |
| | 115-Human Resources | \$10,108,269 | \$0 | \$0 | \$0 | \$0 | \$0 | \$10,108,269 |
| | 120-Budget And Management | \$454,968 | \$0 | \$0 | \$0 | \$0 | \$0 | \$454,968 |
| | 125-Internal Audit | \$499,293 | \$0 | \$0 | \$0 | \$0 | \$0 | \$499,293 |
| | 130-Finance | \$2,492,919 | \$0 | \$0 | \$0 | \$0 | \$0 | \$2,492,919 |
| | 135-Purchasing | \$343,223 | \$0 | \$0 | \$0 | \$0 | \$0 | \$343,223 |
| | 145-Tax | \$5,276,811 | \$0 | \$0 | \$0 | \$0 | \$0 | \$5,276,811 |
| | 150-Register Of Deeds | \$2,041,122 | \$0 | \$0 | \$0 | \$0 | \$0 | \$2,041,122 |
| | 155-Elections | \$2,694,673 | \$0 | \$0 | \$0 | \$0 | \$0 | \$2,694,673 |
| | 195-Risk Retention-Liab/Prop/Wc | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| General Government Total | | \$27,793,092 | \$0 | \$0 | \$0 | \$0 | \$0 | \$27,793,092 |
| Human Services | 210-Public Health | \$33,346,324 | \$0 | \$0 | \$0 | \$0 | \$0 | \$33,346,324 |
| | 220-Mental Health | \$36,056,319 | \$0 | \$0 | \$0 | \$0 | \$0 | \$36,056,319 |
| | 230-Social Services | \$67,834,829 | \$0 | \$0 | \$0 | \$0 | \$0 | \$67,834,829 |
| | 231-Special Assistance To Adults | \$3,159,115 | \$0 | \$0 | \$0 | \$0 | \$0 | \$3,159,115 |
| | 232-Temp Asst Needy Families | \$20,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$20,000 |
| | 233-Medical Assistance | \$2,725,994 | \$0 | \$0 | \$0 | \$0 | \$0 | \$2,725,994 |
| | 240-Child Support Enforcement | \$6,033,107 | \$0 | \$0 | \$0 | \$0 | \$0 | \$6,033,107 |
| | 250-Transportation-Human Serv | \$2,187,155 | \$0 | \$0 | \$0 | \$0 | \$0 | \$2,187,155 |
| | 285-Veteran Services | \$122,177 | \$0 | \$0 | \$0 | \$0 | \$0 | \$122,177 |
| | 295-Coordinated Services | \$1,389,768 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,389,768 |
| Human Services Total | | \$152,874,788 | \$0 | \$0 | \$0 | \$0 | \$0 | \$152,874,788 |
| Public Safety | 180-Security | \$1,466,598 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,466,598 |
| | 310-Law Enforcement | \$62,927,577 | \$0 | \$0 | \$0 | \$0 | \$0 | \$62,927,577 |
| | 320-Emergency Services | \$25,143,865 | \$0 | \$0 | \$0 | \$0 | \$0 | \$25,143,865 |
| | 330-Inspections | \$2,108,545 | \$0 | \$0 | \$0 | \$0 | \$0 | \$2,108,545 |
| | 340-Court Alternatives | \$2,573,617 | \$0 | \$0 | \$0 | \$0 | \$0 | \$2,573,617 |
| | 370-Animal Services | \$3,160,729 | \$0 | \$0 | \$0 | \$0 | \$0 | \$3,160,729 |
| | 390-Other Protection | \$1,412,268 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,412,268 |
| Public Safety Total | | \$98,793,199 | \$0 | \$0 | \$0 | \$0 | \$0 | \$98,793,199 |
| Support Services | 140-Information Services | \$9,464,813 | \$0 | \$0 | \$0 | \$0 | \$0 | \$9,464,813 |
| | 175-Facilities | \$7,458,496 | \$0 | \$0 | \$0 | \$0 | \$0 | \$7,458,496 |
| | 185-Property Mgmt/Courts | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | 186-Property Management | \$236,386 | \$0 | \$0 | \$0 | \$0 | \$0 | \$236,386 |
| | 190-Parking & Fleet Operation | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | 191-Fleet | \$872,580 | \$0 | \$0 | \$0 | \$0 | \$0 | \$872,580 |
| | 810-Capital Outlay | \$174,914 | \$0 | \$0 | \$0 | \$0 | \$0 | \$174,914 |
| Support Services Total | | \$18,207,189 | \$0 | \$0 | \$0 | \$0 | \$0 | \$18,207,189 |

Guilford County
FY 2012-13 Budget by Fund

Relationships of Departments and Revenues to Specific Funds

Expenses

| | | FUNDS | | | | | | |
|--------------------------|---|----------------------|------------------------------|---|-----------------------|----------------------------------|-------------------------------------|----------------------|
| Service Group | Department | 100-General | 200-Internal Services | 450-Room Occupancy/Tourism Dev Tax | 4Xx-Fire Funds | 520-School Capital Outlay | 500-County Bldg Construction | Grand Total |
| Other Funds | 195-Risk Retention-Liab/Prop/Wc | \$0 | \$2,516,846 | \$0 | \$0 | \$0 | \$0 | \$2,516,846 |
| | 197-Health Care & Wellness | \$0 | \$37,464,478 | \$0 | \$0 | \$0 | \$0 | \$37,464,478 |
| | 1-General Fund Level | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | 400-Ne Fd Emergency Services | \$0 | \$0 | \$0 | \$854,261 | \$0 | \$0 | \$854,261 |
| | 401-Kimsvil Fd Emergency Services | \$0 | \$0 | \$0 | \$106,308 | \$0 | \$0 | \$106,308 |
| | 402-Alamance Fd Emergency Services | \$0 | \$0 | \$0 | \$1,121,413 | \$0 | \$0 | \$1,121,413 |
| | 403-Gibsonville Fd Emergency Svcs | \$0 | \$0 | \$0 | \$12,942 | \$0 | \$0 | \$12,942 |
| | 404-Colfax Fd Emergency Svcs | \$0 | \$0 | \$0 | \$514,397 | \$0 | \$0 | \$514,397 |
| | 405-Guil Col Fd Emergency Svcs | \$0 | \$0 | \$0 | \$532,270 | \$0 | \$0 | \$532,270 |
| | 406-Guil-Rand Fd Emergency Svcs | \$0 | \$0 | \$0 | \$144,538 | \$0 | \$0 | \$144,538 |
| | 407-Mcleansville Fd Emerg Svcs | \$0 | \$0 | \$0 | \$661,891 | \$0 | \$0 | \$661,891 |
| | 408-Oak Ridge Fd Emergency Svcs | \$0 | \$0 | \$0 | \$1,155,535 | \$0 | \$0 | \$1,155,535 |
| | 409-Pcroft-Sdgfld Fd Emerg Svcs | \$0 | \$0 | \$0 | \$1,772,807 | \$0 | \$0 | \$1,772,807 |
| | 410-Plst Garden Fd Emergency Svcs | \$0 | \$0 | \$0 | \$672,872 | \$0 | \$0 | \$672,872 |
| | 411-Fire Dist 13 Emergency Svcs | \$0 | \$0 | \$0 | \$996,216 | \$0 | \$0 | \$996,216 |
| | 412-Stokesdale Fd Emergency Svcs | \$0 | \$0 | \$0 | \$517,710 | \$0 | \$0 | \$517,710 |
| | 413-Summerfield Fd Emergency Svcs | \$0 | \$0 | \$0 | \$1,955,846 | \$0 | \$0 | \$1,955,846 |
| | 414-Fire Dist 14 Emergency Svcs | \$0 | \$0 | \$0 | \$185,636 | \$0 | \$0 | \$185,636 |
| | 415-Fire Dist 18 Emergency Svcs | \$0 | \$0 | \$0 | \$224,280 | \$0 | \$0 | \$224,280 |
| | 416-Fire Dist 28 Emergency Svcs | \$0 | \$0 | \$0 | \$156,388 | \$0 | \$0 | \$156,388 |
| | 417-Whitsett Fd Emergency Svcs | \$0 | \$0 | \$0 | \$410,184 | \$0 | \$0 | \$410,184 |
| | 418-Mt Hope Fd Emergency Svcs | \$0 | \$0 | \$0 | \$529,512 | \$0 | \$0 | \$529,512 |
| | 419-Climax Fd Emergency Svcs | \$0 | \$0 | \$0 | \$100,136 | \$0 | \$0 | \$100,136 |
| | 420-Southeast Fd Emergency Svcs | \$0 | \$0 | \$0 | \$160,342 | \$0 | \$0 | \$160,342 |
| | 421-Julian Vfd Emergency Svcs | \$0 | \$0 | \$0 | \$70,469 | \$0 | \$0 | \$70,469 |
| | 422-Fire Protection #1 (Hornetown) | \$0 | \$0 | \$0 | \$22,346 | \$0 | \$0 | \$22,346 |
| | 425-PTIA | \$0 | \$0 | \$0 | \$34,819 | \$0 | \$0 | \$34,819 |
| | 428-Colfax Fire Svc Dist Overlay | \$0 | \$0 | \$0 | \$5,655 | \$0 | \$0 | \$5,655 |
| | 431-Guil-Rand Fire Svc Dist Overlay | \$0 | \$0 | \$0 | \$6,244 | \$0 | \$0 | \$6,244 |
| | 437-No 13 Rankin Fire Svc Dist Overaly | \$0 | \$0 | \$0 | \$27,929 | \$0 | \$0 | \$27,929 |
| | 430-No 14 Franklin Blvd Fire Svc Dist Overlay | \$0 | \$0 | \$0 | \$34,843 | \$0 | \$0 | \$34,843 |
| | 427-Climax Fire Svc Dist Overlay | \$0 | \$0 | \$0 | \$2,272 | \$0 | \$0 | \$2,272 |
| Other Funds Total | | \$0 | \$39,981,324 | \$0 | \$12,990,061 | \$0 | \$0 | \$52,971,385 |
| Grand Total | | \$587,512,243 | \$39,981,324 | \$5,500,000 | \$12,990,061 | \$0 | \$0 | \$645,983,628 |

| Sources of Funds | 100-General | 200-Internal Services | 450-Room Occupancy/Tourism Dev Tax | 4Xx-Fire Funds | 520-School Capital Outlay | 500-County Bldg Construction | Grand Total |
|-------------------------|------------------------|------------------------------|---|-----------------------|----------------------------------|-------------------------------------|------------------------|
| Federal & State Funds | (\$96,570,840) | \$0 | \$0 | \$0 | \$0 | \$0 | (\$96,570,840) |
| Fund Balance | (\$30,838,087) | (\$308,946) | \$0 | (\$718,961) | \$0 | \$0 | (\$31,865,994) |
| Investment Earnings | (\$1,257,500) | (\$71,500) | \$0 | \$0 | \$0 | \$0 | (\$1,329,000) |
| Other | (\$6,793,384) | (\$60,000) | (\$5,500,000) | \$0 | \$0 | \$0 | (\$12,353,384) |
| Sales Tax | (\$64,900,000) | \$0 | \$0 | (\$1,880,002) | \$0 | \$0 | (\$66,780,002) |
| Taxes | (\$348,000,000) | \$0 | \$0 | (\$10,391,098) | \$0 | \$0 | (\$358,391,098) |
| User Charges | (\$39,152,432) | (\$39,540,878) | \$0 | \$0 | \$0 | \$0 | (\$78,693,310) |
| Grand Total | (\$587,512,243) | (\$39,981,324) | (\$5,500,000) | (\$12,990,061) | \$0 | \$0 | (\$645,983,628) |

Summary of Adopted FY 2012-2013 Budget

Appropriated Funds

Summary of Revenues, Expenditures, and Changes in Fund Balances

Note: Tables will be updated with actual expenditures and revenues for FY 2011-12 once audited amounts are available.

| | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Adopted FY 2012-13 | Change vs. Adopted | | Plan FY 2013-14 |
|---|------------------------------|-------------------------------|-------------------------------|-------------------------------|---------------------------|---------------|----------------------------|
| | | | | | \$ | % | |
| SUMMARY OF ALL APPROPRIATED FUNDS | | | | | | | |
| Revenues & Other Sources of Funds | | | | | | | |
| Property Taxes (Current & Prior) | \$ 337,512,692 | \$ 353,554,594 | \$ 353,622,361 | \$ 358,391,098 | \$ 4,836,504 | 1.4% | \$ 403,817,284 |
| Federal & State Funds | \$ 108,877,034 | \$ 98,400,961 | \$ 100,106,214 | \$ 96,570,840 | \$ (1,830,121) | -1.9% | \$ 96,245,393 |
| Sales Tax | \$ 62,543,117 | \$ 61,750,023 | \$ 61,750,023 | \$ 66,780,002 | \$ 5,029,979 | 8.1% | \$ 67,178,800 |
| User Charges | \$ 37,355,562 | \$ 39,479,220 | \$ 38,480,420 | \$ 39,152,432 | \$ (326,788) | -0.8% | \$ 39,776,498 |
| Other | \$ 28,798,624 | \$ 15,768,433 | \$ 40,406,325 | \$ 13,550,884 | \$ (2,217,549) | -14.1% | \$ 24,043,587 |
| GROSS Revenues | \$ 575,087,029 | \$ 568,953,231 | \$ 594,365,343 | \$ 574,445,256 | \$ 5,492,025 | 1.0% | \$ 631,061,562 |
| LESS: Interfund Transfers | \$ (14,199,573) | \$ (1,950,330) | \$ - | \$ - | \$ 1,950,330 | -100.0% | \$ (10,910,386) |
| NET Revenues | \$ 560,887,456 | \$ 567,002,901 | \$ 594,365,343 | \$ 574,445,256 | \$ 7,442,355 | 1.3% | \$ 620,151,176 |
| Expenditures & Other Uses of Funds | | | | | | | |
| Category | | | | | | | |
| Personnel Services | \$ 170,077,612 | \$ 178,652,929 | \$ 179,263,156 | \$ 174,897,947 | \$ (3,754,982) | -2.1% | \$ 175,446,874 |
| Operating Expenses | \$ 288,681,053 | \$ 289,983,033 | \$ 297,506,875 | \$ 297,758,161 | \$ 7,775,128 | 2.7% | \$ 318,839,116 |
| Human Services Assistance | \$ 35,732,990 | \$ 36,074,994 | \$ 35,554,447 | \$ 37,189,467 | \$ 1,114,473 | 3.1% | \$ 36,232,871 |
| Debt Payments | \$ 66,341,066 | \$ 88,530,030 | \$ 115,032,420 | \$ 92,010,729 | \$ 3,480,699 | 3.9% | \$ 106,211,930 |
| Capital Outlay | \$ 151,134,721 | \$ 5,654,030 | \$ 5,107,474 | \$ 4,146,000 | \$ (1,508,030) | -26.7% | \$ 14,750,923 |
| GROSS Expenditures | \$ 711,967,442 | \$ 598,895,016 | \$ 632,464,372 | \$ 606,002,304 | \$ 7,107,288 | 1.2% | \$ 651,481,714 |
| LESS: Interfund Transfers | \$ (14,199,573) | \$ (1,950,330) | \$ - | \$ - | \$ 1,950,330 | -100.0% | \$ (10,910,386) |
| NET Expenditures | \$ 697,767,869 | \$ 596,944,686 | \$ 632,464,372 | \$ 606,002,304 | \$ 9,057,618 | 1.5% | \$ 640,571,328 |
| Functional Area | | | | | | | |
| General Government | \$ 23,579,991 | \$ 26,265,512 | \$ 26,482,814 | \$ 27,793,092 | \$ 1,527,580 | 5.8% | \$ 27,675,643 |
| Education (includes school debt) | \$ 278,854,519 | \$ 190,368,541 | \$ 188,418,211 | \$ 189,383,088 | \$ (985,453) | -0.5% | \$ 192,883,088 |
| Human Services | \$ 155,774,763 | \$ 156,198,994 | \$ 159,011,609 | \$ 152,874,788 | \$ (3,324,206) | -2.1% | \$ 155,244,378 |
| Public Safety | \$ 96,571,729 | \$ 107,043,194 | \$ 109,198,523 | \$ 111,783,260 | \$ 4,740,066 | 4.4% | \$ 114,576,860 |
| Support Services | \$ 77,614,110 | \$ 15,725,505 | \$ 16,277,475 | \$ 18,207,189 | \$ 2,481,684 | 15.8% | \$ 40,068,024 |
| Community Services | \$ 13,231,266 | \$ 14,763,240 | \$ 18,043,320 | \$ 13,950,158 | \$ (813,082) | -5.5% | \$ 14,821,791 |
| Debt Payments | \$ 66,341,066 | \$ 88,530,030 | \$ 115,032,420 | \$ 92,010,729 | \$ 3,480,699 | 3.9% | \$ 106,211,930 |
| TOTAL Expenditures | \$ 711,967,442 | \$ 598,895,016 | \$ 632,464,372 | \$ 606,002,304 | \$ 7,107,288 | 1.2% | \$ 651,481,714 |
| LESS: Interfund Transfers | \$ (14,199,573) | \$ (1,950,330) | \$ - | \$ - | \$ 1,950,330 | -100.0% | \$ (10,910,386) |
| NET Expenditures | \$ 697,767,869 | \$ 596,944,686 | \$ 632,464,372 | \$ 606,002,304 | \$ 9,057,618 | 1.5% | \$ 640,571,328 |
| Excess (deficiency) of revenues | \$ (136,880,413) | \$ (29,941,785) | \$ (38,099,029) | \$ (31,557,048) | \$ (1,615,263) | 5.4% | \$ (20,420,152) |
| Beginning Fund Balance | \$ 415,100,985 | \$ 278,220,572 | \$ 278,220,572 | \$ 248,278,787 | \$ (29,941,785) | -10.8% | \$ 216,721,739 |
| Ending Fund Balance* | \$ 278,220,572 | \$ 248,278,787 | \$ 240,121,543 | \$ 216,721,739 | \$ (31,557,048) | -12.7% | \$ 196,301,587 |
| <i>Restricted/Cmtd for Specific Uses</i> | <i>\$ (82,753,099)</i> | | | | | | |
| <i>Designated for specific programs</i> | <i>\$ (29,941,785)</i> | | | | | | |
| <i>Undesignated Fund Balance</i> | <i>\$ 165,525,688</i> | | | | | | |

*Note: Not all fund balance is "spendable" and available for appropriation. See the county's Comprehensive Annual Financial Report for more information.

Summary of Adopted FY 2012-2013 Budget

Appropriated Funds

Summary of Revenues, Expenditures, and Changes in Fund Balances

Note: Tables will be updated with actual expenditures and revenues for FY 2011-12 once audited amounts are available.

| | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Adopted FY 2012-13 | Change vs. Adopted | | Plan FY 2013-14 |
|---|------------------------|------------------------|------------------------|------------------------|------------------------|---------------|------------------------|
| | | | | | \$ | % | |
| GENERAL FUND | | | | | | | |
| The General Fund is the County's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund. Most county services are accounted for in this fund. | | | | | | | |
| Revenues & Other Sources of Funds | | | | | | | |
| Property Taxes (Current & Prior) | \$ 327,813,564 | \$ 343,539,333 | \$ 343,607,100 | \$ 348,000,000 | \$ 4,460,667 | 1.3% | \$ 393,370,000 |
| Federal & State Funds | \$ 105,381,324 | \$ 98,400,961 | \$ 100,106,214 | \$ 96,570,840 | \$ (1,830,121) | -1.9% | \$ 96,245,393 |
| Sales Tax | \$ 60,768,732 | \$ 60,000,000 | \$ 60,000,000 | \$ 64,900,000 | \$ 4,900,000 | 8.2% | \$ 65,280,000 |
| User Charges | \$ 37,355,562 | \$ 39,479,220 | \$ 38,480,420 | \$ 39,152,432 | \$ (326,788) | -0.8% | \$ 39,776,498 |
| Investment Earnings | \$ 1,548,827 | \$ 1,832,500 | \$ 1,832,500 | \$ 1,257,500 | \$ (575,000) | -31.4% | \$ 1,257,500 |
| Other (includes Transfers In) | \$ 8,774,651 | \$ 6,985,603 | \$ 33,573,825 | \$ 6,793,384 | \$ (192,219) | -2.8% | \$ 6,375,701 |
| TOTAL Revenues | \$ 541,642,660 | \$ 550,237,617 | \$ 577,600,059 | \$ 556,674,156 | \$ 6,436,539 | 1.2% | \$ 602,305,092 |
| Expenditures & Other Uses of Funds | | | | | | | |
| Category | | | | | | | |
| Personnel Services | \$ 170,077,612 | \$ 178,652,929 | \$ 179,263,156 | \$ 174,897,947 | \$ (3,754,982) | -2.1% | \$ 175,446,874 |
| Operating Expenses | \$ 273,248,305 | \$ 272,889,680 | \$ 280,413,522 | \$ 279,268,100 | \$ 6,378,420 | 2.3% | \$ 300,951,573 |
| Debt Payments | \$ 66,341,066 | \$ 88,530,030 | \$ 115,032,420 | \$ 92,010,729 | \$ 3,480,699 | 3.9% | \$ 106,211,930 |
| Human Services Assistance | \$ 35,732,990 | \$ 36,074,994 | \$ 35,554,447 | \$ 37,189,467 | \$ 1,114,473 | 3.1% | \$ 36,232,871 |
| Capital Outlay | \$ 3,520,031 | \$ 3,703,700 | \$ 5,107,474 | \$ 4,146,000 | \$ 442,300 | 11.9% | \$ 3,840,537 |
| TOTAL Expenditures | \$ 548,920,004 | \$ 579,851,333 | \$ 615,371,019 | \$ 587,512,243 | \$ 7,660,910 | 1.3% | \$ 622,683,785 |
| Functional Area | | | | | | | |
| Education | \$ 191,618,211 | \$ 188,418,211 | \$ 188,418,211 | \$ 189,383,088 | \$ 964,877 | 0.5% | \$ 192,883,088 |
| Human Services | \$ 155,774,763 | \$ 156,198,994 | \$ 159,011,609 | \$ 152,874,788 | \$ (3,324,206) | -2.1% | \$ 155,244,378 |
| Public Safety | \$ 85,223,372 | \$ 94,949,841 | \$ 97,105,170 | \$ 98,793,199 | \$ 3,843,358 | 4.0% | \$ 102,189,317 |
| Debt Payments | \$ 66,341,066 | \$ 88,530,030 | \$ 115,032,420 | \$ 92,010,729 | \$ 3,480,699 | 3.9% | \$ 106,211,930 |
| Support Services | \$ 17,235,728 | \$ 15,725,505 | \$ 16,277,475 | \$ 18,207,189 | \$ 2,481,684 | 15.8% | \$ 29,157,638 |
| General Government | \$ 23,579,991 | \$ 26,265,512 | \$ 26,482,814 | \$ 27,793,092 | \$ 1,527,580 | 5.8% | \$ 27,675,643 |
| Community Services | \$ 9,146,875 | \$ 9,763,240 | \$ 13,043,320 | \$ 8,450,158 | \$ (1,313,082) | -13.4% | \$ 9,321,791 |
| TOTAL Expenditures | \$ 548,920,004 | \$ 579,851,333 | \$ 615,371,019 | \$ 587,512,243 | \$ 7,660,910 | 1.3% | \$ 622,683,785 |
| | \$ 0 | | | | | | |
| Excess (deficiency) of revenues over expenditures | \$ (7,277,344) | \$ (29,613,716) | \$ (37,770,960) | \$ (30,838,087) | \$ (1,224,371) | 4.1% | \$ (20,378,693) |
| Beginning Fund Balance | \$ 139,546,261 | \$ 132,268,917 | \$ 132,268,917 | \$ 102,655,201 | \$ (29,613,716) | -22.4% | \$ 71,817,114 |
| Ending Fund Balance* | \$ 132,268,917 | \$ 102,655,201 | \$ 94,497,957 | \$ 71,817,114 | \$ (30,838,087) | -30.0% | \$ 51,438,421 |
| <i>Restricted/Cmtd for Specific Uses</i> | <i>\$ (47,445,568)</i> | | | | | | |
| <i>Appropriated in FY 2012 Budget</i> | <i>\$ (29,613,716)</i> | | | | | | |
| <i>Unassigned Fund Balance</i> | <i>\$ (55,209,633)</i> | | | | | | |

*Note: Not all fund balance is "spendable" and available for appropriation. See the county's Comprehensive Annual Financial Report for more information.

Summary of Adopted FY 2012-2013 Budget
Appropriated Funds
Summary of Revenues, Expenditures, and Changes in Fund Balances

Note: Tables will be updated with actual expenditures and revenues for FY 2011-12 once audited amounts are available.

| | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Adopted FY 2012-13 | Change vs. Adopted | | Plan FY 2013-14 |
|--|------------------------|-----------------------|-----------------------|-----------------------|--------------------|-------------|----------------------|
| | | | | | \$ | % | |
| COUNTY BUILDING CONSTRUCTION FUND | | | | | | | |
| The County Building Construction Fund reflects transactions associated with the financing and construction of certain capital assets and improvements. | | | | | | | |
| Revenues & Other Sources of Funds | | | | | | | |
| Capital-Related Debt Issued & Premiums | \$ - | \$ - | \$ - | \$ - | \$ - | -- | \$ - |
| Federal & State Funds | \$ 519,594 | \$ - | \$ - | \$ - | \$ - | -- | \$ - |
| Investment Earnings | \$ 149,430 | \$ - | \$ - | \$ - | \$ - | -- | \$ - |
| Other/Transfer from General Fund | \$ 9,499,573 | \$ - | \$ - | \$ - | \$ - | n/a | \$ 10,910,386 |
| TOTAL Revenues | \$ 10,168,597 | \$ - | \$ - | \$ - | \$ - | n/a | \$ 10,910,386 |
| Expenditures & Other Uses of Funds | | | | | | | |
| Capital Outlay - Project Expend. | \$ 60,378,382 | \$ - | \$ - | \$ - | \$ - | -- | \$ - |
| Reserve for Future Projects | \$ - | \$ - | \$ - | \$ - | \$ - | n/a | \$ 10,910,386 |
| Other - Transfers Out | \$ - | \$ - | \$ - | \$ - | \$ - | -- | \$ - |
| TOTAL Expenditures | \$ 60,378,382 | \$ - | \$ - | \$ - | \$ - | n/a | \$ 10,910,386 |
| Excess (deficiency) of revenues over expenditures | \$ (50,209,785) | \$ - | \$ - | \$ - | \$ - | -- | \$ - |
| Beginning Fund Balance | \$ 87,906,719 | \$ 37,696,934 | \$ 37,696,934 | \$ 37,696,934 | \$ - | 0.0% | \$ 37,696,934 |
| Ending Fund Balance* | \$ 37,696,934 | \$ 37,696,934 | \$ 37,696,934 | \$ 37,696,934 | \$ - | 0.0% | \$ 37,696,934 |
| <i>Restricted/Cmtd for Specific Uses</i> | <i>\$ (32,691,380)</i> | | | | | | |
| <i>Appropriated in FY 2012 Budget</i> | <i>\$ -</i> | | | | | | |
| <i>Unassigned Fund Balance</i> | <i>\$ 5,005,554</i> | | | | | | |

*Note: Not all fund balance is "spendable" and available for appropriation. See the county's Comprehensive Annual Financial Report for more information.

Summary of Adopted FY 2012-2013 Budget

Appropriated Funds

Summary of Revenues, Expenditures, and Changes in Fund Balances

Note: Tables will be updated with actual expenditures and revenues for FY 2011-12 once audited amounts are available.

| | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Adopted FY 2012-13 | Change vs. Adopted | | Plan FY 2013-14 |
|---|------------------------------|-------------------------------|-------------------------------|---|---------------------------|---------------|----------------------------|
| | | | | | \$ | % | |
| 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 | \$ 9,699,128 | \$ 10,015,261 | \$ 10,015,261 | \$ 10,391,098 | \$ 375,837 | 3.8% | \$ 10,447,284 |
| Sales Taxes | \$ 1,774,385 | \$ 1,750,023 | \$ 1,750,023 | \$ 1,880,002 | \$ 129,979 | 7.4% | \$ 1,898,800 |
| Other | \$ 41,752 | \$ - | \$ - | \$ - | \$ - | -- | \$ - |
| TOTAL Revenues | \$ 11,515,265 | \$ 11,765,284 | \$ 11,765,284 | \$ 12,271,100 | \$ 505,816 | 4.3% | \$ 12,346,084 |
| Expenditures & Other Uses of Funds | | | | | | | |
| Operating | \$ 11,348,357 | \$ 12,093,353 | \$ 12,093,353 | \$ 12,990,061 | \$ 896,708 | 7.4% | \$ 12,387,543 |
| TOTAL Expenditures | \$ 11,348,357 | \$ 12,093,353 | \$ 12,093,353 | \$ 12,990,061 | \$ 896,708 | 7.4% | \$ 12,387,543 |
| Excess (deficiency) of revenues over expenditures | \$ 166,908 | \$ (328,069) | \$ (328,069) | \$ (718,961) | \$ (390,892) | 119.1% | \$ (41,459) |
| Beginning Fund Balance | \$ 1,245,723 | \$ 1,412,631 | \$ 1,412,631 | \$ 1,084,562 | \$ (328,069) | -23.2% | \$ 365,601 |
| Ending Fund Balance* | \$ 1,412,631 | \$ 1,084,562 | \$ 1,084,562 | \$ 365,601 | \$ (718,961) | -66.3% | \$ 324,142 |
| <i>Restricted/Cmt'd for Specific Uses</i> | <i>\$ (788,092)</i> | | | <i>Fire districts are using fund balance to help pay for one-time costs associated with replacement radios.</i> | | | |
| <i>Appropriated in FY 2012 Budget</i> | <i>\$ (328,069)</i> | | | | | | |
| <i>Unassigned Fund Balance</i> | <i>\$ 296,470</i> | | | | | | |

**Note: Not all fund balance is "spendable" and available for appropriation. See the county's Comprehensive Annual Financial Report for more information.*

Summary of Adopted FY 2012-2013 Budget

Appropriated Funds

Summary of Revenues, Expenditures, and Changes in Fund Balances

Note: Tables will be updated with actual expenditures and revenues for FY 2011-12 once audited amounts are available.

| | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Adopted FY 2012-13 | Change vs. Adopted | | Plan FY 2013-14 |
|--|------------------------------|-------------------------------|-------------------------------|-------------------------------|---------------------------|--------------|----------------------------|
| | | | | | \$ | % | |
| 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 | \$ 4,084,391 | \$ 5,000,000 | \$ 5,000,000 | \$ 5,500,000 | \$ 500,000 | 10.0% | \$ 5,500,000 |
| TOTAL Revenues | \$ 4,084,391 | \$ 5,000,000 | \$ 5,000,000 | \$ 5,500,000 | \$ 500,000 | 10.0% | \$ 5,500,000 |
| Expenditures & Other Uses of Funds | | | | | | | |
| Operating | \$ 4,084,391 | \$ 5,000,000 | \$ 5,000,000 | \$ 5,500,000 | \$ 500,000 | 10.0% | \$ 5,500,000 |
| TOTAL Expenditures | \$ 4,084,391 | \$ 5,000,000 | \$ 5,000,000 | \$ 5,500,000 | \$ 500,000 | 10.0% | \$ 5,500,000 |
| Excess (deficiency) of revenues over expenditures | \$ - | \$ - | \$ - | \$ - | \$ - | -- | \$ - |
| Beginning Fund Balance | \$ - | \$ - | \$ - | \$ - | \$ - | -- | \$ - |
| Ending Fund Balance* | \$ - | \$ - | \$ - | \$ - | \$ - | -- | \$ - |
| <i>Restricted/Cmtd for Specific Uses</i> | <i>\$ -</i> | | | | | | |
| <i>Appropriated in FY 2012 Budget</i> | <i>\$ -</i> | | | | | | |
| <i>Unassigned Fund Balance</i> | <i>\$ -</i> | | | | | | |

*Note: Not all fund balance is "spendable" and available for appropriation. See the county's Comprehensive Annual Financial Report for more information.

Summary of Adopted FY 2012-2013 Budget

Appropriated Funds

Summary of Revenues, Expenditures, and Changes in Fund Balances

Note: Tables will be updated with actual expenditures and revenues for FY 2011-12 once audited amounts are available.

| | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Adopted FY 2012-13 | Change vs. Adopted | | Plan FY 2013-14 |
|---|------------------------------|-------------------------------|-------------------------------|-------------------------------|---------------------------|----------------|----------------------------|
| | | | | | \$ | % | |
| SCHOOL CAPITAL OUTLAY FUND | | | | | | | |
| The School Capital Outlay Fund reflects transactions associated with the financing and construction of certain capital assets and improvements for the Guilford County Schools. | | | | | | | |
| Revenues & Other Sources of Funds | | | | | | | |
| Capital-Related Debt Issued | \$ - | \$ - | \$ - | \$ - | \$ - | -- | \$ - |
| Federal/State Funds | \$ 2,976,116 | \$ - | \$ - | \$ - | \$ - | -- | \$ - |
| Other/Transfer from General Fund | \$ 4,700,000 | \$ 1,950,330 | \$ - | \$ - | \$ (1,950,330) | -100.0% | \$ - |
| TOTAL Revenues | \$ 7,676,116 | \$ 1,950,330 | \$ - | \$ - | \$ (1,950,330) | -100.0% | \$ - |
| Expenditures & Other Uses of Funds | | | | | | | |
| Capital Outlay - Project Expend. | \$ 87,236,308 | \$ - | \$ - | \$ - | \$ - | -- | \$ - |
| Reserve for Future Projects | \$ - | \$ 1,950,330 | \$ - | \$ - | \$ (1,950,330) | -100.0% | \$ - |
| Other - Transfers Out | \$ - | \$ - | \$ - | \$ - | \$ - | -- | \$ - |
| TOTAL Expenditures | \$ 87,236,308 | \$ 1,950,330 | \$ - | \$ - | \$ (1,950,330) | -100.0% | \$ - |
| Excess (deficiency) of revenues over expenditures | \$ (79,560,192) | \$ - | \$ - | \$ - | \$ - | -- | \$ - |
| Beginning Fund Balance | \$ 186,402,282 | \$ 106,842,090 | \$ 106,842,090 | \$ 106,842,090 | \$ - | 0.0% | \$ 106,842,090 |
| Ending Fund Balance* | \$ 106,842,090 | \$ 106,842,090 | \$ 106,842,090 | \$ 106,842,090 | \$ - | 0.0% | \$ 106,842,090 |
| <i>Restricted/Cmtd for Specific Uses</i> | <i>\$ (1,828,059)</i> | | | | | | |
| <i>Appropriated in FY 2012 Budget</i> | <i>\$ -</i> | | | | | | |
| <i>Unassigned Fund Balance</i> | <i>\$ 105,014,031</i> | | | | | | |

**Note: Not all fund balance is "spendable" and available for appropriation. See the county's Comprehensive Annual Financial Report for more information.*

Summary of Adopted FY 2012-2013 Budget

Appropriated Funds

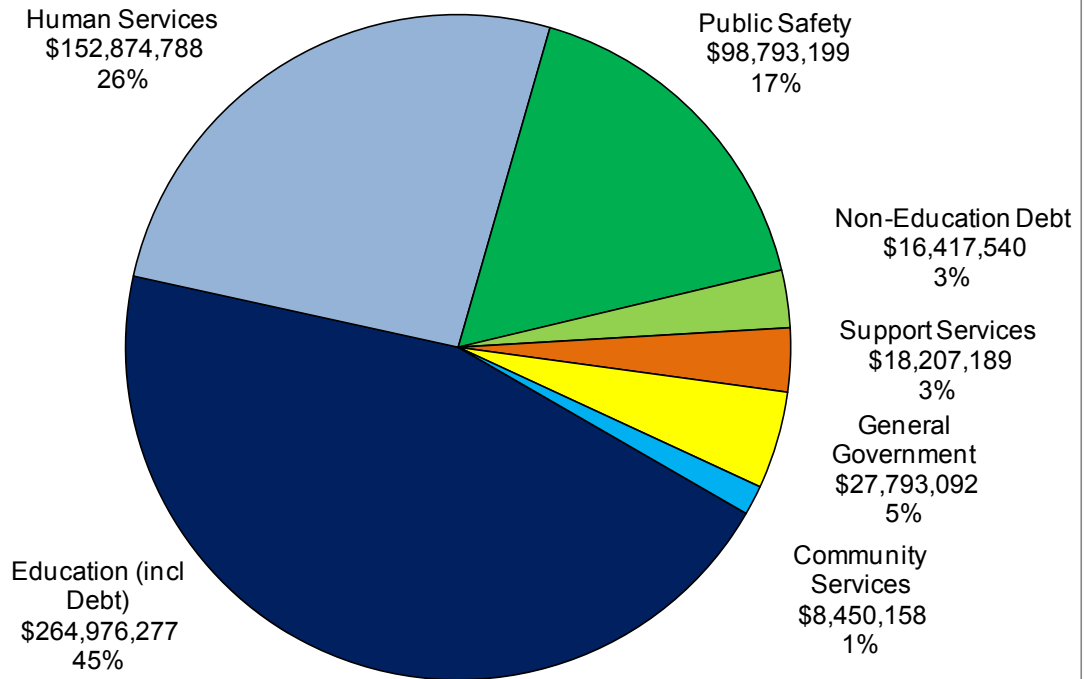
Summary of Revenues, Expenditures, and Changes in Fund Balances

Note: Tables will be updated with actual expenditures and revenues for FY 2011-12 once audited amounts are available.

| | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Adopted FY 2012-13 | Change vs. Adopted | | Plan FY 2013-14 |
|---|------------------------------|-------------------------------|-------------------------------|-------------------------------|---------------------------|----------|----------------------------|
| | | | | | \$ | % | |
| 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 | \$ 129,972 | \$ 156,177 | \$ 156,177 | \$ 188,081 | \$ 31,904 | 20.4% | \$ 197,328 |
| Operating | \$ 2,429,439 | \$ 2,205,669 | \$ 2,205,673 | \$ 2,328,765 | \$ 123,096 | 5.6% | \$ 2,328,765 |
| | \$ 2,559,411 | \$ 2,361,846 | \$ 2,361,850 | \$ 2,516,846 | \$ 155,000 | 6.6% | \$ 2,526,093 |
| Health Care & Wellness | | | | | | | |
| Operating | \$ 32,868,498 | \$ 33,749,952 | \$ 33,749,952 | \$ 37,464,478 | \$ 3,714,526 | 11.0% | \$ 37,464,478 |
| TOTAL Expenditures | \$ 35,427,909 | \$ 36,111,798 | \$ 36,111,802 | \$ 39,981,324 | \$ 3,869,526 | 10.7% | \$ 39,990,571 |
| Revenues | | | | | | | |
| User Charges | \$ 32,098,064 | \$ 35,339,634 | \$ 35,339,634 | \$ 39,540,878 | \$ 4,201,244 | 11.9% | \$ 39,543,192 |
| Other | \$ 1,774,606 | \$ 40,000 | \$ 40,000 | \$ 60,000 | \$ 20,000 | 50.0% | \$ 60,000 |
| | \$ 33,872,670 | \$ 35,379,634 | \$ 35,379,634 | \$ 39,600,878 | \$ 4,221,244 | 11.9% | \$ 39,603,192 |
| TOTAL Revenues | \$ 33,872,670 | \$ 35,379,634 | \$ 35,379,634 | \$ 39,600,878 | \$ 4,221,244 | 11.9% | \$ 39,603,192 |
| Operating Gain | \$ (1,555,239) | \$ (732,164) | \$ (732,168) | \$ (380,446) | \$ 351,718 | -48.0% | \$ (387,379) |
| Interest Income | \$ 97,766 | \$ 103,000 | \$ 103,000 | \$ 71,500 | \$ (31,500) | -30.6% | \$ 71,500 |
| Change in Net Assets | \$ (1,457,473) | \$ (629,164) | \$ (629,168) | \$ (308,946) | \$ 320,218 | -50.9% | \$ (315,879) |
| Beginning Net Assets | \$ 28,341,619 | \$ 26,884,146 | \$ 26,884,146 | \$ 26,254,982 | \$ (629,164) | -2.3% | \$ 25,946,036 |
| Ending Net Assets | \$ 26,884,146 | \$ 26,254,982 | \$ 26,254,978 | \$ 25,946,036 | \$ (308,946) | -1.2% | \$ 25,630,157 |



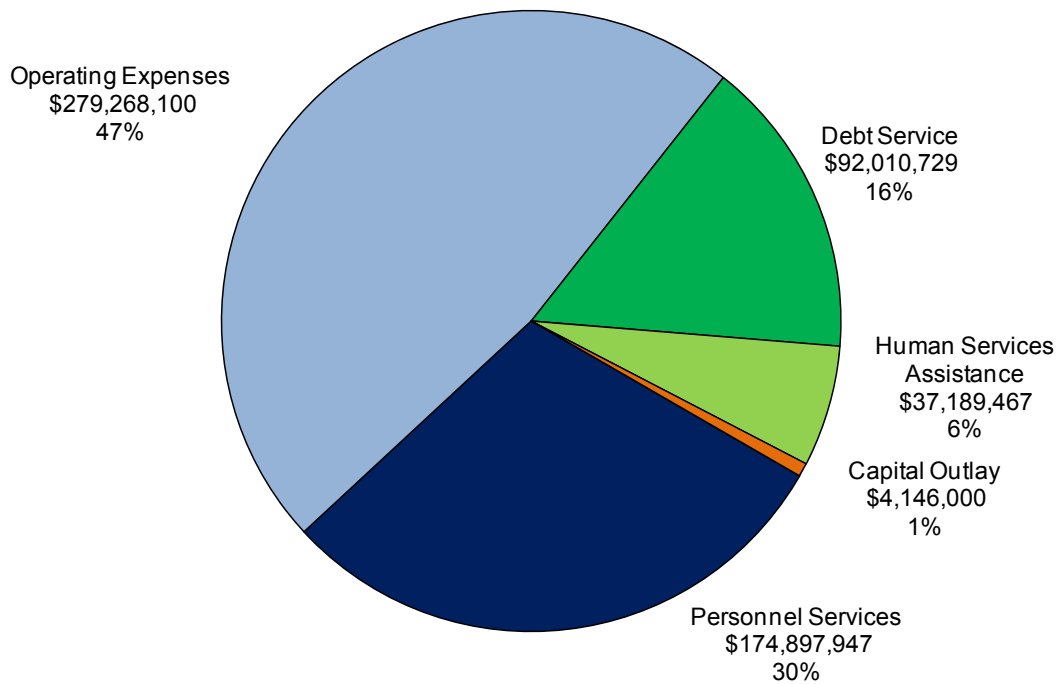
FY 2012-13 Budget General Fund by Service



Summary of Expenditures by Service Category

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | vs. FY12 Adopted | | FY14 Plan |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|-------------|-----------------------|
| | | | | | \$ chg | % chg | |
| Education (incl Debt) | \$ 248,110,472 | \$ 259,896,529 | \$ 259,555,954 | \$ 264,976,277 | \$ 5,079,748 | 2.0% | \$ 282,977,529 |
| Human Services | \$ 155,774,763 | \$ 156,198,994 | \$ 159,011,609 | \$ 152,874,788 | \$ (3,324,206) | -2.1% | \$ 155,244,378 |
| Public Safety | \$ 85,223,372 | \$ 94,949,841 | \$ 97,105,170 | \$ 98,793,199 | \$ 3,843,358 | 4.0% | \$ 102,189,317 |
| Non-Education Debt | \$ 9,848,805 | \$ 17,051,712 | \$ 43,894,677 | \$ 16,417,540 | \$ (634,172) | -3.7% | \$ 15,652,612 |
| Support Services | \$ 17,235,728 | \$ 15,725,505 | \$ 16,277,475 | \$ 18,207,189 | \$ 2,481,684 | 15.8% | \$ 29,157,638 |
| General Government | \$ 23,579,991 | \$ 26,265,512 | \$ 26,482,814 | \$ 27,793,092 | \$ 1,527,580 | 5.8% | \$ 27,675,643 |
| Community Services | \$ 9,146,875 | \$ 9,763,240 | \$ 13,043,320 | \$ 8,450,158 | \$ (1,313,082) | -13.4% | \$ 9,321,791 |
| Total Expenditures | \$ 548,920,004 | \$ 579,851,333 | \$ 615,371,019 | \$ 587,512,243 | \$ 7,660,910 | 1.3% | \$ 622,218,908 |

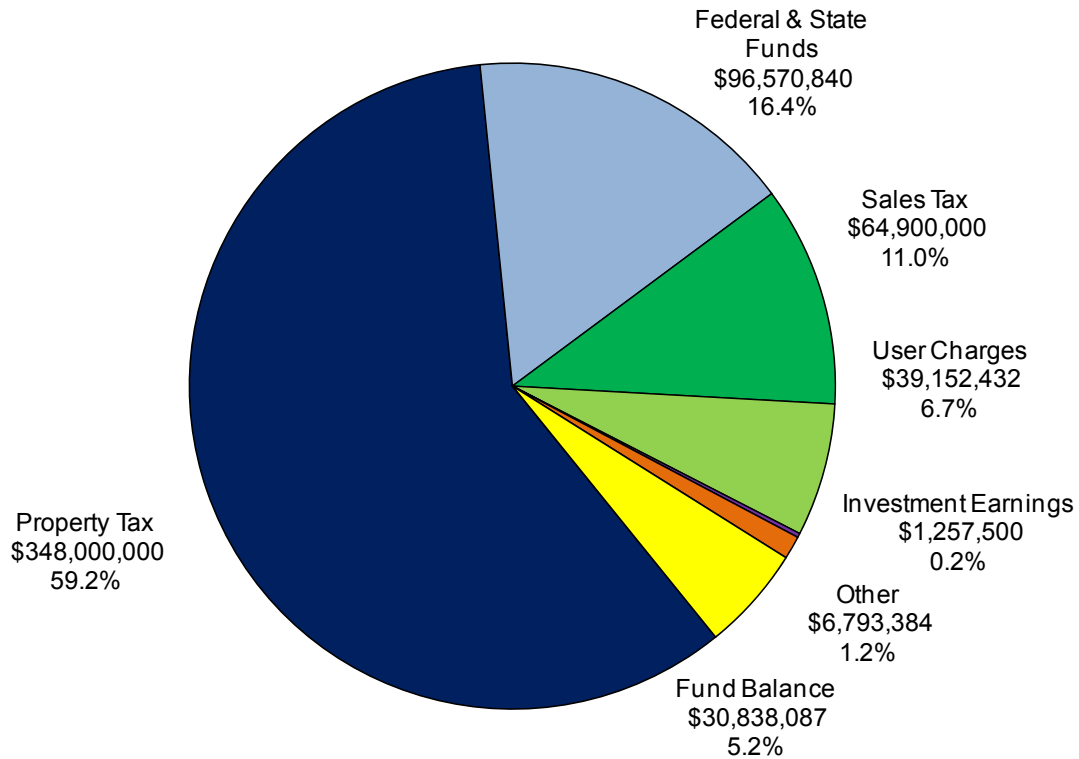
**FY 2012-13 Budget
General Fund
by Type of Expense**



Summary of Expenditures by Type of Expense

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | vs. FY12 Adopted | | FY14 Plan |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|-------------|-----------------------|
| | | | | | \$ chg | % chg | |
| Personnel Services | \$ 170,077,612 | \$ 178,652,929 | \$ 179,263,156 | \$ 174,897,947 | \$ (3,754,982) | -2.1% | \$ 175,446,874 |
| Operating Expenses | \$ 273,248,305 | \$ 272,889,680 | \$ 280,403,484 | \$ 279,268,100 | \$ 6,378,420 | 2.3% | \$ 300,951,573 |
| Debt Service | \$ 66,341,066 | \$ 88,530,030 | \$ 115,032,420 | \$ 92,010,729 | \$ 3,480,699 | 3.9% | \$ 106,211,930 |
| Human Services Assistance | \$ 35,732,990 | \$ 36,074,994 | \$ 35,554,447 | \$ 37,189,467 | \$ 1,114,473 | 3.1% | \$ 36,232,871 |
| Capital Outlay | \$ 3,520,031 | \$ 3,703,700 | \$ 5,117,512 | \$ 4,146,000 | \$ 442,300 | 11.9% | \$ 3,840,537 |
| Total Expenditures | \$ 548,920,004 | \$ 579,851,333 | \$ 615,371,019 | \$ 587,512,243 | \$ 7,660,910 | 1.3% | \$ 622,683,785 |

FY 2012-13 Budget General Fund by Source of Funds



Summary of Sources of Funds

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | vs. FY12 Adopted | | FY14 Plan |
|-----------------------|----------------------|-----------------------|-----------------------|-----------------------|---------------------|-------------|-----------------------|
| | | | | | \$ chg | % chg | |
| Property Tax | \$ 327,813,564 | \$ 343,539,333 | \$ 343,607,100 | \$ 348,000,000 | \$ 4,460,667 | 1.3% | \$ 393,370,000 |
| Federal & State Funds | \$ 105,381,324 | \$ 98,400,961 | \$ 100,106,214 | \$ 96,570,840 | \$ (1,830,121) | -1.9% | \$ 96,245,393 |
| Sales Tax | \$ 60,768,732 | \$ 60,000,000 | \$ 60,000,000 | \$ 64,900,000 | \$ 4,900,000 | 8.2% | \$ 65,280,000 |
| User Charges | \$ 37,355,562 | \$ 39,479,220 | \$ 38,480,420 | \$ 39,152,432 | \$ (326,788) | -0.8% | \$ 39,776,498 |
| Investment Earnings | \$ 1,548,827 | \$ 1,832,500 | \$ 1,832,500 | \$ 1,257,500 | \$ (575,000) | -31.4% | \$ 1,257,500 |
| Other | \$ 8,774,651 | \$ 6,985,603 | \$ 33,573,825 | \$ 6,793,384 | \$ (192,219) | -2.8% | \$ 6,375,701 |
| Total Revenues | \$541,642,661 | \$ 550,237,617 | \$ 577,600,059 | \$ 556,674,156 | \$ 6,436,539 | 1.2% | \$ 602,305,092 |
| Fund Balance | \$ 7,277,343 | \$ 29,613,716 | \$ 37,770,960 | \$ 30,838,087 | \$ 1,224,371 | 4.1% | \$ 20,378,693 |
| Total | \$548,920,004 | \$ 579,851,333 | \$ 615,371,019 | \$ 587,512,243 | \$ 7,660,910 | 1.3% | \$ 622,683,785 |

GENERAL FUND BUDGETS BY DEPARTMENT
Expense & Revenue

| Service Group | Department | FY 2011 Actual | | FY 2012 Adopted Budget | | FY 2012 Amended Budget | | FY 2013 Adopted Budget | | FY 2014 Plan | |
|---------------------------------|-----------------------------------|----------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|----------------------|------------------------|
| | | Expense | Revenue | Expense | Revenue | Expense | Revenue | Expense | Revenue | Expense | Revenue |
| General Government | 101-County Commissioners | \$502,256 | | \$448,449 | | \$459,804 | | \$436,259 | | \$405,139 | |
| | 102-Clerk To Board | \$187,337 | \$0 | \$193,776 | \$0 | \$194,482 | \$0 | \$260,868 | \$0 | \$209,535 | \$0 |
| | 105-County Administration | \$740,012 | (\$21,609) | \$1,261,141 | \$0 | \$1,261,845 | \$0 | \$1,299,730 | (\$50,000) | \$1,244,266 | (\$50,000) |
| | 110-County Attorney | \$1,758,895 | (\$405) | \$1,819,255 | \$0 | \$1,819,971 | \$0 | \$1,884,957 | \$0 | \$1,824,068 | \$0 |
| | 115-Human Resources | \$7,643,322 | \$0 | \$8,528,662 | \$0 | \$8,531,863 | \$0 | \$10,108,269 | \$0 | \$10,672,065 | \$0 |
| | 120-Budget And Management | \$407,618 | | \$463,871 | | \$452,649 | | \$454,968 | | \$481,488 | |
| | 125-Internal Audit | \$434,434 | (\$21,413) | \$489,368 | (\$25,842) | \$491,203 | (\$25,842) | \$499,293 | \$0 | \$520,401 | \$0 |
| | 130-Finance | \$2,440,084 | (\$76,799) | \$2,472,218 | (\$70,000) | \$2,534,050 | (\$70,000) | \$2,492,919 | (\$75,000) | \$2,599,044 | (\$75,000) |
| | 135-Purchasing | \$392,430 | (\$9) | \$365,799 | \$0 | \$401,049 | \$0 | \$343,223 | \$0 | \$359,922 | \$0 |
| | 145-Tax | \$5,182,339 | (\$1,058,728) | \$5,416,060 | (\$1,656,500) | \$5,523,997 | (\$1,656,500) | \$5,276,811 | (\$1,580,490) | \$5,197,280 | (\$1,580,690) |
| | 150-Register Of Deeds | \$2,204,790 | (\$4,551,850) | \$2,366,704 | (\$4,210,330) | \$2,370,972 | (\$4,213,892) | \$2,041,122 | (\$3,864,724) | \$2,084,294 | (\$3,828,733) |
| | 155-Elections | \$1,686,474 | (\$80,295) | \$2,440,209 | (\$450,795) | \$2,440,929 | (\$450,795) | \$2,694,673 | (\$80,857) | \$2,078,141 | (\$450,795) |
| General Government Total | | \$23,579,991 | (\$5,811,107) | \$26,265,512 | (\$6,413,467) | \$26,482,814 | (\$6,417,029) | \$27,793,092 | (\$5,651,071) | \$27,675,643 | (\$5,985,218) |
| Education | 710-Education | \$191,618,211 | \$0 | \$188,418,211 | \$0 | \$188,418,211 | \$0 | \$189,383,088 | \$0 | \$192,883,088 | \$0 |
| Education Total | | \$191,618,211 | \$0 | \$188,418,211 | \$0 | \$188,418,211 | \$0 | \$189,383,088 | \$0 | \$192,883,088 | \$0 |
| Community Services | 160-Planning And Development | \$809,709 | (\$75,453) | \$834,343 | (\$69,217) | \$851,626 | (\$69,217) | \$613,897 | (\$69,217) | \$760,065 | (\$69,217) |
| | 290-Cooperative Extension Service | \$538,225 | (\$8,000) | \$781,315 | \$0 | \$785,942 | \$0 | \$509,575 | \$0 | \$523,806 | \$0 |
| | 410-Solid Waste | \$989,634 | (\$846,744) | \$947,697 | (\$660,500) | \$951,969 | (\$661,766) | \$1,094,290 | (\$784,480) | \$1,095,192 | (\$784,498) |
| | 420-Soil & Water Conservation | \$247,344 | (\$31,465) | \$238,201 | (\$40,329) | \$240,709 | (\$40,329) | \$245,859 | (\$40,329) | \$254,328 | (\$40,329) |
| | 510-Culture-Recreation | \$4,882,347 | (\$1,700) | \$4,758,915 | (\$530) | \$5,123,647 | (\$530) | \$4,586,293 | (\$2,270) | \$4,775,567 | (\$2,270) |
| | 650-Economic Devel & Assistance | \$1,679,617 | \$0 | \$2,202,769 | \$0 | \$5,089,427 | \$0 | \$1,400,244 | \$0 | \$1,912,833 | \$0 |
| Community Services Total | | \$9,146,875 | (\$963,362) | \$9,763,240 | (\$770,576) | \$13,043,320 | (\$771,842) | \$8,450,158 | (\$896,296) | \$9,321,791 | (\$896,314) |
| Debt Service | 910-Debt Service | \$66,341,066 | (\$9,799,878) | \$88,530,030 | (\$7,185,603) | \$115,032,420 | (\$33,687,991) | \$92,010,729 | (\$8,153,344) | \$106,211,930 | (\$7,895,958) |
| Debt Service Total | | \$66,341,066 | (\$9,799,878) | \$88,530,030 | (\$7,185,603) | \$115,032,420 | (\$33,687,991) | \$92,010,729 | (\$8,153,344) | \$106,211,930 | (\$7,895,958) |
| Human Services | 210-Public Health | \$34,915,224 | (\$18,715,879) | \$36,859,640 | (\$20,506,603) | \$35,735,291 | (\$19,351,438) | \$33,346,324 | (\$16,748,153) | \$35,393,429 | (\$16,751,450) |
| | 220-Mental Health | \$37,413,395 | (\$27,559,548) | \$36,724,534 | (\$26,167,072) | \$39,155,754 | (\$26,167,072) | \$36,056,319 | (\$26,156,319) | \$36,068,378 | (\$26,168,378) |
| | 230-Social Services | \$68,199,674 | (\$48,566,734) | \$67,063,149 | (\$48,353,207) | \$68,365,859 | (\$49,649,948) | \$67,834,829 | (\$48,964,712) | \$68,319,670 | (\$48,217,906) |
| | 231-Special Assistance To Adults | \$3,045,414 | | \$3,159,115 | | \$3,159,115 | | \$3,159,115 | | \$3,159,115 | |
| | 232-Temp Asst Needy Families | \$2,101 | (\$892) | \$20,000 | (\$20,000) | \$20,000 | (\$20,000) | \$20,000 | (\$20,000) | \$20,000 | (\$20,000) |
| | 233-Medical Assistance | \$2,766,329 | (\$2,764,867) | \$2,772,976 | (\$2,772,976) | \$2,772,976 | (\$2,772,976) | \$2,725,994 | (\$2,725,994) | \$2,730,278 | (\$2,730,278) |
| | 240-Child Support Enforcement | \$5,666,995 | (\$5,612,615) | \$5,924,183 | (\$5,736,126) | \$5,933,060 | (\$5,736,126) | \$6,033,107 | (\$6,009,295) | \$6,559,487 | (\$6,414,877) |
| | 250-Transportation-Human Serv | \$1,946,395 | (\$1,661,095) | \$2,182,863 | (\$1,504,081) | \$2,192,675 | (\$1,504,081) | \$2,187,155 | (\$1,504,081) | \$1,666,012 | (\$1,504,081) |
| | 285-Veteran Services | \$106,972 | (\$2,000) | \$119,121 | \$0 | \$120,165 | \$0 | \$122,177 | (\$1,452) | \$127,881 | (\$1,452) |
| | 295-Coordinated Services | \$1,712,264 | (\$1,040,914) | \$1,373,413 | (\$927,983) | \$1,556,714 | (\$1,074,983) | \$1,389,768 | (\$927,983) | \$1,200,128 | (\$927,983) |
| Human Services Total | | \$155,774,763 | (\$105,924,542) | \$156,198,994 | (\$105,988,048) | \$159,011,609 | (\$106,276,624) | \$152,874,788 | (\$103,057,989) | \$155,244,378 | (\$102,736,405) |
| Other Funds | 1-General Fund Level | \$0 | (\$482,616,307) | \$0 | (\$438,844,333) | \$0 | (\$446,736,194) | \$0 | (\$447,392,359) | \$0 | (\$482,718,627) |
| Other Funds Total | | \$0 | (\$482,616,307) | \$0 | (\$438,844,333) | \$0 | (\$446,736,194) | \$0 | (\$447,392,359) | \$0 | (\$482,718,627) |
| Public Safety | 180-Security | \$1,635,189 | (\$55,682) | \$1,628,254 | (\$12,682) | \$1,628,959 | (\$12,682) | \$1,466,598 | (\$16,200) | \$1,555,325 | (\$13,882) |
| | 310-Law Enforcement | \$53,801,676 | (\$7,989,037) | \$60,717,988 | (\$3,838,500) | \$61,927,126 | (\$4,468,367) | \$62,927,577 | (\$4,503,043) | \$65,445,447 | (\$4,371,908) |
| | 320-Emergency Services | \$21,120,179 | (\$12,637,372) | \$23,005,520 | (\$11,613,150) | \$23,805,379 | (\$11,815,316) | \$25,143,865 | (\$13,243,150) | \$25,552,406 | (\$13,398,250) |
| | 330-Inspections | \$2,086,494 | (\$852,217) | \$2,094,565 | (\$670,395) | \$2,095,689 | (\$670,395) | \$2,108,545 | (\$664,777) | \$2,212,106 | (\$664,777) |
| | 340-Court Alternatives | \$2,694,376 | (\$1,627,814) | \$2,874,027 | (\$2,011,834) | \$2,874,739 | (\$2,011,834) | \$2,573,617 | (\$1,758,400) | \$2,681,390 | (\$1,758,400) |
| | 370-Animal Services | \$2,758,841 | (\$1,591,363) | \$3,275,030 | (\$690,772) | \$3,305,361 | (\$690,772) | \$3,160,729 | (\$709,600) | \$3,285,505 | (\$776,539) |
| | 390-Other Protection | \$1,126,615 | \$0 | \$1,354,457 | \$0 | \$1,467,917 | \$0 | \$1,412,268 | \$0 | \$1,457,138 | \$0 |
| Public Safety Total | | \$85,223,372 | (\$24,753,485) | \$94,949,841 | (\$18,837,333) | \$97,105,170 | (\$19,669,366) | \$98,793,199 | (\$20,895,170) | \$102,189,317 | (\$20,983,756) |
| Support Services | 140-Information Services | \$9,201,626 | (\$12,436) | \$8,134,406 | \$0 | \$8,537,182 | \$0 | \$9,464,813 | \$0 | \$9,747,836 | \$0 |
| | 175-Facilities | \$4,143,331 | (\$969,155) | \$6,590,802 | (\$1,775,973) | \$6,727,860 | (\$1,775,973) | \$7,458,496 | (\$1,430,014) | \$7,520,652 | (\$1,431,507) |
| | 185-Property Mgmt/Courts | \$1,406,578 | (\$988,489) | \$212,546 | \$0 | (\$32,877) | \$0 | \$0 | \$0 | \$0 | \$0 |
| | 186-Property Management | \$0 | | \$0 | | \$252,956 | | \$236,386 | | \$180,253 | |
| | 190-Parking & Fleet Operation | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | 191-Fleet | \$434,729 | (\$23,550) | \$765,751 | (\$36,000) | \$770,678 | (\$36,000) | \$872,580 | (\$36,000) | \$671,820 | (\$36,000) |
| | 810-Capital Outlay | \$2,049,464 | | \$22,000 | | \$21,676 | | \$174,914 | | \$11,037,077 | |
| Support Services Total | | \$17,235,728 | (\$1,993,629) | \$15,725,505 | (\$1,811,973) | \$16,277,475 | (\$1,811,973) | \$18,207,189 | (\$1,466,014) | \$29,157,638 | (\$1,467,507) |
| Grand Total | | \$548,920,004 | (\$631,862,311) | \$579,851,333 | (\$579,851,333) | \$615,371,019 | (\$615,371,019) | \$587,512,243 | (\$587,512,243) | \$622,683,785 | (\$622,683,785) |

General Fund Expenditures

Summary

The total adopted budget for the General Fund for FY 2012-13 is \$587,512,243. This is \$7.66 million higher (+1.3%) than the budget approved for FY 2011-12. The balanced budget includes a property tax rate decrease of \$0.20 (from \$0.7824 to \$0.7804) per \$100 of assessed valuation over the current year's tax rate is required.

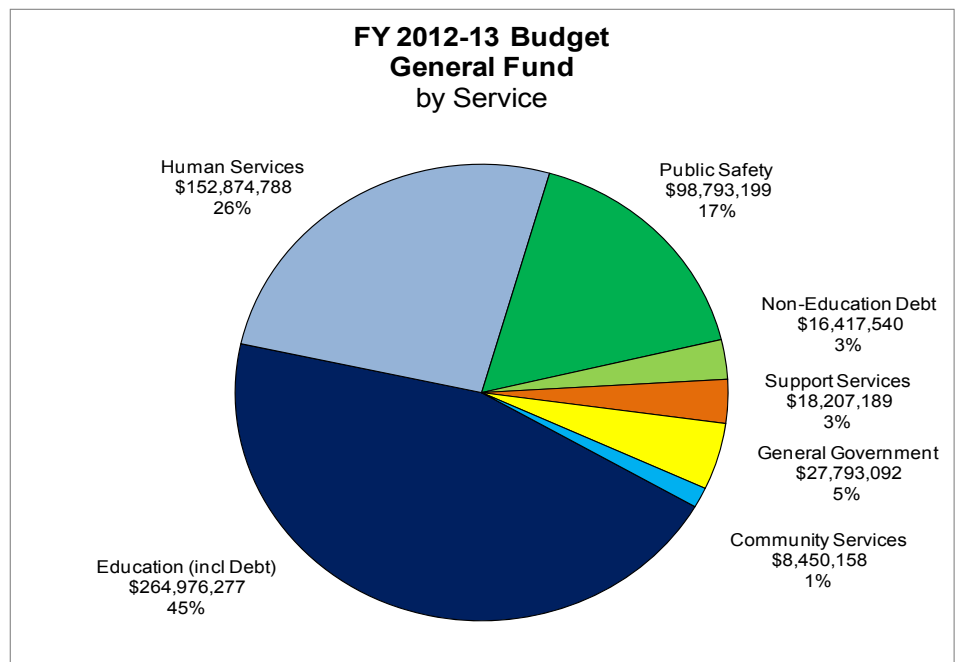
Revenue Neutral Tax Rate - Because the County has recently reassessed real property values, it must calculate and publish a revenue neutral rate. This is the rate that, when applied to the updated property values and after controlling for the average annual change in the tax base, will generate the same amount of revenue in FY 2013 had a property revaluation not occurred. The revenue neutral rate for FY 2013 is \$0.7939, an increase of \$0.011 over the FY 2012 tax rate. Please see the General Fund Revenues section for more information about the revenue neutral rate and how it is calculated.

Summary of Expenditures by Service Category

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | vs. FY12 Adopted | | FY14 Plan |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|-------------|-----------------------|
| | | | | | \$ chg | % chg | |
| Education (incl Debt) | \$ 248,110,472 | \$ 259,896,529 | \$ 259,555,954 | \$ 264,976,277 | \$ 5,079,748 | 2.0% | \$ 282,977,529 |
| Human Services | \$ 155,774,763 | \$ 156,198,994 | \$ 159,011,609 | \$ 152,874,788 | \$(3,324,206) | -2.1% | \$ 155,244,378 |
| Public Safety | \$ 85,223,372 | \$ 94,949,841 | \$ 97,105,170 | \$ 98,793,199 | \$ 3,843,358 | 4.0% | \$ 102,189,317 |
| Non-Education Debt | \$ 9,848,805 | \$ 17,051,712 | \$ 43,894,677 | \$ 16,417,540 | \$ (634,172) | -3.7% | \$ 15,652,612 |
| Support Services | \$ 17,235,728 | \$ 15,725,505 | \$ 16,277,475 | \$ 18,207,189 | \$ 2,481,684 | 15.8% | \$ 29,157,638 |
| General Government | \$ 23,579,991 | \$ 26,265,512 | \$ 26,482,814 | \$ 27,793,092 | \$ 1,527,580 | 5.8% | \$ 27,675,643 |
| Community Services | \$ 9,146,875 | \$ 9,763,240 | \$ 13,043,320 | \$ 8,450,158 | \$(1,313,082) | -13.4% | \$ 9,321,791 |
| Total Expenditures | \$ 548,920,004 | \$ 579,851,333 | \$ 615,371,019 | \$ 587,512,243 | \$ 7,660,910 | 1.3% | \$ 622,218,908 |

Service Categories

The largest expense in the Guilford County budget is for Education and Education-related debt repayment. The Education service category accounts for 45% of the total county operating budget. Human Services and Public Safety services, the next largest expenditures account for 26% and 17% of expenses, respectively. Together, these three categories comprise 88% of the total operating budget.

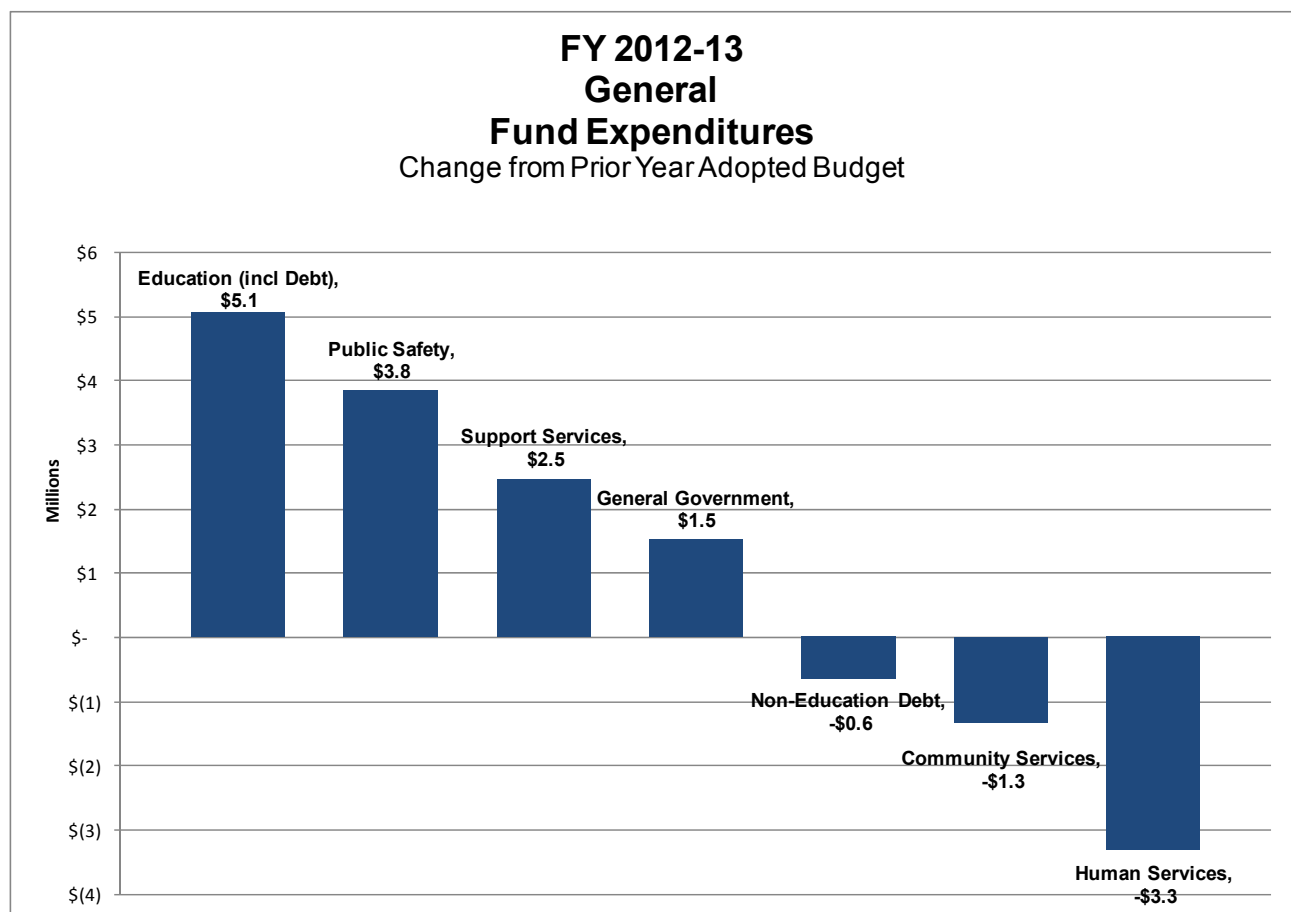


The budget for Public Safety services will increase by approximately \$3.8 million due in large part to increases in the Law Enforcement budget for costs associated with the full-year operation of the new Greensboro Detention Center, the addition of three new positions, additional overtime for expected dignitary events related to the fall Presidential election and the Democratic National Convention in Charlotte.

The FY 2012-13 budget suspends the County's annual allocation of cash for future capital infrastructure needs as identified in the Capital Investment Plan (<http://countyweb.co.guilford.nc.us/cip-info>), but increases funding within Support Services to maintain / implement technology initiatives approved by the Information Technology Advisory Committee (ITAC). Also included for FY 2012-13 are thirteen new positions for the Facilities department to provide janitorial, mechanical, and other general maintenance operations at the new Greensboro Detention Center.

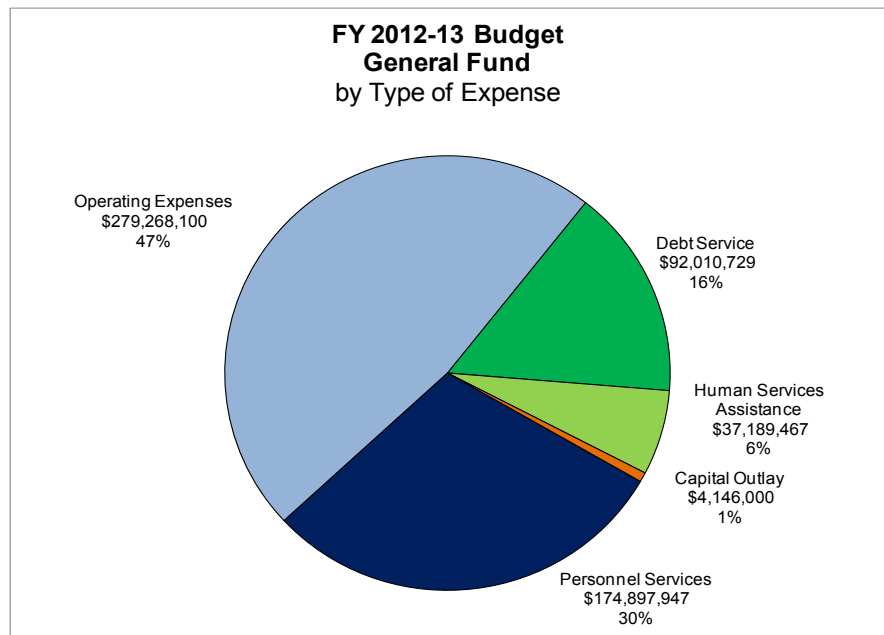
Finally, Education expenditures are expected to rise by \$5.1 million as a result an increase of \$4 million in education-related debt repayment and the appropriation of \$2 million for the capital maintenance needs of the Guilford County Schools.

The following chart illustrates the major changes in the FY 2012-13 budget:



Expenditure Types

Personnel Services (e.g., salaries and related benefits) account for 30% of all General Fund expenditures. Operating Expenses, which include appropriations to the Guilford County Schools and Guilford Technical Community College, represent 47% of total expenditures. Other expenditures are Debt Payments (16%), primarily payments on voter-approved general obligation bonds, Human Services Assistance (6%), and funding for capital needs (1%), including capital outlay appropriations for the Guilford County Schools and Guilford Technical Community College.



Summary of Expenditures by Service Category

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | vs. FY12 Adopted | | FY14 Plan |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|-------------|-----------------------|
| | | | | | \$ chg | % chg | |
| Personnel Services | \$ 170,077,612 | \$ 178,652,929 | \$ 179,263,156 | \$ 174,897,947 | \$(3,754,982) | -2.1% | \$ 175,446,874 |
| Operating Expenses | \$ 273,248,305 | \$ 272,889,680 | \$ 280,403,484 | \$ 279,268,100 | \$ 6,378,420 | 2.3% | \$ 300,951,573 |
| Debt Service | \$ 66,341,066 | \$ 88,530,030 | \$ 115,032,420 | \$ 92,010,729 | \$ 3,480,699 | 3.9% | \$ 106,211,930 |
| Human Services Assistance | \$ 35,732,990 | \$ 36,074,994 | \$ 35,554,447 | \$ 37,189,467 | \$ 1,114,473 | 3.1% | \$ 36,232,871 |
| Capital Outlay | \$ 3,520,031 | \$ 3,703,700 | \$ 5,117,512 | \$ 4,146,000 | \$ 442,300 | 11.9% | \$ 3,840,537 |
| Total Expenditures | \$ 548,920,004 | \$ 579,851,333 | \$ 615,371,019 | \$ 587,512,243 | \$ 7,660,910 | 1.3% | \$ 622,683,785 |

Personnel Services expenses are projected to decrease by approximately \$3.8 million in FY 2013. The total number of full- and part-time benefit-eligible positions is 2,436.50 (excluding eleven Commissioners). This is a net reduction of 110 positions from FY 2011-12.

Net position reductions in Public Health (23), Social Services (27), and at the Guilford Center (95) will result in the elimination of 145 positions. The Guilford Center reductions are related to the divestiture of services previously provided by county staff to private providers as part of the department's preparation for the anticipated merger with Sandhills Center. The costs associated with the eliminated positions will be transferred to the operating expense budget to fund service contracts with private providers.

The position counts in Tax, Internal Audit (grant expired), and Law Enforcement (grant expired) will each be reduced by one position.

The reduction in staff noted above is offset by the addition of employees in Law Enforcement (three positions), Emergency Services (seven positions, mostly funded by increases in ambulance

and plan fee revenue) and Facilities (13). In addition, during FY 2011-12 the Board of Commissioners added 15 positions for pre-trial services.

The budget includes increases in the County's share of health insurance for employees and retirees. The rates for employees and retirees are being increased to help pay for these costs. The increase in health care is offset slightly by a reduction in the County's share of expenses for the state's local government retirement system.

Finally, a one-time payment of \$250 per full-time benefitted employee has been included in each department budget. This one-time payment is lieu of providing employee pay increases of up to 3%, depending on performance. Merit pay increases have been suspended since July 2009. The cost of the one-time payment for FY 2013 is approximately \$698,000. About \$100,000 of this total will be reimbursed for positions that are funded through grants and/or the state or federal governments.

Operating Expenses will increase by \$6.4 million in FY 2013. Most of this increase is related to the transfer of personnel expenses to contract expense in the Guilford Center's budget to comply with the divestiture of community services programs in anticipation of the Center's merger with Sandhills Center. The operating budget also includes an additional \$2million for the capital maintenance needs of the Guilford County Schools (last year's appropriation came from balances in completed capital projects, so the FY 2013 appropriation represents "new" funds for the school system).

Debt Service Payments for voter-approved bonds and other capital needs will increase by about \$3.5 million in FY 2013. Debt Service is expected to increase by more than \$14 million in FY 2014.

Human Services Assistance funds are used to provide direct services to or payments for the care of qualified human services clients, often children or elderly and disabled adults. Expenses include payments for child foster care and adoption assistance, child and elderly day care, assistance with heating and/or cooling emergencies, and the County's share of adult care home expenses for low-income older adults or adults with disabilities. This expense category is expected to increase by \$1.1 million next year as a result of increase in the County's share of foster care expenses for child in county custody and increases in state- and federal-funded day care and energy assistance programs.

Capital Outlay is expected to increase by \$440,000 as departments reinstate the planned replacement of aging vehicles and major equipment.

Education and Related Debt

\$264,976,277

Guilford County will spend approximately \$265 million in FY 2012-13 on local funding for the Guilford County Schools and for Guilford Technical Community College, including debt service on voter-approved bonds for school and college facilities. This is a net increase of \$5.1 million (+2.0%) over the FY 2011-12 adopted budget. Education and education-related debt payments make up about 45% of total General Fund expenditures.

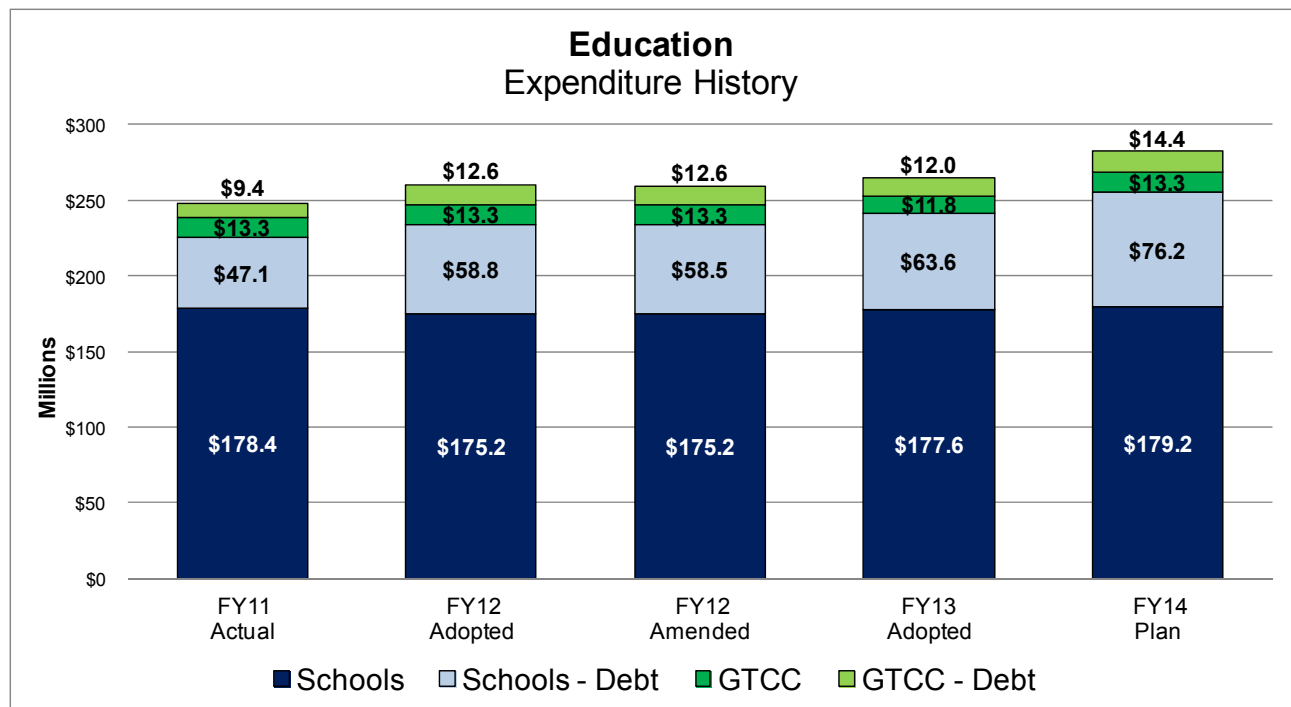
| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | vs. FY12 Adopted | | FY14 Plan |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|--------------|----------------------|
| | | | | | \$ chg | % chg | |
| Guilford County Schools | | | | | | | |
| Operating | \$175,165,521 | \$175,165,521 | \$175,165,521 | \$175,630,398 | \$464,877 | 0.3% | \$175,165,521 |
| Capital Outlay* | \$3,200,000 | \$0 | \$0 | \$2,000,000 | \$2,000,000 | n/a | \$4,000,000 |
| Debt Payments | \$47,058,237 | \$58,838,097 | \$58,515,447 | \$63,608,472 | \$4,770,375 | 8.1% | \$76,160,807 |
| | \$225,423,758 | \$234,003,618 | \$233,680,968 | \$241,238,870 | \$7,235,252 | 3.1% | \$255,326,328 |
| * Additional capital amounts of \$491,937 and \$450,330 for FY 11 Amended and FY 12 Approved are accounted for in the School Capital Outlay Fund. | | | | | | | |
| Guilford Technical Community College (GTCC) | | | | | | | |
| Operating | \$11,752,690 | \$11,752,690 | \$11,752,690 | \$11,752,690 | \$0 | 0.0% | \$11,752,690 |
| Capital Outlay | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$0 | (\$1,500,000) | -100.0% | \$1,500,000 |
| Debt Payments | \$9,434,024 | \$12,640,221 | \$12,622,296 | \$11,984,717 | (\$655,504) | -5.2% | \$14,398,511 |
| | \$22,686,714 | \$25,892,911 | \$25,874,986 | \$23,737,407 | (\$2,155,504) | -8.3% | \$27,651,201 |
| Total Education | \$248,110,472 | \$259,896,529 | \$259,555,954 | \$264,976,277 | \$5,079,748 | 2.0% | \$282,977,529 |
| Sources of Funds | | | | | | | |
| Federal & State Funds | | | | | | | |
| Lottery Funds | \$8,281,000 | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$0 | 0.0% | \$5,000,000 |
| American Rec/Reinvest Ac: | \$736,604 | \$1,323,670 | \$1,323,670 | \$2,303,528 | \$979,858 | 74.0% | \$2,315,739 |
| County Funds | \$239,092,868 | \$253,572,859 | \$253,232,284 | \$257,672,749 | \$4,099,890 | 1.6% | \$275,661,790 |
| Sources of Funds | \$248,110,472 | \$259,896,529 | \$259,555,954 | \$264,976,277 | \$5,079,748 | 2.0% | \$282,977,529 |

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 schools and community college systems. Counties 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.

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 funds 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 pays for locally-paid positions and programs to respond to local needs.



Guilford County Schools

Education is a top strategic priority for the Board of Commissioners. In recognition of this importance, the Board has not reduced operating funding for the school system throughout the recession. The FY 2012-13 operating appropriation of \$175.6 million includes an additional \$460,000 to fund the local portion of expected state pay increases for school employees. In addition, the budget includes \$2 million of new county funds for the capital maintenance needs of the school system. (Last year's appropriation came from balances in completed capital projects, so the FY 2013 appropriation represents "new" funds for the school system.)

Debt service on school debt is expected to total \$63.6 for FY 2012-13, an increase of \$4.8 million. Total debt repayment expense will rise to \$76.2 million in FY 2013-14.

Each year the Board of Education makes a formal request for funding to the Board of Commissioners (this request is due by May 15th of each year). The Board of Commissioners reviews the Board of Education's request when determining the appropriate funding level for the upcoming fiscal year. Information on the Board of Education's final budget request is included in the Education section of this document.

Guilford Technical Community College

The operating allocation to Guilford Technical Community College (GTCC) remains the same, as it has throughout the recession, at \$11.75 million. As unexpended capital funds from prior years are still available, no additional capital maintenance funds are included in the budget (last year's capital allocation was \$1.5 million). The budget also includes \$12 million for debt service for college facilities, a decrease of \$655,000 from the current fiscal year.

Information on the College's Board of Trustees' final budget request is included in the Education section of this document.

It is important to note that as the additional school and college facilities approved by voters through the 2008 bond referendum are built, additional local funds will be requested to operate and maintain these facilities. Future budgets will need to consider additional appropriations to meet these local requirements.

Human Services

\$152,874,788

Guilford County plans to spend \$152.9 million on Human Services expenditures for FY 2012-13, a decrease of \$3.3 million, or 2.1%. Human Services is the second largest expenditure category and accounts for 26% of General Fund expenditures for FY 2012-13. Departments in this category include Public Health, the Guilford Center (Mental Health), the Department of Social Services, Human Services Transportation, and the county's share of expenses for mandated public assistance programs.

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | vs. FY12 Adopted | | FY14 Plan |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|--------------|----------------------|
| | | | | | \$ chg | % chg | |
| Department | | | | | | | |
| Child Support Enforcement | \$5,709,489 | \$5,924,183 | \$5,933,060 | \$6,033,107 | \$108,924 | 1.8% | \$6,559,487 |
| Coordinated Services | \$2,721,807 | \$1,373,413 | \$1,556,714 | \$1,389,768 | \$16,355 | 1.2% | \$1,200,128 |
| The Guilford Center | \$48,701,293 | \$36,724,534 | \$39,155,754 | \$36,056,319 | (\$668,215) | -1.8% | \$36,068,378 |
| Public Assistance Mandates | \$5,813,844 | \$5,952,091 | \$5,952,091 | \$5,905,109 | (\$46,982) | -0.8% | \$5,909,393 |
| Public Health | \$36,989,416 | \$36,859,640 | \$35,735,291 | \$33,346,324 | (\$3,513,316) | -9.5% | \$35,393,429 |
| Social Services | \$68,918,293 | \$67,063,149 | \$68,365,859 | \$67,834,829 | \$771,680 | 1.2% | \$68,319,670 |
| Transportation | \$2,840,391 | \$2,182,863 | \$2,192,675 | \$2,187,155 | \$4,292 | 0.2% | \$1,666,012 |
| Veterans Services | \$109,125 | \$119,121 | \$120,165 | \$122,177 | \$3,056 | 2.6% | \$127,881 |
| Total Expenditures | \$171,803,657 | \$156,198,994 | \$159,011,609 | \$152,874,788 | (\$3,324,206) | -2.1% | \$155,244,378 |
| Sources of Funds | | | | | | | |
| Federal & State Funds | \$90,030,205 | \$86,908,669 | \$88,135,323 | \$86,066,940 | (\$841,729) | -1.0% | \$85,724,782 |
| User Charges | \$13,857,054 | \$16,546,541 | \$15,547,741 | \$14,991,547 | (\$1,554,994) | -9.4% | \$15,012,122 |
| Other | \$1,711,945 | \$1,585,817 | \$1,646,246 | \$1,413,931 | (\$171,886) | -10.8% | \$1,413,930 |
| Fund Balance | \$325,339 | \$947,021 | \$947,314 | \$585,571 | (\$361,450) | -38.2% | \$585,571 |
| County Funds | \$65,879,115 | \$50,210,946 | \$52,734,985 | \$49,816,799 | (\$394,147) | -0.8% | \$52,507,973 |
| Sources of Funds | \$171,803,657 | \$156,198,994 | \$159,011,609 | \$152,874,788 | (\$3,324,206) | -2.1% | \$155,244,378 |

Public Health's budget will decrease by \$3.5 million in FY 2012-13. A significant part of this decrease is due to a reduction in demand for the Community Alternatives program, which provides in-home care and supplies to Medicaid recipients whom otherwise would receive more expensive institutionalized care (nursing home). This program was expanded in FY 2012, but the expected demand for service did not materialize and the budget has been adjusted accordingly. Other reductions include the elimination of 23 positions and related expenses from clinical and case management services.

The budget continues a \$1.5 million line of credit for Triad Adult and Pediatric Medicine, in accordance with a Board-approved agreement to provide temporary funding support for child health services until the organization can secure other non-county funding.

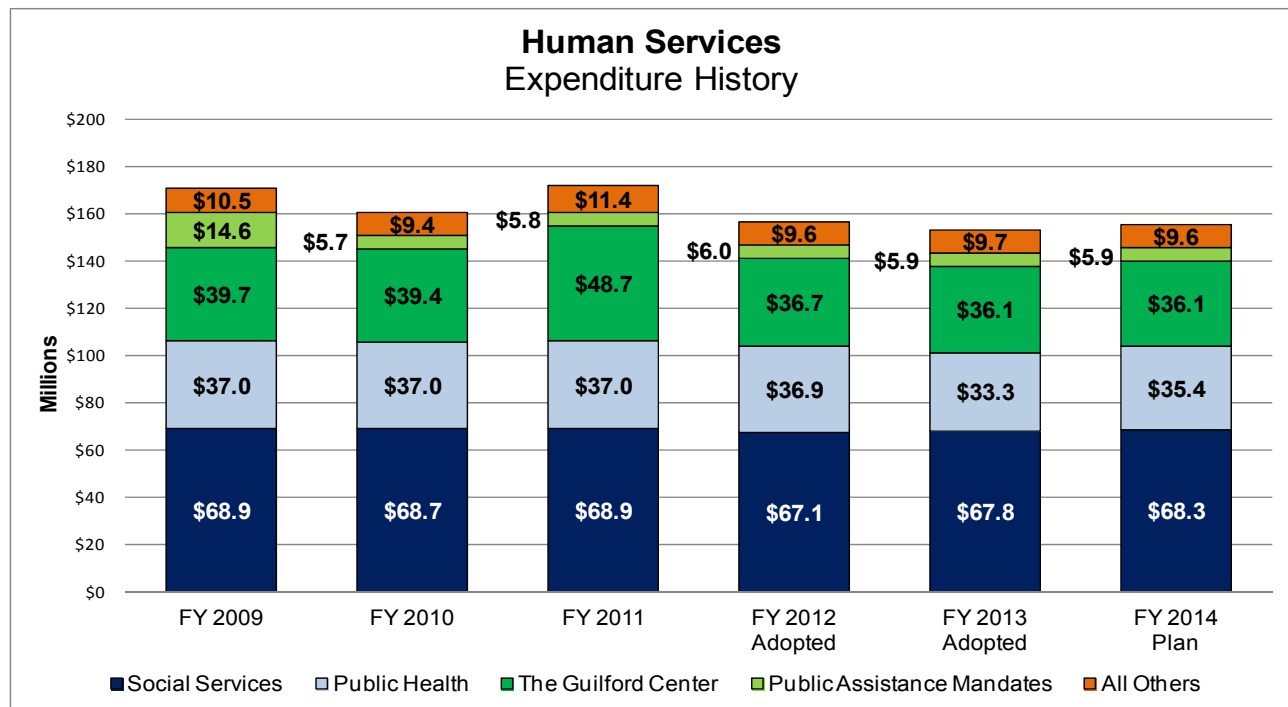
Social Service's FY 2012-13 adopted budget has increased by \$772,000 (1.2%). Human Services Assistance expenditures increased by \$2.1 million (7.1%) for Crisis Intervention (heating and cooling assistance), Subsidized Child Care (child care financial assistance), and Foster Care (temporary housing for children) services. Most of these increases will be funded with state and

federal revenues. Funding is also included for a self-serve kiosk that will allow clients to submit documents electronically at a centralized portal. This will be more convenient for clients and will help to offset the increase in face-to-face client visits being experienced at the department's offices

The increases in the Social Services budget are partially offset by the elimination of 27 positions in multiple service areas, as well a reduced budget for technology enhancements.

Mental Health/The Guilford Center – including the specific department allocation and an earmark in fund balance, the FY 2013 budget allocates the same net county funds for the Guilford Center's/Mental Health's budget. In April of 2011, the State of North Carolina required counties that did not meet eligibility requirements for lead Local Management Entity (LME) status to merge with other counties or organizations to provide mental health services and programs. Guilford County does not meet the criteria to be considered a lead LME, and is required to merge by January 2013. A final arrangement with the Sandhills Center is being negotiated, with the transition expected to be complete in December 2012. The total departmental allocation for the Guilford Center is \$36.06 million and \$657,000 is earmarked in fund balance, bringing total funds available to \$36.7 million. Once the final local funding for the merged system is determined, appropriate adjustments will be made to the budget.

Funding for **Community Based Organizations** that provide various human services programs will decrease by \$24,000 to approximately \$339,000 (See the Coordinated Services budget page for details on funded community programs).



Public Safety

\$98,793,199

At 17% of total expenditures, Public Safety is the third largest service category in the General Fund. Guilford County's Public Safety departments are organized to protect the safety of residents and visitors and include the Sheriff's Department, Emergency Services, Building Inspections, and Animal Control Services. The FY 2012-13 budget includes \$98.8 million for Public Safety services, an increase of \$3.8 million (+4%) from the amount adopted for FY 2011-12.

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | vs. FY12 Adopted | | FY14 Plan |
|---------------------------|---------------------|---------------------|---------------------|---------------------|--------------------|-------------|----------------------|
| | | | | | \$ chg | % chg | |
| Department | | | | | | | |
| Animal Services | \$3,480,240 | \$3,275,030 | \$3,305,361 | \$3,160,729 | (\$114,301) | -3.5% | \$3,285,505 |
| Court Alternatives | \$3,002,499 | \$2,874,027 | \$2,874,739 | \$2,573,617 | (\$300,410) | -10.5% | \$2,681,390 |
| Emergency Services | \$23,683,556 | \$23,005,520 | \$23,805,379 | \$25,143,865 | \$2,138,345 | 9.3% | \$25,552,406 |
| Inspections | \$2,095,832 | \$2,094,565 | \$2,095,689 | \$2,108,545 | \$13,980 | 0.7% | \$2,212,106 |
| Law Enforcement | \$56,699,115 | \$60,717,988 | \$61,927,126 | \$62,927,577 | \$2,209,589 | 3.6% | \$65,445,447 |
| Other Protection | \$2,529,774 | \$1,354,457 | \$1,467,917 | \$1,412,268 | \$57,811 | 4.3% | \$1,457,138 |
| Security | \$1,847,298 | \$1,628,254 | \$1,628,959 | \$1,466,598 | (\$161,656) | -9.9% | \$1,555,325 |
| Total Expenditures | \$93,338,315 | \$94,949,841 | \$97,105,170 | \$98,793,199 | \$3,843,358 | 4.0% | \$102,189,317 |
| Sources of Funds | | | | | | | |
| Federal & State Funds | \$1,462,214 | \$534,901 | \$1,013,500 | \$436,395 | (\$98,506) | -18.4% | \$440,895 |
| User Charges | \$19,573,909 | \$17,695,062 | \$17,695,062 | \$19,517,902 | \$1,822,840 | 10.3% | \$19,751,766 |
| Other | \$1,412,296 | \$419,370 | \$444,775 | \$633,073 | \$213,703 | 51.0% | \$483,295 |
| Fund Balance | \$2,305,067 | \$188,000 | \$516,029 | \$307,800 | \$119,800 | 63.7% | \$307,800 |
| County Funds | \$68,584,830 | \$76,112,508 | \$77,435,804 | \$77,898,029 | \$1,785,521 | 2.3% | \$81,205,561 |
| Sources of Funds | \$93,338,315 | \$94,949,841 | \$97,105,170 | \$98,793,199 | \$3,843,358 | 4.0% | \$102,189,317 |

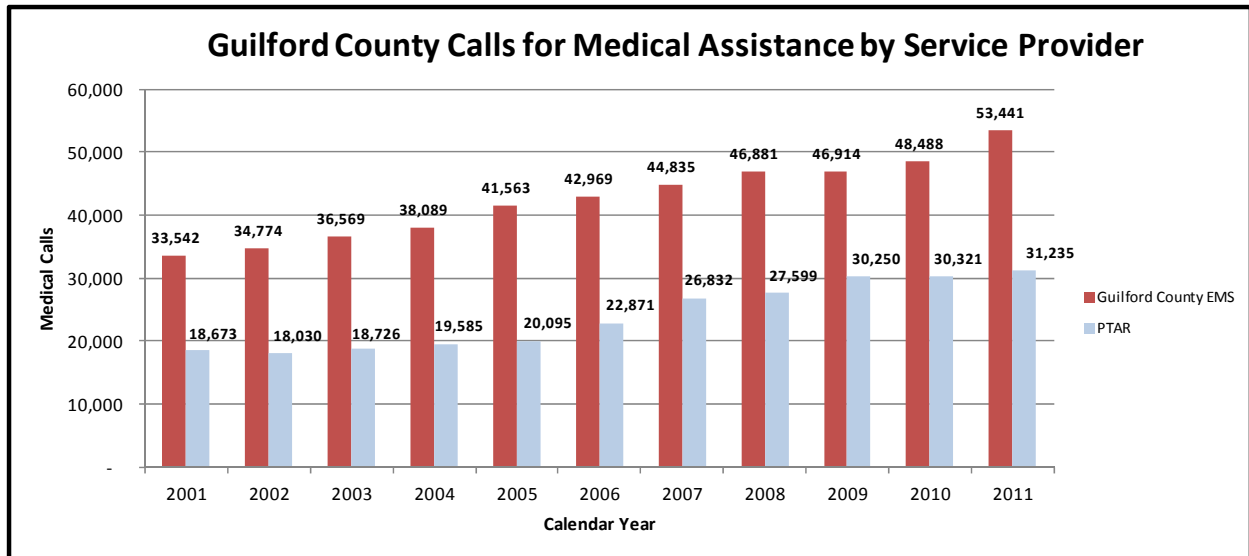
The **Law Enforcement** budget for FY 2012-13 has increased by approximately \$2.2 million over last fiscal year. The majority of this increase is related to the full-year staffing needs and start-up operational costs associated with the opening of the Guilford County Detention Center. Eighty-nine additional staff were hired on a staggered basis during the current fiscal year and will be budgeted for a full year during FY 2013.

Additional overtime funds totaling \$240,000 have been included for anticipated dignitary visits associated with the November Presidential election, as well as overtime for officers assisting at the Democratic National Convention (DNC) in Charlotte, North Carolina. The federal government will reimburse the county for time and expenses incurred while assisting with the DNC (approximately \$135,000 of the total noted above).

For FY 2012-2013, two new positions were approved for the Guilford County Detention Center to replace two detention positions that were used to start new electronic monitoring and gun units. An additional position was approved to provide training and background checks of new recruits. Finally, one position has been eliminated from Law Enforcement as a result of an expired grant for the upcoming fiscal year.

The **Emergency Services** Department will add seven new positions to respond to demands for state-mandated fire inspections (1), enhanced chemical planning assistance for companies that utilize hazardous materials (1), and additional emergency medical service demands (5). Revenues

from a new chemical plan fee schedule and additional billable medical transports will offset the costs of the chemical planning and emergency medical positions.

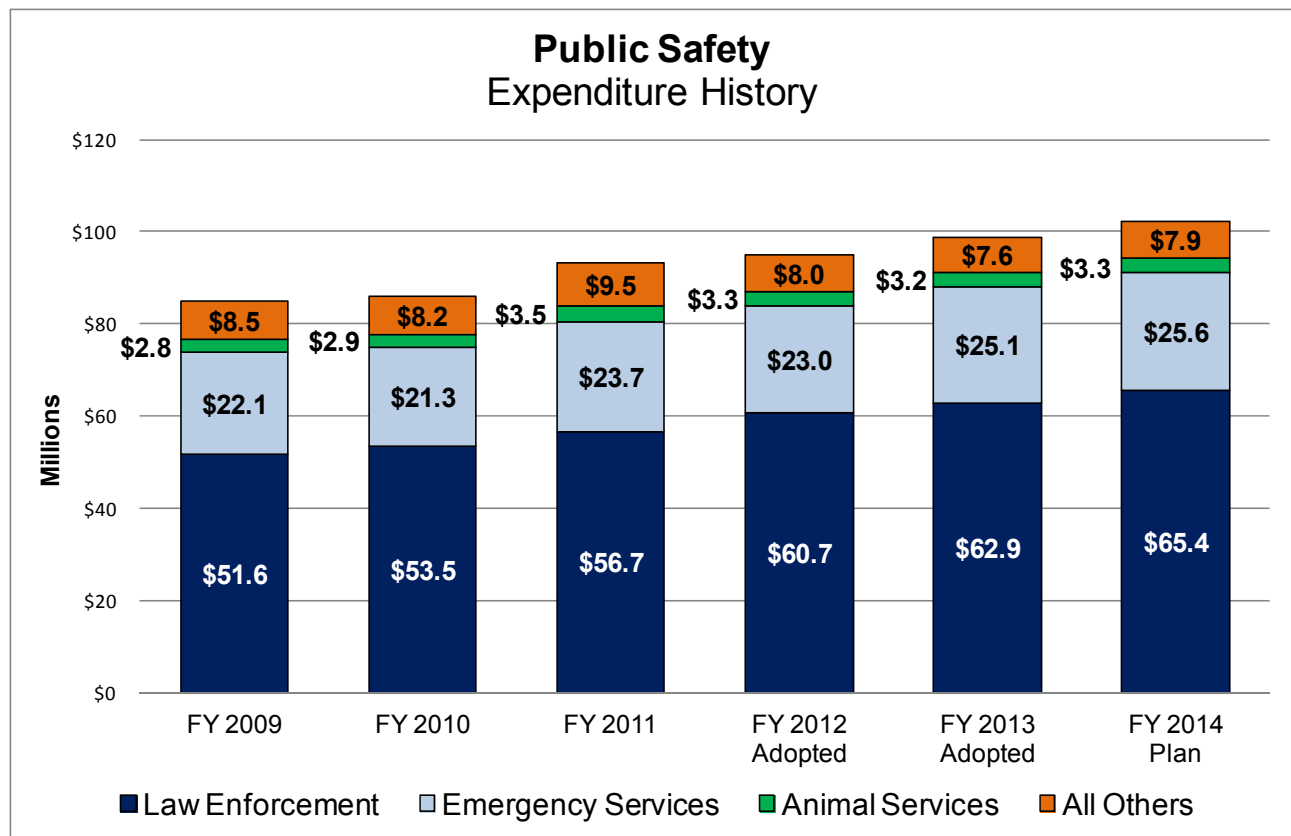


Funds are also included in the department's budget for call prediction software that will help the department increase the efficiency of operations by optimizing staff and vehicle deployment to meet expected demand. A reduction in operational expenses over the next few years will offset the cost of the software.

Department revenues from ambulance service are expected to increase by approximately \$875,000, offsetting a significant portion of the increased expenditures noted above.

The county's share of **Guilford Metro 911** expenses is based on the share of calls for county services and will increase from 31% to 32%. The increase in the budget is approximately \$124,000 and includes the county's share of the full-year impact of additional dispatch positions added during FY 2012, as well as the county's share of a new financial administrator position.

In the current fiscal year, **Rural Fire Districts** (included in separate funds and not reported in the summary table above) will purchase new radios due to changes in technology and the need for increased interoperability across emergency systems. In order for the districts to pay for the radios, some tax rates are being increased. The county will purchase the radios and the additional fire tax funds will be used to reimburse the county. An appropriate agreement regarding the radios and repayment will be developed between the county and each district. Please see the Other Funds section of this document for more information about the fire districts and their individual tax rates.



Non-Education Debt Service

\$16,417,540

Total debt service expenditures in the FY 2012-13 budget are \$92.01 million, including fees and other expenses related to bond issuance. Approximately \$75.6 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 \$16.4 million will pay for all other debt-financed projects, including the new Greensboro Detention Center and open space/parks projects. This is \$634,000 lower than the amount budgeted in the current year. Non-Education debt payments are expected to decrease slightly to \$15.7 million in FY 2013-14.

A complete discussion of the County's debt obligations and payments is included in the Debt Service section of this document.

Support Services & Capital**\$18,207,189**

At \$18.2 million, Guilford County's Support Services departments make up 3% of total expenditures in the General Fund budget.

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | vs. FY12 Adopted | | FY14 Plan |
|---------------------------|---------------------|---------------------|---------------------|---------------------|--------------------|--------------|---------------------|
| | | | | | \$ chg | % chg | |
| Department | | | | | | | |
| Capital & Technology | \$2,049,464 | \$22,000 | \$21,676 | \$174,914 | \$152,914 | 695.1% | \$11,037,077 |
| Facilities | \$4,822,760 | \$6,590,802 | \$6,727,860 | \$7,458,496 | \$867,694 | 13.2% | \$7,520,652 |
| Information Services | \$11,191,198 | \$8,134,406 | \$8,537,182 | \$9,464,813 | \$1,330,407 | 16.4% | \$9,747,836 |
| Fleet Operations | \$517,118 | \$765,751 | \$770,678 | \$872,580 | \$106,829 | 14.0% | \$671,820 |
| Property Management | \$1,632,267 | \$212,546 | \$220,079 | \$236,386 | \$23,840 | 11.2% | \$180,253 |
| Total Expenditures | \$20,212,807 | \$15,725,505 | \$16,277,475 | \$18,207,189 | \$2,481,684 | 15.8% | \$29,157,638 |
| Sources of Funds | | | | | | | |
| User Charges | \$996,266 | \$1,102,000 | \$1,102,000 | \$935,500 | (\$166,500) | -15.1% | \$935,500 |
| Other | \$997,363 | \$709,973 | \$709,973 | \$530,514 | (\$179,459) | -25.3% | \$532,007 |
| County Funds | \$18,219,177 | \$13,913,532 | \$14,465,502 | \$16,741,175 | \$2,827,643 | 20.3% | \$27,690,131 |
| Sources of Funds | \$20,212,807 | \$15,725,505 | \$16,277,475 | \$18,207,189 | \$2,481,684 | 15.8% | \$29,157,638 |

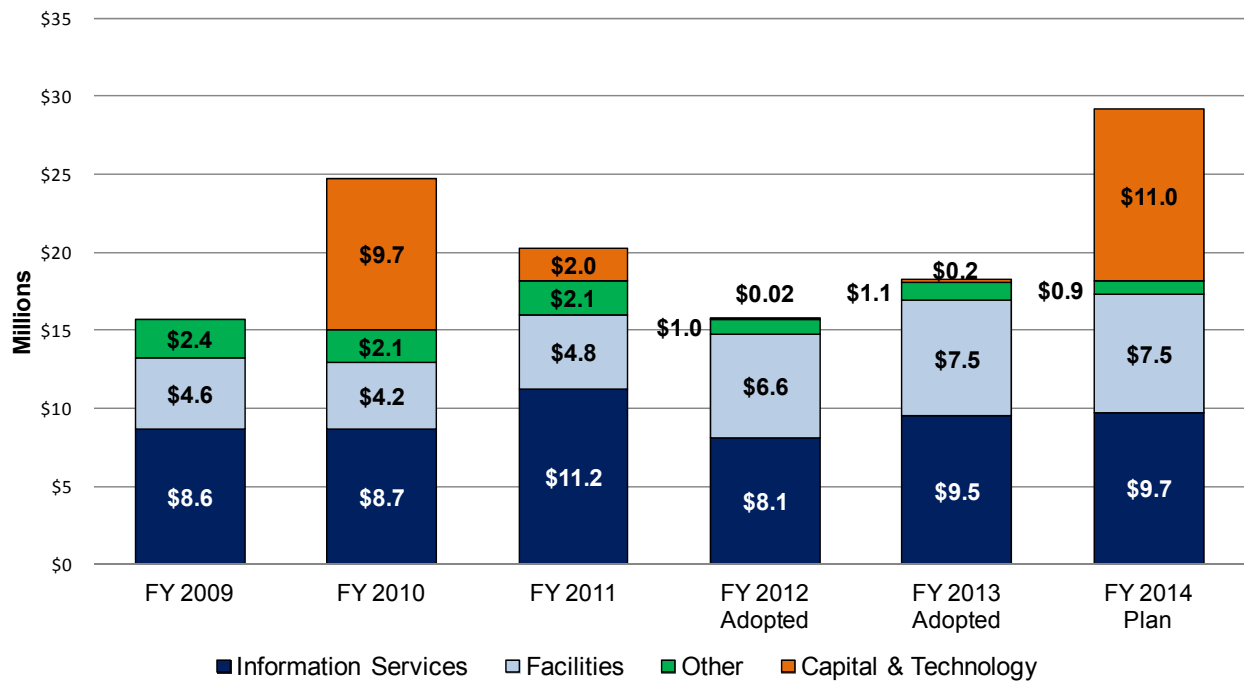
The adopted Support Services budget is \$2.5 million higher (+15.8%) than the current year's budget. The majority of the increase is attributed to the **Information Services** (IS) department budget, which will increase by approximately \$1.3 million dollars. \$900,000 of this increase will be used to establish a data disaster recovery site and to convert back-up processes to digital technology. Additional funds will be used to continue the implementation of virtual desktops throughout the county and for increases in maintenance and support costs for existing, major county software systems.

Thirteen new positions and related expenses have been approved in the Facilities department to provide general facility maintenance operations in the new Greensboro Detention Center and other law enforcement facilities. Providing in-house management of these services will be cheaper than contracting with an outside company.

The FY 2012-13 budget does not include a transfer of funds from the General Fund to the County Building Construction Fund to help pay for projects identified in the Capital Investment Plan (CIP). Transfers from the General Fund are used to reduce the amount of debt needed to pay for major infrastructure needs, such as new ambulance bases. The elimination of this transfer will require a restructuring of the CIP. Please see the County's Capital Investment Plan at <http://countyweb.co.guilford.nc.us/cip-info> for more information about the types of projects funded through this capital allocation.

After several years of minimal replacements of fleet vehicles, the **Fleet Operations** budget includes funds for the purchase of several non-public safety vehicles to replace aging inventory.

Support Services Expenditure History



General Government

\$27,793,092

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.

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | vs. FY12 Adopted | | FY14 Plan |
|---------------------------|---------------------|---------------------|---------------------|---------------------|--------------------|-------------|---------------------|
| | | | | | \$ chg | % chg | |
| Department | | | | | | | |
| Budget & Management | \$409,786 | \$463,871 | \$452,649 | \$454,968 | (\$8,903) | -1.9% | \$481,488 |
| Clerk to the Board | \$188,937 | \$193,776 | \$194,482 | \$260,868 | \$67,092 | 34.6% | \$209,535 |
| County Administration | \$751,076 | \$1,261,141 | \$1,261,845 | \$1,299,730 | \$38,589 | 3.1% | \$1,244,266 |
| County Attorney | \$1,785,620 | \$1,819,255 | \$1,819,971 | \$1,884,957 | \$65,702 | 3.6% | \$1,824,068 |
| County Commissioners | \$534,586 | \$448,449 | \$459,804 | \$436,259 | (\$12,190) | -2.7% | \$405,139 |
| Elections | \$1,718,500 | \$2,440,209 | \$2,440,929 | \$2,694,673 | \$254,464 | 10.4% | \$2,078,141 |
| Finance | \$2,471,841 | \$2,472,218 | \$2,534,050 | \$2,492,919 | \$20,701 | 0.8% | \$2,599,044 |
| Human Resources | \$7,655,743 | \$8,528,662 | \$8,531,863 | \$10,108,269 | \$1,579,607 | 18.5% | \$10,672,065 |
| Internal Audit | \$436,868 | \$489,368 | \$491,203 | \$499,293 | \$9,925 | 2.0% | \$520,401 |
| Purchasing | \$418,522 | \$365,799 | \$401,049 | \$343,223 | (\$22,576) | -6.2% | \$359,922 |
| Register of Deeds | \$2,229,867 | \$2,366,704 | \$2,370,972 | \$2,041,122 | (\$325,582) | -13.8% | \$2,084,294 |
| Tax | \$5,208,134 | \$5,416,060 | \$5,523,997 | \$5,276,811 | (\$139,249) | -2.6% | \$5,197,280 |
| Total Expenditures | \$23,809,479 | \$26,265,512 | \$26,482,814 | \$27,793,092 | \$1,527,580 | 5.8% | \$27,675,643 |
| Sources of Funds | | | | | | | |
| Federal & State Funds | \$71,725 | \$25,842 | \$25,842 | \$50,000 | \$24,158 | 93.5% | \$50,000 |
| User Charges | \$2,783,721 | \$3,969,000 | \$3,969,000 | \$3,528,984 | (\$440,016) | -11.1% | \$3,898,593 |
| Other | \$2,217,773 | \$2,027,430 | \$2,027,430 | \$2,027,230 | (\$200) | 0.0% | \$2,027,430 |
| Investment Earnings | \$1,618 | \$7,500 | \$7,500 | \$7,500 | \$0 | 0.0% | \$7,500 |
| Fund Balance | \$736,271 | \$383,695 | \$387,257 | \$37,357 | (\$346,338) | -90.3% | \$1,695 |
| County Funds | \$17,998,372 | \$19,852,045 | \$20,065,785 | \$22,142,021 | \$2,289,976 | 11.5% | \$21,690,425 |
| Sources of Funds | \$23,809,479 | \$26,265,512 | \$26,482,814 | \$27,793,092 | \$1,527,580 | 5.8% | \$27,675,643 |

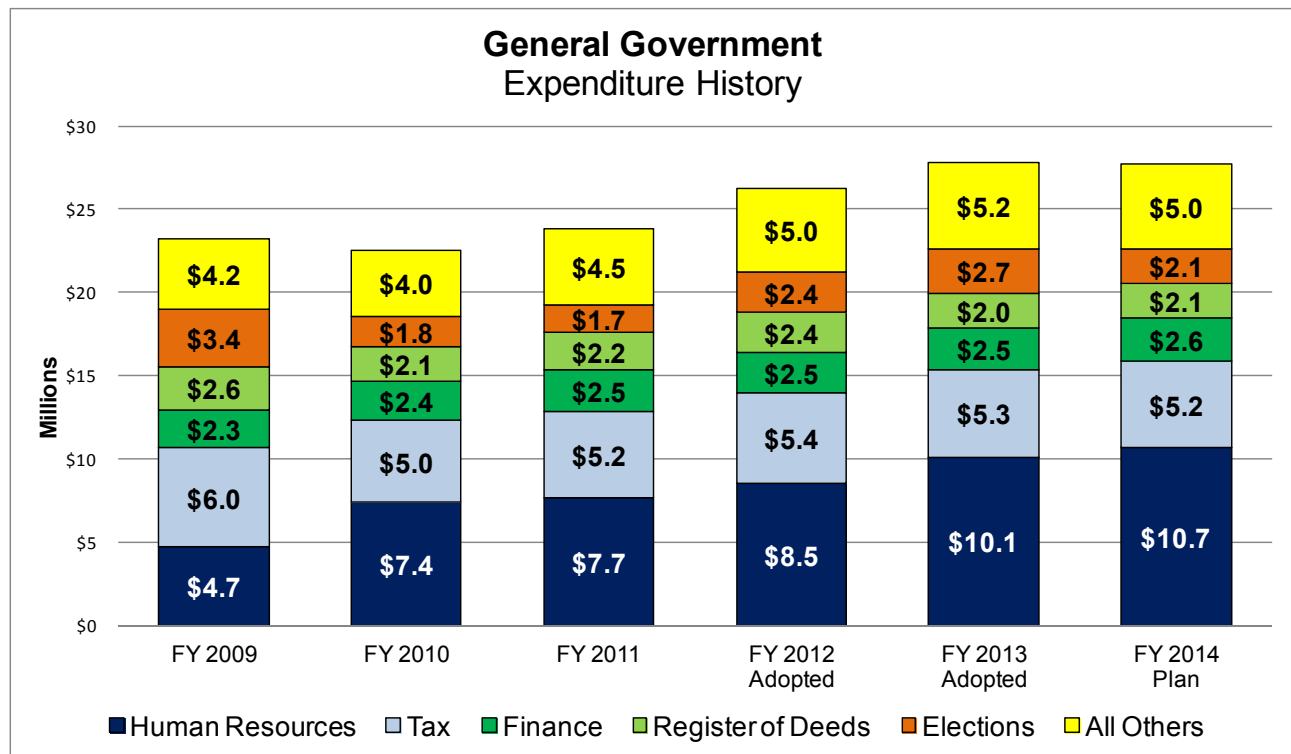
General Government expenditures total \$27.8 million and represent 5% of total general fund expenditures. Total expenditures for FY 2012-13 are approximately \$1.5 million higher (+5.8%) than those adopted for FY 2011-12.

The largest increase in General Government is for the **Human Resources Department**. During FY 2012-13, the county's share of retiree health insurance will increase by approximately \$1.4 million. Several years ago, to reduce the future costs of retiree healthcare the County changed its policy of providing health insurance benefits to qualified employees after retirement. Newly hired employees are no longer eligible for this benefit and, instead, receive a county contribution to a health savings account.

Increases for additional personnel and operational expenses associated with the 2012 Presidential election, as well as the increased early voting expenditures, are included in the **Election Department's** budget.

The County Manager's Contingency of \$500,000 is included in the **County Administration Department** budget. The funds, equal to the FY 2011-12 adopted budget, guard against substantial fuel increases, unanticipated drops in revenues, and other unforeseen needs.

The **Internal Audit's** budget reflects a reduction of one position as a result of an expired grant. A vacant position is also eliminated in the **Tax Department**.



Community Services

\$8,450,158

Guilford County's Community Service departments provide for orderly growth and development, encourage economic development and job creation, provide outlets for recreation and life skills education, and protect the environment. Community Services represents about 1% of total General Fund expenditures. Community Service expenditures are expected to decrease by \$1.3 million (-13.4%) from the FY 2011-12 budget.

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | vs. FY12 Adopted | | FY14 Plan |
|----------------------------|---------------------|--------------------|---------------------|--------------------|----------------------|---------------|--------------------|
| | | | | | \$ chg | % chg | |
| Department | | | | | | | |
| Cooperative Extension | \$576,329 | \$781,315 | \$785,942 | \$509,575 | (\$271,740) | -34.8% | \$523,806 |
| Culture, Parks, Open Space | \$7,307,603 | \$4,758,915 | \$5,123,647 | \$4,586,293 | (\$172,622) | -3.6% | \$4,775,567 |
| Economic Development | \$5,648,823 | \$2,202,769 | \$5,089,427 | \$1,400,244 | (\$802,525) | -36.4% | \$1,912,833 |
| Planning & Development | \$827,241 | \$834,343 | \$851,626 | \$613,897 | (\$220,446) | -26.4% | \$760,065 |
| Soil & Water Conservation | \$273,454 | \$238,201 | \$240,709 | \$245,859 | \$7,658 | 3.2% | \$254,328 |
| Solid Waste | \$1,165,820 | \$947,697 | \$951,969 | \$1,094,290 | \$146,593 | 15.5% | \$1,095,192 |
| Total Expenditures | \$15,799,270 | \$9,763,240 | \$13,043,320 | \$8,450,158 | (\$1,313,082) | -13.4% | \$9,321,791 |
| Sources of Funds | | | | | | | |
| Federal & State Funds | \$846,479 | \$678,329 | \$678,329 | \$784,427 | \$106,098 | 15.6% | \$784,427 |
| User Charges | \$89,505 | \$76,617 | \$76,617 | \$88,499 | \$11,882 | 15.5% | \$88,517 |
| Other | \$27,378 | \$15,630 | \$15,630 | \$23,370 | \$7,740 | 49.5% | \$23,370 |
| Fund Balance | \$0 | \$0 | \$1,266 | \$0 | \$0 | N/A | \$0 |
| County Funds | \$14,835,908 | \$8,992,664 | \$12,271,478 | \$7,553,862 | (\$1,438,802) | -16.0% | \$8,425,477 |
| Sources of Funds | \$15,799,270 | \$9,763,240 | \$13,043,320 | \$8,450,158 | (\$1,313,082) | -13.4% | \$9,321,791 |

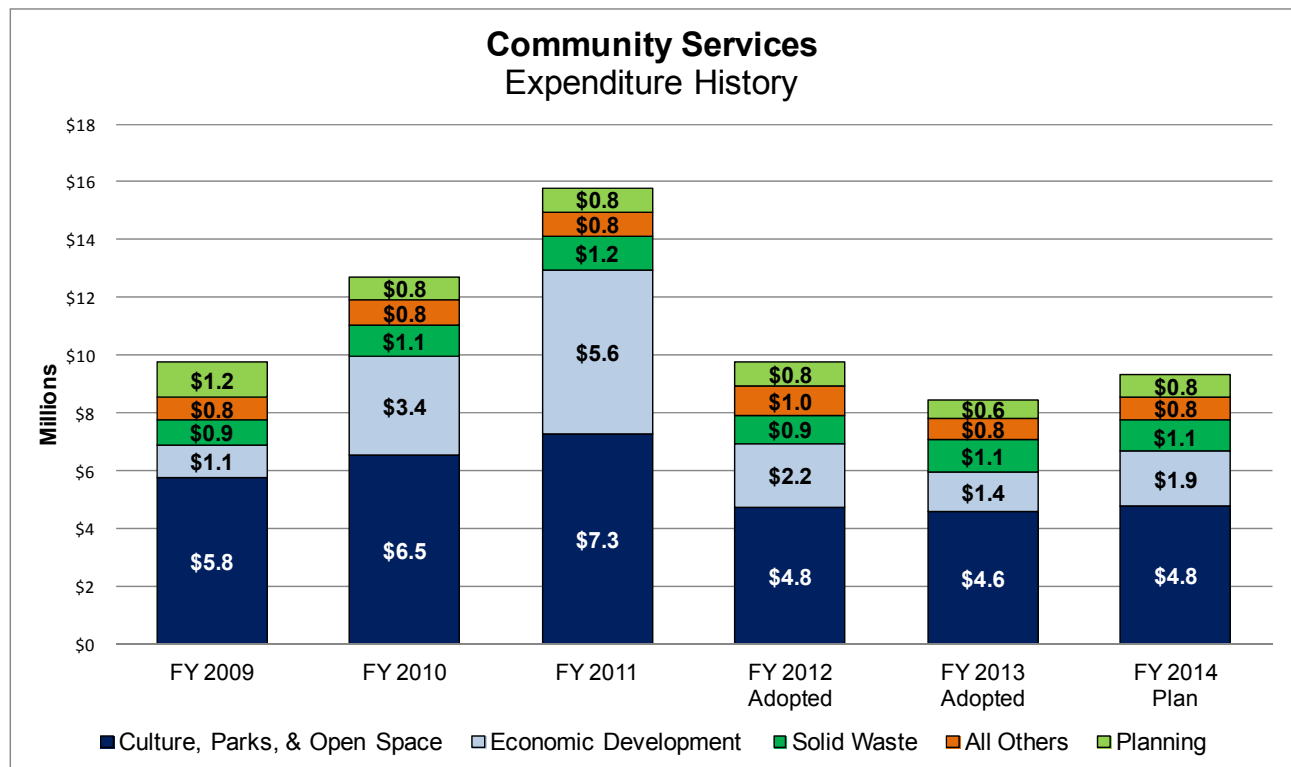
The **Economic Development** budget is expected to decrease by \$802,525 as businesses complete the required investment and job creation goals under the County's commercial investment incentive program and a portion of the incentive payments end.

Culture & Recreation expenditures will decrease by \$172,622. Most of this decrease is related to a reduction in the contractual funding allocation for area libraries. County library funding for FY 2013 is based on the FY 2012 North Carolina State Aid to Libraries funding. State aid decreased in FY 2012, resulting in a reduction in county funding. Funding for the Greensboro Public Library will be \$1,356,847 (a decrease of \$90,137) and \$359,960 for the High Point Library (a decrease of \$24,744) for the High Point Library. The budget also includes funding for the Jamestown (\$11,448) and Gibsonville (\$11,044) libraries according to the new formula.

The County plans to bring the management of **park operations** in-house, beginning January 2, 2013, saving the administration fee currently charged by the contract vendors.

For FY 2012-13 total funding of \$246,667 is included for six **Community Based Organizations** that provide cultural and recreation programming. This is an increase of \$50,000 over the amount included in the adopted FY 2011-12 budget (see Culture & Recreation Department budget page for details).

The **Cooperative Extension** budget has decreased by \$271,740. Last year's budget included funds for HVAC and roof repairs at the Agricultural Center. Those projects have been funded and the budget reduced accordingly.





General Fund Revenues

General Fund revenues and appropriated fund balance for FY 2012-13 total \$587,512,243. This is \$7.66 million more than the budget approved for FY 2011-12. Property Tax revenues will account for 59% of the total revenue budget next fiscal year, or \$348,000,000 (including current and past due taxes). The next largest sources of funds for general county operations are Federal and State Funds (17%) and Sales Tax revenues (11%).

| Summary of Sources of Funds | | | | | | | |
|-----------------------------|----------------------|-----------------------|-----------------------|-----------------------|---------------------|-------------|-----------------------|
| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | vs. FY12 Adopted | | FY14 Plan |
| | | | | | \$ chg | % chg | |
| Property Tax | \$ 327,813,564 | \$ 343,539,333 | \$ 343,607,100 | \$ 348,000,000 | \$ 4,460,667 | 1.3% | \$ 393,370,000 |
| Federal & State Funds | \$ 105,381,324 | \$ 98,400,961 | \$ 100,106,214 | \$ 96,570,840 | \$ (1,830,121) | -1.9% | \$ 96,245,393 |
| Sales Tax | \$ 60,768,732 | \$ 60,000,000 | \$ 60,000,000 | \$ 64,900,000 | \$ 4,900,000 | 8.2% | \$ 65,280,000 |
| User Charges | \$ 37,355,562 | \$ 39,479,220 | \$ 38,480,420 | \$ 39,152,432 | \$ (326,788) | -0.8% | \$ 39,776,498 |
| Investment Earnings | \$ 1,548,827 | \$ 1,832,500 | \$ 1,832,500 | \$ 1,257,500 | \$ (575,000) | -31.4% | \$ 1,257,500 |
| Other | \$ 8,774,651 | \$ 6,985,603 | \$ 33,573,825 | \$ 6,793,384 | \$ (192,219) | -2.8% | \$ 6,375,701 |
| Total Revenues | \$541,642,661 | \$ 550,237,617 | \$ 577,600,059 | \$ 556,674,156 | \$ 6,436,539 | 1.2% | \$ 602,305,092 |
| Fund Balance | \$ 7,277,343 | \$ 29,613,716 | \$ 37,770,960 | \$ 30,838,087 | \$ 1,224,371 | 4.1% | \$ 20,378,693 |
| Total | \$548,920,004 | \$ 579,851,333 | \$ 615,371,019 | \$ 587,512,243 | \$ 7,660,910 | 1.3% | \$ 622,683,785 |

Revenue-Neutral Tax Rate - Because the County has recently reassessed real property values, it must calculate and publish a revenue-neutral rate. This is the rate that, when applied to the updated property values and after controlling for the average annual change in the tax base, will generate the same amount of revenue in FY 2013 had a property revaluation not occurred. **The revenue-neutral rate for FY 2013 is \$0.7939, an increase of \$0.011 over the FY 2012 tax rate.**

Calculating the Revenue-Neutral Tax Rate

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

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

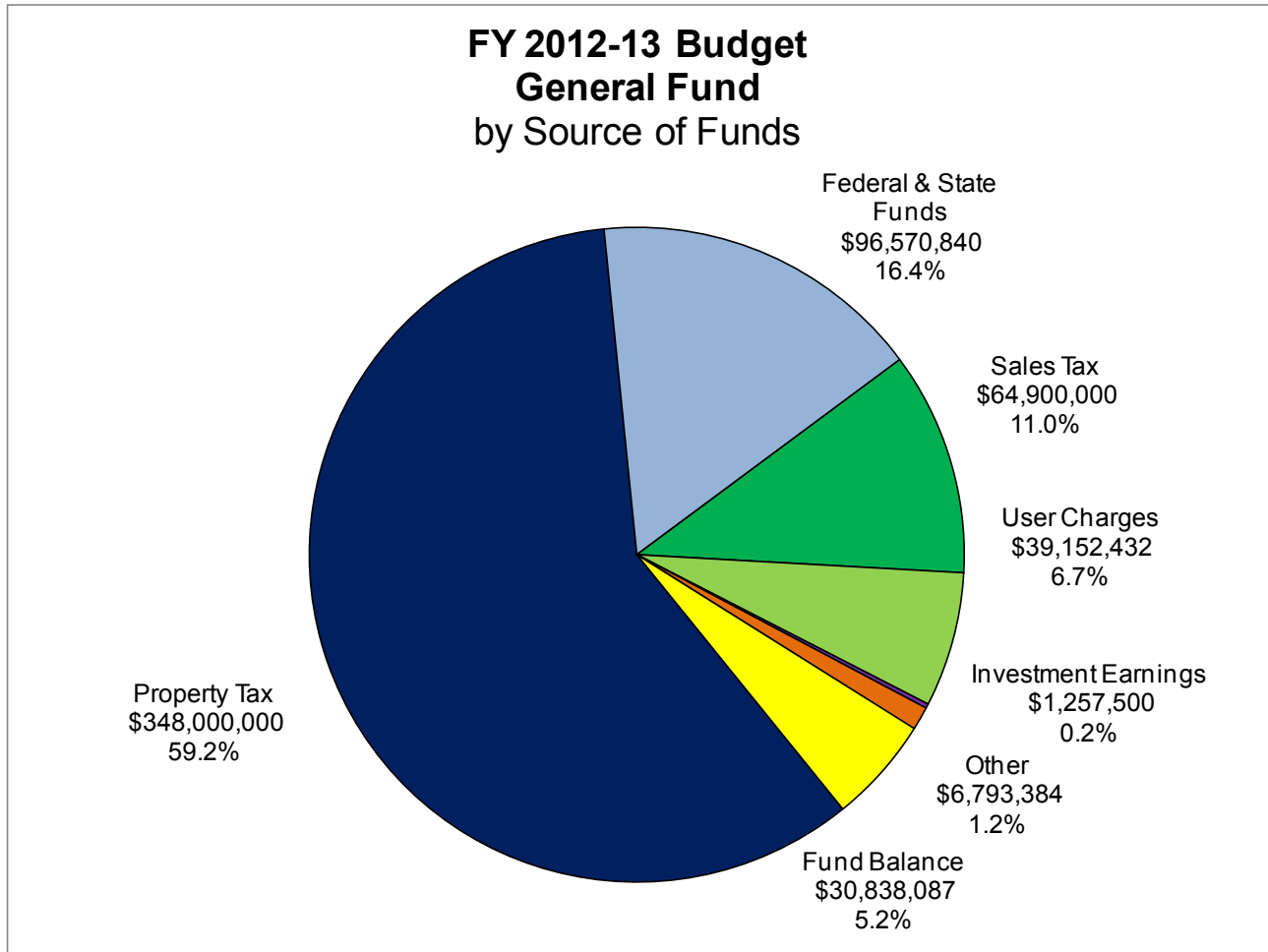
| General Fund | | | | |
|--|---|----------------------|-----------------|---------------------|
| Calculation of Revenue-Neutral Tax Rate | | | | |
| | | Value | Tax Rate | 100% of Tax Levy |
| STEP 1 | FY 2011-12 Values | | | |
| | Estimated assessed valuation | \$ 45,275,885,875 | \$0.7824 | \$ 354,238,531 |
| | FY 2012-13 New Values | | | |
| | Estimated assessed valuation | \$ 45,384,600,000 | \$0.7805 | \$ 354,238,531 |
| <div> <div></div> <div>new rate to generate same \$</div> <div></div> </div> | | | | |
| STEP 2 | Increase rate by average annual growth since last general revaluation | | | |
| | Average regular annual growth | 1.71% average growth | X 1.0171 | |
| | REVENUE-NEUTRAL TAX RATE | | \$0.7939 | \$ 360,288,247 |
| | Increase in tax levy over estimated actual final levy for FY 2011-12 | | | \$ 6,049,716 |
| | Percentage increase in tax levy over estimated actual final levy for FY 2011-12 | | | 1.71% |

Adopted Tax Rate

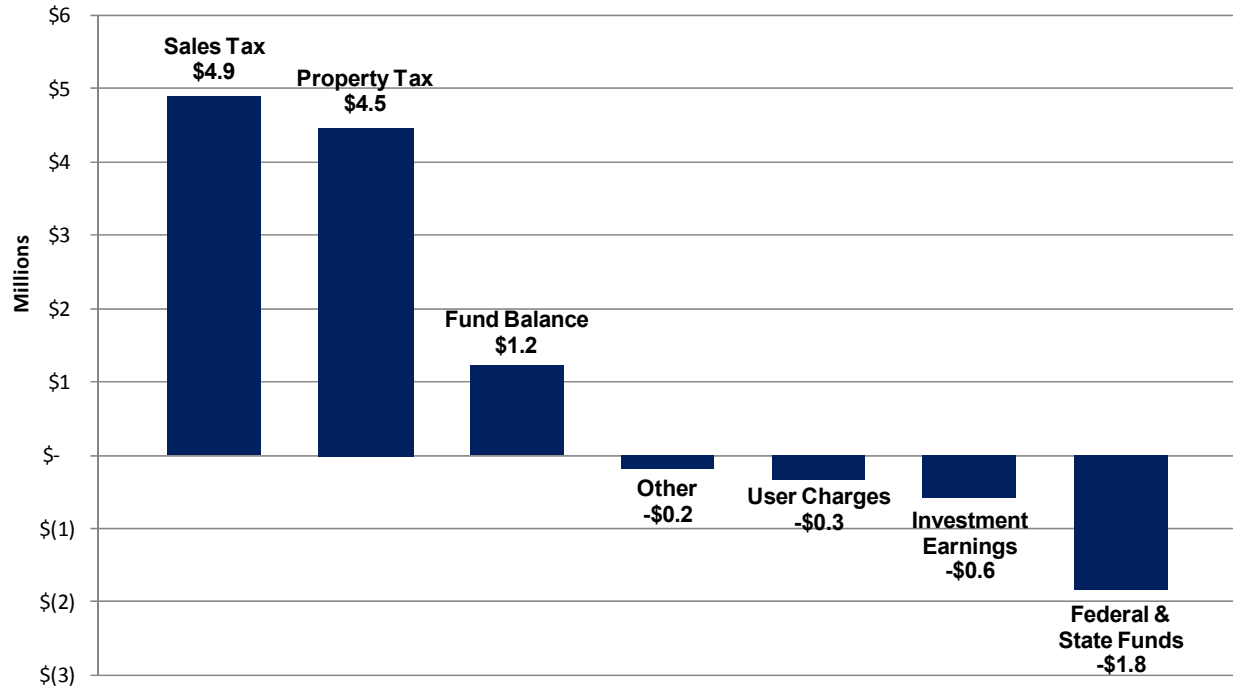
The FY 2012-13 budget requires a general county wide tax rate of \$0.7804 for each \$100 of assessed valuation to balance. This adopted tax rate is \$1.35 cents lower than the revenue-neutral tax rate and \$0.20 cents lower than the FY 2011-12 tax rate.

In FY 2013-14, the county will face additional increases in debt service on voter-approved bonds, an expected decrease in available fund balance, and increased personnel and operating costs. **As a result, assuming no changes to current budget policies are made by the Board, an estimated tax rate increase of 9.7 cents would be required to balance the FY 2013-14 budget.** In addition to Board changes regarding funding policies, changes in other revenue sources, such as the sales tax and the level of federal and state reimbursements received by the County, will impact the ultimate tax rate needed to balance the FY 2013-14 budget.

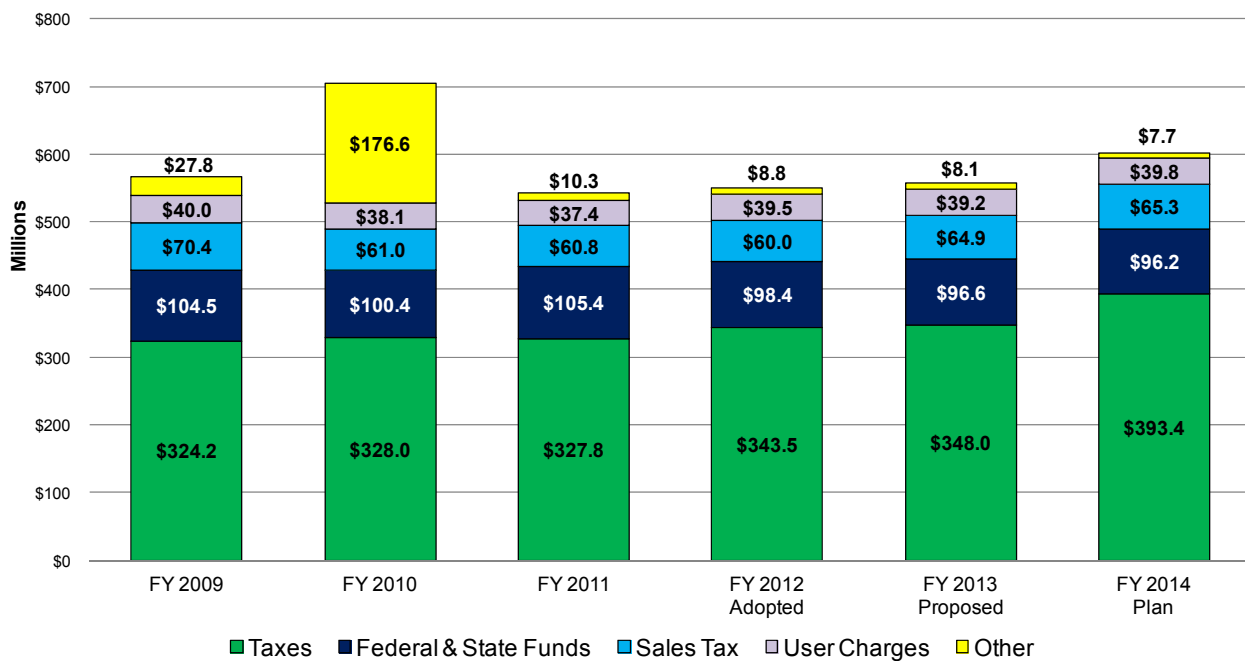
Approximately 87% of all general county revenues are generated from just three sources – property taxes (59%), federal and state funds (17%), and sales taxes (11%). Other revenues are generated by fees for various services, such as ambulance transportation and medical visits to Health and Mental Health clinics and appropriations of fund balance.



**FY 2012-13
General Fund
Sources of Funds**
Change from Prior Year Adopted Budget
(in millions)



**FY 2012-13 General Fund
Revenue History**
(excludes Fund Balance)



Property Tax

\$348,000,000

Revenue from the property tax is the largest source of funds for Guilford County. For FY 2012-13, the ad valorem property tax is estimated to generate approximately 59% of total General Fund revenues, or \$348 million. Current year taxes (i.e., taxes paid in the year due) are expected to generate \$343.7 million of the total revenues estimated for next year, while the remaining \$4.3 million will come from payments made for taxes originally due in prior years. Overall, property tax revenues are projected to increase by approximately \$4.46 million (+1.3%) from the amount originally budgeted for FY 2011-12.

Estimating FY 2012-13 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

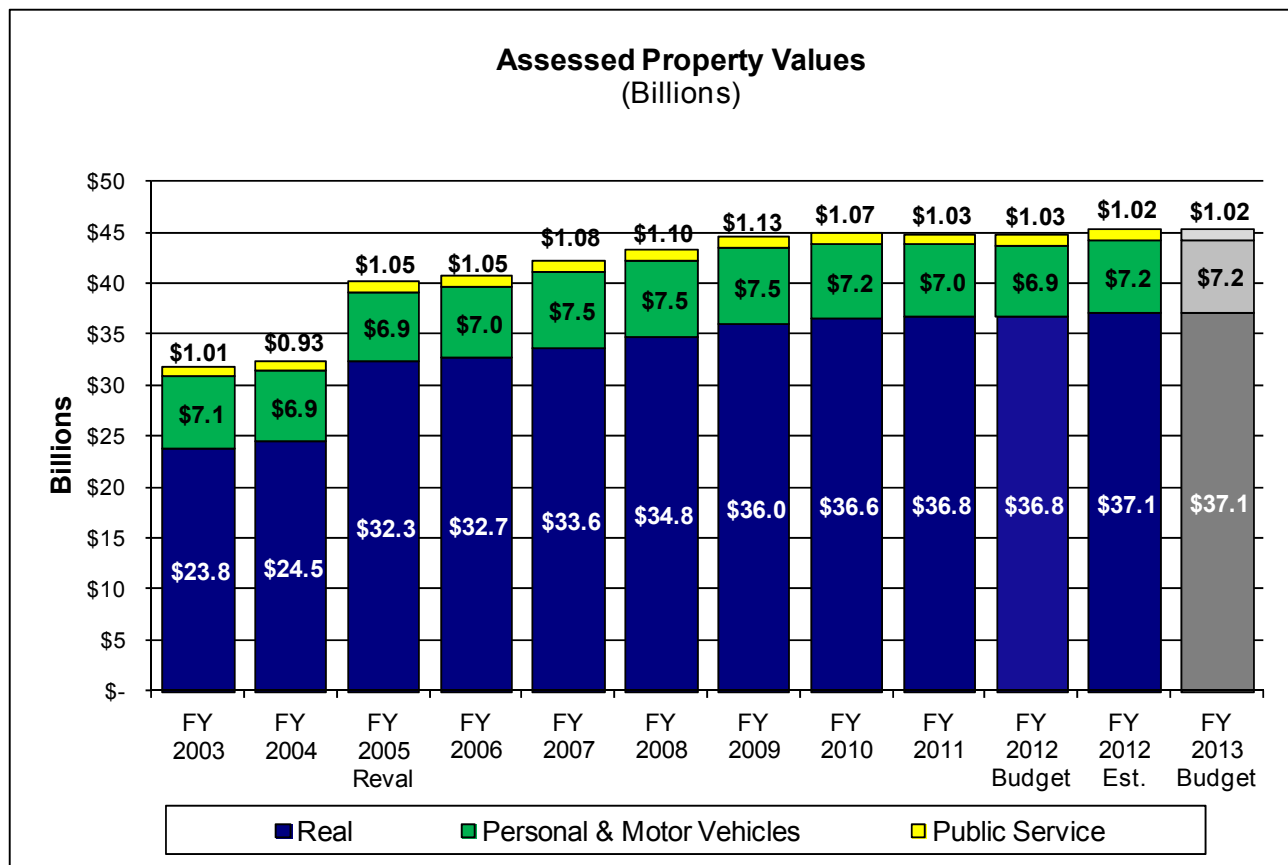
Like all North Carolina counties, Guilford County levies a property tax on four general types of property: Real Property (e.g., houses, land); Motor Vehicles/Automobiles; Personal Property (e.g., boats, business machinery); and property held by businesses that is routinely moved among various jurisdictions in the course of normal business, such as property owned by utilities, railroads, and trucking companies (called Public Service property).

For FY 2012-2013, the total assessed valuation of all types of taxable property in Guilford County is estimated to be approximately \$45.38 billion. This reflects a slight increase of 0.2% over the estimated actual values for FY 2012, but an increase of 1.4% over the valuation budgeted for FY 2011-12. Estimated values are based on the Tax Department's recent revaluation of real property values and reflect a potential loss of value to appeals of \$284,000,000. **The final assessed value of real property will not be known until the appeals process is concluded this summer after the budget is adopted.**

Assessed Property Values

| Fiscal Year | Tax Rate | Taxable Real Property | Personal Property & Motor Vehicles | Public Service Property | Total | % chg |
|-------------|----------|-----------------------|------------------------------------|-------------------------|-------------------|--------|
| 2002 | 67.42 | \$ 23,114,025,234 | \$ 7,378,751,313 | \$ 1,093,908,849 | \$ 31,586,685,396 | 4.65% |
| 2003 | 67.42 | \$ 23,791,217,316 | \$ 7,112,928,391 | \$ 1,010,523,814 | \$ 31,914,669,521 | 1.04% |
| 2004 | 71.35 | \$ 24,527,780,895 | \$ 6,883,615,331 | \$ 925,129,727 | \$ 32,336,525,953 | 1.32% |
| 2005 | R 61.84 | \$ 32,330,383,860 | \$ 6,854,211,987 | \$ 1,051,999,690 | \$ 40,236,595,537 | 24.43% |
| 2006 | 64.28 | \$ 32,679,098,070 | \$ 7,016,390,035 | \$ 1,047,823,964 | \$ 40,743,312,069 | 1.26% |
| 2007 | 66.15 | \$ 33,648,245,400 | \$ 7,548,094,997 | \$ 1,079,835,566 | \$ 42,276,175,963 | 3.76% |
| 2008 | 69.14 | \$ 34,819,671,635 | \$ 7,476,297,491 | \$ 1,101,662,076 | \$ 43,397,631,202 | 2.65% |
| 2009 | 73.74 | \$ 35,994,252,248 | \$ 7,459,633,640 | \$ 1,134,193,063 | \$ 44,588,078,951 | 2.74% |
| 2010 | 73.74 | \$ 36,596,181,356 | \$ 7,223,197,327 | \$ 1,072,382,177 | \$ 44,891,760,860 | 0.68% |
| 2011 | 73.74 | \$ 36,814,403,214 | \$ 7,017,828,595 | \$ 1,034,274,005 | \$ 44,866,505,814 | -0.06% |
| 2012 | B 78.24 | \$ 36,805,000,000 | \$ 6,921,000,000 | \$ 1,034,000,000 | \$ 44,760,000,000 | |
| 2012 | E 78.24 | \$ 37,068,165,279 | \$ 7,191,942,245 | \$ 1,015,778,352 | \$ 45,275,885,876 | 0.91% |
| 2013 | B 0.7804 | \$ 37,141,200,000 | \$ 7,227,700,000 | \$ 1,015,700,000 | \$ 45,384,600,000 | 0.24% |

B = Budget, E = Estimated Final, R = Revaluation



As the next chart indicates, the revalued real property value is projected to be slightly higher than the expected actual value for FY 2012. Total personal property/motor vehicles value is budgeted at 0.5% above the FY 2012 level. The net growth in this category of value is the result of a strong increase in motor vehicle values in the current year. No change is expected in the value of public service property.

| Percentage Change in Assessed Property Values | | | | |
|---|------------------|---------------------------|----------------|-------------|
| | Type of Property | | | Total |
| | Real | Personal & Motor Vehicles | Public Service | |
| FY 2006-07 | 3.0% | 7.6% | 3.1% | 3.8% |
| FY 2007-08 | 3.5% | -1.0% | 2.0% | 2.7% |
| FY 2008-09 | 3.4% | -0.2% | 3.0% | 2.7% |
| FY 2009-10 | 1.7% | -3.2% | -5.4% | 0.7% |
| FY 2010-11 | 0.6% | -2.8% | -3.6% | -0.1% |
| FY 2011-12 Estimate | 0.7% | 2.5% | -1.8% | 0.9% |
| FY 2012-13 Budget | 0.2% | 0.5% | 0.0% | 0.2% |

Property Tax Rate

The FY 2012-13 budget is based on a general, county-wide property tax rate of **78.04 cents** for every \$100 of assessed property valuation – a decrease of 0.2 cents from the current rate and 1.35 cents from the revenue-neutral rate. In dollars, this means a property owner in Guilford County would pay \$780.40 in property taxes in FY 2012-13 for each \$100,000 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 Public Safety section of this document) or municipal services, depending on where their property is located (contact the municipalities for more information).

Collection Rate and Discount Rate

When estimating property tax revenues, North Carolina counties must consider the fact that they will not collect 100% of the total taxes billed in a given year. To comply with this requirement, all counties apply a collection rate percentage to the estimated total property tax levy. The collection rate used cannot be more than the percentage of taxes actually collected during the prior fiscal year. In Guilford County, the overall collection rate was 97.97% in FY 2010-11 and, as of March 2012, was expected to be at a higher percentage as economic conditions have improved slightly.

The FY 2012-13 budget assumes an overall collection rate of approximately 96.93%, or about one percentage point below the estimated rate for the current year. As the level of economic activity remains uncertain, it is prudent to conservatively budget the county's largest source of revenue. This approach guards against a decline in property tax collections and provides a margin of protection against declines in other revenues, such as sales taxes, that are highly sensitive to changing economic conditions.

The county offers a discount of 1% on current year taxes paid by August 31. This discount in the net levy, which is estimated to total \$2 million in FY 2012-13, must also be considered in the calculation of total tax revenues.

Federal and State Funds

\$96,570,840

Federal and state funds represent about 16%, or \$96.6 million, of total revenues anticipated in FY 2012-13. This represents a decrease of \$1.8 million (-1.9%) from the amount of federal and state funds included in the FY 2011-12 budget.

Nearly all of the federal and state revenue expected to be received in FY 2012-13 will be used to help fund the Public Health, Social Services, and Mental Health departments. 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.

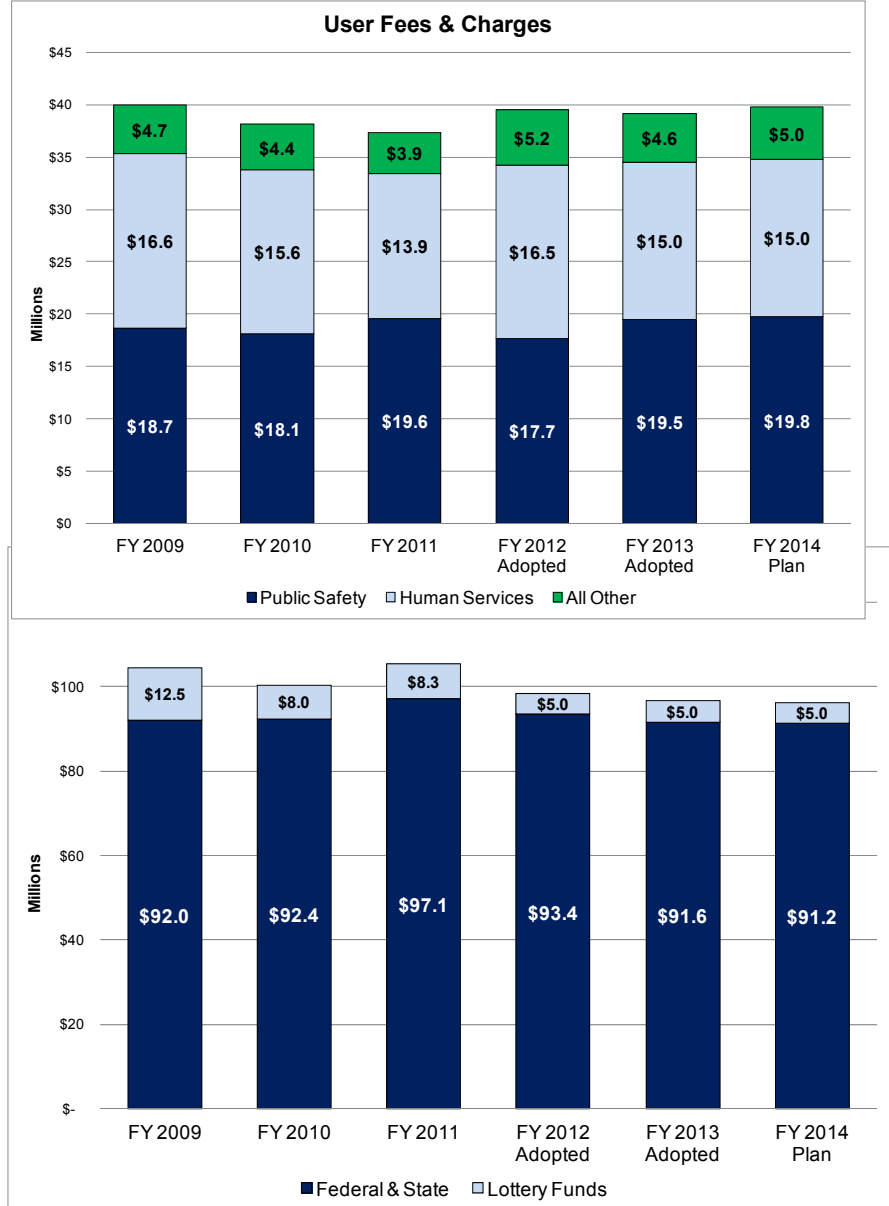
Most of the decrease in federal and state funds is related to the expiration of \$2 million in state "Hold Harmless" funds tied to the repeal of taxes on intangibles and replacement sales tax revenues. Since the state projects sales tax revenues will exceed the County's loss of revenue from the intangibles tax repealed by the state several years ago, additional hold harmless payments will no longer be made. Other reductions in federal and state funds are the result of expiring grant programs, including tobacco prevention and traffic fatality prevention funds.

Lottery Funds

By statute, a portion of the proceeds from the education lottery is earmarked for local school capital needs, including debt service on school facilities. Guilford County allocates its share of lottery revenues to pay the debt service on school bonds.

Over the last several years, the state has retained lottery funds originally allocated to counties to address state budget issues. Last year, the Governor's budget proposed retaining nearly all of the county's lottery allocation. The legislature rejected the Governor's proposal, but did not return lottery funding to the statutory levels.

The FY 2013 budget includes \$5,000,000 of lottery revenues. Any state changes to this amount will not be known until the short session of the legislature is completed and adjustments to the state's two year budget are made.



American Recovery and Reinvestment Act Funds

A portion of the county's debt was raised 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. This subsidy is estimated to be \$2.9 million in both FY 2012-13 and FY 2013-14.

Sales Tax

\$64,900,000

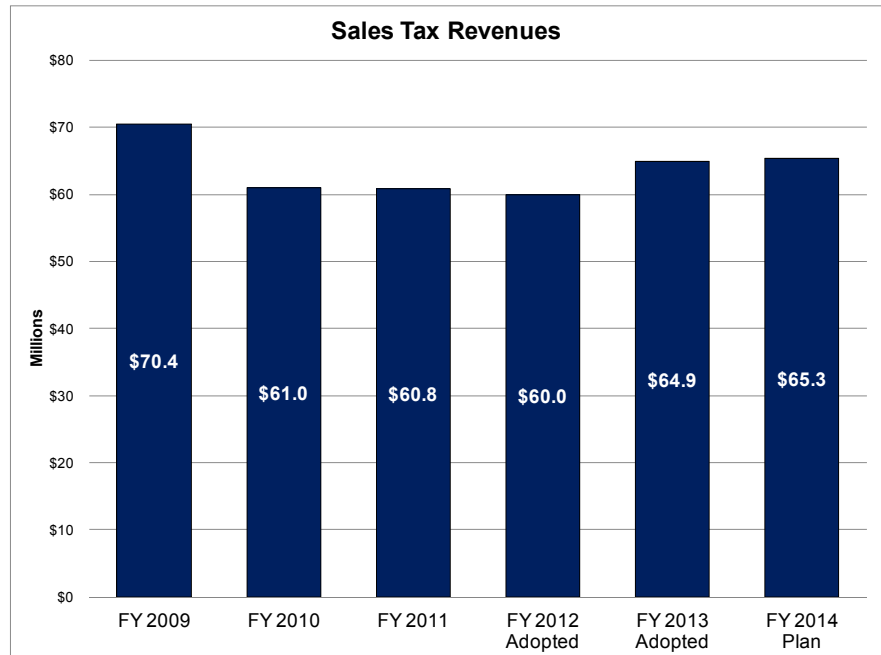
Sales Tax revenues are expected to generate \$64,900,000 next fiscal year, or about 11% of total county revenues. This amount is roughly equal to the expected sales tax receipts for the current fiscal year. While the budget is set at the expected actual revenues for FY 2011-12, the amount is 8.2% higher than the \$60 million in revenue included in the FY 2011-12 adopted budget.

Sales Tax Components & Distribution to Local Governments

North Carolina counties are authorized to levy up to three individual local option sales taxes that total 2% (one 1.0% tax and two 0.50% taxes). These local taxes are in addition to the state's general sales tax rate.

The actual amount of sales tax revenues returned to the local governments in the 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 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. For instance, in FY 2011-12 the property taxes

levied by Guilford County Government represented approximately 60.7% of all of the property taxes levied in the county. As a result, Guilford County can expect to receive about 60.7% of the total sales tax revenues returned to local governments in the county in FY 2012-13. This amount varies from year to year as both the assessed values and property tax rates change in various jurisdictions.



FY 2012-13 Projections

According to the North Carolina Association of County Commissioners (NCACC), through March, sales tax distributions to counties are up near 8% year-to-date and remaining distributions for this fiscal year are expected to be up 3% - 4%. The NCACC recommends that counties consider increases in sales tax revenues of 3 – 4%, depending on local economic conditions.

While Guilford County is experiencing growth in sales tax revenues in the current year, the February Greensboro-High Point metro area unemployment rate (not seasonally adjusted) still exceeded the state unemployment rate. As a result, Guilford County could expect to see sales tax increases at the lower end of the NCACC's scale. However, because this is a significant revenue source for the county and there is still uncertainty regarding the strength of local economic improvement, the FY 2012-13 budget conservatively assumes no increase in sales tax revenues over the estimated year-end actual for the current year.

User Fees and Charges

\$39,152,432

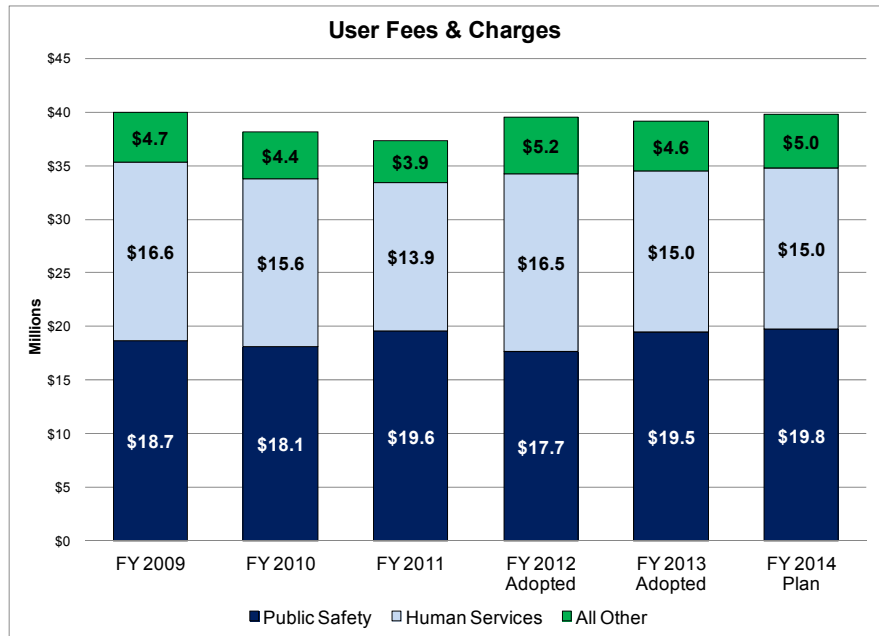
County departments expect to generate approximately \$39.1 million from fees and other charges for services (approximately 7% of total revenues), such as fees for ambulance transportation and medical visits to the Health Department and Mental Health. Most user fees and charges are collected by Public Safety and Human Services departments. Other fees include inspections and permitting charges and fees paid to the Register of Deeds for various documents and transactions.

Total fees for FY 2012-13 are expected to be about \$330,000 less than the 2011-12 fiscal year. Most of this decrease is related to removing the additional revenues budgeted last year for the

Health Department's Community Alternatives Program. This program helps qualified individuals remain in their home rather than in group care homes by performing repairs or upgrades to homes and vehicles. The department planned for an expansion of this program in FY 2011-12, but the additional demand did not materialize and the Medicaid revenues that would have supported the program were removed from the budget.

Additional staff added last year in the Emergency

Medical Services budget to increase system capacity and accept more medical transports has allowed the county to bill for more services. As a result of those changes, as well as the addition of other revenue generating positions in the FY 2012-13 budget, Emergency Services fees are estimated to increase by \$1.36 million next year.



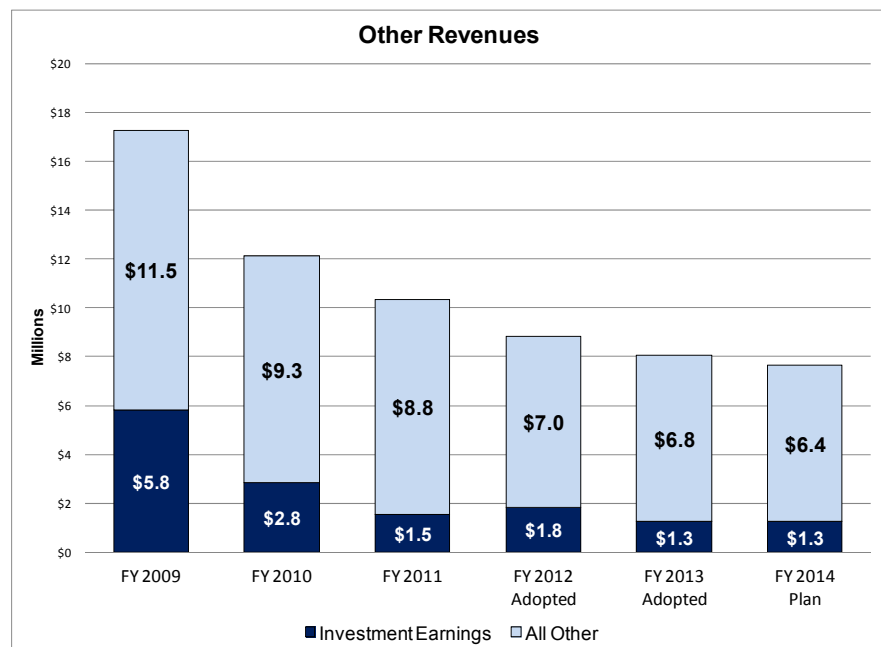
Other Revenues

\$8,050,884

Next year, Guilford County expects to receive approximately \$8.0 million in Other Revenues for the General Fund outside the categories listed above.

These revenues are from a number of sources, including investment earnings, penalties for late payment of property taxes, excise taxes paid to the Register of Deeds, cable television franchise revenues, and grants and donations from various organizations.

The budget is \$767,219 lower than the current year's budget, due in large part to a \$575,000 reduction in investment earnings.



Fund Balance (all sources)**\$30,838,087**

In general, Fund Balance is the money that remains unspent after all budgeted expenditures have been made and revenues received. (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.) It is generated when collected revenues exceed actual expenditures, and 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 tapped if significant unplanned expenditures occur. Finally, it may be used by the Board during the budget development process to help fund certain items in the county budget. An adequate level of fund balance is looked upon favorably by bond rating agencies and is an indicator of sound fiscal management.

The North Carolina Local Government Commission (LGC) recommends that counties maintain a minimum Fund Balance of 8% of General Fund expenditures to ensure sufficient funds are available to support operations and address unexpected issues. A Fund Balance of higher than 8% strengthens a local government's financial position as it provides a greater margin of protection for operations.

The FY 2012-13 General Fund budget includes a fund balance (all sources) appropriation of \$30.8 million. An appropriation of this amount leaves approximately \$6.7 million available above the minimum reserve amount recommended by the Local Government Commission.

An additional \$4 million of fund balance restricted for debt service is also available for appropriation in FY 2013. Because debt service is projected to increase significantly in FY 2014, it is proposed that the additional funds be used instead in FY 2014 to partially offset the increase that will be needed for debt repayment.

| Available Fund Balance Analysis | | |
|---|-------------------------------|-------------------------------|
| | FY 2011-12 Adopted | FY 2012-13 Adopted |
| Calculation of Recommended Reserve for the General Fund: | | |
| Adopted General Fund Expenditures | \$ 579,851,333 | \$ 587,512,243 |
| 8% Recommended Reserve | \$ 46,388,107 | \$ 47,000,979 |
| General Fund Fund Balance Analysis | | |
| Estimated Unreserved Fund Balance at 6/30/11 & 6/30/2012 | \$ 71,200,000 | \$ 80,200,000 |
| LESS: 8% Recommended Reserve | <u>\$ (46,388,107)</u> | <u>\$ (47,000,979)</u> |
| Fund Balance available above Recommended Reserve | \$ 24,811,893 | \$ 33,199,021 |
| LESS: General Fund Balance included in Proposed Budget | <u>\$ (24,258,750)</u> | <u>\$ (25,824,217)</u> |
| Amount available above Recommended Reserve | \$ 553,143 | \$ 7,374,804 |
| LESS: Potential amount needed for Guilford Center merger | | <u>\$ (657,462)</u> |
| Adjusted amount above Recommended Reserve | \$ 553,143 | \$ 6,717,342 |
| Total Fund Balance by Planned Use | | |
| General | \$ 24,258,750 | \$ 25,824,217 |
| PLUS Amounts Restricted for Specific Uses: | | |
| Departmental - must be used in programs where earned | \$ 1,518,716 | \$ 930,728 |
| Debt Service | <u>\$ 3,836,250</u> | <u>\$ 4,083,142</u> |
| | <u>\$ 29,613,716</u> | <u>\$ 30,838,087</u> |



Summary of Positions by Department

| Departments | Adopted FY 08-09 | Adopted FY 09-10 | Adopted FY 10-11 | Adopted FY 11-12 | Adopted FY 12-13 | Change |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------|
| General Fund | | | | | | |
| County Commissioners * | 0.50 | - | - | - | - | - |
| County Administration | 7.50 | 4.50 | 4.50 | 4.50 | 4.00 | (0.50) |
| Tax Department | 80.50 | 65.00 | 62.25 | 63.25 | 62.25 | (1.00) |
| Budget and Management | 5.00 | 5.00 | 5.00 | 5.00 | 4.90 | (0.10) |
| County Attorney | 5.00 | 12.00 | 15.00 | 15.00 | 15.00 | - |
| Finance | 28.00 | 29.00 | 29.00 | 29.00 | 29.00 | - |
| Purchasing | 7.00 | 5.00 | 6.00 | 5.00 | 5.00 | - |
| Register of Deeds | 33.00 | 29.00 | 26.00 | 25.00 | 25.00 | - |
| Clerk to Board | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | - |
| Internal Audit | 4.00 | 4.00 | 5.00 | 6.00 | 5.00 | (1.00) |
| Human Resources | 17.00 | 20.50 | 21.50 | 19.50 | 20.00 | 0.50 |
| Elections | 17.00 | 17.00 | 16.75 | 16.75 | 16.75 | - |
| General Government | 206.50 | 193.00 | 193.00 | 191.00 | 188.90 | (2.10) |
| Public Health | 454.00 | 444.00 | 432.75 | 419.25 | 396.25 | (23.00) |
| Mental Health | 199.00 | 194.00 | 189.00 | 192.00 | 97.00 | (95.00) |
| Coordinated Services | 1.00 | 1.00 | 1.00 | - | 0.10 | 0.10 |
| Social Services | 646.00 | 630.00 | 597.50 | 571.00 | 544.00 | (27.00) |
| Child Support Enforcement | 93.00 | 92.00 | 92.00 | 92.00 | 91.70 | (0.30) |
| Veterans Services | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | - |
| Transportation - Human Services | 9.00 | 6.00 | 5.50 | 5.50 | 5.50 | - |
| Human Services | 1,404.00 | 1,369.00 | 1,319.75 | 1,281.75 | 1,136.55 | (145.20) |
| Emergency Services | 209.00 | 208.00 | 200.00 | 215.00 | 222.00 | 7.00 |
| Court Alternatives | 40.00 | 37.00 | 36.00 | 35.00 | 35.00 | - |
| Law Enforcement | 560.00 | 562.00 | 561.00 | 650.00 | 652.00 | 2.00 |
| Animal Services | 19.00 | 16.00 | 16.25 | 16.25 | 16.25 | - |
| Security | 17.00 | 15.00 | 15.00 | 15.00 | 15.00 | - |
| Inspections | 37.00 | 27.00 | 25.00 | 25.00 | 25.00 | - |
| Other Protection | | | - | - | 15.30 | 15.30 |
| Public Safety | 882.00 | 865.00 | 853.25 | 956.25 | 980.55 | 24.30 |
| Facilities | 56.00 | 47.00 | 46.00 | 45.00 | 58.00 | 13.00 |
| Property Management/Courts | 5.00 | 5.00 | 3.00 | 2.00 | 2.00 | - |
| Information Services | 60.00 | 60.00 | 61.00 | 51.00 | 51.00 | - |
| Parking & Fleet | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Support Services | 122.00 | 113.00 | 111.00 | 99.00 | 112.00 | 13.00 |
| Planning & Development | 17.00 | 10.50 | 10.50 | 9.50 | 8.00 | (1.50) |
| Solid Waste | 2.50 | 2.50 | 2.50 | 2.50 | 4.00 | 1.50 |
| Soil & Water Conservation | 3.00 | 3.00 | 3.00 | 2.50 | 2.50 | - |
| Culture & Recreation | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | - |
| Community Services | 24.50 | 18.00 | 18.00 | 16.50 | 16.50 | - |
| Total General Fund | 2,639.00 | 2,558.00 | 2,495.00 | 2,544.50 | 2,434.50 | (110.00) |
| Internal Services | | | | | | |
| Risk Management | 4.00 | 4.00 | 2.00 | 2.00 | 2.00 | - |
| Total Internal Services | 4.00 | 4.00 | 2.00 | 2.00 | 2.00 | - |
| Total All Departments * | 2,643.00 | 2,562.00 | 2,497.00 | 2,546.50 | 2,436.50 | (110.00) |

* Plus 11.00 Commissioners

Summary of Position Changes from FY 2011-12 to FY 2012-13

| Department | Position Name | FTE |
|------------------------------|--|------------|
| POSITION ELIMINATIONS | | |
| Social Services | Social Worker II (3369) | (1.00) |
| Social Services | Social Worker II (4646) | (1.00) |
| Social Services | Social Worker II (6123) | (1.00) |
| Social Services | Social Worker II (6280) | (1.00) |
| Social Services | Social Worker II (3754) | (1.00) |
| Social Services | Social Worker II (5744) | (1.00) |
| Social Services | Social Worker I (10394) | (1.00) |
| Social Services | Social Worker I (10011063) | (1.00) |
| Social Services | Eligibility Caseworker I (4530) | (1.00) |
| Social Services | Eligibility Caseworker I (5516) | (1.00) |
| Social Services | Eligibility Caseworker I (5544) | (1.00) |
| Social Services | Lead Eligibility Caseworker (3288) | (1.00) |
| Social Services | Eligibility Caseworker II (3461) | (1.00) |
| Social Services | Eligibility Caseworker II (3681) | (1.00) |
| Social Services | Eligibility Caseworker Assistant (3401) | (1.00) |
| Social Services | Eligibility Supervisor II (11001) | (1.00) |
| Social Services | Eligibility Fraud Investigator (4774) | (1.00) |
| Social Services | Accounting Technician I (4585) | (1.00) |
| Social Services | Accounting Technician I (4861) | (1.00) |
| Social Services | Office Specialist (2769) | (1.00) |
| Social Services | Office Specialist (5522) | (1.00) |
| Social Services | Social Worker-Protective Services (5533) | (1.00) |
| Social Services | Social Worker-Protective Services (3981) | (1.00) |
| Social Services | Social Worker Supervisor (6150) | (1.00) |
| Social Services | Social Worker II (3543) | (1.00) |
| Social Services | Social Worker II (3799) | (1.00) |
| Social Services | Social Worker II (4069) | (1.00) |
| Social Services | Social Worker II (3570) | (1.00) |
| Social Services | Additional Position (TBD) | (1.00) |
| Social Services | MH Senior Practitioner (4533) | (1.00) |
| Public Health | Social Worker III (5709) | (1.00) |
| Public Health | Nurse Specialist II (5051) | (1.00) |
| Public Health | Nurse Specialist II (5962) | (1.00) |
| Public Health | Social Worker II (3292) | (1.00) |
| Public Health | Nurse Specialist I (3908) | (1.00) |
| Public Health | Social Worker II (5760) | (1.00) |
| Public Health | Medical Lab Technologist (3994) | (1.00) |
| Public Health | Pharmacist (5485) | (1.00) |
| Public Health | Pharmacist (10441) | (1.00) |
| Public Health | Environmental Health Program Specialist (4149) | (1.00) |
| Public Health | Nurse Specialist II (2998) | (1.00) |
| Public Health | Administrative Assistant I (3056) | (1.00) |
| Public Health | Community Health Educator I (3279) | (1.00) |
| Public Health | Community Health Educator I (4263) | (1.00) |
| Public Health | Nurse Specialist II (5425) | (1.00) |
| Public Health | Nurse Specialist I (10294) | (1.00) |
| Public Health | Community Health Services Technician (10326) | (1.00) |
| Public Health | Community Health Services Technician (10328) | (1.00) |
| Public Health | Nurse Specialist I (10377) | (1.00) |
| Public Health | Social Worker II (10392) | (1.00) |
| Public Health | Community Health Educator (10486) | (1.00) |
| Law Enforcement | Deputy Sheriff / Detective (10378) (Grant expired) | (1.00) |

Summary of Position Changes from FY 2011-12 to FY 2012-13

| Department | Position Name | FTE |
|------------------------------------|--|----------------|
| Internal Audit | Energy Conservation Auditor (10011107) - (Grant expired) | (1.00) |
| Tax | Appraiser I (10403) | (1.00) |
| Total Position Eliminations | | (54.00) |

GUILFORD CENTER/MENTAL HEALTH POSITIONS DIVESTED FOR FY 2012-13

| | | |
|---------------|---|--------|
| Mental Health | Accounting Technician (4291) | (1.00) |
| Mental Health | Accounting Technician (4598) | (1.00) |
| Mental Health | Administrative Assistant (6279) | (1.00) |
| Mental Health | Administrative Services Supervisor (2886) | (1.00) |
| Mental Health | Administrative Services Supervisor (6006) | (1.00) |
| Mental Health | Administrative Services Supervisor (6485) | (1.00) |
| Mental Health | Habilitation Technician (6059) | (1.00) |
| Mental Health | Medical Records Manager (5364) | (1.00) |
| Mental Health | Mental Health Practitioner (2762) | (1.00) |
| Mental Health | Mental Health Practitioner (3373) | (1.00) |
| Mental Health | Mental Health Practitioner (3565) | (1.00) |
| Mental Health | Mental Health Practitioner (3933) | (1.00) |
| Mental Health | Mental Health Practitioner (4217) | (1.00) |
| Mental Health | Mental Health Practitioner (4667) | (1.00) |
| Mental Health | Mental Health Practitioner (4738) | (1.00) |
| Mental Health | Mental Health Practitioner (4817) | (1.00) |
| Mental Health | Mental Health Practitioner (5029) | (1.00) |
| Mental Health | Mental Health Practitioner (5722) | (1.00) |
| Mental Health | Mental Health Practitioner (10559) | (1.00) |
| Mental Health | Mental Health Senior Practitioner (2930) | (1.00) |
| Mental Health | Mental Health Senior Practitioner (3617) | (1.00) |
| Mental Health | Mental Health Senior Practitioner (4026) | (1.00) |
| Mental Health | Mental Health Senior Practitioner (4127) | (1.00) |
| Mental Health | Mental Health Senior Practitioner (5106) | (1.00) |
| Mental Health | Mental Health Senior Practitioner (5121) | (1.00) |
| Mental Health | Mental Health Senior Practitioner (6032) | (1.00) |
| Mental Health | Mental Health Senior Practitioner (6145) | (1.00) |
| Mental Health | Mental Health Services Supervisor (4034) | (1.00) |
| Mental Health | Mental Health Services Supervisor (4916) | (1.00) |
| Mental Health | Mental Health Services Supervisor (6184) | (1.00) |
| Mental Health | Nurse Specialist I (3204) | (1.00) |
| Mental Health | Nurse Specialist I (3361) | (1.00) |
| Mental Health | Nurse Specialist I (3505) | (1.00) |
| Mental Health | Nurse Specialist I (3999) | (1.00) |
| Mental Health | Nurse Specialist I (4909) | (1.00) |
| Mental Health | Nurse Specialist I (5417) | (1.00) |
| Mental Health | Nurse Specialist I (10047) | (1.00) |
| Mental Health | Nurse Specialist I (10104) | (1.00) |
| Mental Health | Nurse Specialist II (2786) | (1.00) |
| Mental Health | Nurse Specialist II (2945) | (1.00) |
| Mental Health | Nurse Specialist II (2980) | (1.00) |
| Mental Health | Nurse Specialist II (3395) | (1.00) |
| Mental Health | Nurse Specialist II (3657) | (1.00) |
| Mental Health | Nurse Specialist II (4451) | (1.00) |
| Mental Health | Nurse Specialist II (4501) | (1.00) |
| Mental Health | Nurse Specialist II (4853) | (1.00) |
| Mental Health | Nurse Specialist II (4978) | (1.00) |

Summary of Position Changes from FY 2011-12 to FY 2012-13

| Department | Position Name | FTE |
|-------------------|--|------------|
| Mental Health | Nurse Specialist II (5149) | (1.00) |
| Mental Health | Nurse Specialist II (5151) | (1.00) |
| Mental Health | Nurse Specialist II (5758) | (1.00) |
| Mental Health | Nurse Specialist II (6124) | (1.00) |
| Mental Health | Nurse Specialist II (6200) | (1.00) |
| Mental Health | Nurse Specialist II (6233) | (1.00) |
| Mental Health | Nurse Specialist II (6245) | (1.00) |
| Mental Health | Nurse Specialist II (6406) | (1.00) |
| Mental Health | Nurse Specialist II (10020) | (1.00) |
| Mental Health | Nurse Specialist II (10097) | (1.00) |
| Mental Health | Nursing Director (5891) | (1.00) |
| Mental Health | Nursing Services Supervisor (4467) | (1.00) |
| Mental Health | Nursing Services Supervisor (5701) | (1.00) |
| Mental Health | Nursing Services Supervisor (6083) | (1.00) |
| Mental Health | Office Manager (5118) | (1.00) |
| Mental Health | Pharmacist (10008) | (1.00) |
| Mental Health | Pharmacy Specialist (10345) | (1.00) |
| Mental Health | Pharmacy Specialist (10476) | (1.00) |
| Mental Health | Physician Extender Specialist (2855) | (1.00) |
| Mental Health | Physician Extender Specialist (3064) | (1.00) |
| Mental Health | Physician Extender Specialist (6443) | (1.00) |
| Mental Health | Psychiatrist (3178) | (1.00) |
| Mental Health | Psychiatrist (3344) | (1.00) |
| Mental Health | Psychiatrist (4841) | (1.00) |
| Mental Health | Psychiatrist (4911) | (1.00) |
| Mental Health | Psychiatrist (6010) | (1.00) |
| Mental Health | Psychiatrist (6041) | (1.00) |
| Mental Health | Psychiatrist (6458) | (1.00) |
| Mental Health | Psychiatrist (6476) | (1.00) |
| Mental Health | Psychiatrist (10103) | (1.00) |
| Mental Health | Psychological Services Administration (2858) | (1.00) |
| Mental Health | Senior Office Specialist (2794) | (1.00) |
| Mental Health | Senior Office Specialist (2841) | (1.00) |
| Mental Health | Senior Office Specialist (3715) | (1.00) |
| Mental Health | Senior Office Specialist (4189) | (1.00) |
| Mental Health | Senior Office Specialist (4767) | (1.00) |
| Mental Health | Senior Office Specialist (5011) | (1.00) |
| Mental Health | Senior Office Specialist (5132) | (1.00) |
| Mental Health | Senior Office Specialist (5299) | (1.00) |
| Mental Health | Senior Office Specialist (5745) | (1.00) |
| Mental Health | Senior Office Specialist (5781) | (1.00) |
| Mental Health | Senior Office Specialist (5823) | (1.00) |
| Mental Health | Senior Office Specialist (5991) | (1.00) |
| Mental Health | Senior Office Specialist (6099) | (1.00) |
| Mental Health | Senior Office Specialist (6142) | (1.00) |
| Mental Health | Senior Office Specialist (6162) | (1.00) |
| Mental Health | Senior Psychologist (6295) | (1.00) |
| Mental Health | Staff Psychologist (5179) | (1.00) |

| | |
|--|----------------|
| Total Mental Health Positions Divested for FY 2012-13 | (95.00) |
|--|----------------|

POSITION TRANSFERS

| | | |
|----------------------|------------------------|--------|
| Budget | Budget Director (4795) | (0.10) |
| Coordinated Services | Budget Director (4795) | 0.10 |

Summary of Position Changes from FY 2011-12 to FY 2012-13

| Department | Position Name | FTE |
|---------------------------------|---|------------|
| County Administration | Executive Administrative Assistant (4760) | (0.50) |
| Human Resources | Executive Administrative Assistant (4760) | 0.50 |
| Child Support and Enforcement | Child Support / Court Services Director (10233) | (0.15) |
| Child Support and Enforcement | Administrative Assistant (10591) | (0.15) |
| Other Protection | Child Support / Court Services Director (10233) | 0.15 |
| Other Protection | Administrative Assistant (10591) | 0.15 |
| Public Health | Environmental Health Specialist (10011061) | (1.00) |
| Public Health | Nursing Services Consultant (2906) | (1.00) |
| Public Health | Pharmacist (10527) | (1.00) |
| Social Services | Social Worker I (10011061) | 1.00 |
| Social Services | Social Worker I (2906) | 1.00 |
| Social Services | Social Worker I (10527) | 1.00 |
| Planning & Development | Community Environmental Inspection Program Specialist (10500) | (1.00) |
| Planning & Development | Community Environmental Services Coordinator (3429) | (0.50) |
| Solid Waste | Community Environmental Inspection Program Specialist (10500) | 1.00 |
| Solid Waste | Community Environmental Services Coordinator (3429) | 0.50 |
| Total Position Transfers | | - |

ADDITIONS - BOARD APPROVED DURING FY 2011-12

| | | |
|------------------|--|--------------|
| Public Health | School Nurse I - Approved at the 9/15/11 BOC meeting (11246) | 1.00 |
| | Court Services Program Manager - Approved at the 8/25/11 BOC meeting | 1.00 |
| Other Protection | Legal Assistant - Approved at the 8/25/11 BOC meeting | 1.00 |
| | Pretrial Screener II - Approved at the 8/25/11 BOC meeting | 2.00 |
| | Pretrial Screener I - Approved at the 8/25/11 BOC meeting | 11.00 |
| | | 15.00 |

Total Board Approved Additions During FY 2011-12 **16.00**

ADDITIONS - APPROVED FOR FY 2012-13

| | | |
|--------------------|--|-------------|
| Law Enforcement | Detention Service Supervisor I - (GSO) | 1.00 |
| | Detention Service Officer I - (GSO) | 1.00 |
| | Deputy Sheriff / Detective Sergeant - Law Enforcement Training | 1.00 |
| | | 3.00 |
| Emergency Services | Fire Inspector | 1.00 |
| | Chemical Planner | 1.00 |
| | EMT - Basic | 3.00 |
| | EMS - Paramedic | 2.00 |
| | | 7.00 |
| Facilities | Building Maintenance Assistant | 8.00 |
| | Building Maintenance Supervisor | 1.00 |
| | Mechanical Maintenance Supervisor | 1.00 |
| | Building Maintenance Mechanic | 1.00 |

Summary of Position Changes from FY 2011-12 to FY 2012-13

| Department | Position Name | FTE |
|--|----------------------|-----------------|
| | Plumber | 1.00 |
| | Electrician | 1.00 |
| | | 13.00 |
| Total Proposed Additions for FY 2012-13 | | 23.00 |
| Grand Total FY 2012-13 Staffing Adjustments | | (110.00) |

Note:

- 1) Job Classifications are as of July 1, 2011 and may need to be updated.
- 2) In such cases where the job classification has been updated the position number takes precedent.
- 3) Remaining Mental Health positions are expected to be divested to Sandhills LME in December, pending merger.

The Guilford County Strategic Planning Process

In January 2006, the Guilford County Board of Commissioners took the step towards giving county staff the direction to create a countywide strategic plan. The plan is being created as a tool to help guide decisions within the County involving a myriad of issues (i.e. budget development or policy). Recognizing the need to establish a clear direction for the future, the Board of Commissioners started the process to create a strategic plan by creating the “Guilford County Strategic Alliance: Building Tomorrow, Today” a planning committee. This committee, led by county staff, was then tasked with developing a thoughtful, comprehensive, and inclusive plan for the County’s future.

Because government *exists to serve its citizens*, and *because success is determined by its citizens*, the Strategic Alliance Committee first chose to solicit input and guidance from Guilford County residents. In partnership with elected officials, the committee organized several community forums and focus groups, each with a variety of stakeholders in attendance. An online community survey was also deployed to enhance access to the process. Each method proved successful, with feedback provided by over 1,100 residents. *Reports on the county’s focus groups and community forums can be viewed online at <http://www.co.guilford.nc.us/strategic.php>.

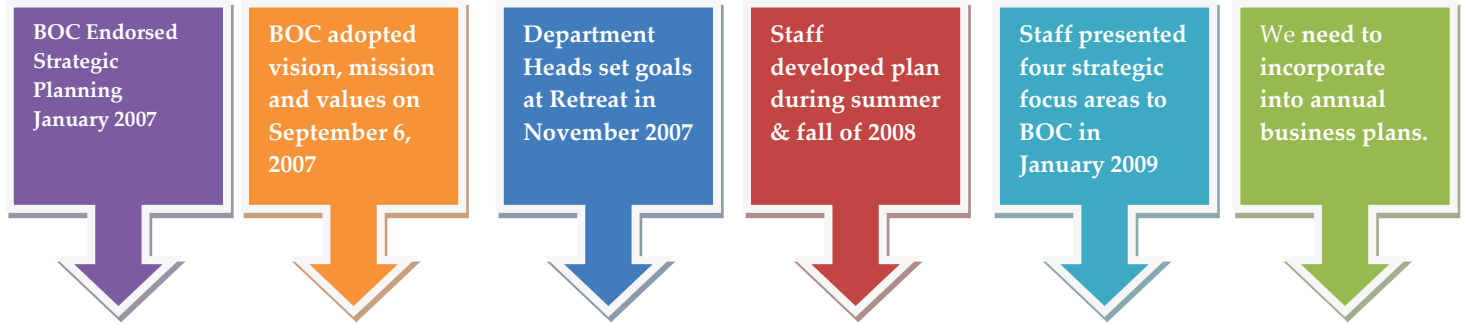
Citizen input revealed several common ideas and concerns throughout our diverse community. This feedback guided the formulation of the themes and concepts that would later be expressed in Guilford County’s adopted vision, values, and mission statements. Using these direction statements, County departmental leaders then crafted the following draft goals, representing extensions of the vision statement, to further guide plan development:

- Creating Prosperity
- Providing Educational Opportunities
- Embracing Diversity
- Improving Safe and Healthy Communities
- Fulfilling our Mission of Efficient Effective and Responsive Government
- Valuing Economic Growth and Quality of Life

In the summer of 2008, the Strategic Alliance Committee entered the plan development phase. Committee members briefed more than forty (40) employees on the strategic planning process and divided them into six (6) cross-functional subcommittees, each facilitated by members of the Strategic Alliance Committee. Subcommittees convened regularly throughout the summer, fulfilling their respective missions to examine trends and issues; develop strategies, and identify specific programs, projects or activities that define and advance each goal over the course of next three to five years.

Subcommittee reports again revealed shared trends, issues, and actions, confirming the interconnected and difficult nature of the opportunities and threats facing Guilford County. Committee subgroups were then tasked with organizing the subcommittee findings into a direct, performance-based plan that will guide future budget development and facilitate ‘management for results.’

Guilford Strategic Alliance: Building Tomorrow, Today Timeline



| | | | | | | | | |
|--------------------|--------|---------|---------------------|------------|-----------------|-------------------------|------------|--------------------------|
| Community Needs | Vision | Mission | Goals Objectives | Strategies | Action Items | Performance Measures | Benchmarks | Annual Implementation |
|--------------------|--------|---------|---------------------|------------|-----------------|-------------------------|------------|--------------------------|

| | | | |
|------------------|---------------|------------------|-----------------------|
| Assessment Phase | Goals Setting | Plan Development | Annual Implementation |
|------------------|---------------|------------------|-----------------------|

Assessment

Community Needs

Strategic Plan Committee members distributed a community wide survey and joined County Commissioners to gather community input through nine public forums, sixteen stakeholders meetings. They asked for perceptions about the current state of the county and how to improve the quality of life.

Summary of Public and Focus Group Input

Strengths Identified / What We Do Well

System of higher education
Emergency services
Healthcare systems
Parks and recreation
Natural resources
Size of cities
County social services
Infrastructure, roads, etc.

Those surveyed said that Guilford County is a good or excellent:

Place to live (83%)
Place to raise children (74%)
Place to work (73%)

Threats Identified / Areas that Need Improvement

Uncontrolled growth in rural areas, adversely impacting the natural resources and character
Uncontrolled economic growth overtaxing the infrastructure (roads, emergency services, etc.)
Failure to manage the county's tax base, tax rates and finances efficiently as we grow
Not addressing crime in our schools (drugs, violence, etc.)
Perception of being very or somewhat unsafe:
From property crimes (44%)
In public parks after dark (57%)
In downtown areas after dark (40%)

Other Frequent Concerns

Uncontrolled Growth in Rural Areas
Environment
Public Schools Quality and Safety

Weaknesses Identified / Areas that Need Improvement

Lack of...Coordination between government entities
Regionalism among counties/communities/governments
Cohesiveness among county commissioners
Uncontrolled growth and its impact on the environment
Public transportation access
Access to public libraries
Investment in secondary educational school system
Emphasis on crime prevention/education/resolving jail overcrowding

Moderate or Major Problems

Crime (81%)
Drugs (85%)
Taxes (64%)
Homelessness (64%)
Unsupervised Youth (60%)
Access to Public Transit (50%)
Slow income growth (76%)
Limited job growth (73%)

Opportunities Identified / Partnerships

Better land use (government owned and blighted structures) for economic or community use
Preservation of land to protect historic sites
Use of incentives to promote higher paying jobs
Government and citizen collaboration in solving community issues

Countywide Goals

The following six countywide goals reflect concepts within the County's vision and mission. They are based on community input and internal assessment, and were collaboratively developed by department leadership in draft form. The direction first set by the draft County goals facilitated Strategic Alliance subcommittee identification of County trends and issues, as well as the formulation of plans to address each. Subcommittee findings then prompted refinement of the draft goals to those shown below.

| Vision/Mission | Goals | |
|--|---|---|
| Creates Prosperity | Encourage citizen self-sufficiency and promote community achievement. | A |
| and Educational Opportunity for all its citizens; | Promote and support lifelong opportunities for all residents through formal education, workforce preparedness, and personal enrichment. | B |
| Views Diversity as a strength and strives for equality | Foster an environment that embraces social and cultural diversity. | C |
| Provides freedom through Safe and Healthy communities; and | Continually improve the physical and mental well-being of Guilford County residents. | D |
| Values Economic Growth , producing a rich quality of life. | Enhance Guilford County's quality of life and promote desired growth. | E |
| To provide Efficient, Effective Responsive government that meets the public's needs and improves our community. | Provide efficient, effective responsive government to meet the public's needs and improve our community. | F |

Plan Development

Strategic Focus Areas & Issues

Strategic Alliance Subcommittees, cross-functional groupings of certain County staff, convened through the Summer & Fall 2008 to identify trends and issues affecting Guilford County, and to examine them in greater detail. Trends and issues were identified using guidance from the draft County goals and citizen input gathered through forums,, task forces, and surveys, and subcommittee research. Each subcommittee identified several key trends & issues, many with overlapping components. To encapsulate these components, each strategic issue is organized by its shared, underlying focus. The emergent strategic focus areas and fifteen issues, listed below, reinforce the direction first set by the County's vision, mission, values, and goals.

Strategic Focus Areas

Strategic Issues

| | | |
|----------|---|--|
| 1 | Further Community Achievement | <ul style="list-style-type: none">❖ Poverty/Self Sufficiency❖ School Readiness/Youth Development❖ High quality K-12 Education❖ Workforce Preparedness & Personal Enrichment |
| 2 | Improve Quality of Life & Manage Growth | <ul style="list-style-type: none">❖ Social Capital/Community Vibrancy❖ Green & Clean Community❖ Economic Growth |
| 3 | Ensure Community Health & Safety | <ul style="list-style-type: none">❖ Mental Health Risk Behaviors❖ Physical & Environmental Health❖ Child, Aging and Disabled Adult Care❖ Mitigation/Emergency Response❖ Gang Activity, Crime Prevention, Courts and Corrections Services |
| 4 | Maintain Efficient, Effective, and Responsive Governance | <ul style="list-style-type: none">❖ Citizen-Oriented Service Improvement❖ Fiscal Performance❖ Workforce & Workplace Development |

GUILFORD COUNTY Board Priorities

In January 2012, at its Annual Retreat, a majority of the Board of Commissioners ranked the county priorities in high, medium, low order. The table below summarized the majority's ranking of county priorities. These priorities are used to evaluate budget requests and recommendations included in this budget.

The table also presents the results of a community survey and a survey of participants in the County's first annual Citizens' Academy. The Board of Commissioners considered these external rankings in developing its own prioritization of county goals.

Top Five Priorities for FY 2012-2013

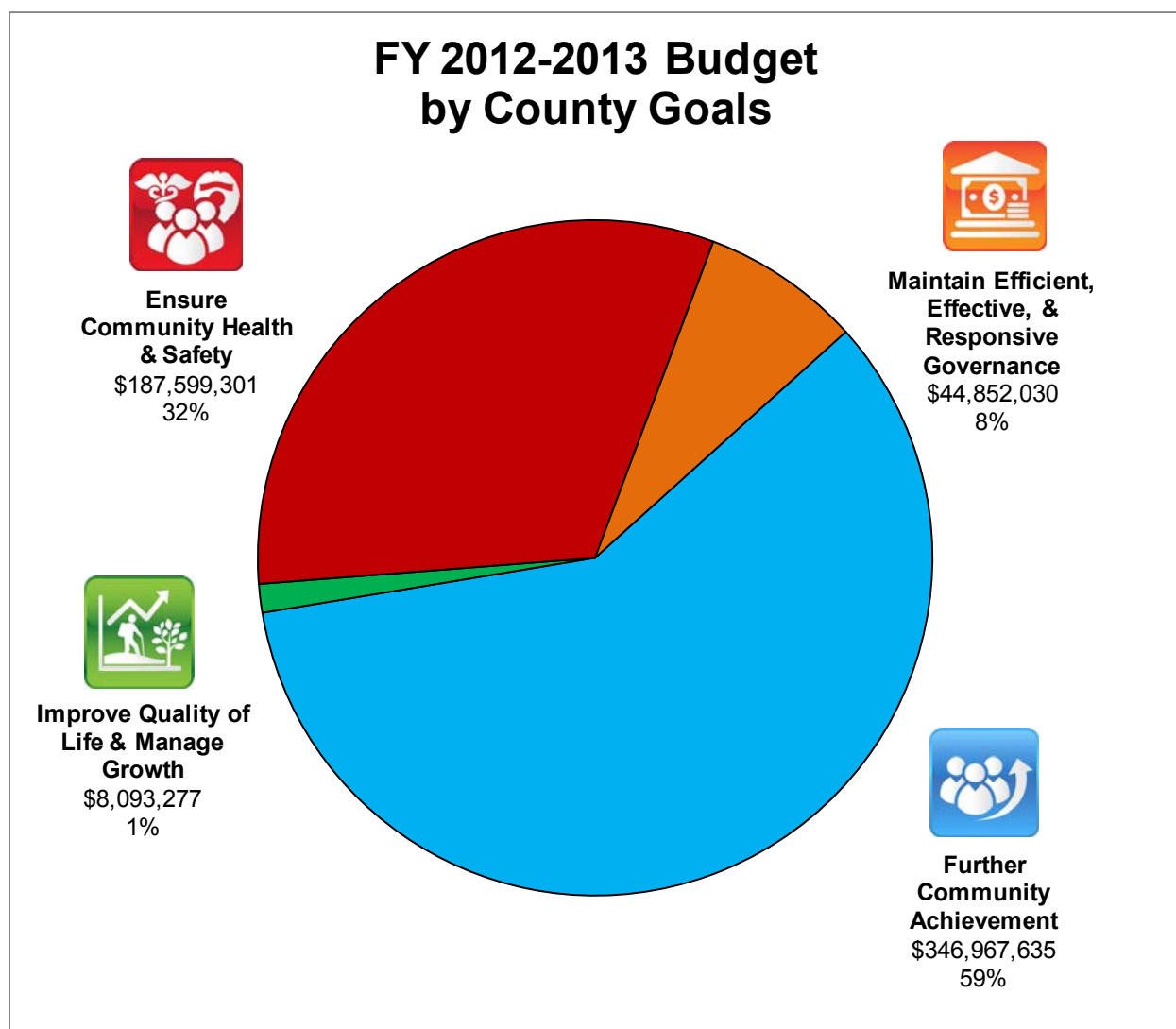
| Top Five Priorities | | |
|--|---|---|
| Commissioners' January 2012 Ranking | Public Survey | Academy Participants |
| Economic Growth | High Quality K-12 Education | Economic Growth |
| High Quality K-12 Education | Poverty & Self-Sufficiency | Poverty & Self-Sufficiency |
| Prevention/Emergency Response | Economic Growth | High Quality K-12 Education |
| Crime Prevention, Courts & Correction Services | Crime Prevention, Courts, Correction Services | Crime Prevention, Courts, Correction Services |
| School Readiness & Youth Development | School Readiness & Youth Development | Prevention/Emergency Response |

Commissioners' January 2012 ranking is based on the number of votes for 1st priority, then 2nd, then 3rd. One Commissioner voted for top ranking for County marketing of services and programs, offering geothermal heat-cooling incentives, and full support of Sheriff and EMS. There were no other write-in votes.





FY 2012-2013 General Fund Budget by County Goals

The budget pages in this document are organized according to traditional service divisions, such as Public Safety, Community Services, and Human Services. With the development of the county's focus areas and strategic priorities, the Budget & Management Department is working to reframe department categories to better reflect the broader outcomes envisioned in the focus areas. This provides a high-level view of how the Board of Commissioners allocates funds across the primary areas of service.

The chart below and the table that starts on the next page, translate the traditional budget categories into the county's broad focus areas. Refer to the table that follows for service groupings and departments that contribute to each focus area. In addition, the goal icons and color bars appear on the department pages, providing an easy way to connect specific department functions to the broader organizational goals.



**GUILFORD COUNTY
COUNTY GOALS & PRIORITIES
FY 2012-2013 BUDGET**

| | | | |
|--|--|---|--|
|  |  |  |  |
| Further Community Achievement | Improve Quality of Life & Manage Growth | Ensure Community Health & Safety | Maintain Efficient, Effective, and Responsive Governance |
| PRIORITIES | | | |
| <ul style="list-style-type: none"> • Poverty & Self Sufficiency • School Readiness & Youth Development • High-Quality K-12 Education • Workforce Preparedness & Personal Enrichment | <ul style="list-style-type: none"> • Social Capital & Community Vibrancy • Green & Clean Community <ul style="list-style-type: none"> • Economic Growth | <ul style="list-style-type: none"> • Mental Health Risk Behaviors • Physical & Environmental Health • Child, Aging/Disabled Adult Care • Mitigation/Emergency Response • Gang Activity, Crime Prevention, Courts, & Corrections Services | <ul style="list-style-type: none"> • Citizen-Oriented Service Improvement <ul style="list-style-type: none"> • Fiscal Performance • Workforce & Workplace Development • Responsive Governance & Stewardship |
| PROVIDED BY | | | |
| <ul style="list-style-type: none"> • Guilford County Schools • School Debt Service • Child Support Enforcement • Coordinated Services • The Guilford Center • Public Assistance Mandates • Social Services • Transportation • Veterans Services • Public Health • Cooperative Extension • Community College - GTCC | <ul style="list-style-type: none"> • Cooperative Extension • Culture & Parks/Open Space • Economic Development • Inspections • Planning & Development • Soil & Water Conservation • Solid Waste | <ul style="list-style-type: none"> • Animal Services • Coordinated Services • Court Alternatives • Emergency Services & GM 911 • Facilities • Guilford Center • Inspections • Law Enforcement • Other Protection • Public Assistance Mandates • Public Health • Security • Social Services • Transportation | <ul style="list-style-type: none"> • Board of Elections • Budget Mgmt. & Evaluation • Capital Outlay • Commissioners & Clerk • County Administration • County Attorney • Facilities & Property Mgmt. • Finance & Risk Management • Fleet Management • Human Resources • Information Services • Internal Audit • Purchasing • Register of Deeds |
| \$346,967,635 | \$8,093,277 | \$187,599,301 | \$44,852,030 |

**FY 2012-2013 Adopted Budget by County Strategic Focus Areas and Priorities
General Fund Budget**

| Focus Area | Service Priority | Department | FY 2013 Adopted Expenditures | FY 2013 Adopted Revenues | FY 2013 Net County Funds | FY 2013 Adopted FTEs |
|---|--|------------------------------------|------------------------------------|--------------------------------|--------------------------------|----------------------------|
| Further Community Achievement | High Quality K-12 Education | Debt Service | \$ 63,487,403 | \$ (5,625,807) | \$ 57,861,596 | - |
| | | Guilford County Schools | \$ 177,630,398 | \$ - | \$ 177,630,398 | - |
| | | | \$ 241,117,801 | \$ (5,625,807) | \$ 235,491,994 | - |
| | Poverty / Self-Sufficiency | Child Support Enforcement | \$ 6,033,107 | \$ (6,009,295) | \$ 23,812 | 91.70 |
| | | Coordinated Services | \$ 339,071 | \$ - | \$ 339,071 | - |
| | | Mental Health | \$ 8,716,762 | \$ (126,904) | \$ 8,589,858 | - |
| | | Public Assistance Mandates | \$ 2,745,994 | \$ (2,745,994) | \$ - | - |
| | | Social Services | \$ 20,576,560 | \$ (12,611,413) | \$ 7,965,147 | 248.00 |
| | | Transportation - Human Services | \$ 1,312,293 | \$ (902,449) | \$ 409,844 | 2.10 |
| | | Veterans Services | \$ 122,177 | \$ (1,452) | \$ 120,725 | 2.00 |
| | | | \$ 39,845,964 | \$ (22,397,507) | \$ 17,448,457 | 343.80 |
| | School Readiness / Youth Development | Public Health | \$ 29,754 | \$ (29,754) | \$ - | - |
| | | Social Services | \$ 23,418,655 | \$ (22,982,109) | \$ 436,546 | 13.00 |
| | | | \$ 23,448,409 | \$ (23,011,863) | \$ 436,546 | 13.00 |
| | Workforce Preparedness & Personal Enrichment | Cooperative Extension | \$ 504,479 | \$ - | \$ 504,479 | - |
| | | Debt Service | \$ 28,523,326 | \$ (2,527,537) | \$ 25,995,789 | - |
| | | GTCC | \$ 11,752,690 | \$ - | \$ 11,752,690 | - |
| Social Services | | \$ 1,774,966 | \$ (877,133) | \$ 897,833 | 23.00 | |
| | | | \$ 42,555,461 | \$ (3,404,670) | \$ 39,150,792 | 23.00 |
| Further Community Achievement Total | | | \$ 346,967,635 | \$ (54,439,847) | \$ 292,527,789 | 379.80 |
| Improve Quality of Life & Manage Growth | Economic Growth | Economic Development | \$ 1,400,244 | \$ - | \$ 1,400,244 | - |
| | | | \$ 1,400,244 | \$ - | \$ 1,400,244 | - |
| | Green & Clean Community | Cooperative Extension | \$ 5,096 | \$ - | \$ 5,096 | - |
| | | Culture & Recreation | \$ 2,511,819 | \$ (2,270) | \$ 2,509,549 | 2.00 |
| | | Inspections | \$ 147,598 | \$ (46,534) | \$ 101,064 | 1.75 |
| | | Planning & Development | \$ 613,897 | \$ (69,217) | \$ 544,680 | 8.00 |
| | | Soil & Water Conservation District | \$ 245,859 | \$ (40,329) | \$ 205,530 | 2.50 |
| | | Solid Waste | \$ 1,094,290 | \$ (784,480) | \$ 309,810 | 4.00 |
| | | | \$ 4,618,559 | \$ (942,830) | \$ 3,675,729 | 18.25 |
| | Social Capital / Community Vibrancy | Culture & Recreation | \$ 2,074,474 | \$ - | \$ 2,074,474 | - |
| | | | \$ 2,074,474 | \$ - | \$ 2,074,474 | - |
| Improve Quality of Life & Manage Growth Total | | | \$ 8,093,277 | \$ (942,830) | \$ 7,150,447 | 18.25 |
| Ensure Community Health & Safety | Child, Aging & Disabled Adult Care | Public Assistance Mandates | \$ 3,159,115 | \$ - | \$ 3,159,115 | - |
| | | Social Services | \$ 15,715,210 | \$ (9,133,600) | \$ 6,581,610 | 147.00 |
| | | | \$ 18,874,325 | \$ (9,133,600) | \$ 9,740,725 | 147.00 |
| | Crime Prevention, Courts & Correction Services | Coordinated Services | \$ 1,050,697 | \$ (927,983) | \$ 122,714 | 0.10 |
| | | Court Alternatives | \$ 2,573,617 | \$ (1,758,400) | \$ 815,217 | 35.00 |
| | | Facilities | \$ 1,148,251 | \$ (935,830) | \$ 212,421 | - |
| | | Law Enforcement | \$ 62,927,577 | \$ (4,503,043) | \$ 58,424,534 | 652.00 |
| | | Mental Health | \$ 190,500 | \$ (286,216) | \$ (95,716) | - |
| | | Other Protection | \$ 1,273,847 | \$ - | \$ 1,273,847 | 15.30 |
| | | Security | \$ 1,466,598 | \$ (16,200) | \$ 1,450,398 | 15.00 |
| | | Social Services | \$ 500 | \$ - | \$ 500 | - |
| | | | \$ 70,631,587 | \$ (8,427,672) | \$ 62,203,915 | 717.40 |

**FY 2012-2013 Adopted Budget by County Strategic Focus Areas and Priorities
General Fund Budget**

| Focus Area | Service Priority | Department | FY 2013 Adopted Expenditures | FY 2013 Adopted Revenues | FY 2013 Net County Funds | FY 2013 Adopted FTEs |
|--|---|---------------------------------|------------------------------------|--------------------------------|--------------------------------|----------------------------|
| Ensure Community Health & Safety | Mental Health Risk Behaviors | Mental Health | \$ 27,149,057 | \$ (25,743,199) | \$ 1,405,858 | 97.00 |
| | | Other Protection | \$ 138,421 | \$ - | \$ 138,421 | - |
| | | Social Services | \$ 118,841 | \$ (93,841) | \$ 25,000 | - |
| | | | \$ 27,406,319 | \$ (25,837,040) | \$ 1,569,279 | 97.00 |
| | Prevention / Emergency Response | Emergency Services | \$ 25,143,865 | \$ (13,243,150) | \$ 11,900,715 | 222.00 |
| | | Inspections | \$ 1,960,947 | \$ (618,243) | \$ 1,342,704 | 23.25 |
| | | | \$ 27,104,812 | \$ (13,861,393) | \$ 13,243,419 | 245.25 |
| | Physical & Environmental Health | Animal Services | \$ 3,160,729 | \$ (709,600) | \$ 2,451,129 | 16.25 |
| | | Public Health | \$ 33,316,570 | \$ (16,718,399) | \$ 16,598,171 | 396.25 |
| | | Social Services | \$ 6,230,097 | \$ (3,266,616) | \$ 2,963,481 | 113.00 |
| | | Transportation - Human Services | \$ 874,862 | \$ (601,632) | \$ 273,230 | 3.40 |
| | | \$ 43,582,258 | \$ (21,296,247) | \$ 22,286,011 | 528.90 | |
| Ensure Community Health & Safety Total | | | \$ 187,599,301 | \$ (78,555,952) | \$ 109,043,349 | 1,735.55 |
| Responsive Governance and Stewardship | | Board of Elections | \$ 2,694,673 | \$ (80,857) | \$ 2,613,816 | 16.75 |
| | | Budget Management & Evaluation | \$ 454,968 | \$ - | \$ 454,968 | 4.90 |
| | | Capital Outlay | \$ 174,914 | \$ - | \$ 174,914 | - |
| | | Clerk to the Board | \$ 260,868 | \$ - | \$ 260,868 | 2.00 |
| | | County Administration | \$ 1,299,730 | \$ (50,000) | \$ 1,249,730 | 4.00 |
| | | County Attorney | \$ 1,884,957 | \$ - | \$ 1,884,957 | 15.00 |
| | | County Commissioners | \$ 436,259 | \$ - | \$ 436,259 | - |
| | | Facilities | \$ 6,310,245 | \$ (494,184) | \$ 5,816,061 | 58.00 |
| | | Finance | \$ 2,492,919 | \$ (75,000) | \$ 2,417,919 | 29.00 |
| | | Fleet/Parking Administration | \$ - | \$ - | \$ - | - |
| | | Human Resources | \$ 10,108,269 | \$ - | \$ 10,108,269 | 20.00 |
| | | Information Services | \$ 9,464,813 | \$ - | \$ 9,464,813 | 51.00 |
| | | Internal Audit | \$ 499,293 | \$ - | \$ 499,293 | 5.00 |
| | | Property Management | \$ 236,386 | \$ - | \$ 236,386 | 2.00 |
| | | Purchasing | \$ 343,223 | \$ - | \$ 343,223 | 5.00 |
| | | Register of Deeds | \$ 2,041,122 | \$ (3,864,724) | \$ (1,823,602) | 25.00 |
| | | Tax | \$ 5,276,811 | \$ (1,580,490) | \$ 3,696,321 | 62.25 |
| | | | | \$ 44,852,030 | \$ (6,181,255) | \$ 38,670,775 |
| | Responsive Governance and Stewardship Total | | | \$ 44,852,030 | \$ (6,181,255) | \$ 38,670,775 |
| Grand Total | | | \$ 587,512,243 | \$ (140,119,884) | \$ 447,392,359 | 2,434.50 |

Note:

1) Position count above excludes 2.00 positions from Risk Management (Internal Services Fund).

General Government

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

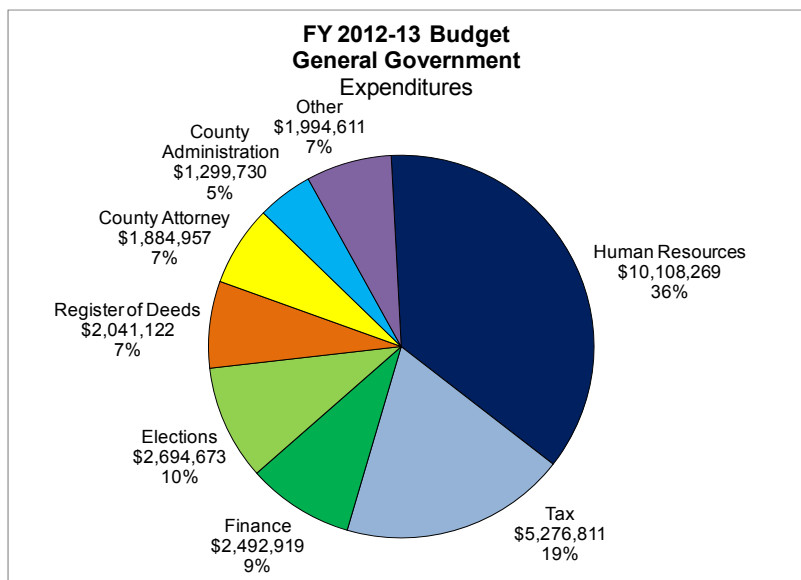
General Government departments include:

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

Expenditures

Guilford County plans to spend \$27,793,092 for General Government services in FY 2012-13, an increase of \$1.5 million, or 5.8% over the prior fiscal year. General Government departments account for about 5% of total expenditures.

The increase in this service area is primarily the result of increases in the County's share of health insurance for retirees (\$1.4 million).



Other planned increases in General Government include:

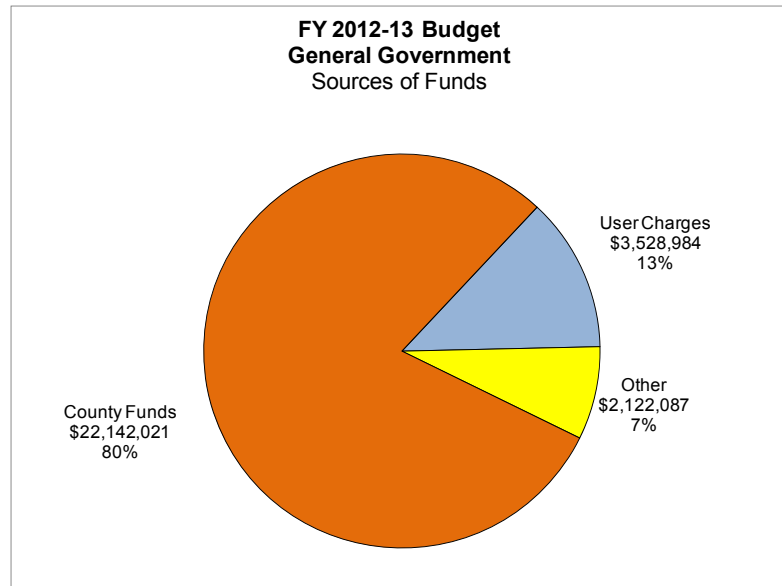
- \$55,000 for County Attorney increased litigation expenses.
- \$262,000 for the Board of Elections for additional personnel and operational costs associated with the November Presidential Election and a primary run-off election rescheduled by the state from FY 2012 to FY 2013.

These increases are partially offset by the elimination of positions in both the Tax Department and Internal Audit, as well as a reduction in expenses related to the Register of Deeds' ongoing document restoration project.

In addition, the Board of Commissioners expenditures will decrease as a result of the reduction in the number of board members from eleven to nine beginning in December 2012.

Revenues

County funds provide 80% of the support for General Government departments. User charges, including the fees paid by municipalities for tax collection and election services, account for 13% of revenues. Other revenues include the county's share of Excise Taxes paid to the Register of Deeds and portions of fund balance earmarked for document restoration by the Register of Deeds.



| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | vs. FY12 Adopted | | FY14 Plan |
|---------------------------|---------------------|---------------------|---------------------|---------------------|--------------------|-------------|---------------------|
| | | | | | \$ chg | % chg | |
| Department | | | | | | | |
| Budget & Management | \$409,786 | \$463,871 | \$452,649 | \$454,968 | (\$8,903) | -1.9% | \$481,488 |
| Clerk to the Board | \$188,937 | \$193,776 | \$194,482 | \$260,868 | \$67,092 | 34.6% | \$209,535 |
| County Administration | \$751,076 | \$1,261,141 | \$1,261,845 | \$1,299,730 | \$38,589 | 3.1% | \$1,244,266 |
| County Attorney | \$1,785,620 | \$1,819,255 | \$1,819,971 | \$1,884,957 | \$65,702 | 3.6% | \$1,824,068 |
| County Commissioners | \$534,586 | \$448,449 | \$459,804 | \$436,259 | (\$12,190) | -2.7% | \$405,139 |
| Elections | \$1,718,500 | \$2,440,209 | \$2,440,929 | \$2,694,673 | \$254,464 | 10.4% | \$2,078,141 |
| Finance | \$2,471,841 | \$2,472,218 | \$2,534,050 | \$2,492,919 | \$20,701 | 0.8% | \$2,599,044 |
| Human Resources | \$7,655,743 | \$8,528,662 | \$8,531,863 | \$10,108,269 | \$1,579,607 | 18.5% | \$10,672,065 |
| Internal Audit | \$436,868 | \$489,368 | \$491,203 | \$499,293 | \$9,925 | 2.0% | \$520,401 |
| Purchasing | \$418,522 | \$365,799 | \$401,049 | \$343,223 | (\$22,576) | -6.2% | \$359,922 |
| Register of Deeds | \$2,229,867 | \$2,366,704 | \$2,370,972 | \$2,041,122 | (\$325,582) | -13.8% | \$2,084,294 |
| Tax | \$5,208,134 | \$5,416,060 | \$5,523,997 | \$5,276,811 | (\$139,249) | -2.6% | \$5,197,280 |
| Total Expenditures | \$23,809,479 | \$26,265,512 | \$26,482,814 | \$27,793,092 | \$1,527,580 | 5.8% | \$27,675,643 |
| Sources of Funds | | | | | | | |
| Federal & State Funds | \$71,725 | \$25,842 | \$25,842 | \$50,000 | \$24,158 | 93.5% | \$50,000 |
| User Charges | \$2,783,721 | \$3,969,000 | \$3,969,000 | \$3,528,984 | (\$440,016) | -11.1% | \$3,898,593 |
| Other | \$2,217,773 | \$2,027,430 | \$2,027,430 | \$2,027,230 | (\$200) | 0.0% | \$2,027,430 |
| Investment Earnings | \$1,618 | \$7,500 | \$7,500 | \$7,500 | \$0 | 0.0% | \$7,500 |
| Fund Balance | \$736,271 | \$383,695 | \$387,257 | \$37,357 | (\$346,338) | -90.3% | \$1,695 |
| County Funds | \$17,998,372 | \$19,852,045 | \$20,065,785 | \$22,142,021 | \$2,289,976 | 11.5% | \$21,690,425 |
| Sources of Funds | \$23,809,479 | \$26,265,512 | \$26,482,814 | \$27,793,092 | \$1,527,580 | 5.8% | \$27,675,643 |

BUDGET MANAGEMENT AND EVALUATION

Michael Halford, Director

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

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Maintain Efficient, Effective, and Responsible Governance
PRIORITY: Strong Fiscal Performance



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|------------------|------------------|------------------|------------------|--------------|------------------|
| Program(s) | | | | | | |
| 10-Budget & Management | \$407,618 | \$463,871 | \$452,649 | \$454,968 | -1.9% | \$481,488 |
| Total | \$407,618 | \$463,871 | \$452,649 | \$454,968 | -1.9% | \$481,488 |
| Expenditures | | | | | | |
| Personnel Services | \$393,879 | \$441,411 | \$428,668 | \$442,008 | 0.1% | \$461,178 |
| Operating Expenses | \$13,739 | \$22,460 | \$23,981 | \$12,960 | -42.3% | \$20,310 |
| Total | \$407,618 | \$463,871 | \$452,649 | \$454,968 | -1.9% | \$481,488 |
| Sources of Funds | | | | | | |
| Net County Funds | \$407,618 | \$463,871 | \$452,649 | \$454,968 | -1.9% | \$481,488 |
| Authorized Positions | 5.00 | 5.00 | 5.00 | 4.90 | -2.0% | 4.90 |

DEPARTMENTAL PURPOSE

Budget, Management and Evaluation assists departments, county management and the Board of Commissioners in the preparation and management of a balanced budget. The annual budget is prepared and maintained in an effective and efficient manner that is consistent with the goals and objectives of the Board of County Commissioners, in accordance with the Local Government Budget and Fiscal Control Act. The department coordinates the development of the County's annual budget planning and development process, reviews and evaluates program performance and monitors expenditures to ensure adherence to county policies and procedures. In addition, employees assist departments with performance measures, respond to information requests from the Guilford County Board of Commissioners, county management, departments, government and community agencies, media and public.

The department will:

- Design and manage an annual budget development process that provides county leaders appropriate, timely, accurate, and complete information regarding budget issues and options so that a balanced budget is adopted by July 1.
- Prepare a budget document that supports sound financial, operational, and policy decisions, as evidenced by the receipt of the Government Finance Officers Association's Distinguished Budget Presentation Award
- Monitor and manage the County budget during the year, so that no department exceeds its approved budget allocation.
- Accurately, yet conservatively, estimate revenues and expenses so that actual county revenues are *at least* 100% of budget and actual expenditures are *at most* 100% of budget.
- Process all budget transfer and amendment requests within five days of approval.
- Respond to public requests for information within one week.
- Assist departments and leadership in allocating scarce resources by conducting management studies and evaluations of county operations to improve organizational effectiveness, efficiency, and productivity.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- The FY 2013 budget includes a \$250 one-time payment for Budget Management and Evaluation employees in lieu of providing funds for the county's pay for performance program.
- A county service performance benchmark program planned by the School of Government at the University of North Carolina at Chapel Hill has been postponed until FY 2013-14. As a result, the expected participation fee has been removed from the department's FY 2012-13 budget.
- A portion (10%) of the Budget Director's position has been assigned to the Coordinated Services department to account for the work completed in support of the Juvenile Crime Prevention Council and other community organizations.

FY 2012 SIGNIFICANT ACCOMPLISHMENTS

- Continued a comprehensive county-wide service inventory and reorganization of the County departments' performance measures. Staff members are working with departments to clearly define the specific services provided by the county, identify mandated vs. optional services, and develop more meaningful performance measures to evaluate operations and improve performance.
- Received the Government Finance Officers Association's Distinguished Budget Presentation Award for the Fiscal Year 2011-2012 budget document.
- Continued the county-wide multi-year inventory, prioritization and evaluation program for major facility needs, major equipment purchases, vehicle acquisitions and technology expenditures.
- Completed a comprehensive review of the County's emergency medical services function, identifying current response capabilities of the Emergency Medical Services Division and County fire districts.

- Participated in the County's first Citizen's Academy, leading class discussions and exercises related to the County's budget and departmental operations.

KEY PERFORMANCE MEASURES

| Measures | FY10-11 Actual | FY11-12 Estimate | FY12-13 Projected | FY13-14 Projected |
|---|-------------------|---------------------|----------------------|----------------------|
| Budget, Management, & Evaluation | | | | |
| Received the Government Finance Officers' Association Distinguished Budget Presentation award | Yes | Yes | Yes | Yes |
| Number of departments that exceed budget as noted in annual financial report | 0 | 0 | 0 | 0 |
| Actual revenue as a percent of budgeted revenue (at least 100%) | 100.1% | 100% | 100% | 100% |
| Actual expenditures as a percent of budgeted expenditures (at most 100%) | 94.1% | 98% | 98% | 98% |
| Percent of budget amendments and transfers processed within five days of approval | 93.6% | 99% | 100% | 100% |
| Percent of public questions responded to within one week | - | 100% | 100% | 100% |
| Annual cost savings and productivity gains as a % of Budget Management & Evaluation's budget | - | 50% | 60% | 60% |

**A dash indicates a new performance measure that has not been measured before*

FUTURE ISSUES

The department will complete the installation of a budget and performance management software system by summer 2012. The current budget process is Excel based and requires an excessive amount of staff time to manage. A new system will reduce the time spent keying budget data and increase the time spent on additional analysis, performance management, and program evaluations.

CLERK TO THE BOARD

Effie D. Varitimidis, Clerk to the Board

301 W. Market St., P.O. Box 3427, Greensboro, NC 27401 (336) 641-5532

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Maintain Efficient, Effective, & Responsible Governance

PRIORITY: Responsive Governance & Stewardship



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | %chg | FY14 Plan |
|-----------------------------|------------------|------------------|------------------|------------------|--------------|------------------|
| Program(s) | | | | | | |
| 10-Clerk To Board | \$187,337 | \$193,776 | \$194,482 | \$260,868 | 34.6% | \$209,535 |
| Total | \$187,337 | \$193,776 | \$194,482 | \$260,868 | 34.6% | \$209,535 |
| Expenditures | | | | | | |
| Personnel Services | \$170,995 | \$173,088 | \$173,088 | \$245,690 | 41.9% | \$194,357 |
| Operating Expenses | \$16,342 | \$20,688 | \$21,394 | \$15,178 | -26.6% | \$15,178 |
| Total | \$187,337 | \$193,776 | \$194,482 | \$260,868 | 34.6% | \$209,535 |
| Sources of Funds | | | | | | |
| Net County Funds | \$187,337 | \$193,776 | \$194,482 | \$260,868 | 34.6% | \$209,535 |
| Authorized Positions | 2.00 | 2.00 | 2.00 | 2.00 | 0.0% | 2.00 |

DEPARTMENTAL PURPOSE

The Clerk to the Board attends all Board meetings, records and transcribes minutes, and produces and safeguards a permanent record of meetings/minutes for future use. The Clerk maintains an Ordinance Book, separate from the official source of information regarding actions taken by the Board. Interested parties are notified of Board actions and all documents, maps, and minutes presented to be considered by the Board are kept available for public examination. Finally, the Clerk to the Board prepares the agenda, advertises all notices of hearings and other issues as required by law, and attests all contracts, deeds, bonds, and other legal documents, and issues fireworks permits for all events in the County.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- Office supply budget is reduced as a result of switching from paper agendas to electronic copies of agendas for staff and public access.
- The FY 2013 budget includes a one-time payment of \$250 for Clerk to the Board employees in lieu of providing funds for the county's pay for performance program.
- Advertising was moved to the Board of County Commissioners budget in FY 2013.

FY 2012 SIGNIFICANT ACCOMPLISHMENTS

- Implemented and trained departments on the in-house agenda preparation program to improve efficiency for departments submitting and tracking agenda items.
- Cross-trained the Administration department on the agenda process.
- Hosted Annual North Carolina County Clerks Conference

KEY PERFORMANCE MEASURES

| Measures | FY10-11 | FY11-12 | FY12-13 | FY13-14 |
|---|---------|----------|-----------|-----------|
| | Actual | Estimate | Projected | Projected |
| Clerk to the Board | | | | |
| Board/Committee meetings staffed per year | 62 | 60 | 50 | 50 |
| Percentage of draft minutes approved by board within one month of meeting date | 35% | 50% | 75% | 90% |
| Percentage of Agenda packets posted to County website and provided to the Board 6 days prior to a meeting | 90% | 100% | 100% | 100% |
| Boards and Commissions appointments/reappointments made within 1 month of vacancy/term expiration | 80% | 90% | 95% | 95% |

FUTURE ISSUES

Scanning of public records to enable quicker retrieval of records and increase public access will be a priority for the department. Currently, the department has an estimated 1,500 Board meeting files dating from 1980 that would be a starting point for the scanning project. Although most of the files have been prepped for scanning through a previous partnership with a non-profit, the department is concerned about the manpower and time that will be needed to scan the documents and may need to consider outsourcing or hiring temporary labor to scan the files.

Workload for the Clerks' Office has grown due to the increase in Board Committees. The Department will continue to cross-train other departments on our duties but in absence of an additional position there is a need to designate a long-term back-up employee for the department to perform clerk duties and provide technical assistance to the Board in the absence of the Clerk or Deputy Clerk.

COUNTY ADMINISTRATION

Brenda Jones Fox, County Manager
Sharisse Fuller, Assistant County Manager/Human Resources Director

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

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Maintain Efficient, Effective, & Responsible Governance
PRIORITY: Responsive Governance & Stewardship



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|-------------------|--------------------|--------------------|--------------------|--------------|--------------------|
| Program(s) | | | | | | |
| 2-County Administration | \$708,786 | \$711,141 | \$711,845 | \$749,730 | 5.4% | \$694,266 |
| 11-Intergov. Services | \$31,225 | \$50,000 | \$50,000 | \$50,000 | 0.0% | \$50,000 |
| 10-Contingency Reserve | \$0 | \$500,000 | \$500,000 | \$500,000 | 0.0% | \$500,000 |
| Total | \$740,012 | \$1,261,141 | \$1,261,845 | \$1,299,730 | 3.1% | \$1,244,266 |
| Expenditures | | | | | | |
| Personnel Services | \$517,077 | \$530,725 | \$530,725 | \$577,314 | 8.8% | \$521,850 |
| Operating Expenses | \$222,935 | \$730,416 | \$731,120 | \$722,416 | -1.1% | \$722,416 |
| Capital Outlay | \$0 | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Total | \$740,012 | \$1,261,141 | \$1,261,845 | \$1,299,730 | 3.1% | \$1,244,266 |
| Sources of Funds | | | | | | |
| Federal & State Funds | (\$21,589) | \$0 | \$0 | (\$50,000) | 0.0% | (\$50,000) |
| Other | (\$20) | \$0 | \$0 | \$0 | 0.0% | \$0 |
| User Charges | \$0 | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Total | (\$21,609) | \$0 | \$0 | (\$50,000) | 0.0% | (\$50,000) |
| Net County Funds | \$718,403 | \$1,261,141 | \$1,261,845 | \$1,249,730 | -0.9% | \$1,194,266 |
| Authorized Positions | 4.50 | 4.50 | 4.50 | 4.00 | -11.1% | 4.00 |

DEPARTMENTAL PURPOSE

The County Manager's office provides professional management and support of Guilford County Government by directing and supervising all county offices, departments, boards, commissions and agencies under the general control of the Board of Commissioners.

Included in this department's budget is the Reserve for Contingencies. This is used to address unexpected expenditures that may arise throughout the year. The transfer of funds from this account to other departments to address these expenses is routinely reported to the Board of Commissioners at subsequent Board meetings.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- The FY 2013 budget includes a \$250 one-time payment for County Administration employees in lieu of providing funds for the county's pay for performance program.
- A portion of a support staff position has been budgeted in Human Resources to properly allocate support time between County Administration and Human Resources.

FY 2012 SIGNIFICANT ACCOMPLISHMENTS

- Continuing to work on Employee Self-Service.
- Completed the County Fire District Study.
- Worked with the County's first Citizen's Academy graduating class.
- Worked with the City of Greensboro on the Water and Sewer Project.
- Worked with the Budget Committee and Board of Education Committee, Jail Advisory Committee, Efficiency Committee, and the Building Naming Committee.

KEY PERFORMANCE MEASURES

| Measures | FY10-11 | FY11-12 | FY12-13 | FY13-14 |
|---|---------|----------|-----------|-----------|
| | Actual | Estimate | Projected | Projected |
| County Administration | | | | |
| Percent of public requests for information resolved in five business days or less | - | 98% | 98% | 98% |
| Number of public calls taken per staff member | - | 99% | 99% | 99% |

COUNTY ATTORNEY

Mark Payne, County Attorney

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

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Maintain Efficient, Effective, & Responsible Governance

PRIORITY: Responsive Governance & Stewardship



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|-------------|--------------------|
| Program(s) | | | | | | |
| 10-County Attorney | \$1,758,895 | \$1,819,255 | \$1,819,971 | \$1,884,957 | 3.6% | \$1,824,068 |
| Total | \$1,758,895 | \$1,819,255 | \$1,819,971 | \$1,884,957 | 3.6% | \$1,824,068 |
| Expenditures | | | | | | |
| Personnel Services | \$1,423,911 | \$1,411,409 | \$1,411,409 | \$1,607,361 | 13.9% | \$1,601,702 |
| Operating Expenses | \$334,984 | \$407,846 | \$408,562 | \$277,596 | -31.9% | \$222,366 |
| Capital Outlay | \$0 | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Total | \$1,758,895 | \$1,819,255 | \$1,819,971 | \$1,884,957 | 3.6% | \$1,824,068 |
| Sources of Funds | | | | | | |
| Other | (\$405) | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Total | (\$405) | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Net County Funds | \$1,758,490 | \$1,819,255 | \$1,819,971 | \$1,884,957 | 3.6% | \$1,824,068 |
| Authorized Positions | 15.00 | 15.00 | 15.00 | 15.00 | 0.0% | 15.00 |

DEPARTMENTAL PURPOSE

The County Attorney and staff provide prompt, efficient and effective legal advice and representation to the Board of Commissioners, County Manager, County departments and related agencies. Legal counsel is provided on all areas of local government including contracts, civil procedure, litigation, constitutional law, open meetings, public records, purchasing, property tax assessment and collection, budget and financial procedures and personnel matters. Because the County is self-funded for liability purposes, this office handles virtually all cases. This office serves two courthouses and a variety of clients in two major cities. The County Attorney's Office represents and defends individual commissioners, officials and all County-related employees in the absence of a conflict.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- A vacant Law Librarian position has been reclassified to a Deputy County Attorney position (the cost of contracted legal services has exceeded the cost of an additional in-house attorney). Consequently, professional services expense has been reduced by \$135,000.
- The FY 2013 budget includes a \$250 one-time payment for County Attorney employees in lieu of providing funds for the county's pay for performance program.

FY 2012 SIGNIFICANT ACCOMPLISHMENTS

- The County Attorney's office has undertaken extensive cross-training efforts in order to more efficiently utilize in-house resources prior to the consideration of outside contractors. As such, the office has maximized its internal resources and reduced the need for some of the costly outsourcing.
- The County Attorney's Office, in conjunction with the County's Information Services Department, developed and implemented a contract tracking system in which to better assess volume and turnaround time for the contract submission and review process.
- The Department has handled multiple high profile matters in the last fiscal year and has continued to successfully meet the demands of exceedingly high volumes of case loads for the County.

KEY PERFORMANCE MEASURES

| Measures | FY10-11 Actual | FY11-12 Estimate | FY12-13 Projected | FY13-14 Projected |
|--|-------------------|---------------------|----------------------|----------------------|
| County Attorney | | | | |
| Percent of staff credential maintained through attainment of required CLE credits and CPE credits | 100% | 100% | 100% | 100% |
| Percent of contracts reviewed within 15 business days | - | - | 95% | 95% |
| Percent of child welfare cases adjudicated with 60 calendar days (or the time period required by the court) | 100% | 100% | 68% | 99% |
| Percent of juvenile court orders filed within 30 calendar days | - | - | 80% | 100% |
| Percent of protective services or guardianship petitions filed of adult services matters within 10 calendar days of referral | - | - | 100% | 100% |
| Percent of initial ordinance enforcement matters processed within 15 days of referral to the County Attorney's Office | - | - | 100% | 100% |

**A dash indicates a new performance measure that has not been measured before*

FUTURE ISSUES

- In a continuing trend from last fiscal year, the County Attorney's Office continues to see exceedingly high levels in case loads in the following areas neglect and abuse matters, child support enforcement matters, ordinance violations, law enforcement, tax appeals and general litigation demands. The steady increase in volume will continue to require aggressive utilization of in-house resources; however, an expansion of the County Attorney's Office, or increased utilization of outside counsel will be required to compensate for the expected volume increases in the future.
- There continues to be a growing need for a more efficient document management system in order to handle the increasing volume of work and litigation demands. The County Attorney's Office is in the process of implementing software that will help better utilize existing resources in the management of cases.

COUNTY COMMISSIONERS

Melvin "Skip" Alston, Board Chairman

301 West Market St., P.O. Box 3427 Greensboro, NC 27401 (336) 641-7670

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Maintain Efficient, Effective, & Responsible Governance

PRIORITY: Responsive Governance & Stewardship



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|------------------|------------------|------------------|------------------|--------------|------------------|
| Program(s) | | | | | | |
| 10-County Commissioners | \$502,256 | \$448,449 | \$459,804 | \$436,259 | -2.7% | \$405,139 |
| Total | \$502,256 | \$448,449 | \$459,804 | \$436,259 | -2.7% | \$405,139 |
| Expenditures | | | | | | |
| Personnel Services | \$337,756 | \$355,804 | \$355,804 | \$339,614 | -4.6% | \$305,994 |
| Operating Expenses | \$164,500 | \$92,645 | \$104,000 | \$96,645 | 4.3% | \$99,145 |
| Capital Outlay | \$0 | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Total | \$502,256 | \$448,449 | \$459,804 | \$436,259 | -2.7% | \$405,139 |
| Sources of Funds | | | | | | |
| Net County Funds | \$502,256 | \$448,449 | \$459,804 | \$436,259 | -2.7% | \$405,139 |
| Authorized Positions | 11.00 | 11.00 | 11.00 | 11.00 | 0.0% | 9.00 |

DEPARTMENTAL PURPOSE & GOALS

The eleven-member board is committed to rendering quality service to the citizens in a courteous, efficient and cost-effective manner. The Commissioners establish goals for County government, provide policy direction on specific issues to the County Manager, and ensure accountability by evaluating services to determine they are meeting the needs of those whom they serve and providing citizens with the highest return on each tax dollar. Each year, the Board approves an annual budget and sets property tax rates and fees for the County and for special taxing districts. Specific actions include adopting appropriate ordinances, rules, and regulations as methods for executing the policies. Further, the Board of Commissioners appoints members to advisory boards and commissions that they establish, as well as to other boards established by State legislation. The Board of Commissioners also directly appoints five principal officials: County Manager, County Attorney, Tax Director, Finance Director and Clerk to the Board, all of whom serve at the pleasure of the Board.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- In December 2012, the Board of Commissioners will be reduced to nine members to comply with North Carolina Session Law 2011-407. The reduction in members will reduce salary and benefits costs in the Board of Commissioners' budget.
- Meeting advertising expense has been moved to the County Commissioners' budget from the Clerk to the Board's office to properly account for those expenses.

BOARD OF ELECTIONS

George N. Gilbert, Director

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

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Maintain Efficient, Effective, & Responsible Governance

PRIORITY: Responsive Governance & Stewardship



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|---------------|--------------------|
| Program(s) | | | | | | |
| 2-Elections/Admin | \$1,654,551 | \$2,440,209 | \$2,440,929 | \$2,692,978 | 10.4% | \$2,076,446 |
| 10-Other | \$31,923 | \$0 | \$0 | \$0 | 0.0% | \$0 |
| 20-Training | \$0 | \$0 | \$0 | \$1,695 | 0.0% | \$1,695 |
| Total | \$1,686,474 | \$2,440,209 | \$2,440,929 | \$2,694,673 | 10.4% | \$2,078,141 |
| Expenditures | | | | | | |
| Personnel Services | \$1,349,502 | \$1,867,527 | \$1,867,527 | \$1,990,333 | 6.6% | \$1,684,891 |
| Operating Expenses | \$337,096 | \$572,682 | \$573,402 | \$704,340 | 23.0% | \$393,250 |
| Capital Outlay | \$0 | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Other | (\$125) | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Total | \$1,686,474 | \$2,440,209 | \$2,440,929 | \$2,694,673 | 10.4% | \$2,078,141 |
| Sources of Funds | | | | | | |
| Federal & State Funds | (\$31,923) | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Fund Balance | (\$1,696) | (\$1,695) | (\$1,695) | (\$1,357) | -19.9% | (\$1,695) |
| Other | (\$828) | (\$2,000) | (\$2,000) | (\$2,000) | 0.0% | (\$2,000) |
| User Charges | (\$45,849) | (\$447,100) | (\$447,100) | (\$77,500) | -82.7% | (\$447,100) |
| Total | (\$80,295) | (\$450,795) | (\$450,795) | (\$80,857) | -82.1% | (\$450,795) |
| Net County Funds | \$1,606,179 | \$1,989,414 | \$1,990,134 | \$2,613,816 | 31.4% | \$1,627,346 |
| Authorized Positions | 16.75 | 16.75 | 16.75 | 16.75 | 0.0% | 16.75 |

DEPARTMENTAL PURPOSE

The Board of Elections provides all qualified citizens with the opportunity to vote in fair, accurate, open elections, according to Constitutional and Statutory rights and requirements. Voter registration services are provided to all eligible county citizens and the registration file for the county is maintained. The Board of Elections files candidates for office, provide campaign finance reporting services, and conduct all elections for county and municipalities in the county.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- The budget for the Elections Department includes funds for two elections, compared to four elections in the prior year's budget. One of the elections is the November Presidential election. The other election, a potential second primary election, was originally scheduled to be held in FY 2011-12. The state has moved the date of this election to the 2012-13 fiscal year. The costs of these two elections will increase the Elections' budget by approximately \$260,000.
- County funds are expected to increase by approximately \$632,000. Municipal reimbursement revenues will fall in FY 2013-14 since the planned elections are general, county-wide elections. In addition, traditional state grant funds for early voting are not anticipated to be available this year.
- The FY 2013 budget includes a \$250 one-time payment for Elections Department employees in lieu of providing funds for the county's pay for performance program.

FY 2012 SIGNIFICANT ACCOMPLISHMENTS

- Successfully executed the municipal Primary and General Election. The general election primary is underway with a 2nd primary expected June 26th or July 17th.
- Reviewed more than 15,000 petition signatures.
- Mailed more than 300,000 district change notices to voters. 20,000 to 30,000 are expected to be returned undeliverable and must be processed and followed up with "confirmation" notices to these voters.
- Helped obtain a temporary resolution to the legal ambiguities related to the prospective Board of County Commissioners redistricting plan enacted by the General Assembly.

KEY PERFORMANCE MEASURES

| Measures | FY10-11 | FY11-12 | FY12-13 | FY13-14 |
|---|---------|----------|-----------|-----------|
| | Actual | Estimate | Projected | Projected |
| Elections | | | | |
| Contested elections | None | None | None | None |
| % of Voting Age Population registered | 94% | 88% | 97% | 92% |
| % of Provisional Ballots Counted | 35% | 59% | 46% | 59% |
| Participation in school and civic organizations election events | 22 | 20+ | 20+ | 20+ |
| County funds per registered voter | \$4.85 | \$3.90 | \$3.81 | \$4.62 |
| Early Voting Sites - Largest Election | 11 | 6 | 19 | 6 |
| Number of duplicate registrations | 1,751 | 1,377 | 6,276 | 1,755 |

FUTURE ISSUES

- Help America Vote Act (HAVA) grant funds are currently frozen by the General Assembly and will not be available for FY 2013. Since 2006, these grant funds have paid for more than half our voting equipment costs, a substantial portion of our early voting costs in general elections and all of our equipment maintenance fees. Ongoing costs in these areas will fall primarily on the county in the future. Guilford will be less affected by this than most counties since we are the only county with a contract to perform our own voting equipment maintenance.
- Our voting equipment is now six years old and no new equipment of its kind is being manufactured. Similarly, no software updates are being pursued by the vendor. These factors threaten both physical and technological obsolescence. For instance, the election management software will no run on the Windows 7 operating system. To continue to use it, we must maintain our older computers with the Windows XP operating system. Some state mandated resolution to this bottleneck can be expected before 2016 and it will likely be expensive.
- Legislation to institute mandatory photo ID at the polls, while vetoed by the governor, is still pending in the General Assembly. If ultimately implemented in its present form, the legislation could result in significant personnel cost increases.

FINANCE

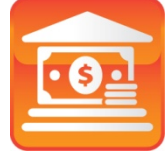
Reid Baker, Director

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

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Maintain Efficient, Effective, & Responsible Governance

PRIORITY: Strong Fiscal Performance



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|-------------|--------------------|
| Program(s) | | | | | | |
| 10-Finance | \$2,440,084 | \$2,472,218 | \$2,534,050 | \$2,492,919 | 0.8% | \$2,599,044 |
| Total | \$2,440,084 | \$2,472,218 | \$2,534,050 | \$2,492,919 | 0.8% | \$2,599,044 |
| Expenditures | | | | | | |
| Personnel Services | \$2,109,494 | \$2,249,682 | \$2,249,682 | \$2,256,629 | 0.3% | \$2,349,988 |
| Operating Expenses | \$330,589 | \$222,536 | \$284,368 | \$226,290 | 1.7% | \$249,056 |
| Capital Outlay | \$0 | \$0 | \$0 | \$10,000 | 0.0% | \$0 |
| Total | \$2,440,084 | \$2,472,218 | \$2,534,050 | \$2,492,919 | 0.8% | \$2,599,044 |
| Sources of Funds | | | | | | |
| User Charges | (\$76,799) | (\$70,000) | (\$70,000) | (\$75,000) | 7.1% | (\$75,000) |
| Total | (\$76,799) | (\$70,000) | (\$70,000) | (\$75,000) | 7.1% | (\$75,000) |
| Net County Funds | \$2,363,285 | \$2,402,218 | \$2,464,050 | \$2,417,919 | 0.7% | \$2,524,044 |
| Authorized Positions | 29.00 | 29.00 | 29.00 | 29.00 | 0.0% | 29.00 |

DEPARTMENTAL PURPOSE

The Finance Department administers and manages the County's fiscal affairs in compliance with laws and regulations and in conformity with generally accepted accounting principles in an efficient and cost-effective manner. Efficiency involves the continued monitoring of procedures for improvements to absorb the continually increasing volume of transactions. Cost-effectiveness is achieved through increased efficiency and cost reductions as well as maximization of revenues. Funds are disbursed to county vendors and employees in compliance with laws, regulations, budget ordinance and county policy. The department bills certain accounts receivable and invests county funds in accordance with state laws and county investment policy to maximize returns within the parameters of preserving principal and maintaining necessary liquidity. Financial analysts review and approve grant reports in order to maximize the County's financial resources. Finance prepares the County's Comprehensive Annual Financial Report and the annual financial report for the Local Government Commission. Official Statements are prepared on an as needed basis for bond issues.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- The FY 2013 budget includes \$10,000 for the purchase of a new check sealer.
- The FY 2013 budget includes a one-time payment of \$250 for Finance employees in lieu of providing funds for the county's pay-for-performance program.

FY 2012 SIGNIFICANT ACCOMPLISHMENTS

- Maintained high level of productivity per employee in payables, payroll and accounting functions.
- Maintained a high level of productivity among management level employees during the vacancy of two high level positions.
- Successfully issued the County's authorization of Qualified School Construction Bonds (QSCBs) along with additional authorized bonds for Guilford County Schools and County Detention Facilities projects. The \$33.99 million QSCBs were issued at a zero percent effective rate after Federal rebate.
- Maintained a "triple A" rating from all three rating agencies on all general obligation bonds.
- On two separate occasions during the fiscal year, refunded outstanding bond debt that will reduce total debt service over the next several years and generate a net economic gain. Restructured an existing installment purchase obligation and combined with a new borrowing produced a favorable blended rate of 3.406%.
- Provide continuing support to resolve pending issues with the Billing and Collection module of the new NCPTS Tax System.

KEY PERFORMANCE MEASURES

| Measures | FY10-11 | FY11-12 | FY12-13 | FY13-14 |
|--|---------|----------|-----------|-----------|
| | Actual | Estimate | Projected | Projected |
| Finance | | | | |
| Awarded the Certificate of Achievement for Excellence in Financial Reporting from GFOA | Yes | Yes | Yes | Yes |
| GO Bond rating evaluation from the three bond rating agencies | AAA | AAA | AAA | AAA |
| # of basis points (excluding bond funds) over/under average annual trust yield | 32 | 35 | 30 | 30 |
| # of vouchers and checks per accounts payable employee | 28,243 | 31,584 | 31,050 | 30,600 |
| # of of checks or deposit advices per payroll employee (based on current biweekly payroll) | 33,350 | 32,793 | 31,600 | 30,500 |
| # of accounts receivable statements and payments per Accounts Receivable employee | 24,583 | 22,690 | 22,000 | 22,000 |

FUTURE ISSUES

Although publicity concerning the turmoil in the financial markets has subsided, the situation continues to complicate investment operations. Yields on all investments remain low, and concern over the stability of issuers has limited our choices and increased time spent on evaluation of the financial instruments/institutions in which we invest County funds.

The advent of multiple debt programs available through the American Reinvestment and Recovery Act (ARRA) has broadened the scope of factors to be considered in the structure and type of debt issued. We continue to monitor developments in the ARRA legislation to determine the optimal structure for the County's financing needs.

The County's unfunded actuarial liability for non-retirement post-employment benefits (OPEB) amounts to over \$216 million and the annual contribution to fund this liability is in excess of \$17 million. (The County's current annual contribution is \$2 million, plus the current year's cost of health insurance benefits for qualified retirees.) The selection of an appropriate funding regimen in a tight budgetary environment will present a challenge for the next several years.

The department will maintain spending at a prudent level in the face of uncertain revenue streams, which will require increased scrutiny of the County's finances. Important revenue sources, such as sales tax, are continually monitored, as are more than 250 state and federal grants as the Finance Department seeks to maximize and project major revenue sources.

Testing and implementing the Lawson system upgrade and continuing matters relating to the County's new tax system will place additional strain on our staff of business analysts, financial analysts and accounting manager. Heavily involved in numerous system implementations and upgrades in recent years, these individuals continue to have ongoing responsibilities in addition to lending support to these projects. Finance already supports five major application systems, more than any other County department, with the Lawson application now encompassing most of the County's major financial subsystems.

The increasing burden created by new issues of authorized general obligation debt will continue to strain the County's resources for the next several years. The increase in the debt service budget has more than outweighed cost-cutting efforts in all other areas combined. Structuring future issues to minimize the budgetary impact of increased debt while providing for fiscally prudent amortization of the County's long-term obligations will be a challenge for the foreseeable future.

HUMAN RESOURCES

Sharisse Fuller, Director

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

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Maintain Efficient, Effective, & Responsible Governance

PRIORITY: Workforce & Workplace Development



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|--------------------|--------------------|--------------------|---------------------|--------------|---------------------|
| Program(s) | | | | | | |
| 2-Hr Administration | \$1,524,882 | \$1,572,662 | \$1,575,863 | \$1,752,269 | 11.4% | \$1,686,065 |
| 20-Retiree/Other Costs | \$6,118,440 | \$6,956,000 | \$6,956,000 | \$8,356,000 | 20.1% | \$8,986,000 |
| Total | \$7,643,322 | \$8,528,662 | \$8,531,863 | \$10,108,269 | 18.5% | \$10,672,065 |
| Expenditures | | | | | | |
| Personnel Services | \$7,518,534 | \$8,366,164 | \$8,366,164 | \$9,954,141 | 19.0% | \$10,517,937 |
| Operating Expenses | \$124,788 | \$162,498 | \$165,699 | \$154,128 | -5.2% | \$154,128 |
| Total | \$7,643,322 | \$8,528,662 | \$8,531,863 | \$10,108,269 | 18.5% | \$10,672,065 |
| Sources of Funds | | | | | | |
| Net County Funds | \$7,643,322 | \$8,528,662 | \$8,531,863 | \$10,108,269 | 18.5% | \$10,672,065 |
| Authorized Positions | 21.50 | 19.50 | 19.50 | 20.00 | 2.6% | 20.00 |

DEPARTMENTAL PURPOSE

The Human Resources Department provides a variety of personnel management services in the following areas: Recruitment, Employee Relations, Training, Classification and Compensation, Benefits, and HRMS. The department is responsible for ensuring the County's compliance with various state and federal laws, the development and monitoring of the annual Health Care Budget, review and processing of various HR/Payroll transactions, maintenance of required personnel records, and creating and analyzing statistical reports for the County Commissioners, media, and departments.

The budget for this department also contains the County's share of the group insurance premium expense for retirees enrolled under the County's Retiree Health Insurance Program.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- The overall Human Resources budget is \$1,596,083 (18%) higher than the budget adopted for FY 2011-12. This increase is largely due to an increase of \$1,400,000 for the county's share of retiree health insurance.
- The FY 2013 budget includes a one-time payment of \$250 for Human Resource employees in lieu of providing funds for the county's pay for performance program.

FY 2012 SIGNIFICANT ACCOMPLISHMENTS

- Posted 100% of vacancies within two business days.
- Conducted benefit enrollment and timekeeping training.
- Processed and administered disciplinary actions within the required time frames in accordance with applicable personnel regulations and employment laws.
- Ensured that management and staff are sufficiently versed in Federal and State Employment laws.
- Continued administration of Lawson payroll and KRONOS timekeeping system, including applicable training.
- Ensured employees and supervisors received the proper training to improve their knowledge, skills and abilities in the following areas; Employment Law, Management Skills and Strategic Planning.
- Participated in Lawson system upgrade.
- Assisted with Budget and Workers' Compensation RFP processes.
- Implemented and trained staff on use of e-Verify.
- Implemented KRONOS leave module for FMLA and other leave tracking and began centralization of FMLA administration.
- Facilitated transfer of Court Services employees.
- Restructured the interview process.
- Assisted with Mental Health divestiture
- Received Approval from Board for Succession Planning/Talent Management Policy Personnel Regulation
- Implemented Succession Planning/Talent Management Team

KEY PERFORMANCE MEASURES

| Measures | FY10-11 Actual | FY11-12 Estimate | FY12-13 Projected | FY13-14 Projected |
|--|-------------------|---------------------|----------------------|----------------------|
| Human Resources | | | | |
| Post 100% of vacancies within 2 business days | 100% | 100% | 100% | 100% |
| KRONOS supervisor training satisfaction level at 95% or higher | - | 96% | 96% | 96% |
| Conduct benefit enrollment and timekeeping training | 100% | 100% | 100% | 100% |
| Increase participation in online health risk assessments | - | 1% | 25% | 100% |
| Implement and promote Now Clinic | - | 25% | 50% | - |
| Develop and offer employee self service training | - | - | 25% | 60% |
| Process and administer disciplinary actions and complaints allegations | 95% | 95% | 100% | 100% |
| Complete and return 100% of market survey requests | 100% | 100% | 100% | 100% |

*A dash indicates a new performance measure that has not been measured before

FUTURE ISSUES

- Develop and offer Employee Self Service training to all employees who express interest.
- Increase participation in online health risk assessments.
- Implement and promote Now Clinic and on-site health measurement kiosk.
- Continue FMLA and other leave tracking centralization.
- Complete Mental Health staff divestiture process.
- Implement Pilot Succession Planning/Talent Management Group.
- Provide updated training to Management in the following areas: Title VII, ADAAA, FMLA and overall Employee Relations.

INTERNAL AUDIT

Martha Rogers, Director

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

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Maintain Efficient, Effective, & Responsible Governance

PRIORITY: Responsive Governance & Stewardship



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|-------------------|-------------------|-------------------|------------------|----------------|------------------|
| Program(s) | | | | | | |
| 10-Internal Audit | \$434,434 | \$489,368 | \$491,203 | \$499,293 | 2.0% | \$520,401 |
| Total | \$434,434 | \$489,368 | \$491,203 | \$499,293 | 2.0% | \$520,401 |
| Expenditures | | | | | | |
| Personnel Services | \$422,164 | \$476,693 | \$476,693 | \$480,843 | 0.9% | \$501,951 |
| Operating Expenses | \$12,271 | \$12,675 | \$14,510 | \$18,450 | 45.6% | \$18,450 |
| Total | \$434,434 | \$489,368 | \$491,203 | \$499,293 | 2.0% | \$520,401 |
| Sources of Funds | | | | | | |
| Federal & State Funds | (\$18,213) | (\$25,842) | (\$25,842) | \$0 | -100.0% | \$0 |
| Other | (\$3,200) | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Total | (\$21,413) | (\$25,842) | (\$25,842) | \$0 | -100.0% | \$0 |
| Net County Funds | \$413,021 | \$463,526 | \$465,361 | \$499,293 | 7.7% | \$520,401 |
| Authorized Positions | 5.00 | 6.00 | 6.00 | 5.00 | -16.7% | 5.00 |

DEPARTMENTAL PURPOSE

The Internal Audit Department serves the citizens of Guilford County by providing consulting and audit services that help County government reduce risk with proper internal controls and promote accountability through the efficient use of resources.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- The FY 13 adopted budget for Internal Audit reflects a net increase of \$35,767 (7.7%). A large portion of the net increase is due to the loss of grant revenue that previously funded a grant position.

- Operating expenses have increased \$5,775 (45.6%). The increase in operating expenses is due to the department doing a five-year quality assurance review, which is required by the professional standards of the Institute of Internal Auditors
- Internal Audit's authorized position count has decreased in the FY 13 adopted budget by one position due to the elimination of an Energy Conservation Intern that was supported by a now-expired grant.
- The FY 2013 budget includes a one-time payment of \$250 for Internal Audit employees in lieu of providing funds for the county's pay-for-performance program.

FY 2012 SIGNIFICANT ACCOMPLISHMENTS

- In fiscal year 2011-12, Internal Audit was awarded an extension for its application to the State Energy Office for the Student Energy Internship and Fellowship Program. The County received an additional \$14,443 that was used to continue funding one sustainability fellow to assist with energy audits of county buildings and to analyze ways to improve energy consumption.
- Internal Audit continues to pursue Citizen-Centric reporting. Guilford County received a Certificate of Excellence in Citizen-Centric Reporting for its 2011 Citizen-Centric Report. The *2011 Guilford County, North Carolina Citizen's Guide to the Budget* prepared by Internal Audit and the Office of Budget, Management & Evaluation was recognized for its timeliness and communication of financial and community information in a visually appealing and understandable manner. This document promotes Guilford County government's accountability and transparency to its citizens. In addition, Internal Audit prepared its fourth *Service Efforts and Accomplishments Report* which seeks to provide more complete information about Guilford County's performance than can be provided by traditional financial statements and schedules. It assists users in assessing the efficiency and effectiveness of services.
- Internal Audit continues to manage Guilford County's Fraud Hotline. An employee fraud hotline is required by the 2007 Deficit Reduction Act. With the new Guilford County website, Internal Audit was able to open this service up to the general public.
- Internal Audit assisted the County's external auditors with the Annual Single Audit of grants from state and federal sources. This work included preparation of control process documentation for all grants audited.
- With funding secured from the National Center for Civic Innovation through the Government Trailblazer Program, a 2011 citizen survey was completed as a follow up to the initial Guilford County Strategic Alliance Project. It showed satisfaction levels similar to those in 2007 but much more concern about the County's economy. In addition, this funding allowed the Internal Audit department to hold four citizen forums to receive feedback on the measures in the County's Strategic Plan Balanced Scorecard. Most of the measures were affirmed.
- Internal Audit was pleased to assist Commissioner Cashion in establishing and implementing the first Guilford County Citizen's Academy. Participants in the 2011 Academy received an overview of how County government works and will be a resource for future leadership in the County.

KEY PERFORMANCE MEASURES

| Measures | FY10-11 Actual | FY11-12 Estimate | FY12-13 Projected | FY13-14 Projected |
|---|-------------------|---------------------|----------------------|----------------------|
| Internal Audit | | | | |
| <i>Internal Audit</i> | | | | |
| Recommendations accepted and implemented by departments | 90% | 95% | 95% | 95% |
| Performance Audit reports prepared and issued | 13 | 13 | 13 | 13 |
| Compliance Audits Completed | 9 | 10 | 10 | 10 |
| Data Internal Control Evaluations | 0 | 2 | 4 | 4 |
| Energy Base Line Reviews - # of buildings | 48 | 48 | 48 | 48 |
| Performance Monitoring Projects | 24 | 25 | 25 | 25 |
| Grants Coordination | | | | |
| Grant applications submitted | 3 | 2 | 2 | 2 |
| Total grant dollars applied for | 425,100 | 100,000 | 100,000 | 100,000 |
| Total grant dollars received | 43,200 | 100,000 | 50,000 | 50,000 |
| Grants monitored | 0 | 2 | 2 | 2 |

FUTURE ISSUES

Data integrity and data security have increased in importance for the County. Recently installed systems, plans for enhanced technological capabilities, and outsourcing of applications require documentation and verification of new automated processes and controls. With the addition of an Information Service auditor, Internal Audit will be able to provide this much needed service.

As mentioned in the budget highlights above, Internal Audit seeks to provide high quality service and needs to have a quality assurance review, which is required by the professional standards to which it adheres. This will provide feedback and identify opportunities for improvement. Other internal improvements that will be addressed in the coming year include using more automation in work papers.

As part of Internal Audit's Annual Audit Plan, the goal is to complete a performance audit for the fire districts and County Departments at least once every five years. Based on perceived risk or requests from departments or others, these reviews might be scheduled more often.

Internal Audit's Fiscal Year 2012-13 budget falls under the County's strategic goal of maintaining efficient, effective, responsive government. Internal Audit's focus will be on improving the effectiveness and responsiveness of service delivery through streamlining processes; reducing or avoiding costs, including encouraging partnerships to achieve economies of scale; examining and recommending internal controls as services are merged, consolidated or changed; and ensuring new technologies are used to the fullest extent possible across departments. In addition, the department will focus on auditing strategic objectives and performance measurements to ensure established targets are met.

PURCHASING

Bonnie Stellfox, Director

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

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Maintain Efficient, Effective, and Responsible Governance

PRIORITY: Strong Fiscal Performance



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|------------------|------------------|------------------|------------------|--------------|------------------|
| Program(s) | | | | | | |
| 2-Administration | \$382,720 | \$361,299 | \$396,428 | \$339,723 | -6.0% | \$356,422 |
| 10-Property And Other | \$9,710 | \$4,500 | \$4,621 | \$3,500 | -22.2% | \$3,500 |
| Total | \$392,430 | \$365,799 | \$401,049 | \$343,223 | -6.2% | \$359,922 |
| Expenditures | | | | | | |
| Personnel Services | \$360,503 | \$337,649 | \$337,649 | \$316,423 | -6.3% | \$333,122 |
| Operating Expenses | \$31,927 | \$28,150 | \$63,400 | \$26,800 | -4.8% | \$26,800 |
| Total | \$392,430 | \$365,799 | \$401,049 | \$343,223 | -6.2% | \$359,922 |
| Sources of Funds | | | | | | |
| Other | (\$9) | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Total | (\$9) | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Net County Funds | \$392,421 | \$365,799 | \$401,049 | \$343,223 | -6.2% | \$359,922 |
| Authorized Positions | 6.00 | 5.00 | 5.00 | 5.00 | 0.0% | 5.00 |

DEPARTMENTAL PURPOSE

The Guilford County Purchasing Department's primary purpose is to obtain the necessary commodities and services required by Guilford County Departments on a best value basis (quality, service and price). Purchasing also fulfills this purpose by dealing with every supplier in an open, above board, fair, equal, businesslike and competitive manner. The procurement procedures adhere to the North Carolina General Statutes and Guilford County Purchasing Policies. Purchasing solicits bids for search using informal and formal bid processes, and the RFP and RFQ process by utilizing our electronic bidding known as Strategic Sourcing. The Department has a Minority and Women Owned Business Enterprise Program (MWBE) and encourages and assists MWBE vendors to participate in the bidding process and, addresses any questions or concerns suppliers may have with the vendor registration and the bidding process.

FY2013 ADOPTED BUDGET HIGHLIGHTS

- The FY 2013 Adopted Budget has decreased by \$22,576, or 6.2%, from the FY 2012 Adopted Budget. Most of this decrease is related to personnel cost savings related to the retirement of a departmental employee.
- The FY 2013 budget includes a one-time payment of \$250 for Purchasing employees in lieu of providing funds for the county's pay-for-performance program.
- Reductions to operating expenses were made possible through the use of electronic transmission of purchase orders and the use of the Internet for bid advertisements.

FY2012 SIGNIFICANT ACCOMPLISHMENTS

- Utilized GovDeals to sell surplus property, resulting in revenues of over \$50,000 from January 2011 through January 2012.
- Purchasing Department conducted two (2) on-site County Auctions which generated the following revenue: March 12, 2011 - \$55,048.50 and September 17, 2011 - \$47,374.50
Net Surplus revenue (GovDeals and County Auctions): \$152,788.85
- Worked with supplier registration in Electronic Bidding System to include internal departments as well as the general public. This will be an ongoing effort for our internal departments and the vendor/supplier community.
- Reduced paper consumption by transmitting Purchase Orders electronically by either email or fax.
- Managed the Guilford County GoGas Fleet Fuel Card program which has approximately 1,700 drivers with an estimated 2,300 fuel cards, with average annual purchase of \$1,482,600.00.

KEY PERFORMANCE MEASURES

| Measures | FY10-11 | FY11-12 | FY12-13 | FY13-14 |
|---|----------|-----------|-----------|-----------|
| | Actual | Estimate | Projected | Projected |
| Purchasing | | | | |
| Number of informal bid proposals | 21 | 25 | 28 | 31 |
| Number of formal bid proposals | 11 | 15 | 21 | 26 |
| Average number of purchase orders processed | 5551 | 5384 | 5809 | 5901 |
| Number of contracts awarded-Strategic Sourcing | 32 | 40 | 43 | 47 |
| Number of requisitions received | 5921 | 6087 | 5809 | 5903 |
| Percent of procurement dollars award to MWBE vendors | 16% | 17% | 19% | 20% |
| Percent of MWBE vendors of total vendors | 33% | 35% | 37% | 38% |
| Dollar received from auctions | 192,429 | 152,788 | 160,000 | 162,000 |
| Active contracts managed per FTE | 225 | 251 | 236 | 243 |
| Number of RFPs | 21 | 25 | 15 | 18 |
| Number of purchase orders issued | 5551 | 5384 | 5809 | 5916 |
| Dollar value of items sold on Gov Deals | \$ 7,715 | \$ 12,000 | \$ 50,365 | \$ 75,000 |
| Number of contracts awarded via competitive bidding process | 32 | 40 | 75 | 78 |
| Total number of vendors managed | 2377 | 2638 | 2889 | 2931 |
| Total number of GOGAS FLEET FUEL CARDS managed by Purchasing | 480 | 705 | 725 | 751 |
| Total number of Guilford County Drivers Information for GOGAS Fleet Fuel Card Program managed by Purchasing | 1425 | 1617 | 1625 | 1650 |

FUTURE ISSUES

- The Purchasing Department is proposing the implementation of the Procurement Card Program. The Procurement Card program will permit departments to purchase goods and services from approved vendors within certain parameters and in emergency situations.
- The Purchasing Department will be working with the Legal Department on entering and tracking all contracts that are bid and awarded through the Purchasing Department.
- In conjunction with the Legal Department, Purchasing will provide training to Department Directors and designated employees on RFP's, Formal, and Informal Bids processes. Work with Legal Department in supporting the commodity and service contracting process.
- The Purchasing Department will continue to collaborate with the Facilities Department to track all of Guilford County's Green Initiatives for all energy costs, grants and all upgrades as recommended and directed by NC A & T State University for all Guilford County Buildings.

REGISTER OF DEEDS

Jeff L. Thigpen, Register of Deeds

201 South Eugene St. P.O. Box 3427, Greensboro, NC 27402 (336) 641-7556

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Maintain Efficient, Effective, and Responsible Governance

PRIORITY: Responsive Governance & Stewardship



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|----------------------|----------------------|----------------------|----------------------|---------------|----------------------|
| Program(s) | | | | | | |
| 10-Greensboro Svcs | \$1,478,921 | \$1,542,126 | \$1,542,831 | \$1,559,870 | 1.2% | \$1,630,918 |
| 20-High Point Svcs | \$195,753 | \$201,934 | \$201,935 | \$204,833 | 1.4% | \$212,707 |
| 50-Automation Expense | \$530,116 | \$622,644 | \$626,206 | \$276,419 | -55.6% | \$240,669 |
| Total | \$2,204,790 | \$2,366,704 | \$2,370,972 | \$2,041,122 | -13.8% | \$2,084,294 |
| Expenditures | | | | | | |
| Personnel Services | \$1,586,381 | \$1,631,409 | \$1,631,409 | \$1,656,619 | 1.5% | \$1,737,007 |
| Operating Expenses | \$618,409 | \$735,295 | \$674,563 | \$384,503 | -47.7% | \$347,287 |
| Capital Outlay | \$0 | \$0 | \$65,000 | \$0 | 0.0% | \$0 |
| Other | \$0 | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Total | \$2,204,790 | \$2,366,704 | \$2,370,972 | \$2,041,122 | -13.8% | \$2,084,294 |
| Sources of Funds | | | | | | |
| Fund Balance | (\$734,575) | (\$382,000) | (\$385,562) | (\$36,000) | -90.6% | \$0 |
| Investment Earnings | (\$1,618) | (\$7,500) | (\$7,500) | (\$7,500) | 0.0% | (\$7,500) |
| Other | (\$2,119,432) | (\$1,936,430) | (\$1,936,430) | (\$1,936,430) | 0.0% | (\$1,936,430) |
| User Charges | (\$1,696,225) | (\$1,884,400) | (\$1,884,400) | (\$1,884,794) | 0.0% | (\$1,884,803) |
| Total | (\$4,551,850) | (\$4,210,330) | (\$4,213,892) | (\$3,864,724) | -8.2% | (\$3,828,733) |
| Net County Funds | (\$2,347,059) | (\$1,843,626) | (\$1,842,920) | (\$1,823,602) | -1.1% | (\$1,744,439) |
| Authorized Positions | 26.00 | 25.00 | 25.00 | 25.00 | 0.0% | 25.00 |

DEPARTMENTAL PURPOSE & GOALS

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.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

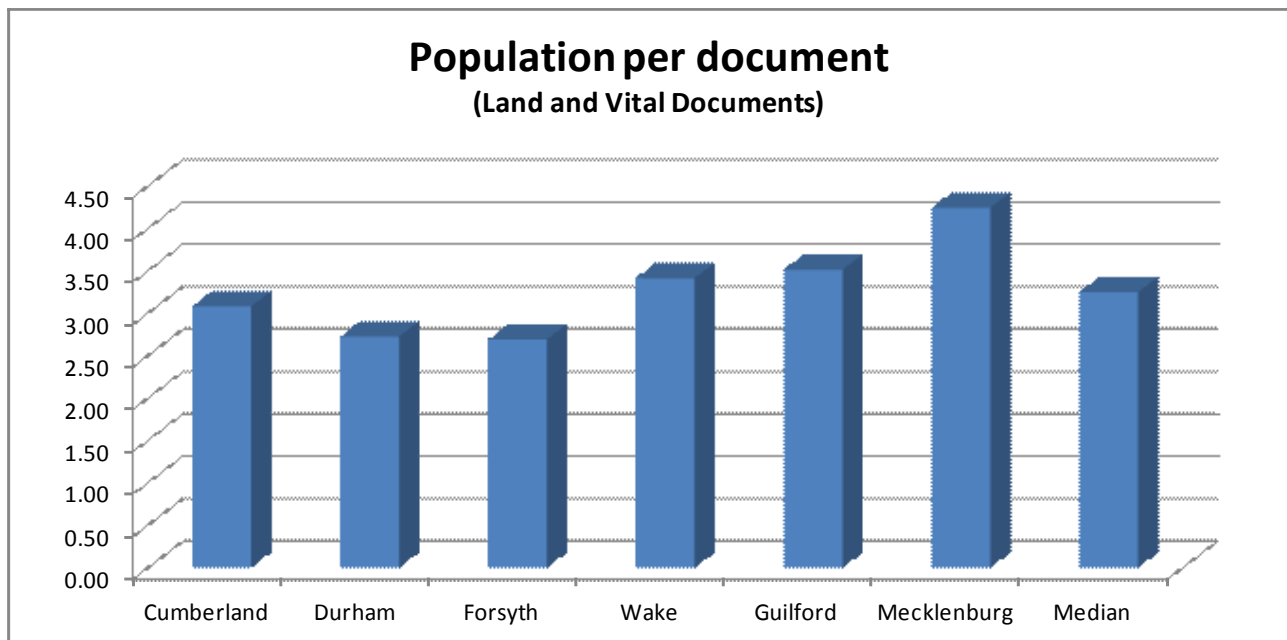
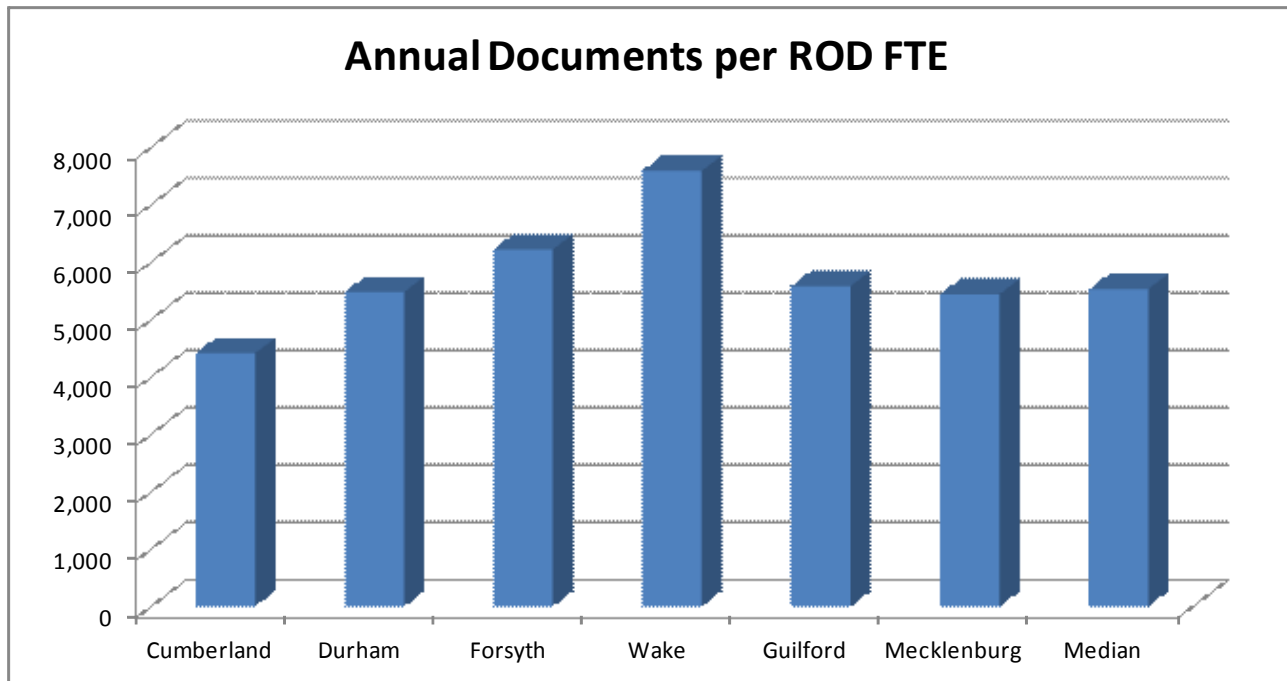
- The reduction in Automation Expense reflects the reduction in the document restoration project funded by earmarked departmental revenues.
- The FY 2013 budget includes a \$250 one-time payment for Register of Deeds employees in lieu of providing funds for the county's pay for performance program.

FY 2012 SIGNIFICANT ACCOMPLISHMENTS

- July 2011 completed the preservation of all vital records books ending a four plus year restoration process
- In September attended 2011 Property Records Industry Association (PRIA) conference in San Antonio Texas
- September moved staff to permanent desk positions though still rotating jobs not positions within department
- Up to date on audits were conducted by the Register of Deeds office in calendar year 2011
- The Register of Deeds presented in a national panel discussion at the February 2012 PRIA Conference in Washington, DC
- On March 13, 2012 the 'MERS' lawsuit was filed in Greensboro by the Register of Deeds
- Started weekly staff meetings in Greensboro

KEY PERFORMANCE MEASURES

| Measures | FY10-11 | FY11-12 | FY12-13 | FY13-14 |
|---|-----------|-----------|-----------|-----------|
| | Actual | Estimate | Projected | Projected |
| Register of Deeds | | | | |
| <i>Greensboro & High Point offices</i> | | | | |
| Real Estate Documents Processed | 71,101 | 71,810 | 72,000 | 72,000 |
| Vital Records Processed | 68,518 | 69,650 | 69,500 | 69,500 |
| <i>Automation</i> | | | | |
| Cost per document recorded | \$15.83 | \$15.64 | \$15.65 | \$15.65 |
| Amount of revenue taken per employee | \$230,750 | \$240,000 | \$240,000 | \$240,000 |
| Percent of documents indexed without errors | 96.86 | 97.14 | 97.00 | 97.00 |



FUTURE ISSUES

- Maintain up to date audits on Land Records for high indexing proficiency
- Increasing eRecording 5% over time
- Complete Litigation related to restore the public records and support outcomes
- Move to BB&T Building in Greensboro
- Implement improved Personnel Guidelines and Procedures with Work Plan for Staff
- Continue leadership in Land Records Industry Reform

TAX DEPARTMENT

Ben Chavis, Director

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

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Maintain Efficient, Effective, and Responsible Governance

PRIORITY: Strong Fiscal Performance



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|----------------------|----------------------|----------------------|----------------------|--------------|----------------------|
| Program(s) | | | | | | |
| 10-Greensboro Tax | \$4,357,497 | \$5,416,060 | \$5,510,242 | \$5,276,811 | -2.6% | \$5,197,280 |
| 20-High Point Tax | \$824,843 | \$0 | \$13,755 | \$0 | 0.0% | \$0 |
| Total | \$5,182,339 | \$5,416,060 | \$5,523,997 | \$5,276,811 | -2.6% | \$5,197,280 |
| Expenditures | | | | | | |
| Personnel Services | \$4,005,503 | \$4,216,363 | \$4,216,363 | \$4,214,322 | 0.0% | \$4,293,808 |
| Operating Expenses | \$1,176,837 | \$1,199,697 | \$1,307,634 | \$1,062,489 | -11.4% | \$903,472 |
| Capital Outlay | \$0 | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Total | \$5,182,339 | \$5,416,060 | \$5,523,997 | \$5,276,811 | -2.6% | \$5,197,280 |
| Sources of Funds | | | | | | |
| Other | (\$93,880) | (\$89,000) | (\$89,000) | (\$88,800) | -0.2% | (\$89,000) |
| User Charges | (\$964,848) | (\$1,567,500) | (\$1,567,500) | (\$1,491,690) | -4.8% | (\$1,491,690) |
| Total | (\$1,058,728) | (\$1,656,500) | (\$1,656,500) | (\$1,580,490) | -4.6% | (\$1,580,690) |
| Net County Funds | \$4,123,611 | \$3,759,560 | \$3,867,497 | \$3,696,321 | -1.7% | \$3,616,590 |
| Authorized Positions | 62.25 | 63.25 | 63.25 | 62.25 | -1.6% | 62.25 |

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; 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 2013 ADOPTED BUDGET HIGHLIGHTS

- An Appraiser position has been eliminated in the FY 2013 adopted budget. The elimination of this position will save over \$56,000.
- Additional funding for Board of Equalization and Review meetings (\$11,350) is included in the Tax Department Budget. The Board is expected to meet more frequently in the summer of FY 2013 to review appeals related to the recent revaluation of county property.
- An increase to advertising rates and volume of text (\$19,750) and additional part-time funds to assist in revenue collections (\$20,000) is included in the Tax Department budget.
- An additional \$75,000 is included for expenses related to the centralized bank processing of tax payments.
- The FY 2013 budget includes a \$250 one-time payment for Tax Department employees in lieu of providing funds for the county's pay for performance program.
- Both Personnel and Operating were increased for FY 2012 for the demands of a comprehensive revaluation of real property. Consequently, the Tax Department's overall expenditures have decreased by 2.6% for FY 2013.

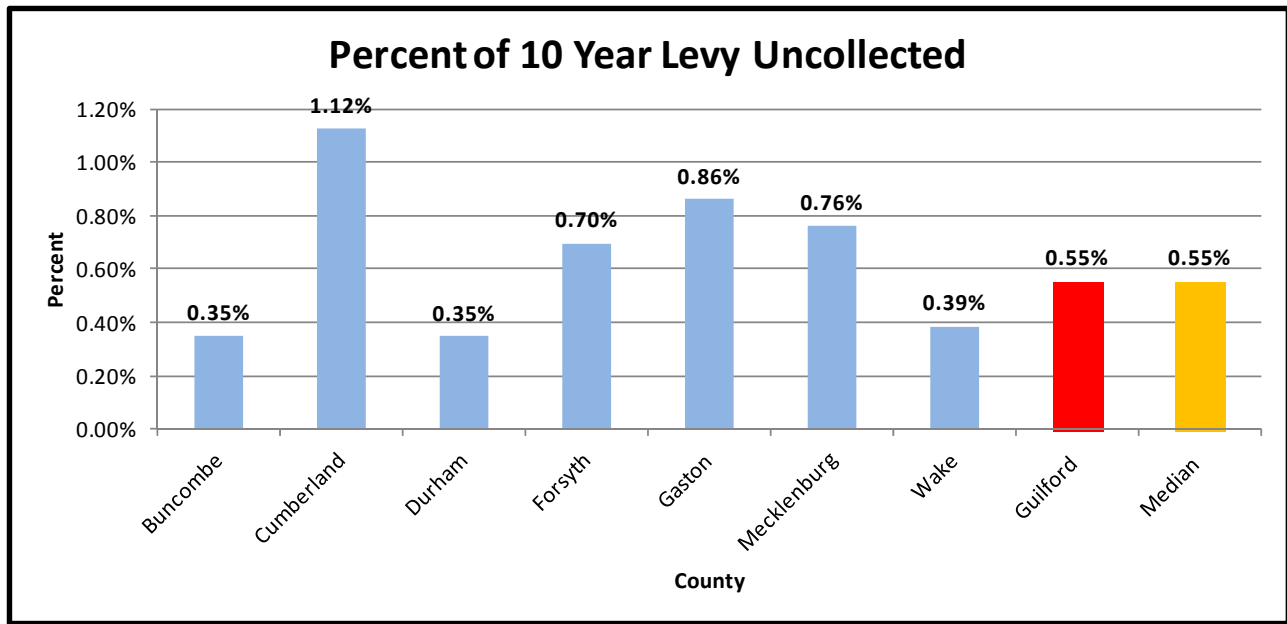
FY 2012 SIGNIFICANT ACCOMPLISHMENTS

- Successfully completed comprehensive revaluation of real property.
- Benefited by an increase in user charges through renegotiation of inter-local government collection agreements with towns and cities in Guilford County.
- Implemented eStatement (tax bill by email) billing option.
- Implemented on-line business personal property listing.

KEY PERFORMANCE MEASURES

| Measures | FY10-11 | FY11-12 | FY12-13 | FY13-14 |
|--|---------|----------|-----------|-----------|
| | Actual | Estimate | Projected | Projected |
| Tax | | | | |
| Property tax collection rate | 98.7% | 98.7% | 98.7% | 98.7% |
| Motor vehicle tax collection rate | 92.5% | 92.5% | 92.5% | 92.5% |
| Combined tax collection rate | 98.3% | 98.3% | 98.3% | 98.7% |
| Cost per \$1,000 tax dollars collected | \$12.81 | \$10.81 | \$10.10 | \$10.00 |
| Percent of the 10 year tax levy collected | 99.5% | 99.8% | 99.8% | 99.8% |
| Number of customer calls taken per customer representative | - | - | - | - |

**A dash indicates a new performance measure that has not been measured before*



FUTURE ISSUES

In July 2013, the collection of registered motor vehicle taxes will become the responsibility of the North Carolina Department of Motor Vehicles. The assessment and situs responsibility will remain with the Assessor. Additional temporary funding may be required to assist in the transition to the new tax collection process. Motor vehicle tax collections are expected to increase as a result of taxes being paid at the same time as the annual vehicle registration fees are paid.



Education

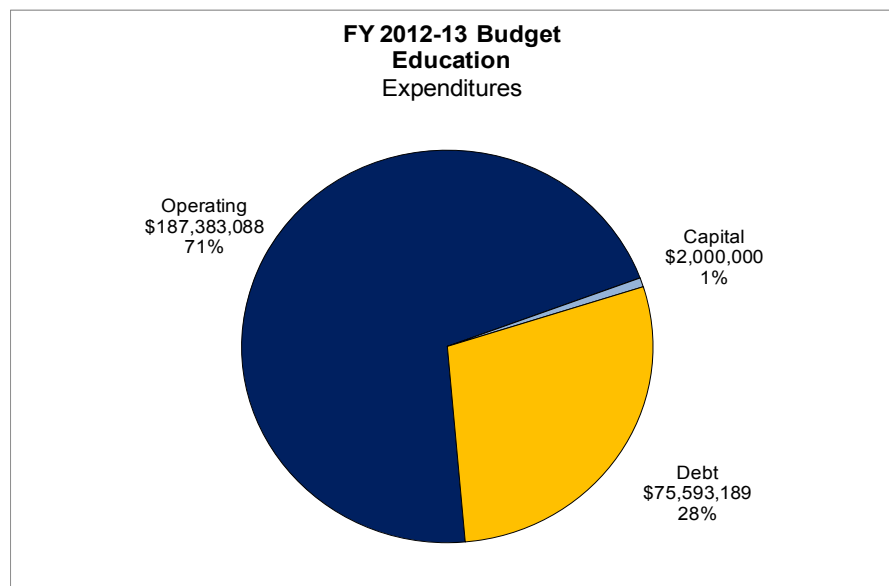
Although public education is primarily a responsibility of the state, all counties are required to fund a portion of the operating and capital expenses for local public school and community college systems. Most counties, including Guilford County, provide funding above and beyond the legal mandates.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

Expenditures

The FY 2012-13 budget includes approximately \$265 million for Education and Education Debt Repayment, an increase of \$5.1 million from FY 2011-12. Education, including repayment of facility debt for the Guilford County Schools and GTCC, is Guilford County's largest expenditure, accounting for 45% of total general fund expenditures.



The FY 2012-13 budget maintains **operating funding** for Guilford Technical Community College at its current level and increases funding for Guilford County Schools by \$464,877. This additional funding will be used to provide a \$250 one-time payment for county-funded school positions, based on the proposed state salary adjustments for school system employees. Two million dollars are included for the capital maintenance needs of the Guilford County Schools.

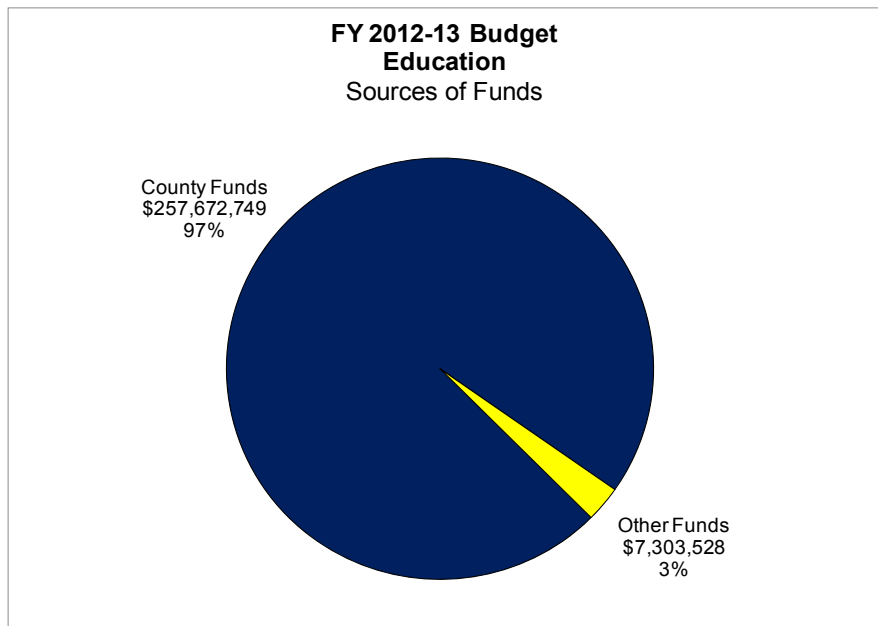
Education-related **debt service** is expected to increase by \$4.1 million in FY 2012-13. This represents the payments on existing and planned issues of voter-approved debt and Qualified School Construction Bonds approved by the Board of Commissioners for school capital needs. Debt repayment for school and community college needs will increase by approximately \$15 million in FY 2014. More information on existing and future bond issues is included in the Debt Service section of this document.

Revenues

Most (97%) Education expenditures are funded with general county revenues.

The County expects to receive \$5 million from the state education lottery. These funds must be used for the capital and/or debt service needs of the Guilford County School System.

A portion of the debt used for school needs was authorized under the American Recovery and Reinvestment Act (ARRA). As a result, the County receives a “rebate” (\$2.3 million) based on the cost of repaying ARRA-related debt.



| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | vs. FY12 Adopted | | FY14 Plan |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|--------------|----------------------|
| | | | | | \$ chg | % chg | |
| Guilford County Schools | | | | | | | |
| Operating | \$175,165,521 | \$175,165,521 | \$175,165,521 | \$175,630,398 | \$464,877 | 0.3% | \$175,165,521 |
| Capital Outlay* | \$3,200,000 | \$0 | \$0 | \$2,000,000 | \$2,000,000 | n/a | \$4,000,000 |
| Debt Payments | \$47,058,237 | \$58,838,097 | \$58,515,447 | \$63,608,472 | \$4,770,375 | 8.1% | \$76,160,807 |
| | \$225,423,758 | \$234,003,618 | \$233,680,968 | \$241,238,870 | \$7,235,252 | 3.1% | \$255,326,328 |
| * Additional capital amounts of \$491,937 and \$450,330 for FY 11 Amended and FY 12 Approved are accounted for in the School Capital Outlay Fund. | | | | | | | |
| Guilford Technical Community College (GTCC) | | | | | | | |
| Operating | \$11,752,690 | \$11,752,690 | \$11,752,690 | \$11,752,690 | \$0 | 0.0% | \$11,752,690 |
| Capital Outlay | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$0 | (\$1,500,000) | -100.0% | \$1,500,000 |
| Debt Payments | \$9,434,024 | \$12,640,221 | \$12,622,296 | \$11,984,717 | (\$655,504) | -5.2% | \$14,398,511 |
| | \$22,686,714 | \$25,892,911 | \$25,874,986 | \$23,737,407 | (\$2,155,504) | -8.3% | \$27,651,201 |
| Total Education | \$248,110,472 | \$259,896,529 | \$259,555,954 | \$264,976,277 | \$5,079,748 | 2.0% | \$282,977,529 |
| Sources of Funds | | | | | | | |
| Federal & State Funds | | | | | | | |
| Lottery Funds | \$8,281,000 | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$0 | 0.0% | \$5,000,000 |
| American Rec/Reinvest Act | \$736,604 | \$1,323,670 | \$1,323,670 | \$2,303,528 | \$979,858 | 74.0% | \$2,315,739 |
| County Funds | \$239,092,868 | \$253,572,859 | \$253,232,284 | \$257,672,749 | \$4,099,890 | 1.6% | \$275,661,790 |
| Sources of Funds | \$248,110,472 | \$259,896,529 | \$259,555,954 | \$264,976,277 | \$5,079,748 | 2.0% | \$282,977,529 |

EDUCATION

Guilford County Schools

Maurice "Mo" Green, Superintendent

712 North Eugene Street, Greensboro, NC 27401 336-870-8100

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Further Community Achievement
PRIORITY: High-Quality K-12 Education



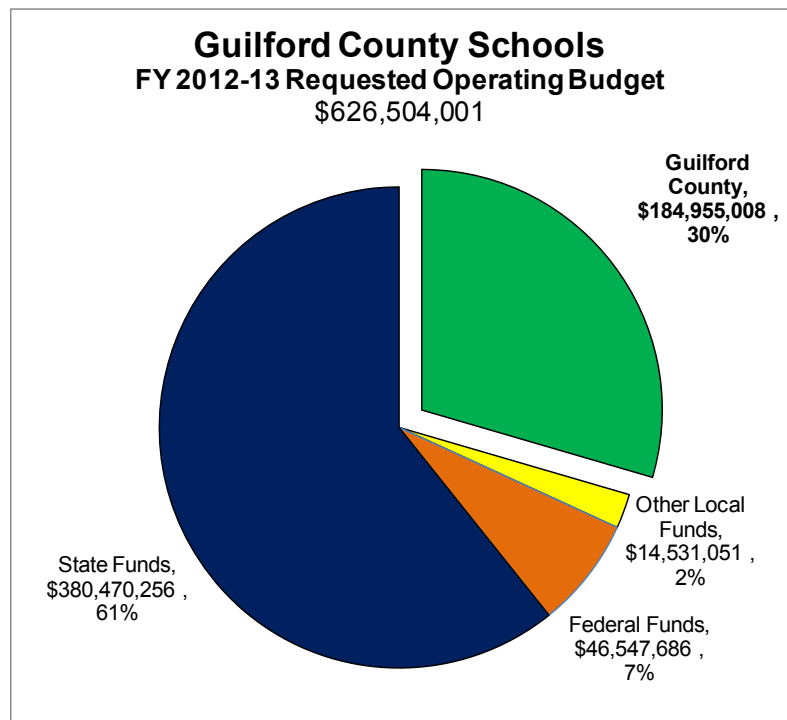
BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------|-----------------------|
| Guilford County Schools | | | | | | |
| Operating Expenses | \$175,165,521 | \$175,165,521 | \$175,165,521 | \$175,630,398 | 0.3% | \$175,630,398 |
| Capital Maintenance | \$3,200,000 | \$450,330 | | \$2,000,000 | 344.1% | \$4,000,000 |
| Debt Repayment | \$47,058,237 | \$58,838,097 | \$58,515,447 | \$63,608,472 | 8.1% | \$76,160,807 |
| Total | \$225,423,758 | \$234,003,618 | \$233,680,968 | \$241,238,870 | 3.1% | \$255,791,205 |
| Sources of Funds | | | | | | |
| Federal & State Funds | | | | | | |
| <i>Lottery Funds</i> | \$ 8,281,000 | \$ 5,000,000 | \$ 5,000,000 | \$ 5,000,000 | 0.0% | \$ 5,000,000 |
| <i>American Rec/Reinvest Act</i> | \$ 441,962 | \$ 970,100 | \$ 970,100 | \$ 1,949,958 | 101.0% | \$ 1,962,169 |
| County Funds | \$ 216,700,796 | \$ 228,033,518 | \$ 227,710,868 | \$ 234,288,912 | 2.7% | \$ 248,829,036 |
| Total | \$ 225,423,758 | \$ 234,003,618 | \$ 233,680,968 | \$ 241,238,870 | 3.1% | \$ 255,791,205 |

Note: In FY 2012, an additional \$3,549,670 available in completed capital projects in the School Capital Outlay Fund was made available for school use.

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



information 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 Board of Education requested a total of \$191,955,008 from Guilford County - \$184,955,008 for operating expenses and \$7 million for capital needs (see pie chart above). More detail about this request is available on the Guilford County Schools' website at:

http://www.gcsnc.com/education/staff/staff.php?sectiondetailid=336246&&cms_mode=view

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- The FY 2013 budget increases the operating allocation for the school system by \$464,877 to \$175,630,398.
- The FY 2013 Annual Capital Outlay Allocation funding level totals \$2,000,000. This is an increase of \$1,549,670 over the FY 2012 Adopted Budget.
- The budget includes \$63.6 million for repayment of debt for education facilities. Debt payments are expected to increase by \$12.6 million in FY 2014.

| GUILFORD COUNTY, NORTH CAROLINA Appropriation to the Guilford County Schools FY 2012-2013 | | |
|--|--|------------------------------|
| <i>Operating Allocation</i> | | |
| 5000 | Instructional Services | |
| 5100 | Regular Instructional | \$ 55,175,934 |
| 5200 | Special Populations | \$ 8,391,687 |
| 5300 | Alternative Programs | \$ 6,767,790 |
| 5400 | School Leadership Services | \$ 16,155,726 |
| 5500 | Co-Curricular | \$ 4,432,236 |
| 5800 | School-Based Support | \$ 10,398,826 |
| | Subtotal Instructional Services | \$ 101,322,199 |
| 6000 | System-Wide Support Services | |
| 6100 | Support and Development | \$ 3,395,921 |
| 6400 | Technology Support | \$ 7,338,353 |
| 6500 | Operational Support | \$ 43,178,227 |
| 6600 | Financial and Human Resource Services | \$ 16,354,307 |
| | Subtotal System-Wide Support Services | \$ 70,266,808 |
| 8000 | Non-Programmed Charges | |
| 8100 | Payments to Other Governmental Units | \$ 4,041,391 |
| | Subtotal Non-Programmed Charges | \$ 4,041,391 |
| | TOTAL OPERATING EXPENDITURES | <u>\$ 175,630,398</u> |
| <i>Capital/Maintenance Allocation</i> | | |
| | Budgeted in Guilford County's School Capital Outlay Fund | \$ 2,000,000 |
| | TOTAL CAPITAL OUTLAY | <u>\$ 2,000,000</u> |

EDUCATION

Guilford Technical Community College

Dr. George R. Parker, President

PO Box 309, Jamestown, NC 27282 (336) 334-4822

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Further Community Achievement

PRIORITY: Workforce Preparedness



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|---|----------------------|----------------------|----------------------|----------------------|--------------|----------------------|
| Guilford Technical Community College | | | | | | |
| Operating Expenses | \$11,752,690 | \$11,752,690 | \$11,752,690 | \$11,752,690 | 0.0% | \$11,752,690 |
| Capital Maintenance | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$0 | -100.0% | \$1,500,000 |
| Debt Repayment | \$9,434,024 | \$12,640,221 | \$12,622,296 | \$ 11,984,717 | -5.2% | \$14,398,511 |
| Total | \$22,686,714 | \$25,892,911 | \$25,874,986 | \$23,737,407 | -8.3% | \$27,651,201 |
| Sources of Funds | | | | | | |
| Federal & State Funds | | | | | | |
| <i>American Rec/Reinvest Act</i> | \$ 294,642 | \$ 353,570 | \$ 353,570 | \$ 353,570 | 0.0% | \$ 353,570 |
| County Funds | \$ 22,392,072 | \$ 25,539,341 | \$ 25,521,416 | \$ 23,383,837 | -8.4% | \$ 27,297,631 |
| Total | \$ 22,686,714 | \$ 25,892,911 | \$ 25,874,986 | \$ 23,737,407 | -8.3% | \$ 27,651,201 |

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 \$13,926,200 from Guilford County for FY 2012-13 (\$12,426,200 in operating funds and \$1,500,000 in capital outlay funds). This request, detailed on the following page, is \$673,510 (5.1%) higher than the current year's budget.

**GUILFORD TECHNICAL COMMUNITY COLLEGE
2012-13 COUNTY BUDGET REQUEST**

| | <u>Operating Budget</u> | <u>Capital Outlay (1)</u> | <u>Total</u> |
|-----------------------|-------------------------|---------------------------|---------------|
| GENERAL FACILITIES | \$ 3,397,981 | | |
| BUILDINGS MAINTENANCE | 1,941,016 | | |
| GROUNDS MAINTENANCE | 571,947 | | |
| CUSTODIAL SERVICES | 2,181,808 | | |
| CAMPUS POLICE | 1,474,677 | | |
| BUSINESS | 887,943 | | |
| OTHER | 1,297,318 | | |
| TOTAL (2) | \$ 11,752,690 | \$ 1,500,000 | \$ 13,252,690 |

Anticipated Needs for 2012-13

| | | | |
|---|------------|------|------------|
| One Cameron Campus Grounds Position | 34,788 | | |
| Aviation Classroom Building (3) | 291,468 | | |
| 2% Salary Increase 2012/13 | 117,489 | | |
| Mandated Benefits Increases 2012/13 | 115,627 | | |
| Electric Utility Rate Increase 2012/13 (6%) | 114,138 | | |
| Additional Needs | \$ 673,510 | \$ - | \$ 673,510 |

| | | | |
|-------------------------------------|----------------------|---------------------|----------------------|
| Total 2012-13 Budget Request | \$ 12,426,200 | \$ 1,500,000 | \$ 13,926,200 |
| % Increase | 5.7% | 0.0% | 5.1% |

Anticipated Requests for 2013-14

| | |
|---|--------------|
| Cameron Campus | 1,322,383 |
| 2% Cost of Living Adjustment & Benefits | 120,360 |
| 5% Dental Rate Increase | 13,474 |
| Projected Needs for 2013-14 | \$ 1,456,217 |
| | 10.5% |

(1) See next tab for details.

(2) This is equal to the amount of our approved budget for the last four years.

(3) Includes 1 police officer, 2 housekeepers, 1 maintenance technician, 1 groundskeeper, as well as utilities, supplies, insurance and maintenance.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- The FY 2013 budget allocated \$11,752,690 of operating funds, the same level as FY 2012.
- As unexpended capital funds from prior years are still available, no additional capital maintenance funds are included in the budget (last year's capital allocation was \$1.5 million).
- The budget includes \$11.9 million for debt service for college facilities, a decrease of \$655,000 from the current fiscal year.

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

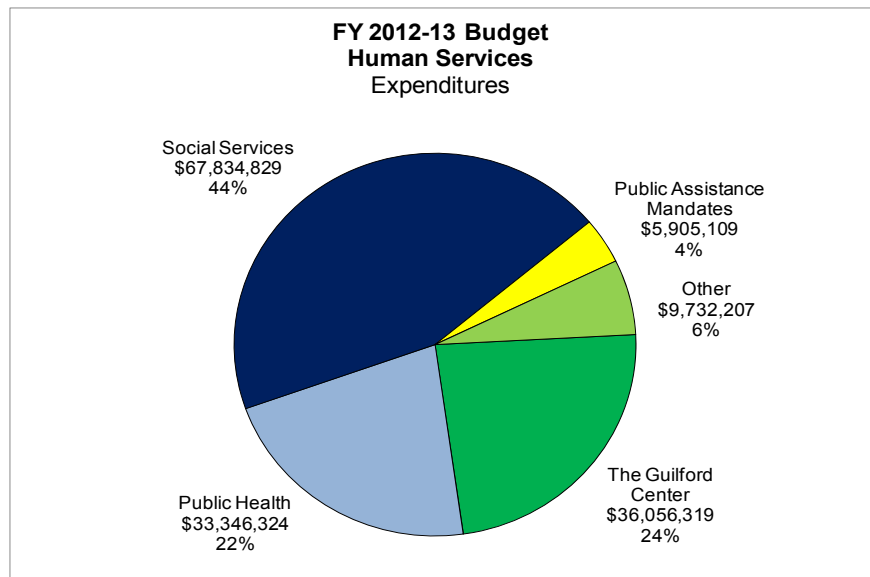
Human Services expenditures include:

- Public Health
- Mental Health
- Coordinated Services
- Veterans Service
- Social Services
- Child Support Enforcement
- Transportation
- Special Assistance to Adults
- TANF*
- Medical Assistance

** Temporary Assistance for Needy Families*

Expenditures

Guilford County will spend \$152,874,788 for Human Services expenditures in FY 2012-13, a decrease of -2.1% (or approximately \$3.3 million) from the FY 2011-12 adopted budget. Human Services is the second largest service area and accounts for approximately 26% of the total expenditures for the County.



A large portion of the decrease in Human Services expenditures is related to the net elimination of fifty positions in Social Services and Public Health. The use of technology and the analysis and redesign of departmental processes in have allowed these departments to more efficiently and effectively provide services with fewer employees.

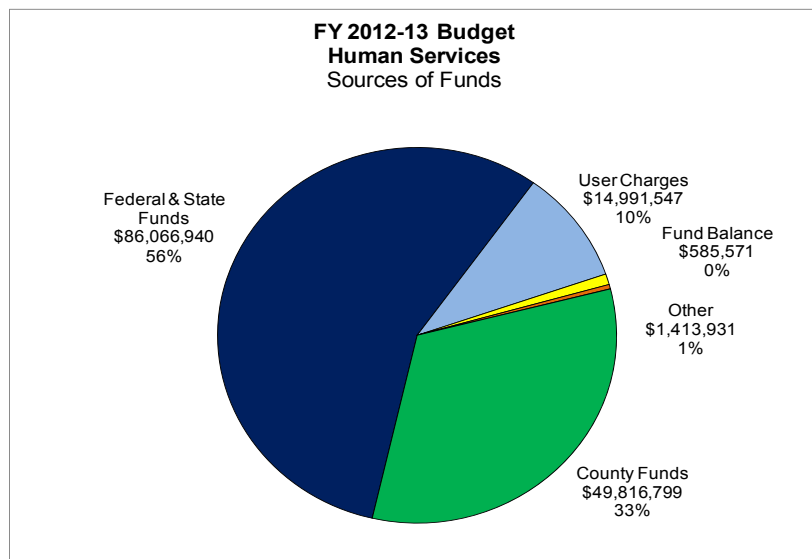
The FY 2013 budget for the Guilford Center reflects the initial impacts of the expected merger with Sandhills Center to manage the delivery of services to residents with mental health, substance abuse, and developmental disability issues. As a result of this merger, ninety five positions were eliminated in April 2012 as the county shifted the provision of certain community services to non-

county providers. The budget allocation approved for the Guilford Center reflects a county contribution equal to the actual county support in FY 2011 (known as the "Maintenance of Effort" amount). A final Maintenance of Effort amount will be negotiated with Sandhills Center based on final expenditures for FY 2012. Adjustments to the FY 2013 adopted Maintenance of Effort budget will be made from fund balance, if necessary.

Finally, funding for Community Based Organizations that provide various human services programs will decrease by (\$23,786) to approximately \$339,071 (See the Coordinated Services budget page for details).

Revenues

The state and federal governments provide 56% of revenues required to support Human Services. The County contributes 33%, and remaining funds come from Fees & Charges (10%) and Other revenues (1%).



| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | vs. FY12 Adopted | | FY14 Plan |
|----------------------------|----------------|-----------------|-----------------|-----------------|------------------|--------|---------------|
| | | | | | \$ chg | % chg | |
| Department | | | | | | | |
| Child Support Enforcement | \$5,709,489 | \$5,924,183 | \$5,933,060 | \$6,033,107 | \$108,924 | 1.8% | \$6,559,487 |
| Coordinated Services | \$2,721,807 | \$1,373,413 | \$1,556,714 | \$1,389,768 | \$16,355 | 1.2% | \$1,200,128 |
| The Guilford Center | \$48,701,293 | \$36,724,534 | \$39,155,754 | \$36,056,319 | (\$668,215) | -1.8% | \$36,068,378 |
| Public Assistance Mandates | \$5,813,844 | \$5,952,091 | \$5,952,091 | \$5,905,109 | (\$46,982) | -0.8% | \$5,909,393 |
| Public Health | \$36,989,416 | \$36,859,640 | \$35,735,291 | \$33,346,324 | (\$3,513,316) | -9.5% | \$35,393,429 |
| Social Services | \$68,918,293 | \$67,063,149 | \$68,365,859 | \$67,834,829 | \$771,680 | 1.2% | \$68,319,670 |
| Transportation | \$2,840,391 | \$2,182,863 | \$2,192,675 | \$2,187,155 | \$4,292 | 0.2% | \$1,666,012 |
| Veterans Services | \$109,125 | \$119,121 | \$120,165 | \$122,177 | \$3,056 | 2.6% | \$127,881 |
| Total Expenditures | \$171,803,657 | \$156,198,994 | \$159,011,609 | \$152,874,788 | (\$3,324,206) | -2.1% | \$155,244,378 |
| Sources of Funds | | | | | | | |
| Federal & State Funds | \$90,030,205 | \$86,908,669 | \$88,135,323 | \$86,066,940 | (\$841,729) | -1.0% | \$85,724,782 |
| User Charges | \$13,857,054 | \$16,546,541 | \$15,547,741 | \$14,991,547 | (\$1,554,994) | -9.4% | \$15,012,122 |
| Other | \$1,711,945 | \$1,585,817 | \$1,646,246 | \$1,413,931 | (\$171,886) | -10.8% | \$1,413,930 |
| Fund Balance | \$325,339 | \$947,021 | \$947,314 | \$585,571 | (\$361,450) | -38.2% | \$585,571 |
| County Funds | \$65,879,115 | \$50,210,946 | \$52,734,985 | \$49,816,799 | (\$394,147) | -0.8% | \$52,507,973 |
| Sources of Funds | \$171,803,657 | \$156,198,994 | \$159,011,609 | \$152,874,788 | (\$3,324,206) | -2.1% | \$155,244,378 |

CHILD SUPPORT SERVICES

Renee Kenan, Director 400 West Market Street, Greensboro, NC 27401 (336) 641-6438

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Further Community Achievement
PRIORITIES: Resident Self-Sufficiency



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|------------------------|-------------------------|-------------------------|-------------------------|---------------|----------------------|
| Program(s) | | | | | | |
| 10-Child Support Svcs | \$5,666,995 | \$5,924,183 | \$5,933,060 | \$6,033,107 | 1.8% | \$6,559,487 |
| Total | \$5,666,995 | \$5,924,183 | \$5,933,060 | \$6,033,107 | 1.8% | \$6,559,487 |
| Expenditures | | | | | | |
| Personnel Services | \$5,283,032 | \$5,442,719 | \$5,442,719 | \$5,518,975 | 1.4% | \$5,760,349 |
| Operating Expenses | \$383,829 | \$480,464 | \$489,341 | \$513,132 | 6.8% | \$798,138 |
| Human Svcs Assistance | \$134 | \$1,000 | \$1,000 | \$1,000 | 0.0% | \$1,000 |
| Total | \$5,666,995 | \$5,924,183 | \$5,933,060 | \$6,033,107 | 1.8% | \$6,559,487 |
| Sources of Funds | | | | | | |
| Federal & State Funds | (\$5,482,176) | (\$5,620,447) | (\$5,620,447) | (\$5,878,856) | 4.6% | (\$6,284,439) |
| Other | (\$78,302) | (\$63,389) | (\$63,389) | (\$78,302) | 23.5% | (\$78,301) |
| User Charges | (\$52,137) | (\$52,290) | (\$52,290) | (\$52,137) | -0.3% | (\$52,137) |
| Total | (\$5,612,615) | (\$5,736,126) | (\$5,736,126) | (\$6,009,295) | 4.8% | (\$6,414,877) |
| Net County Funds | \$54,380 | \$188,057 | \$196,934 | \$23,812 | -87.3% | \$144,610 |
| Authorized Positions | 92.00 | 92.00 | 92.00 | 91.70 | -0.3% | 91.70 |

DEPARTMENTAL PURPOSE

Created in 1975, the Child Support Program ensures that children in single parent households 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 when an issue, 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 2013 ADOPTED BUDGET HIGHLIGHTS

Expenses

- The overall increase in operating expenses in the amount of \$32,668 (6.8%) is attributed mainly to the on-going costs associated with a document imaging system. The imaging system was implemented as a measure to “go-green” and increase efficiencies by scanning in documents associated with case management and reduce the volume of paper files.
- The Director and an administrative assistant position in Child Support have been split with the Other Protection Department as the result of Other Protection’s reorganization of personnel. The position splits are reflected in the authorized position count, reflecting a decrease of .3 in position count.
- Paternity test costs that were scheduled to be transferred to the State budget will remain in the County budget in FY 2013.
- Telephone costs are significantly reduced due to the implementation of the new phone system.
- The FY 2013 budget includes a one-time payment of \$250 for Child Support employees in lieu of providing funds for the county’s pay-for-performance program.

Revenues

- For FY 13, the overall revenues have increased by \$108,924 (4.8%) mainly due to the increase in eligible expenses that can be claimed for reimbursement.
- Federal reimbursement revenues comprise 84% of the total revenues.
- Performance incentives comprise 14% of the total revenues.
- Fees and other collections comprise the remaining 2% of the total revenues.

Legislative changes that may increase revenues:

- Pending legislation (S.195) may restore the ability of Child Support agencies to leverage additional federal child support investments. This would significantly increase department revenues and allow the department to operate without the use of County funds.
- The Strengthen and Vitalize Enforcement of Child Support Act (S.1383) contains provisions that will increase collections as a result of the availability of additional enforcement tools.

FY 2012 SIGNIFICANT ACCOMPLISHMENTS AND ISSUES

Issues

- The unstable economic environment continues to negatively impact child support agencies nationwide.
- A significant percentage of the existing orders have been reduced due to the loss of employment.
- Total collections continue to be a challenge due to the factors listed above.
- Legislators continue to explore the possibility of adding access and visitation as a provision in child support orders. This change will create a significant increase in the amount of time and staff required to establish and enforce child support orders.
- The need for additional technology remains an issue in order to maximize efficiency and record keeping efforts.

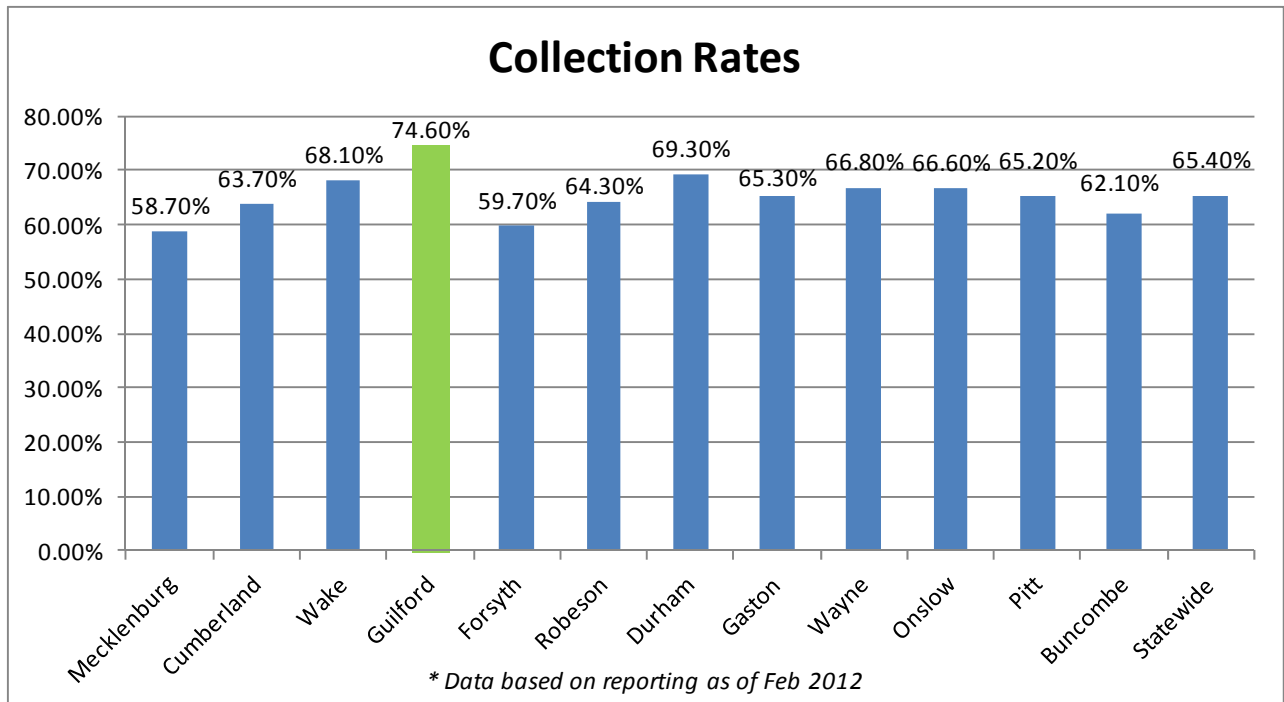
Accomplishments

- The department collected \$37,376,979.00 during FY 11. Approximately 95% of this money was disbursed directly to families.
- Guilford County continues to maintain the 2nd highest collection rate in the State.
- Guilford County continues to receive one of the largest incentive revenue awards in comparison to the other counties in North Carolina.
- The department was awarded a grant as part of a collaborative effort with Mecklenburg and Cumberland counties to improve employment opportunities for non-custodial parents that are currently unemployed due to the recession.

KEY PERFORMANCE MEASURES

| Measures | FY10-11 | FY11-12 | FY12-13 | FY13-14 |
|-------------------------------|--------------|--------------|--------------|--------------|
| | Actual | Estimate | Projected | Projected |
| Child Support Services | | | | |
| Collection Rate | 74.6% | 74.6% | 74.8% | 74.9% |
| Cases Under Order | 85.4% | 86.0% | 86.0% | 86.0% |
| Paternity Establishment Rate | 101.3% | 101.3% | 101.3% | 101.3% |
| Payment to Arrears | 67.5% | 67.9% | 68.0% | 68.1% |
| Total Collections | \$37,346,979 | \$37,346,979 | \$38,093,918 | \$39,236,735 |
| Total Caseload | 20,697 | 20,673 | 20,600 | 20,600 |
| Total Caseload per FTE | 225 | 225 | 224 | 224 |
| Total Caseload per Agent | 427 | 422 | 420 | 420 |

**The first 5 measures are the basis for Incentives Revenue for the County*



COORDINATED SERVICES

Michael Halford, Budget Director

301 West Market St., P.O. Box 3427 Greensboro, NC 27401 (336) 641-3275

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Ensure Community Health & Safety
PRIORITY: Effective Crime Prevention, Courts, & Detention Services



Links to County Goals and Strategic Priorities:

COUNTY GOAL: Further Community Achievement
PRIORITIES: Youth Development, Resident Self-Sufficiency



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | %chg | FY14 Plan |
|-----------------------------|----------------------|--------------------|----------------------|--------------------|-------------|--------------------|
| Program(s) | | | | | | |
| 2-Administration | \$113,899 | \$26,034 | \$38,777 | \$41,175 | 58.2% | \$41,778 |
| 10-Adult Services | \$346,665 | \$72,778 | (\$31,248) | \$0 | -100.0% | \$0 |
| 20-Family & Children | \$1,251,700 | \$1,274,601 | \$11,441 | \$0 | -100.0% | \$0 |
| 40-General Services | \$0 | \$0 | \$369,106 | \$339,071 | 0.0% | \$148,828 |
| 50-JCPC Services | \$0 | \$0 | \$1,168,638 | \$1,009,522 | 0.0% | \$1,009,522 |
| Total | \$1,712,264 | \$1,373,413 | \$1,556,714 | \$1,389,768 | 1.2% | \$1,200,128 |
| Expenditures | | | | | | |
| Personnel Services | \$87,020 | \$0 | \$12,743 | \$15,141 | 0.0% | \$15,744 |
| Operating Expenses | \$1,625,244 | \$1,373,413 | \$1,543,971 | \$1,374,627 | 0.1% | \$1,184,384 |
| Total | \$1,712,264 | \$1,373,413 | \$1,556,714 | \$1,389,768 | 1.2% | \$1,200,128 |
| Sources of Funds | | | | | | |
| Federal & State Funds | (\$1,040,914) | (\$927,983) | (\$1,074,983) | (\$927,983) | 0.0% | (\$927,983) |
| Total | (\$1,040,914) | (\$927,983) | (\$1,074,983) | (\$927,983) | 0.0% | (\$927,983) |
| Net County Funds | \$671,349 | \$445,430 | \$481,731 | \$461,785 | 3.7% | \$272,145 |
| Authorized Positions | 1.00 | - | 0.10 | 0.10 | 100.0% | 0.10 |

DEPARTMENTAL PURPOSE & GOALS

Coordinated Services works to improve the quality of life for children and adults, collaborating with numerous nonprofit and public agencies to offer an array of human, cultural and recreational services, across Guilford County. Both prevention and intervention themed programs are provided to at-risk and vulnerable populations.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- North Carolina's Department of Juvenile Justice and Delinquency Prevention (DJJDP) contributes \$3,000 to offset the cost of staff support for the JCPC. This amount has remained constant since 2003.
- Personnel expenses increased by \$15,141 and the position count is now 0.10 for FY 13. The change in the position count reflects the split allocation of the Budget Director's salary and time between this department and the Budget department. The split is also necessary to qualify for the \$3,000 DJJDP reimbursement of staff and administration costs.
- The tables below reflect the FY 13 Adopted Budget Funding for CBO and JCPC organizations

FY 12 SIGNIFICANT ACCOMPLISHMENTS

- Facilitated the CBO (Community Based Organizations) annual grant application/RFP (Request for Proposals) process in accord with the County CBO policy.
- Linked the CBO application process with the priorities identified in the Guilford County Strategic Plan by requesting that applicants identify the strategic plan priority best linked to their organization's mission and goals.
- Incorporated the use of a logic model in the CBO application packet that will be utilized to describe the projected program outcomes in terms of activities, indicators and targets.
- Ensured that JCPC complies with the State Statute which includes coordination of monthly meetings, committees, monitoring, annual allocation process, reimbursement procedures and collaboration with allied partners.

Juvenile Crime Prevention Council

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

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

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

| Snapshot of Juvenile Court Youth- Guilford County | |
|--|-------|
| Youth with mental health needs | 53.6% |
| Youth lacking permanent residence | 9.8% |
| Youth with history of victimization | 14.0% |
| Substance abuse in past 12 months | 30.9% |
| Moderate to serious school behavior problems | 62.0% |

** Data from 10-11 represents the last complete set of data at this time*

| Offense Committed by Juveniles Who Were Adjudicated- Guilford | 2010-11 | % of Juvenile Population | |
|--|----------------|---------------------------------|---------------------------|
| Juvenile Population ages 6-17 | 74,130 | 100% | |
| Juveniles seen in Intake | 1075 | 1.45% | |
| Juveniles Adjudicated | 442 | 0.60% | % of Adjudications |
| Alcohol offense | 3 | 0.00% | 12.44% |
| Drug offense | 55 | 0.07% | 12.44% |
| Property crime | 152 | 0.21% | 34.39% |
| Person crime | 171 | 0.23% | 38.69% |
| Sex crime | 26 | 0.04% | 5.88% |
| Weapons offense | 34 | 0.05% | 7.69% |
| Other offense | 178 | 0.24% | 40.27% |

** Data from 10-11 represents the last complete set of data at this time*

The Juvenile Crime Prevention Council has evaluated applications and approved the following programs for FY 2012-13:

| JCPC Program Applicants Approved for FY 2012-13 | | | | |
|---|-----------------------------|---------------------|---------------------------|--------------------------------|
| Agency/ Program | Total Request Amount | DJJDP Funds | County Match Funds | Other Local Match Funds |
| Teen Court <i>Provides real trials for first-time juvenile offenders. The program serves court-appointed 9-15 year olds and 16-17 year olds referred by school resource officers for offenses committed at school. Program also provides opportunities for juveniles trained to serve as jurors and attorneys, with adults serving as monitors, mentors, and judges. (One Step Further)</i> | \$ 150,604 | \$ 107,500 | \$ 10,700 | \$ 32,404 |
| Community Service/Restitution <i>Provides opportunities for youth ages 7-16 to work at human service and non-profit agencies to satisfy court-ordered, non-paid community service or victim restitution sanctions. Juveniles may earn a maximum of \$350 @ \$7.25/ hour, which the agency pays directly to victims. (One Step Further)</i> | \$ 171,538 | \$ 131,801 | \$ 10,187 | \$ 29,550 |
| Counseling & Psychological Testing <i>The Counseling Program provides outpatient counseling for juvenile offenders. The Psychological Testing service provides assessments to court referred youth and other youth involved with the juvenile justice system. (Youth Focus)</i> | \$ 1,303,944 | \$ 517,785 | \$ 63,652 | \$ 722,507 |
| Family Preservation <i>Program provides intensive in-home family counseling, parent education, individual counseling, etc. to prevent future trouble with the law and prevent children from being placed outside of the home. (Youth Focus)</i> | \$ 670,697 | \$ 92,091 | \$ - | \$ 578,606 |
| Mell Burton Structured Day Program <i>Day treatment services for juvenile offenders where both educational services and mental health services are provided Monday-Friday during regular school hours. (Youth Focus)</i> | \$ 1,702,517 | \$ 176,045 | \$ - | \$ 1,526,472 |
| Total Program Dollars | \$ 3,999,300 | \$ 1,025,222 | \$ 84,539 | \$ 2,889,539 |

FY 2012 - 2013
Human Services Community Based Organizations
Board Approved Amounts

| | FY10 | FY11 | FY12 | FY13 | FY13 |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| | Funding | Funding | Funding | Request | Adopted |
| Human Services | | | | | |
| Back Pack Beginnings | \$ - | \$ - | \$ - | \$ 8,000 | |
| Between the Two | \$ - | \$ - | \$ - | \$ 61,426 | |
| Big Bros/Big Sis | \$ - | \$ - | \$ - | \$ 30,000 | |
| BJ Academy | \$ - | \$ - | \$ 25,000 | \$ - | |
| Black Child Development | \$ - | \$ 18,000 | \$ 18,000 | \$ 25,000 | \$ 25,000 |
| Boy's and Girl's Clubs - High Point | \$ - | \$ - | \$ - | \$ 25,000 | |
| Great Expectations | \$ - | \$ - | \$ - | \$ 103,820 | |
| Interactive Resource Center | \$ - | \$ 275,000 | \$ - | \$ 25,000 | \$ 25,000 |
| Joseph's House | \$ 50,000 | \$ 50,000 | \$ - | \$ - | |
| Junior Achievement | \$ - | \$ - | \$ 15,000 | \$ 15,000 | \$ 15,000 |
| NIA Community Action Center | \$ 25,000 | \$ 16,667 | \$ 11,111 | \$ - | |
| One Step Further - Mediation | \$ - | \$ 37,113 | \$ 37,113 | \$ 37,113 | \$ 37,113 |
| One Step Further - Sentencing Alternatives | \$ - | \$ 2,000 | \$ 2,000 | \$ - | |
| Operation Xcel | \$ - | \$ - | \$ - | \$ 25,000 | |
| Partners Ending Homelessness | \$ - | \$ 30,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| Restoration Place Ministries | \$ - | \$ - | \$ - | \$ 3,000 | |
| Room at the Inn of the Carolinas | \$ - | \$ - | \$ - | \$ 45,000 | \$ 15,000 |
| Unity Builders | \$ - | \$ - | \$ 37,500 | \$ 65,000 | \$ 25,000 |
| West End Ministries | \$ - | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 |
| Win-Win BOTSO/LOTSO | \$ - | \$ - | \$ 25,000 | \$ 30,000 | \$ 30,000 |
| YMCA - Carl Chavis | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 |
| Youth Focus - Big Bro/Big Sis | \$ - | \$ 26,693 | \$ 26,693 | \$ 26,693 | \$ 25,000 |
| Youth Focus - Transitional Housing | \$ - | \$ 45,440 | \$ 45,440 | \$ 45,440 | \$ 30,293 |
| YWCA - Greensboro | \$ - | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 |
| YWCA - High Point | \$ - | \$ - | \$ 25,000 | \$ 16,665 | \$ 16,665 |
| | \$ 100,000 | \$ 575,913 | \$ 362,857 | \$ 682,157 | \$ 339,071 |

The Guilford Center

Billie Martin Pierce, Interim Director

232 N. Edgeworth St., PO BOX 3427, Greensboro, NC 27401 (336) 641-4981

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Further Community Achievement
PRIORITY: Resident Self-Sufficiency



Links to County Goals and Strategic Priorities:

COUNTY GOAL: Ensure Community Health & Safety
PRIORITY: Physical Health, Mental Health Risk Behaviors, Crime Prevention



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------|-----------------------|
| Program(s) | | | | | | |
| 10-Community Provider Svcs. | \$20,716,675 | \$19,163,735 | \$21,045,714 | \$27,694,247 | 44.5% | \$34,910,593 |
| 20-Internal Services | \$9,901,466 | \$10,301,525 | \$10,792,120 | \$275,033 | -97.3% | \$275,033 |
| 2-Local Management Entity | \$6,795,254 | \$7,259,274 | \$7,317,920 | \$8,087,039 | 11.4% | \$882,752 |
| Total | \$37,413,395 | \$36,724,534 | \$39,155,754 | \$36,056,319 | -1.8% | \$36,068,378 |
| Expenditures | | | | | | |
| Personnel Services | \$14,074,182 | \$15,243,526 | \$15,243,527 | \$7,308,786 | -52.1% | \$0 |
| Operating Expenses | \$22,902,248 | \$20,997,208 | \$23,418,211 | \$28,363,033 | 35.1% | \$35,683,878 |
| Human Services Assistance | \$436,965 | \$483,800 | \$494,016 | \$384,500 | -20.5% | \$384,500 |
| Capital Outlay | \$0 | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Other | \$0 | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Total | \$37,413,395 | \$36,724,534 | \$39,155,754 | \$36,056,319 | -1.8% | \$36,068,378 |
| Sources of Funds | | | | | | |
| Federal & State Funds | (\$23,009,137) | (\$19,616,912) | (\$19,616,912) | (\$19,604,853) | -0.1% | (\$19,616,912) |
| Fund Balance | \$0 | (\$129,860) | (\$129,860) | (\$131,166) | 1.0% | (\$131,166) |
| Other | (\$4,785) | (\$2,000) | (\$2,000) | (\$2,000) | 0.0% | (\$2,000) |
| User Charges | (\$4,545,626) | (\$6,418,300) | (\$6,418,300) | (\$6,418,300) | 0.0% | (\$6,418,300) |
| Total | (\$27,559,548) | (\$26,167,072) | (\$26,167,072) | (\$26,156,319) | 0.0% | (\$26,168,378) |
| Net County Funds | \$9,853,848 | \$10,557,462 | \$12,988,682 | \$9,900,000 | -6.2% | \$9,900,000 |
| Authorized Positions | 189.00 | 192.00 | 192.00 | 97.00 | -49.5% | - |

DEPARTMENTAL PURPOSE & GOALS

The Guilford Center (Guilford County's Area Mental Health, Developmental Disabilities, and Substance Abuse Services Program) is organized under the North Carolina Department of Health and Human Services and Guilford County. The Guilford Center staff work in partnership with community providers to render family-centered and community-based services that make a measurable difference in the lives of people. These people are at risk of developing mental illnesses, developmental disabilities and/or substance problems.

- **Managed Care** provides administrative oversight and support to all components of the Guilford Center, including community providers. Responsibilities include endorsing and monitoring community providers, building and maintaining a network of qualified providers, providing 24/7 access to care, care coordination and technical assistance based on best practices.
- **Community Provider Services** contracts for an array of services for citizens experiencing problems with mental illness, developmental disabilities and/or substance abuse. Additional services are identified by the annual needs assessment, and providers are selected through the Request For Proposal (RFP) procedure.
- **Internal Provider Services** provides psychiatric services and crisis/emergency services for persons with, or at risk of developing, mental illness, developmental disabilities and/or substance abuse problems. The division also provides liaison services for the courts, jails and hospitals; operates the juvenile sex offender program and provides intake services for new clients.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- The Guilford Center will merge with the Sandhills Center to comply with the state's 1915 (b)/(c) Medicaid Waiver that was announced in April of 2011. The merger is expected to be completed by the end of the 2012 calendar year.
- The FY 2013 Adopted Budget is based on the expected actual amount of county funds needed to support the Guilford Center in FY 2012 (known as the "Maintenance of Effort" amount). A final Maintenance of Effort amount will be negotiated with Sandhills Center based on final expenditures for FY 2012. Adjustments to the FY 2013 adopted Maintenance of Effort amount will be made from fund balance, if necessary.
- Personnel expenses decreased by \$7,934,740 (-52.1%), while operating expenses increased by \$7,266,525 (35.1%). As the Guilford Center divests services (to comply with state regulations prior to merging with Sandhills), personnel expense budgets are transferred to operating budgets to contract for services previously provided by county employees.
- The divestiture of directly provided services has resulted in a reduction of 97 positions for FY13. The Managed Care employees will be the last positions to transition as a result of the merger, leaving the County in December 2012. By January of 2013, all Guilford County positions will be eliminated.

- The FY 2013 budget includes a one-time payment of \$250 for Guilford Center employees in lieu of providing funds for the county's pay-for-performance program.

FY 2012 SIGNIFICANT ACCOMPLISHMENTS

- Despite budgetary constraints, the Guilford Center demonstrated effective and efficient management of decreased state and county funding through review and amendment of services contracts, review and revision of the benefit plan and enhanced review of our contract providers through the endorsement process.
- This fiscal year, the Guilford Center was able to fully utilize its second-year allotment of hospital beds under North Carolina's new three-way contracts provision.
- The Guilford Center exceeded annual State-funded billing requirements for drawing down unit cost reimbursement (UCR) dollars. This meant that the Guilford Center paid providers for units of service rather than reimbursing them for costs.
- The Guilford Center continues to maintain the high standards for policies, procedures and other requirements needed for Utilization Review Accreditation Commission accreditation.
- The IT unit configured and tested a new Avatar software system, which replaced the Center's current consumer database software. IT created a manual file of over 2,300 patient discharge records, which enabled the Medical Records staff to fulfill a State-mandated purge of inactive files. Additionally, the technology team created a new structured query language (SQL), web-based report, which tracks hospital bed day usage for three-way and sponsorship contract reporting. The technology unit also strategized to reduce service interruptions and ensure data integrity and security. IT created an automated process to notify administrators, via e-mail, in the event of a network service failure – thus allowing 24-hour monitoring of specific, critical server functions.
- An exciting program was launched this year to prepare individuals with intellectual and developmental disabilities (I/DD) for meaningful career opportunities in their own communities. Project SEARCH offers employability skills training and workplace internships to I/DD consumers transitioning from high school and community college to adult life. This innovative model enables employers to meet their human resource needs with qualified workers and educates them about the potential of this underutilized workforce. Project Search has been highly successful in Ohio and has program sites throughout the U.S. and the United Kingdom
- Throughout Fiscal Year 2011-2012, the Center continued to stress best practice principles to Guilford County's massive network of over 700 contract providers. Using a tool developed by the Guilford Center, the LME's Best Practice Specialists conducted one-on-one sessions with every community provider to assess each organization's level of implementation of best practices/evidence based practices. Using the information gained from the assessment, the specialists worked with the provider to develop a

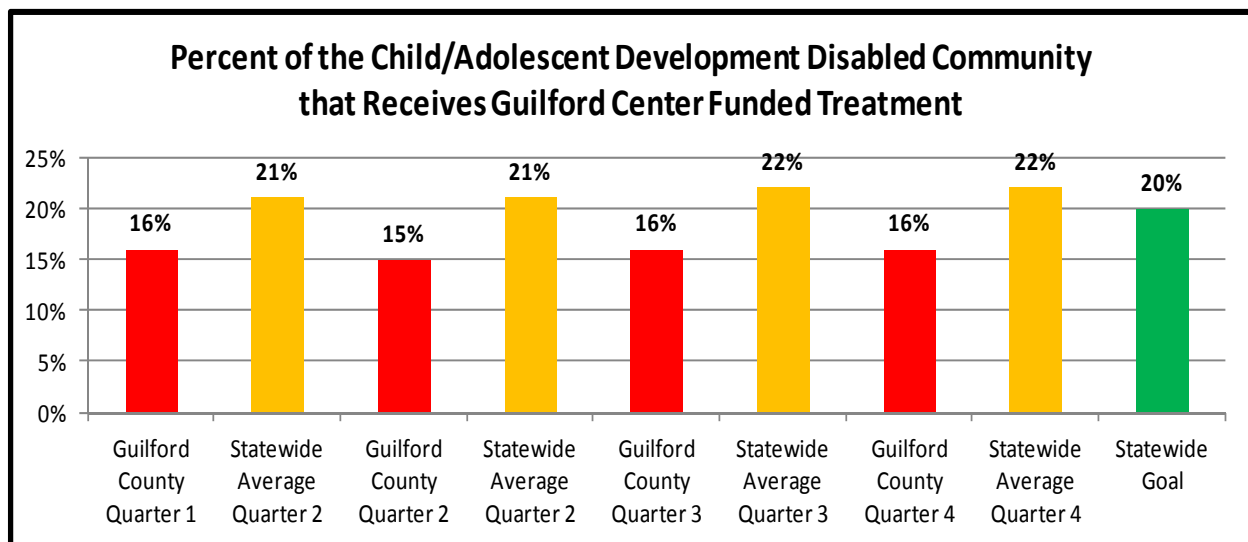
unique training and technical assistance plan aimed at increasing usage of best practice principles.

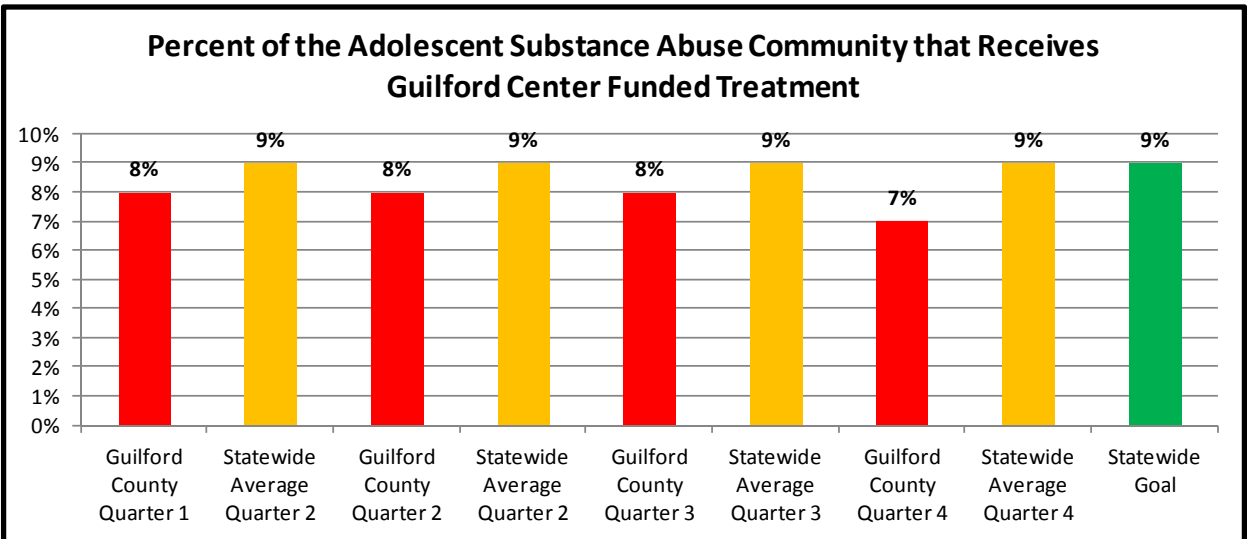
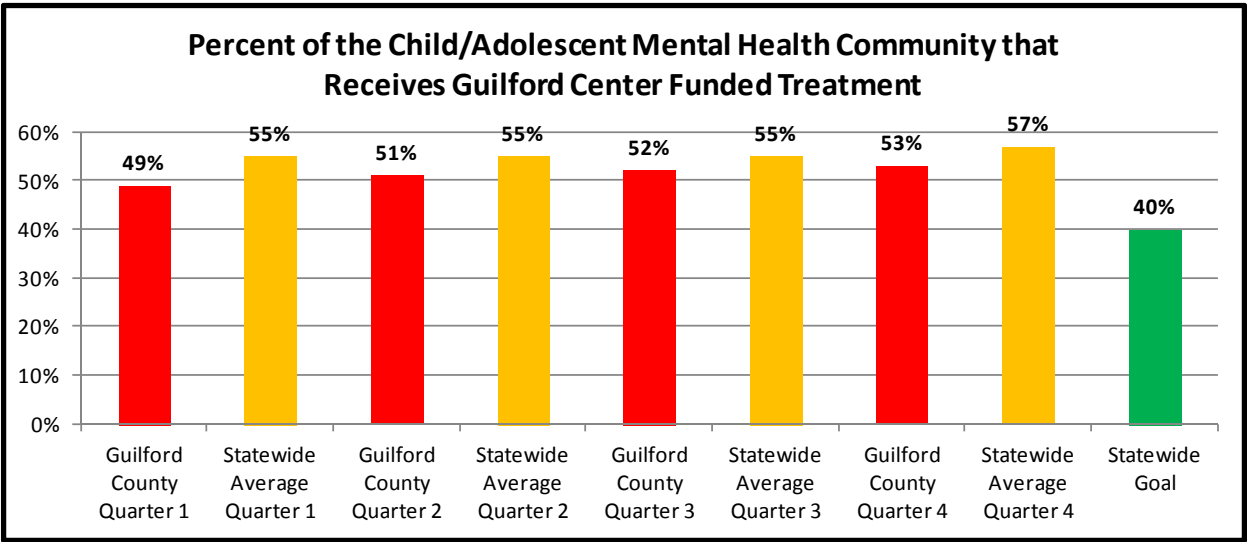
- The Guilford Center's contracts unit audited all State-funded contract providers during the fiscal year according to published auditing standards and procedures. As a result of the audits, some providers were required to submit plans of correction or, in severe cases, were ordered to return funds. Audit findings were helpful in identifying contractor training needs. The Guilford Center scheduled repeat audits for providers with deficiencies.
- Fiscal Year 2011-2012 marked the fifth year for the Guilford Substance Abuse Academy, which trains and develops community activists who work to eliminate Guilford County's problems with substance abuse and addiction.

COMMUNITY SERVICE LEVELS

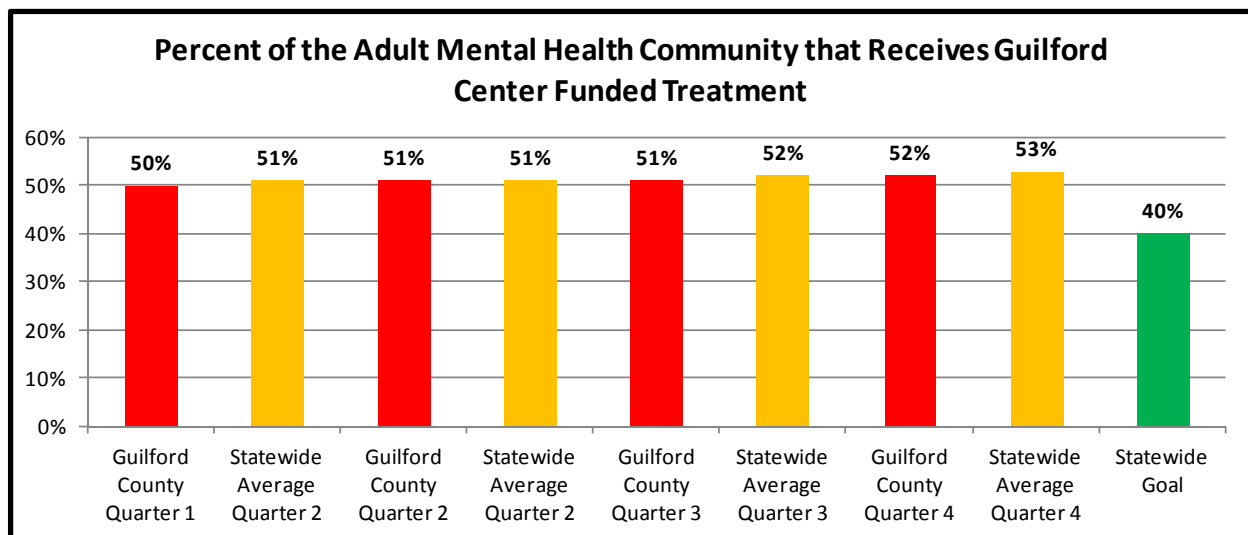
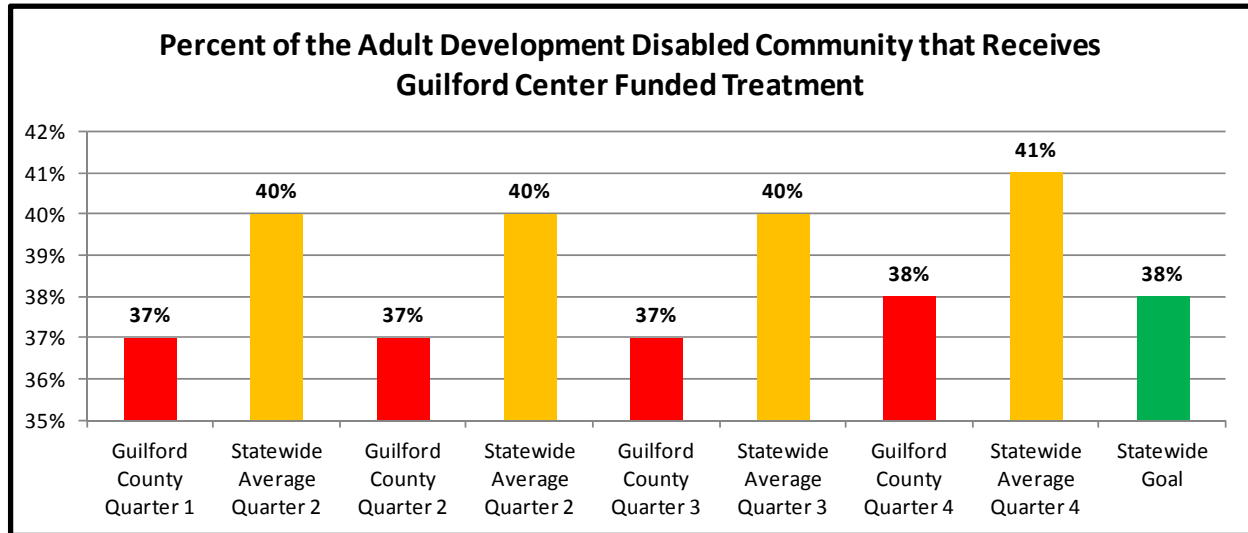
The following charts illustrate The Guilford Center's effectiveness in reaching its target communities in Fiscal Year 2010-2011 (also called a penetration rate). Target communities represent the portion of the county population estimated to be in need of mental health, substance abuse, or development disability services. Data is collected by the state and compared to a quarterly statewide average and statewide goal for providers.

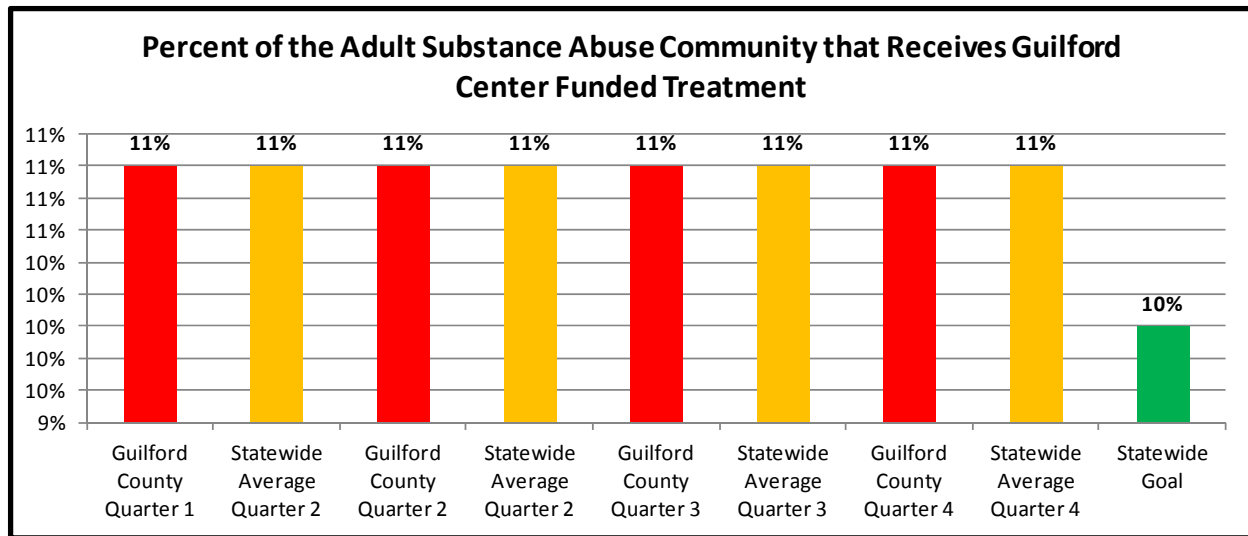
Child & Adolescent Community





Adult Community





KEY PERFORMANCE MEASURES

| Measures | FY10-11 Actual | FY11-12 Estimate | FY12-13 Projected | FY13-14 Projected |
|--|-------------------|---------------------|----------------------|----------------------|
| Mental Health | | | | |
| Local Management Entity | | | | |
| Number of consumers served through authorizations | 7,682 | 8,000 | 8,000 | 8,000 |
| Average time for answering calls to the 24/7 Call Center (seconds) | 5.6 | 6 | 6 | 6 |
| Percent of utilization management requests receiving timely review by being processed | 100.0% | 100% | 100% | 100% |
| Percent of consumer complaints successfully resolved within three calendar days | 86.9% | 85% | 85% | 85% |
| Percentage of consumers requiring less than 7 days of care in a state psychiatric hospital | 21.0% | 21.0% | 21.0% | 21.0% |
| Percentage of consumers readmitted to a state psychiatric hospital within 30 days of discharge | 4.0% | 4% | 4% | 4% |
| Percentage of consumers readmitted to a state psychiatric hospital within 180 days of discharge | 14.0% | 14% | 14% | 14% |
| Percentage of consumers receiving timely follow-up in the community within seven calendar days of discharge from ADATC | 55.0% | 23% | 23% | 23% |
| Percentage of consumers receiving timely follow-up in the community within seven calendar days of discharge from a state psychiatric hospital | 48.0% | 35% | 35% | 35% |
| Community Provider Services | | | | |
| Percent of consumers surveyed that said they liked the overall quality of service they received | 94.5% | 80% | 80% | 80% |
| Percent of urgent and emergent callers who receive service within the mandated timeframe (emergent calls serviced in 2 hours and urgent serviced in 2 days) | 100.0% | 88% | 88% | 88% |
| Percent of adult mental health consumers estimated to need services that receive publicly funded services (this measure is usually called a penetration rate) | 51.0% | 37% | 37% | 37% |
| Percent of consumers receiving treatment through the Assertive Community Treatment or Community Support Team who require no hospitalization while participating in the program | 71.6% | 70% | 70% | 70% |
| Percent of individuals with development disabilities receiving Supported Employment Long Term Support who have been employed more than one year | 53.7% | 75% | 75% | 75% |
| Percent of consumers successfully completing detoxification services who is transferred to a different substance abuse provider within five business days | 71.0% | 75% | 75% | 75% |
| Internal Services (Crisis Care/Medication Management) - Internal Services will be contracted out before FY 12-13 | | | | |
| Total number of medication management checks performed | 12,000 | 12,000 | 12,000 | 12,000 |
| Number of medication management checks performed per clinician | 400 | 400 | 400 | 400 |
| Total number of consumers seen in Crisis Emergency Services/contractors | 1,000 | 1,000 | 1,000 | 1,000 |
| Number of consumers seen per clinician in Crisis Emergency Services/contractors | 125 | 125 | 125 | 125 |

*A dash indicates a new performance measure that has not been measured before

FUTURE ISSUES

The Guilford Center is continuing its transition to the Sandhills Center and the divestiture of services, as required by the North Carolina Department of Health and Human Services. The Guilford Center is committed to retaining a strong local presence, and hopes to secure a regional office in Guilford County. The County is expected to provide an in-kind contribution of office space for a minimum of five years. Guilford County would be the largest member county on the Board of Directors and would be offered six seats on the Board of Directors. The expected full merger completion is still on track to be completed by January 1, 2013.

PUBLIC ASSISTANCE MANDATES

Robert Williams, Social Services Director

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

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Ensure Community Health & Safety

PRIORITY: Physical & Environmental Health and Child, Aging, & Disabled Adult Care



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|--------------|----------------------|
| Program(s) | | | | | | |
| 10-Medical Assistance | \$2,766,329 | \$2,772,976 | \$2,772,976 | \$2,725,994 | -1.7% | \$2,730,278 |
| 10-Special Assistance To Adults | \$3,045,414 | \$3,159,115 | \$3,159,115 | \$3,159,115 | 0.0% | \$3,159,115 |
| 10-Temp Asst Needy Families | \$2,101 | \$20,000 | \$20,000 | \$20,000 | 0.0% | \$20,000 |
| Total | \$5,813,844 | \$5,952,091 | \$5,952,091 | \$5,905,109 | -0.8% | \$5,909,393 |
| Expenditures | | | | | | |
| Human Services Assistance | \$5,813,844 | \$5,952,091 | \$5,952,091 | \$5,905,109 | -0.8% | \$5,909,393 |
| Total | \$5,813,844 | \$5,952,091 | \$5,952,091 | \$5,905,109 | -0.8% | \$5,909,393 |
| Sources of Funds | | | | | | |
| Federal & State Funds | (\$2,765,759) | (\$2,792,976) | (\$2,792,976) | (\$2,745,994) | -1.7% | (\$2,750,278) |
| Total | (\$2,765,759) | (\$2,792,976) | (\$2,792,976) | (\$2,745,994) | -1.7% | (\$2,750,278) |
| Net County Funds | \$3,048,085 | \$3,159,115 | \$3,159,115 | \$3,159,115 | 0.0% | \$3,159,115 |
| Authorized Positions | - | - | - | - | n/a | - |

DEPARTMENTAL PURPOSE

This group of expenditures reflects the local budgets for certain mandated public assistance programs.

- The **Special Assistance to Adults** program provides cash assistance for individuals 19 and above who are in domiciliary care facilities and meet state eligibility requirements for Special Assistance. The county has budgeted \$3,159,115 (6.5% decrease) for this service in FY 12-13, which is based upon the most recent state estimate provided.
- Emergency Temporary Assistance for Needy Families (TANF)** is intended to build upon and renew the principles of work and responsibility under the TANF program by assisting States in serving more families seeking employment opportunities and other forms of assistance during the economic downturn. This service will cost \$20,000 in FY 2012-13, remaining unchanged from the FY 12 adopted budget, and is offset by an equal amount of revenue.

- The County **Medical Assistance** Program accounts for reimbursement-eligible medical transportation services provided by the county's Human Services Transportation Department. Medicaid-eligible transportation services are expected to cost \$2.7 million in FY 13, a slight decrease of 1.7%. Medicaid reimbursement of 100% is provided to the county for this expense.

PUBLIC HEALTH

Merle Green, Director

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

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Ensure Community Health & Safety
PRIORITY: Physical & Environmental Health



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------|-----------------------|
| Program(s) | | | | | | |
| 2-Administration | \$2,720,666 | \$1,984,872 | \$1,961,565 | \$2,464,050 | 24.1% | \$3,029,654 |
| 10-Community Health | \$11,422,967 | \$13,110,457 | \$11,830,221 | \$9,446,620 | -27.9% | \$10,404,302 |
| 30-Clinical Health | \$11,241,334 | \$11,522,450 | \$11,590,866 | \$11,636,556 | 1.0% | \$11,917,984 |
| 50-Envmntl. Health | \$3,526,511 | \$3,584,685 | \$3,695,918 | \$3,649,718 | 1.8% | \$3,718,346 |
| 60-Allied Health | \$5,351,948 | \$5,872,266 | \$5,875,952 | \$5,837,536 | -0.6% | \$5,994,675 |
| 70-Ph Preparedness | \$651,799 | \$784,910 | \$780,769 | \$311,844 | -60.3% | \$328,468 |
| Total | \$34,915,224 | \$36,859,640 | \$35,735,291 | \$33,346,324 | -9.5% | \$35,393,429 |
| Expenditures | | | | | | |
| Personnel Services | \$27,435,325 | \$27,591,228 | \$27,331,409 | \$25,881,293 | -6.2% | \$28,300,397 |
| Operating Expenses | \$7,841,351 | \$8,286,505 | \$8,295,114 | \$7,252,730 | -12.5% | \$6,960,537 |
| Human Svcs Assistance | \$55,628 | \$1,050,136 | \$176,997 | \$197,461 | -81.2% | \$197,462 |
| Capital Outlay | \$0 | \$0 | \$0 | \$87,000 | 0.0% | \$10,000 |
| Other | (\$417,080) | (\$68,229) | (\$68,229) | (\$72,160) | 5.8% | (\$74,967) |
| Total | \$34,915,224 | \$36,859,640 | \$35,735,291 | \$33,346,324 | -9.5% | \$35,393,429 |
| Sources of Funds | | | | | | |
| Federal & State Funds | (\$8,804,857) | (\$9,391,916) | (\$9,174,829) | (\$7,538,862) | -19.7% | (\$7,521,584) |
| Fund Balance | (\$325,339) | (\$817,161) | (\$817,454) | (\$454,405) | -44.4% | (\$454,405) |
| Investment Earnings | \$0 | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Other | (\$970,302) | (\$755,428) | (\$815,857) | (\$713,629) | -5.5% | (\$713,629) |
| Transfers | \$0 | \$0 | \$0 | \$0 | 0.0% | \$0 |
| User Charges | (\$8,615,381) | (\$9,542,098) | (\$8,543,298) | (\$8,041,257) | -15.7% | (\$8,061,832) |
| Total | (\$18,715,879) | (\$20,506,603) | (\$19,351,438) | (\$16,748,153) | -18.3% | (\$16,751,450) |
| Net County Funds | \$16,199,345 | \$16,353,037 | \$16,383,853 | \$16,598,171 | 1.5% | \$18,641,979 |
| Authorized Positions | 432.75 | 419.25 | 417.25 | 396.25 | -5.5% | 396.25 |

DEPARTMENTAL PURPOSE & GOALS

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

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

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

A second category of mandated services may either be directly provided via the local public health agency, provided by another agency under a contract with the Health Department, or by community agencies if the Health Department is able to assure the state that sufficient services exist in the community. These services include:

- grade “A” milk certification,
- public health laboratory services,
- child health services,
- maternal health,
- family planning,
- dental health,
- home health, and
- adult health.

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

FY 2013 ADOPTED BUDGET HIGHLIGHTS

The FY 2013 Adopted Budget increases county funding by \$245,134 or 1.5% over FY 2012. The following sections highlight the major changes to occur for the upcoming fiscal year.

- The budget includes \$1.5 million for a line of credit for Triad Adult and Pediatric Medicine, in accordance with a Board-approved agreement to provide temporary funding support until the organization can secure other non-county funding.

Position Reductions:

| Service Area | Job Classification | FTEs | Total FY 2013 Personnel Cost |
|--|--------------------------------------|----------------|------------------------------|
| AIDS-Federal | Social Worker III | (0.47) | \$ (36,025) |
| Communicable Disease TB State | Social Worker III | (0.21) | \$ (16,097) |
| Communicable Diseases-Clinic | Social Worker III | (0.28) | \$ (21,463) |
| Community Health Response Prog | Nurse Specialist II | (1.00) | \$ (76,693) |
| Community Svcs Coordination | Nurse Specialist II | (1.00) | \$ (70,593) |
| Laboratory | Medical Lab Technologist | (1.00) | \$ (70,471) |
| Local Response 3 | Environmental Health Prog Specialist | (1.00) | \$ (62,169) |
| Maternal Care Coordination | Social Worker II | (1.00) | \$ (78,996) |
| Maternal Care Coordination | Nurse Specialist I | (1.00) | \$ (73,499) |
| Maternal Care Coordination | Social Worker II | (1.00) | \$ (83,418) |
| Medication Assistance Progm 1 | Pharmacist | (1.00) | \$ (104,006) |
| Pharmacy Services | Pharmacist | (1.00) | \$ (104,006) |
| Prepared Child Birth | Part-Time and FICA | - | \$ (5,353) |
| Refugee Clinic | Social Worker III | (0.04) | \$ (3,068) |
| Sub-Total | | (10.00) | \$ (805,857) |
| <u>Grant Funding Positions Eliminated for FY 2013</u> | | | |
| Child Care Nursing-Smart Start | Nurse Specialist I | (1.00) | \$ (66,580) |
| Community Transition Coordinator | Nurse Specialist II | (1.00) | \$ (69,454) |
| NC Project Launch | Nurse Specialist II | (1.00) | \$ (69,454) |
| PHRST-5 Regional Team | Administrative Assistant I | (1.00) | \$ (48,001) |
| Smart Start Case Management | Nurse Specialist I | (1.00) | \$ (66,580) |
| Statewide Health Promotion | Community Health Educator I | (1.00) | \$ (51,990) |
| Tobacco Prevention-College Project | Community Health Educator I | (1.00) | \$ (59,823) |
| Tobacco Prevention-Youth Project | Community Health Educator I | (1.00) | \$ (64,312) |
| Triad Baby Love | Community Health Service Tech | (1.00) | \$ (38,127) |
| Triad Baby Love | Community Health Service Tech | (1.00) | \$ (38,127) |
| Triad Baby Love | Social Worker II | (1.00) | \$ (54,135) |
| Sub-Total | | (11.00) | \$ (626,584) |
| Grand Total | | (21.00) | \$ (1,432,441) |

Position Additions / Transfers:

| Job Classification | BOC Approval Date | FTEs | Total FY 2013 Personnel Cost |
|--|-------------------|----------------------|------------------------------|
| School Nurse I | 9/15/2011 | 1.00 | \$ 57,131 |
| Sub-Total | | <u>1.00</u> | <u>\$ 57,131</u> |
| <u>FY 2013 Position Transfers</u> | | | |
| Environmental Health Specialist - To DSS | 9/15/2011 | (1.00) | \$ (54,158) |
| Nursing Services Consultant - To DSS | 9/15/2011 | (1.00) | \$ (54,158) |
| Pharmacist - To DSS | 9/15/2011 | (1.00) | \$ (54,158) |
| Sub-Total | | <u>(3.00)</u> | <u>\$ (162,474)</u> |
| Grand Total | | <u>(2.00)</u> | <u>\$ (105,343)</u> |

Other Operating Changes:

- Federal / State Revenue – These funds are anticipated to reduce for FY 2013 by (\$1,853,054) million dollars. Below highlights various service areas expected to receive decreased funding for FY 2013. Total operating reductions (excluding personnel) for these service areas total approximately (\$1,304,343).
 - Health Disparities
 - Smart Start Case Management
 - NC Project Launch
 - Triad Baby Love
 - PHRST – 5 Regional Team
 - Tobacco Prevention (College and Youth Projects)
 - Bioterrorism
- User Charges – These charges for services are expected to decrease for FY 2013 by (\$1,500,841) million dollars mostly due to three areas: 1) Community Alternatives Program, which coordinates “in-home” nursing care as well as the sale of nutrients, supplies and equipment to clients with such needs. The associated operating expenses reduced for this service for FY 2013 totals approximately (\$1,065,371) and 2) Medicaid reimbursement revenue for many clinical / case management service areas is expected to decrease for FY 2013 by (\$1,030,483). This decrease is mostly due to rate changes as well as changes in billing procedures.
- Appropriated Fund Balance - For FY 2013 Medicaid state settlement revenues available from prior years are expected to decrease by approximately (\$362,756) million dollars.

Majority of these funds go toward the department's clinical / case management service areas mentioned above and help offset those "regular" Medicaid reimbursement receipts during the fiscal year.

- The FY 2013 budget includes a one-time payment of \$250 for Public Health employees in lieu of providing funds for the county's pay-for-performance program.
- An additional \$250,227 in county funds for various technology initiatives are included in the proposed budget:

| Projects | FY 2013 Proposed | FY 2014 Planned |
|--|---------------------|--------------------|
| Health Education (Hardware and Software) | \$ 27,300 | \$ - |
| Clinical Services Hardware and Licenses Other | \$ 30,715 | \$ 13,000 |
| Dental X-Ray System Compatible with High Point and Chandler Dental | \$ 23,900 | \$ - |
| EMR Equipment , Network and Licenses | \$ 143,312 | \$ 79,412 |
| Replacement of Water Quality Trimble Handheld Units | \$ 25,000 | \$ 25,000 |
| Environmental Health Hardware and Network etc. | \$ - | \$ 26,200 |
| Technology Associated with Community Transformation Grant | \$ 20,000 | \$ 20,000 |
| Allied Health desktop, printer and scanners | \$ - | \$ 37,300 |
| Total | \$ 270,227 | \$ 200,912 |

- Four fee changes have been approved for FY 2013. They include increases to three existing Smart Girls Life Skills Training Curriculum fees as well as a new fee for death registration process classes offered to funeral home personnel. The changes to these fees can be seen in the table below.

GUILFORD COUNTY DEPARTMENT OF PUBLIC HEALTH
Establishing a New Fee / Changes to Existing Fees

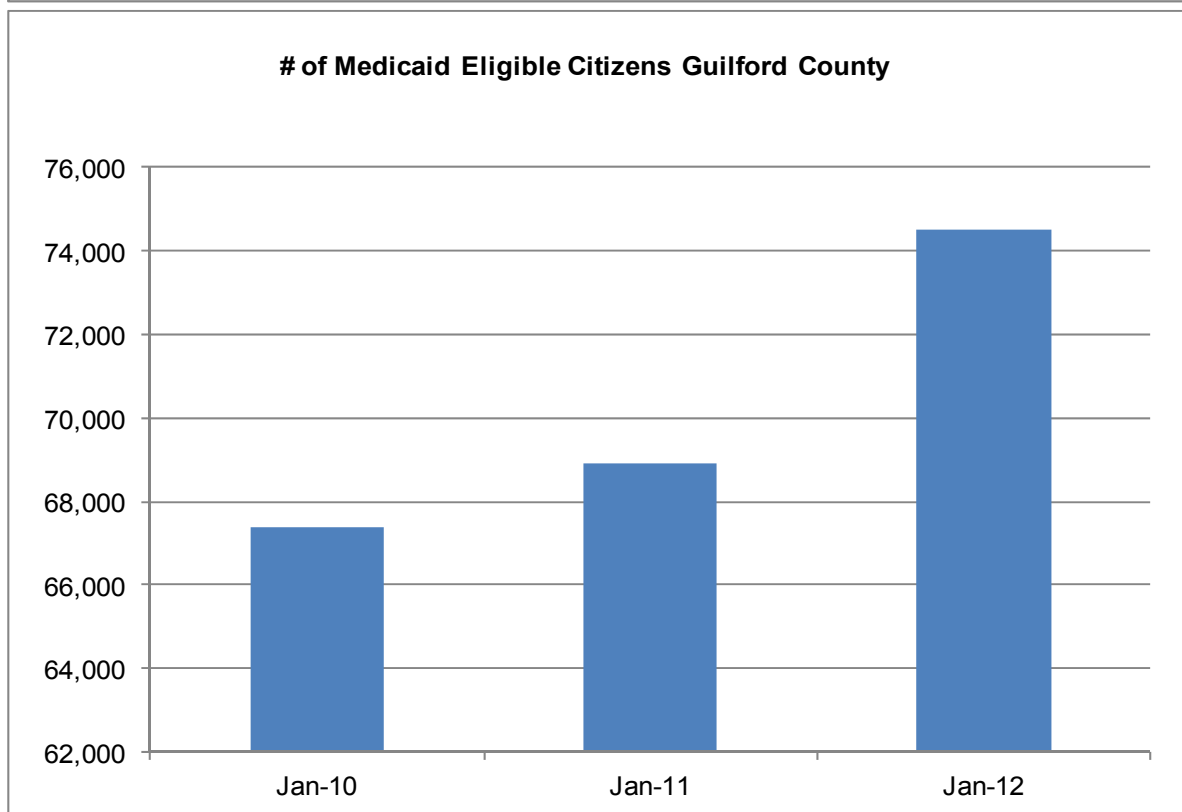
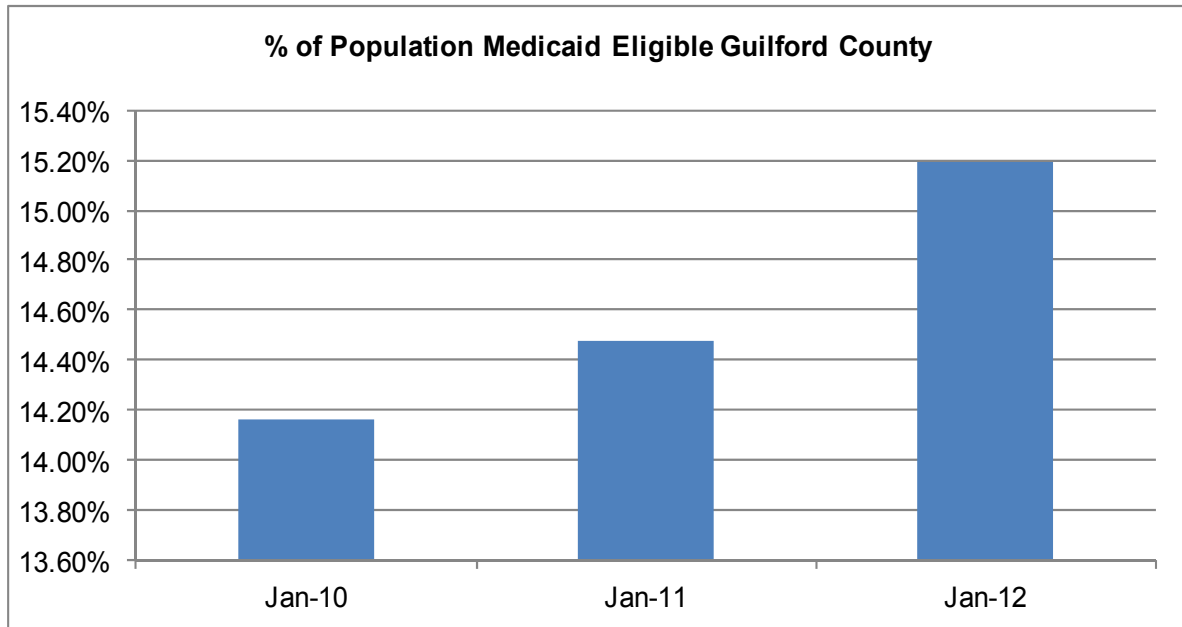
| Fee Description | Current | Proposed | Change | Explanations |
|---|--|--|-------------------|--|
| Vital Records Funeral Home Training Fee | \$ - | \$ 40.00 | \$ 40.00 | Funeral home staff members will receive training on death registration processes, medical exam certificates, revisions in general statutes, etc. A \$40.00 fee per participant will be charged with an anticipated class of 50 to be trained annually. Anticipated revenues: 50 staff x \$40.00 per participant = \$2,000. The fee is being established to cover training costs (staff time, supplies, etc.) Funeral home staff will have enhanced / up-to-date knowledge of these state required processes. Success will be measured via feedback from funeral home staff, etc. |
| Smart Girls Life Skills Training Curriculum | \$ 100 | \$ 175 | \$ 75 | Life Skills Training Curriculum |
| Smart Girls Life Skills Training Curriculum and One Day Training located in Guilford County | \$150 (Without Curriculum) \$250 (With Curriculum Copy) | \$200 (Without Curriculum) \$375 (With Curriculum Copy) | \$50 \$125 | Life Skills Training Curriculum |
| One and a half day Smart Girls Life Skills Training Curriculum Training outside of Guilford County for up to 12 to 15 individuals | \$ 1,200 | \$1,800 (Estimated at \$120 - \$180 per person) | \$ 600 | Life Skills Training Curriculum |
| One day Smart Girls Life Skills Training Curriculum Training outside of Guilford County for up to 12 to 15 individuals | \$ 800 | \$1,200 (Estimated at \$80 - \$100 per person) | \$ 400 | Life Skills Training Curriculum |

FY 2012 SIGNIFICANT ACCOMPLISHMENTS

- Prior to new law which allows counties to bill Medicaid directly (rather than via the State system), in the 4th quarter of 2010, we billed \$87,817.00 to Medicaid; after the state law, during the same quarter of 2011, and we billed \$1,424,800. *(NOTE: This 1,521.28% increase is not typical, but it shows the effect of efficiency).* This resulted in fewer aged accounts and more efficient reimbursement. Billing frequency increase from monthly to weekly and steps to billing a claim were reduced from 11 to 6.
- Successfully transitioned into the State's new Pregnancy Care Management program and Care Coordination for Children program to improve health outcomes of high-risk pregnant moms and children. Use of the Electronic Case Management Database (CMIS) allows staff to manage 650 clients at once. The latest infant mortality rates indicated an improvement for Guilford from 10.4 (2009) to 9.5 (2010).
- Continued to conduct nationwide trainings on our (copyrighted) *Smart Girls Life Skills Training* curriculum; local trainings on Tobacco Cessation; communitywide Health and Nutrition classes; projects aimed at childhood obesity prevention; counseling on chronic disease management; and consultations on all health related topics, resulting in 1,600 presentations and 30,133 people reached.
- Added capacity and new services at the Evans-Blount Clinic by contracting with additional physicians, and adding services such as drug screenings and college physicals; for example, patient numbers grew by 40% from Dec 2011 to Jan, 2012. Top five diagnoses: diabetes, hypertension, weight management, esophageal reflux, and work and college physicals. Discounted mammograms (\$55.00) were also added. The clinic saw an increase in patients ages 50-79.
- Increased Women's Clinic productivity thru Six-Sigma project implementation guided by the Centers for Creative Leadership; and increased patient numbers by 16% via media marketing.
- Investments in technology have increased productivity in the Dept and have allowed us to maintain productivity as we have witnessed a 9.2% reduction in staff over the past three years.
- The Board of Health ordinance on Lead Poisoning helped the Lead program successfully screen and to find amongst all children, especially the Medicaid children, the cases of Lead poisoning in Guilford County. Among the counties of Meck, Wake and our adjoining counties, Guilford leads the way at 91% in screening and treating Medicaid children with Lead poisoning. Meck 67%, Wake 78%, Davidson 87%, Forsyth 88%. Randolph 83%, Alamance 73%. The NC Healthy People 2010 goal is 85% screening rate.
- Soil evaluations have been maintained to be two weeks or less, and turn-around time for permit issuance has been less than 5 working days. The internal policy of delivery of service is within 2 weeks. Staff is exceeding this policy by providing excellent field service as aided by innovation in scheduling, field work and technology such as GIS mapping and Toughbook laptops.

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.



KEY PERFORMANCE MEASURES

| Measures | FY10-11 | FY11-12 | FY12-13 | FY13-14 |
|---|-----------|-----------|-----------|-----------|
| | Actual | Estimate | Projected | Projected |
| Public Health | | | | |
| Adult Health | | | | |
| Average waiting list for CAP - Case Mgt-Elderly | 70 | 75 | 80 | 85 |
| Average waiting list for CHRP - Community Health Response Program | 10 | 15 | 25 | 30 |
| Estimated total savings per client in CAP Program (home setting vs. nursing home) | \$ 28,560 | \$ 28,560 | \$ 28,560 | \$ 28,560 |
| Estimated total savings per client in CHRP Program (home setting vs. nursing home) | \$ 28,560 | \$ 28,560 | \$ 28,560 | \$ 28,560 |
| Maternal / Child | | | | |
| Number of High Risk Pregnancy Referrals from Public Health Clinics to Moses Cone | 134 | 130 | 130 | 130 |
| Number of Teen Pregnancy Classes offered (smart girls ages 10 - 19) | 1,126 | 850 | 850 | 850 |
| Women, Infant and Children (WIC) percent of "base caseload" within County (state mandated 97%) | 98.88% | 101.00% | 100.00% | 100.00% |
| Communicable Disease | | | | |
| Percent of positive Chlamydia / Gonorrhea cases Identified in Health Department Express STD Clinic | 100.00% | 100.00% | 100.00% | 100.00% |
| Percent Follow-Up on All Reportable Communicable Disease cases to the State of North Carolina (State | 100.00% | 100.00% | 100.00% | 100.00% |
| Percent of Reportable Communicable Disease Cases to the State of North Carolina whereby "Control | 100.00% | 100.00% | 100.00% | 100.00% |
| Percent of "Newly Arrived" Refugees that are Informed of the "Availability" of Control Health Assessments | 100.00% | 100.00% | 100.00% | 100.00% |
| Percent of "Refugees" Health Assessments Completed within the State Mandated 90 Days Timeframe | 95.00% | 100.00% | 100.00% | 100.00% |
| Environmental Health | | | | |
| Underground Storage Tank Facilities Found in Compliance as a % of Total Inspections | 59.00% | 60.00% | 61.00% | 61.00% |
| Percent of Target Population (Ages 1 - 2) with Elevated Blood Level Screening Rates | 71.00% | 72.00% | 73.00% | 74.00% |
| Percent Compliance with State Mandated Food and Lodging Inspections | 79.00% | 92.00% | 92.00% | 92.00% |
| Support Services | | | | |
| Lab Test Error Rate as a percent of total tests performed | 0.12% | 0.15% | 0.15% | 0.15% |

FUTURE ISSUES

- Staffing and funding are in critical need of increases. Optional essential services such as cancer care, home health, diabetes management, and high blood pressure control services must be put on hold until funding can be identified. This results in a less healthy population with more unaddressed medical needs.
- Increase digitization processes in order to save space used by paper medical records. Refreshing hardware and software on a routine basis is mandatory.
- Continuing to assess best practice models for PH services in a "down" economy.
- Continued need to focus on Health Disparities among Immigrant, Refugee, uninsured, and Minority populations.
- Adjusting to reduction in funding streams as we partner with other non-profits who are also experiencing funding reductions.
- Environmental health services such as soil evaluations, well monitoring and pump inspections, and lead screenings will be negatively impacted if staff reductions and budget reductions continue.
- Health care service expansions will be needed as Health Care Reform laws become effective in 2014. It is important to maintain current clinical services as this demand is promised to increase with more citizens eligible for Medicaid.

SOCIAL SERVICES

Robert Williams, Director

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

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Further Community Achievement

PRIORITIES: Resident Self-Sufficiency, Youth Development, Workforce Preparedness



Links to County Goals and Strategic Priorities:

COUNTY GOAL: Ensure Community Health & Safety

PRIORITIES: Physical Health, Child and Aging/Disabled Adult Care



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | %chg | FY14 Plan |
|-----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------|-----------------------|
| Program(s) | | | | | | |
| 2-Administration | \$38,822,757 | \$38,574,261 | \$39,785,084 | \$38,501,886 | -0.2% | \$39,985,108 |
| 20-Family Supportive Svcs. | \$27,008,127 | \$26,758,361 | \$26,515,488 | \$27,573,489 | 3.0% | \$26,575,108 |
| 30-Older Adults | \$1,944,467 | \$1,637,704 | \$1,920,135 | \$1,666,631 | 1.8% | \$1,666,631 |
| 40-Community Alternatives | \$124,623 | \$15,500 | \$65,500 | \$15,500 | 0.0% | \$15,500 |
| 50-County Financial Assist. | \$290,647 | \$45,500 | \$47,829 | \$45,500 | 0.0% | \$45,500 |
| 60-Food & Shelter For Needy | \$9,054 | \$31,823 | \$31,823 | \$31,823 | 0.0% | \$31,823 |
| Total | \$68,199,674 | \$67,063,149 | \$68,365,859 | \$67,834,829 | 1.2% | \$68,319,670 |
| Expenditures | | | | | | |
| Personnel Services | \$33,529,842 | \$33,497,737 | \$33,658,447 | \$32,623,315 | -2.6% | \$34,204,162 |
| Operating Expenses | \$5,223,600 | \$4,982,445 | \$4,988,174 | \$4,515,117 | -9.4% | \$4,379,992 |
| Human Services Assistance | \$29,426,013 | \$28,582,967 | \$28,925,343 | \$30,696,397 | 7.4% | \$29,735,516 |
| Capital Outlay | \$102,655 | \$0 | \$793,895 | \$0 | 0.0% | \$0 |
| Other | (\$82,436) | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Total | \$68,199,674 | \$67,063,149 | \$68,365,859 | \$67,834,829 | 1.2% | \$68,319,670 |
| Sources of Funds | | | | | | |
| Federal & State Funds | (\$47,336,792) | (\$47,110,207) | (\$48,406,948) | (\$47,920,712) | 1.7% | (\$47,173,906) |
| Other | (\$658,557) | (\$765,000) | (\$765,000) | (\$620,000) | -19.0% | (\$620,000) |
| Transfers | \$0 | \$0 | \$0 | \$0 | 0.0% | \$0 |
| User Charges | (\$571,384) | (\$478,000) | (\$478,000) | (\$424,000) | -11.3% | (\$424,000) |
| Total | (\$48,566,734) | (\$48,353,207) | (\$49,649,948) | (\$48,964,712) | 1.3% | (\$48,217,906) |
| Net County Funds | \$19,632,940 | \$18,709,942 | \$18,715,911 | \$18,870,117 | 0.9% | \$20,101,764 |
| Authorized Positions | 597.50 | 571.00 | 573.00 | 544.00 | -4.7% | 544.00 |

DEPARTMENTAL PURPOSE

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

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

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- The FY 2013 adopted budget for Social Services is \$771,680 (1.2%) higher than the FY 2012 adopted budget. This represents an increase of \$160,175 (0.9%) in county dollars versus the FY 2012 adopted budget.
- Human Services Assistance expenditures have increased the most \$2,113,430 (7.4%) from the FY 12 adopted budget. Programs that experienced the largest increases in funding include Federal Crisis Intervention, Subsidized Child Care, and Foster Care. The budgets for these programs are based on preliminary estimates from the State.
- Personnel costs decreased by \$874,422 (2.6%). The reduction includes the elimination of 30 positions in the areas of: Work First, Child Welfare, Daycare Administration, Adult Services, General Administration, Medicaid Administration, Economic Services Support, Generic Intake, and Program Integrity. One grant position, funded by Moses Cone, is also included in the elimination of positions for FY 13.
- In addition to the elimination of 30 positions, Social Services gained three positions that were approved by the Board of Commissioners in FY 12 to be transferred from Public Health

- Operating expenses decreased \$467,328 (9.4%). This decrease is mainly attributed to the prior year's budget including the cost of the Northwoods imaging software that was implemented to provide efficiencies and savings for the department's operation.
- The FY 13 adopted budget also reflects the department's commitment to efficiency and technology investment by including \$23,975 for a self-serve kiosk for our Maple Street lobby. The kiosk will allow clients to submit documents electronically, which will reduce misplacement of paperwork to assist with the processing of cases.
- Total revenues in the FY 13 adopted budget are up by \$611,505 (1.3%). The biggest change in revenue is due to Federal and State Revenues increasing by \$810,505(1.7%). User charges and Other revenues decreased in total by \$145,000.
- The FY 2013 budget includes a one-time payment of \$250 for Social Services employees in lieu of providing funds for the county's pay-for-performance program.

FY 13 Position Reductions

| Service Area | Job Classification | FTEs | Total FY 2013 Personnel Cost | |
|--|---|----------------|------------------------------|--------------------|
| Agency General Administration | Office Specialist | (1.00) | \$ | (43,225) |
| Agency General Administration | Accounting Technician I | (1.00) | \$ | (46,724) |
| Medicaid Administration | Eligibility Caseworker II | (2.00) | \$ | (112,943) |
| Adult Services Personnel | Social Worker II | (1.00) | \$ | (76,499) |
| Services Support Personnel | Social Work Supv-Protect Serv | (1.00) | \$ | (76,678) |
| Services Support Personnel | Office Specialist | (1.00) | \$ | (42,416) |
| Services Support Personnel | Social Work Supervisor | (1.00) | \$ | (91,082) |
| Child Subsidized Day Care Administration | Social Worker I | (2.00) | \$ | (104,789) |
| Family & Children Services Personnel | Social Worker II | (1.00) | \$ | (59,526) |
| Family & Children Services Personnel | Social Worker-Protect Services | (1.00) | \$ | (91,163) |
| Work First Employment Services | Social Worker II | (4.00) | \$ | (227,241) |
| Work First Family Assistance | Lead Eligibility Caseworker | (1.00) | \$ | (58,591) |
| Work First Family Assistance | Eligibility Caseworker I | (3.00) | \$ | (167,174) |
| Food Stamp Administration | Eligibility Caseworker Asst | (1.00) | \$ | (46,724) |
| Economic Services Support Personnel | Accounting Technician I | (1.00) | \$ | (46,724) |
| Economic Services Support Personnel | Eligibility Supervisor II | (1.00) | \$ | (64,693) |
| Program Integrity | Eligibility Fraud Investigator | (1.00) | \$ | (70,960) |
| Family & Children Services | Mental Health Sr. Practitioner-Grant Position | (1.00) | \$ | (25,142) |
| Additional Positions (TBD) | Various Areas | (5.00) | \$ | (268,619) |
| Grand Total | | (30.00) | \$ | (1,720,913) |

| Job Classification | BOC Approval Date | FTEs | Total FY 2013 Personnel Cost | |
|----------------------------|-------------------|------|------------------------------|---------|
| FY 2013 Position Transfers | | | | |
| Social Worker I | 9/15/2011 | 1.00 | \$ | 54,158 |
| Social Worker I | 9/15/2011 | 1.00 | \$ | 54,158 |
| Social Worker I | 9/15/2011 | 1.00 | \$ | 54,158 |
| Grand Total | | 3.00 | \$ | 162,474 |

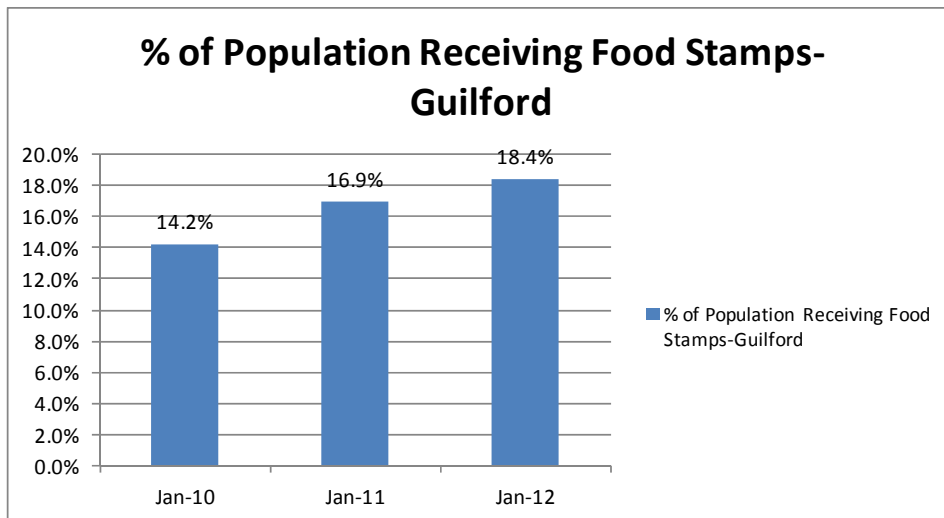
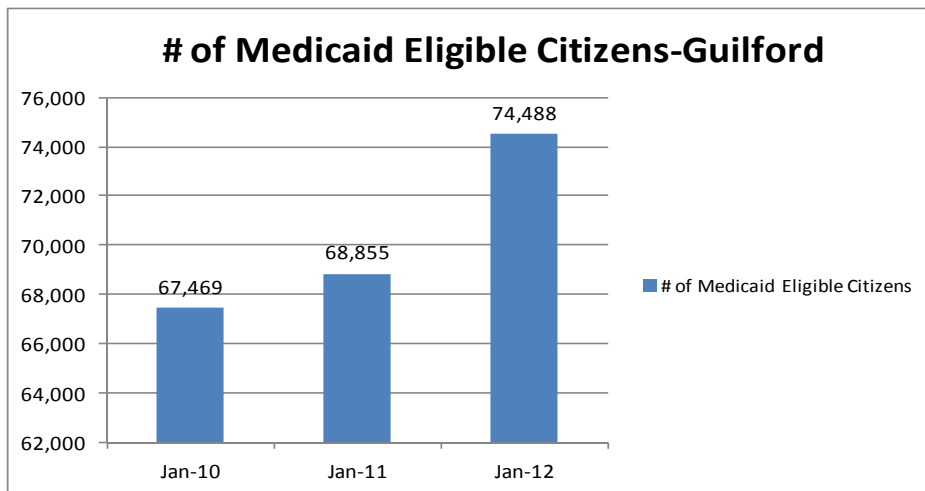
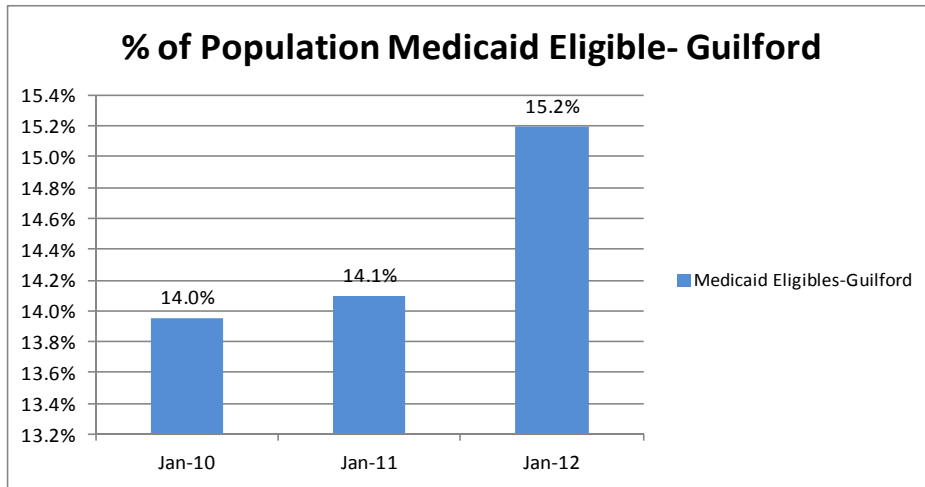
FY 2012 SIGNIFICANT ACCOMPLISHMENTS

- Completed Special Assistance Medicaid audit without corrective actions 2012
- Completed APS audit 2012 with 100%
- Completed ARCM audit with 99%
- Completed SSBG audit with 98.4%
- Completed HCCBG state monitoring on February 15 and 16 with an “A” and no corrective action.
- Completed monitoring for In Home Aide contract agencies per state requirements and addressed issues found.
- SA-IH review by DSS QA with resulting “A” score and minor recommendations.
- Staff Recognition Program in progress (GEM of the month, of the quarter) with incentive items.
- Implemented North wood Document Imaging System
- On Track for implementation of NC FAST- May 2012

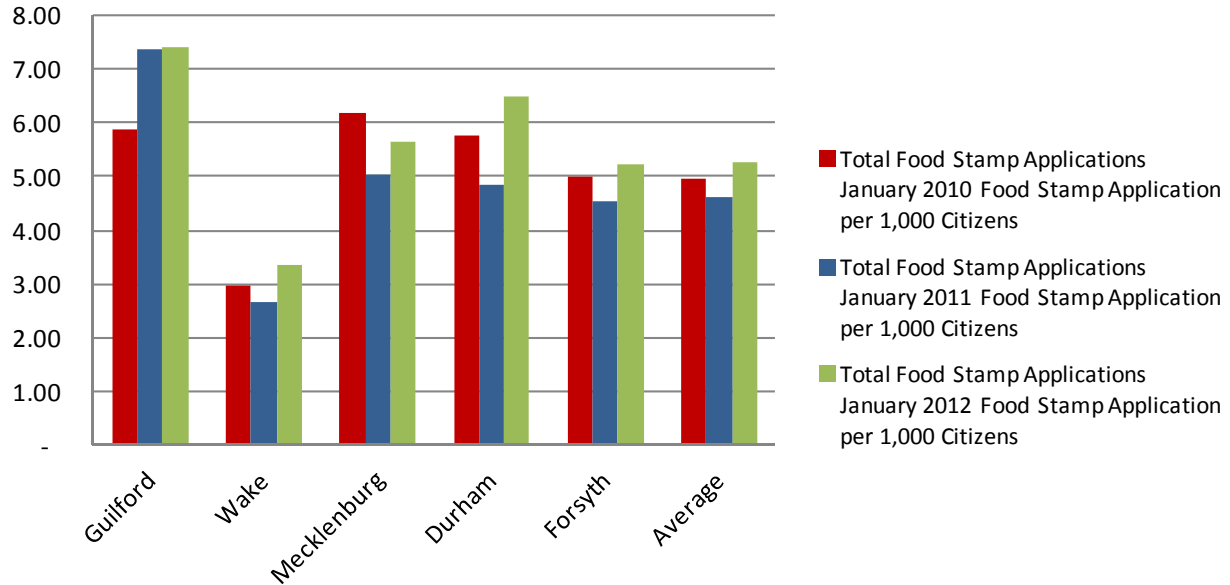
COMMUNITY NEEDS

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

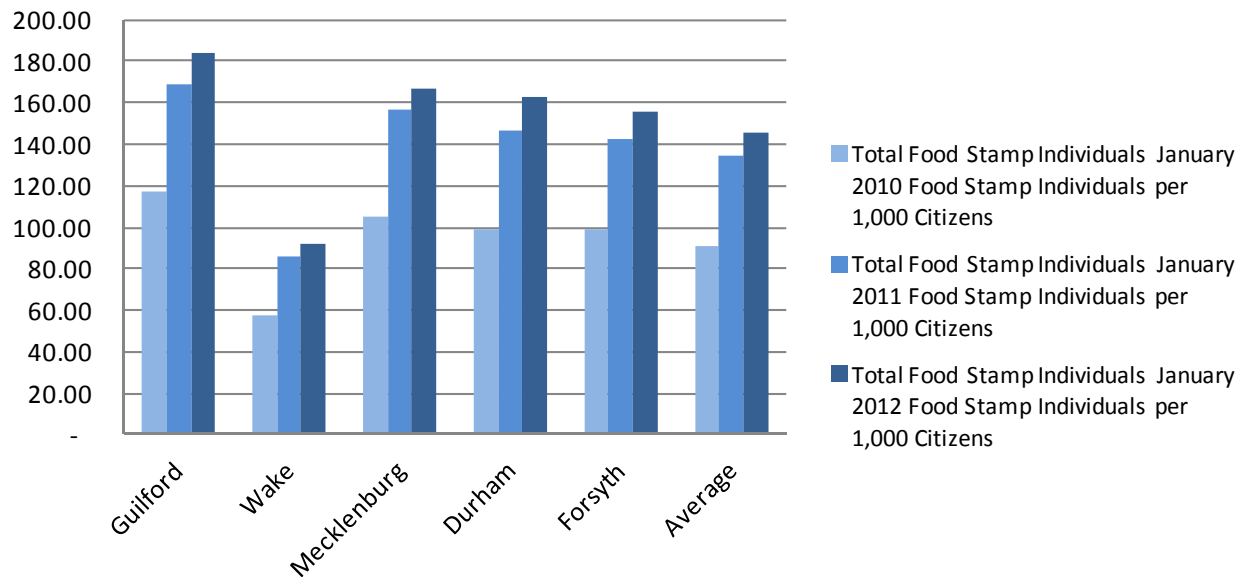
Medicaid



Food Stamps Apps per 1,000 Citizens



Food Stamp Individuals per 1,000 Citizens



KEY PERFORMANCE MEASURES

| Measures | State Standard/ Agency Standard | FY10-11 Actual | FY11-12 Estimate | FY12-13 Projected | FY13-14 Projected |
|--|------------------------------------|-------------------|---------------------|----------------------|----------------------|
| Social Services | | | | | |
| Administration | | | | | |
| Technology initiatives in progress to improve agencywide efficiency | N/A | 15 | 25% | 40% | 40% |
| Adult & Aging Services | | | | | |
| Adult Foster Care Guardianship caseload per SW | 25-30 | 50 | 53 | 58 | 63 |
| Adult Homes caseload per SW | 12 | 18 | 19 | 20 | 22 |
| Adult Protective Service apps per SW | N/A | 32 | 28 | 38 | 41 |
| Adult Protective Service caseload per SW | 12 | 16 | 16 | 16 | 16 |
| Adult Medicaid apps per SW | 40 | 36 | 40 | 40 | 40 |
| Adult Medicaid reviews per SW | N/A | 55 | 54 | 57 | 57 |
| Enhanced Care Billable Hours (Goal: 75-100%) | 75.00% | 84.22% | 80.97% | 81.00% | 86.00% |
| APS Screen Out Information and Referral Delivery (Goal: 50% or more) | 50.00% | 72.50% | 76.67% | 77.00% | 77.00% |
| Special Assistance In-Home Billable Hours (Goal: 75 - 100%) | 75.00% | 76.31% | 75.65% | 75.00% | 75.00% |
| Children, Youth & Families | | | | | |
| Foster Care caseload per SW | 15 | 19 | 17 | 17 | 15 |
| Adoption caseload per SW | 15 | 20 | 15 | 15 | 13 |
| Abuse Assessment Cases per SW | 10 | 20 | 20 | 18 | 18 |
| In-Home Services Cases per SW | 10 | 22 | 24 | 20 | 18 |
| Number of Homes per Licensing Social Worker | 15 | 15 | 15 | 15 | 15 |
| Number of Homes per Placement Social Worker | 32 | 25 | 25 | 23 | 21 |
| Rate of repeat maltreatment | 7% | 2% | 4% | 3% | 3% |
| Economic Services | | | | | |
| Average FNS apps per month | N/A | 3,450 | 3,228 | 3228 | 3228 |
| FNS apps per Caseworker | N/A | 173 | 161 | 161 | 161 |
| Recertification cases per Caseworker | N/A | 345 | 344 | 344 | 344 |
| F&C Medicaid apps per Caseworker | N/A | 322 | 322 | 322 | 322 |
| F&C Recertification cases per Caseworker | N/A | 177 | 177 | 177 | 177 |
| Work First - Employment Services | N/A | 32 | 34 | 34 | 34 |
| Work First -Review Workers | N/A | 165 | 338 | 338 | 338 |
| Program Integrity-Cases per Investigator | N/A | 223 | 200 | 177 | 170 |

FUTURE ISSUES

- Medicaid eligibility expansion in 2014 will mean an increase in the number of people eligible for Medicaid services.
- Continuation of advanced technology for staff enables more efficiencies gained throughout the agency, which results in less staff needed to handle caseloads.
- Explore more out station centers for eligibility programs.

TRANSPORTATION

Robert Williams, Director

301 West Market St., P.O. Box 3427, Greensboro, NC 27402 (336) 641-4848

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Further Community Achievement

PRIORITY: Resident Self-Sufficiency



Links to County Goals and Strategic Priorities:

COUNTY GOAL: Ensure Community Health & Safety

PRIORITIES: Physical Health



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|----------------------|----------------------|----------------------|----------------------|-------------|----------------------|
| Program(s) | | | | | | |
| 10-Transportation Svcs | \$1,946,395 | \$2,182,863 | \$2,192,675 | \$2,187,155 | 0.2% | \$1,666,012 |
| Total | \$1,946,395 | \$2,182,863 | \$2,192,675 | \$2,187,155 | 0.2% | \$1,666,012 |
| Expenditures | | | | | | |
| Personnel Services | \$304,734 | \$308,480 | \$308,480 | \$315,790 | 2.4% | \$331,254 |
| Operating Expenses | \$4,044,255 | \$4,317,859 | \$4,327,671 | \$4,317,339 | 0.0% | \$4,060,036 |
| Human Svcs Assistance | \$407 | \$5,000 | \$5,000 | \$5,000 | 0.0% | \$5,000 |
| Capital Outlay | \$344,465 | \$274,500 | \$274,500 | \$274,500 | 0.0% | \$0 |
| Other | (\$2,747,464) | (\$2,722,976) | (\$2,722,976) | (\$2,725,474) | 0.1% | (\$2,730,278) |
| Total | \$1,946,395 | \$2,182,863 | \$2,192,675 | \$2,187,155 | 0.2% | \$1,666,012 |
| Sources of Funds | | | | | | |
| Federal & State Funds | (\$1,588,570) | (\$1,448,228) | (\$1,448,228) | (\$1,448,228) | 0.0% | (\$1,448,228) |
| User Charges | (\$72,525) | (\$55,853) | (\$55,853) | (\$55,853) | 0.0% | (\$55,853) |
| Total | (\$1,661,095) | (\$1,504,081) | (\$1,504,081) | (\$1,504,081) | 0.0% | (\$1,504,081) |
| Net County Funds | \$285,301 | \$678,782 | \$688,594 | \$683,074 | 0.6% | \$161,931 |
| Authorized Positions | 5.50 | 5.50 | 5.50 | 5.50 | 0.0% | 5.50 |

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.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- The adopted funding for the transportation department will allow the department to continue roughly the same level of services as in FY 2012 at approximately 200,000 trips. Such trips include Medicaid, elderly and disabled, as well as employment trips. Medicaid trips fluctuate and since the county receives 100% reimbursement for such trips, this could allow for additional trips to be added during the fiscal year.
- The County's new transportation provider Piedmont Authority for Regional Transportation (PART) will bill trips to the County based on a *vehicle revenue-hour rate*. The current arrangement with PART is not expected to exceed funds budgeted for the FY 12 budget year.
- In addition to Medicaid trips, other types of transportation trips are reimbursable to the County due to federal and state grants. The County can choose to provide trips up to the allocated grant amount, or provide additional funding to meet service demand. See the chart below for the different type of non-Medicaid trips the County provides.

| Transportation Type | Acronym | Source of Funds |
|--|----------|-----------------|
| Home Community Care Block Grant | HCCBG | Federal/ State |
| Job Access & Reverse Commute | JARC | Federal |
| Rural General Public | RGP | State |
| Elderly & Disabled Transportation Assistance | EDTAP | State |
| Employment Transportation Assistance | ETA | State |
| High Point Urban | HP Urban | State |

- The FY 2013 budget includes a one-time payment of \$250 for Transportation employees in lieu of providing funds for the county's pay-for-performance program.

FY 2012 SIGNIFICANT ACCOMPLISHMENTS

- The County began in FY 2008-09, purchasing vehicles to lease back to the contracted vendor. To date, we currently have 20 county owned vehicles in service with approved funding from NCDOT(North Carolina Department of Transportation) for 5 additional vehicles.
- The Board approved NCDOT funding to purchase 20 mobile data units (MDTs) and automatic vehicle locators (AVLs) for all county/state owed vehicles purchased by county. These devices will be used to track on-time performance as well as other performance measurements identified in new contract with PART
- Made the successful transition to work with our new transportation vendor Piedmont Authority for Regional Transportation (PART).

KEY PERFORMANCE MEASURES

| Measures | FY10-11 | FY11-12 | FY12-13 | FY13-14 |
|-------------------------------|---------|----------|-----------|-----------|
| | Actual | Estimate | Projected | Projected |
| Transportation | | | | |
| Trips | 187,534 | 150,000 | 220,000 | 220,000 |
| Bus Tickets | 31,620 | 30,558 | 32,000 | 32,000 |
| Gas Vouchers | 31,863 | 32,000 | 32,000 | 32,000 |
| Taxi Vouchers | 40 | 4,500 | 40 | 40 |
| Car Maintenance and Insurance | 1 | 1 | 5 | 5 |
| Cost per vehilce revenue hour | N/A | \$39.71 | \$39.71 | \$39.71 |

Note: FY 11-12 higher use of taxi vouchers during transition to PART

VETERANS' SERVICES

Brenda Spach, Director

301 W. Market St., Greensboro, NC 27401 / 505 E. Green St., High Point, NC (336) 845-7929

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Further Community Achievement
PRIORITY: Resident Self-Sufficiency



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|------------------|------------------|------------------|------------------|-------------|------------------|
| Program(s) | | | | | | |
| 10-Veteran Services | \$106,972 | \$119,121 | \$120,165 | \$121,177 | 1.7% | \$126,881 |
| Total | \$106,972 | \$119,121 | \$120,165 | \$122,177 | 2.6% | \$127,881 |
| Expenditures | | | | | | |
| Personnel Services | \$103,268 | \$115,424 | \$115,424 | \$117,536 | 1.8% | \$123,240 |
| Operating Expenses | \$3,704 | \$3,697 | \$4,741 | \$4,641 | 25.5% | \$4,641 |
| Total | \$106,972 | \$119,121 | \$120,165 | \$122,177 | 2.6% | \$127,881 |
| Sources of Funds | | | | | | |
| Federal & State Funds | (\$2,000) | \$0 | \$0 | (\$1,452) | 0.0% | (\$1,452) |
| Total | (\$2,000) | \$0 | \$0 | (\$1,452) | 0.0% | (\$1,452) |
| Net County Funds | \$104,972 | \$119,121 | \$120,165 | \$120,725 | 1.3% | \$126,429 |
| Authorized Positions | 2.00 | 2.00 | 2.00 | 2.00 | 0.0% | 2.00 |

DEPARTMENTAL PURPOSE

This office advises local veterans and their dependents of their rights and entitlements under various federal and state laws, counsels them, and actively assists them with completing forms, obtaining supporting documentation, and then assists in forwarding this material to the North Carolina Department of Veterans' Affairs.

FY 2013 PROPOSED BUDGET HIGHLIGHTS

- The FY 13 budget for the Veterans' Services office provides funding for the same level of service as in FY 12.
- Postage expense has increase by \$1,000 as a result of the closing of the area Veterans Administration (VA) office. Mail that is sent by the Veterans Office to the Veterans Administration on behalf of veterans will have to go to Winston Salem at a cost (\$1,000) to the department.

- The FY 2013 budget includes a \$250 one-time payment for Veteran's Service employees in lieu of providing funds for the county's pay for performance program.

FY 2012 SIGNIFICANT ACCOMPLISHMENTS

- The Veterans' Services office continues to assist Guilford County's veterans, totaling approximately 33,600.
- VA benefits paid to Guilford County's Veterans total approximately \$90,000,000 for compensation, pension, education and vocational rehabilitation, medical care, and dependent benefits. These are federal, tax-free dollars spent, primarily, in Guilford County.
- The Veteran's Services Department is seeing more young veterans from the Gulf War, Iraq and Afghanistan Wars.

KEY PERFORMANCE MEASURES

| Measures | FY10-11 | FY11-12 | FY12-13 | FY13-14 |
|---|----------------|-----------------|------------------|------------------|
| | Actual | Estimate | Projected | Projected |
| Veteran's Services | | | | |
| Number of veterans and their dependents survivors assisted | 1,600 | 1,650 | 1,700 | 1,700 |
| Amount of veterans helped obtain documentation supporting veterans, dependents, survivors claims | 875 | 950 | 1,000 | 1,000 |
| Number of veterans helped apply for DVA benefits for eligible veterans and their dependents/survivors | 1,250 | 1,275 | 1,325 | 1,325 |
| Prepared DVA forms for veterans & dependants | 2,500 | 2,575 | 2,650 | 2,650 |

FUTURE ISSUES

- The department continues to operate two offices (High Point and Greensboro) with a limited staff. Budget reductions would force the closure of one of these offices.
- The number of veterans to be served will begin to increase soon, as those returning from service become eligible for benefits due to age; and those newly discharged veterans returning from Iraq and Afghanistan.



Public Safety

Public Safety activities are designed to protect the safety of Guilford County residents and visitors. Whether it is through the provision of emergency medical transportation in times of crisis, animal control services or the enforcement of criminal and civil laws and ordinances, all of Guilford County's public safety activities are organized to safeguard our residents' and visitors' well-being.

Public Safety expenditures include:

- Emergency Services
- Court Alternatives
- Inspections
- Other Protection
- Law Enforcement (Sheriff)
- Animal Services
- Security

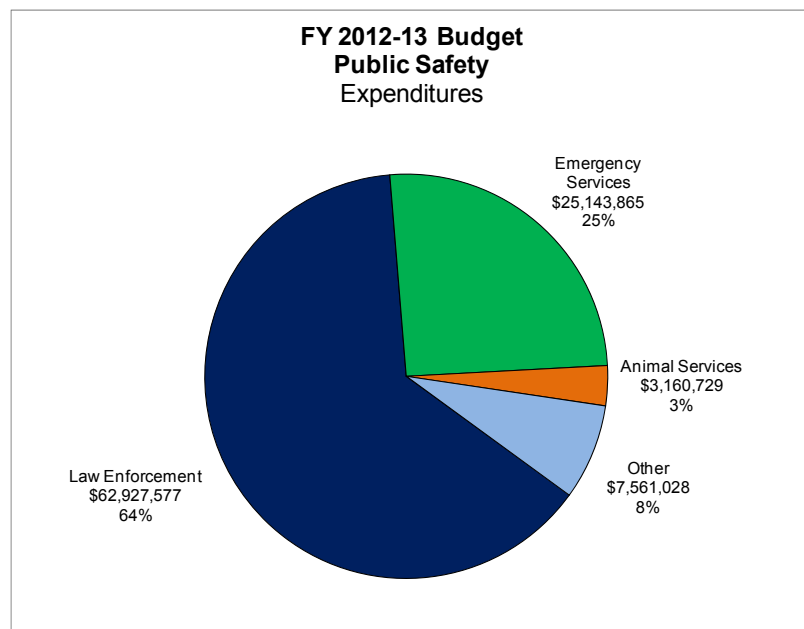
Expenditures

Guilford County will spend \$98,793,199 for Public Safety in FY 2012-13, an increase of 4.0%, or \$3,843,358 million over the FY 2012 Adopted Budget. Public Safety accounts for approximately 17% of the total expenditures for the County.

The FY 2012-13 Adopted Budget includes an increase of \$2.2 million for Law

Enforcement. Additional funds are included in the budget for the full-year operational costs associated with the opening of the new Greensboro Detention Center. Additional overtime expenses for security during expected for dignitary visits related to Presidential candidate visits and the Democratic National Convention in Charlotte in the fall are expected to cost \$240,000. The federal government will reimburse the county for overtime expenses related to the DNC (approximately \$135,000).

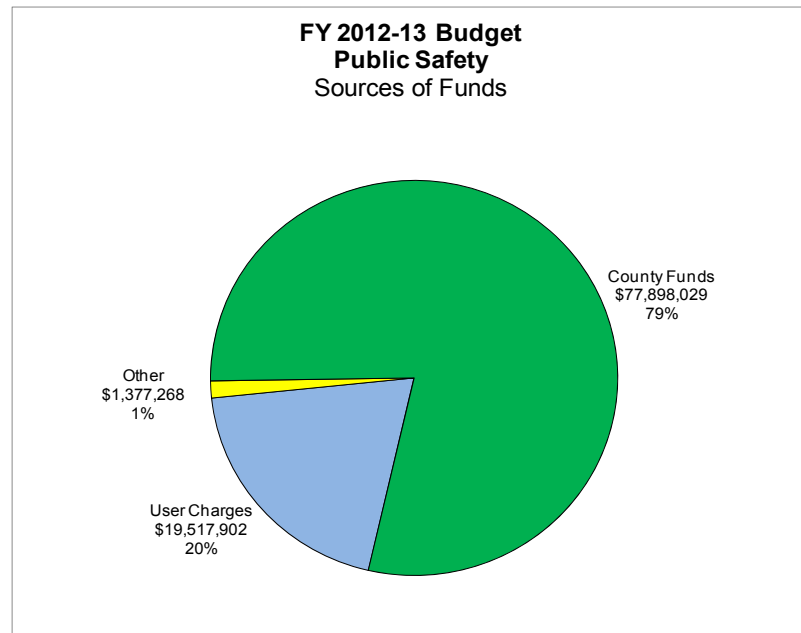
Emergency Services will add seven new positions in FY 2012 at a total net county cost of \$11,869. These include: Five EMT / Paramedics, a fire Inspector, and a chemical planner. An additional \$455,000 is budgeted for various



technology initiatives designed to increase efficiency / effectiveness for all Emergency Service operations.

Revenues

Most (79%) of Public Safety services are funded from general County funds. User fees and charges, primarily from charges for ambulance service and various Sheriff Department fees, will generate 20% of the Public Safety revenues. The remaining funds will come from the federal and state government, fund balance, and other minor revenues.



| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | vs. FY12 Adopted | | FY14 Plan |
|-----------------------|----------------|-----------------|-----------------|-----------------|------------------|--------|---------------|
| | | | | | \$ chg | % chg | |
| Department | | | | | | | |
| Animal Services | \$3,480,240 | \$3,275,030 | \$3,305,361 | \$3,160,729 | (\$114,301) | -3.5% | \$3,285,505 |
| Court Alternatives | \$3,002,499 | \$2,874,027 | \$2,874,739 | \$2,573,617 | (\$300,410) | -10.5% | \$2,681,390 |
| Emergency Services | \$23,683,556 | \$23,005,520 | \$23,805,379 | \$25,143,865 | \$2,138,345 | 9.3% | \$25,552,406 |
| Inspections | \$2,095,832 | \$2,094,565 | \$2,095,689 | \$2,108,545 | \$13,980 | 0.7% | \$2,212,106 |
| Law Enforcement | \$56,699,115 | \$60,717,988 | \$61,927,126 | \$62,927,577 | \$2,209,589 | 3.6% | \$65,445,447 |
| Other Protection | \$2,529,774 | \$1,354,457 | \$1,467,917 | \$1,412,268 | \$57,811 | 4.3% | \$1,457,138 |
| Security | \$1,847,298 | \$1,628,254 | \$1,628,959 | \$1,466,598 | (\$161,656) | -9.9% | \$1,555,325 |
| Total Expenditures | \$93,338,315 | \$94,949,841 | \$97,105,170 | \$98,793,199 | \$3,843,358 | 4.0% | \$102,189,317 |
| | | | | | | | |
| Sources of Funds | | | | | | | |
| Federal & State Funds | \$1,462,214 | \$534,901 | \$1,013,500 | \$436,395 | (\$98,506) | -18.4% | \$440,895 |
| User Charges | \$19,573,909 | \$17,695,062 | \$17,695,062 | \$19,517,902 | \$1,822,840 | 10.3% | \$19,751,766 |
| Other | \$1,412,296 | \$419,370 | \$444,775 | \$633,073 | \$213,703 | 51.0% | \$483,295 |
| Fund Balance | \$2,305,067 | \$188,000 | \$516,029 | \$307,800 | \$119,800 | 63.7% | \$307,800 |
| County Funds | \$68,584,830 | \$76,112,508 | \$77,435,804 | \$77,898,029 | \$1,785,521 | 2.3% | \$81,205,561 |
| Sources of Funds | \$93,338,315 | \$94,949,841 | \$97,105,170 | \$98,793,199 | \$3,843,358 | 4.0% | \$102,189,317 |

ANIMAL SERVICES

Scott Greene, Manager, Animal Control
Marsha Williams, Director, Animal Shelter

1203 Maple St., Greensboro, NC 27405 (336) 641-3566
4525 W. Wendover Ave., Greensboro, NC 27409 (336) 297-5020

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Ensure Community Health & Safety
PRIORITY: Physical & Environmental Health



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|----------------------|--------------------|--------------------|--------------------|--------------|--------------------|
| Program(s) | | | | | | |
| 10-Animal Shelter | \$1,786,282 | \$2,054,624 | \$2,055,200 | \$1,918,305 | -6.6% | \$1,918,305 |
| 20-Animal Control | \$972,559 | \$1,220,406 | \$1,250,161 | \$1,242,424 | 1.8% | \$1,367,200 |
| Total | \$2,758,841 | \$3,275,030 | \$3,305,361 | \$3,160,729 | -3.5% | \$3,285,505 |
| Expenditures | | | | | | |
| Personnel Services | \$832,492 | \$896,892 | \$896,892 | \$924,875 | 3.1% | \$969,651 |
| Operating Expenses | \$1,926,349 | \$2,315,938 | \$2,346,269 | \$2,168,568 | -6.4% | \$2,248,568 |
| Capital Outlay | \$0 | \$62,200 | \$62,200 | \$67,286 | 8.2% | \$67,286 |
| Total | \$2,758,841 | \$3,275,030 | \$3,305,361 | \$3,160,729 | -3.5% | \$3,285,505 |
| Sources of Funds | | | | | | |
| Other | \$0 | (\$3,600) | (\$3,600) | \$0 | -100.0% | \$0 |
| User Charges | (\$1,591,363) | (\$687,172) | (\$687,172) | (\$709,600) | 3.3% | (\$776,539) |
| Total | (\$1,591,363) | (\$690,772) | (\$690,772) | (\$709,600) | 2.7% | (\$776,539) |
| Net County Funds | \$1,167,478 | \$2,584,258 | \$2,614,589 | \$2,451,129 | -5.2% | \$2,508,966 |
| Authorized Positions | 16.25 | 16.25 | 16.25 | 16.25 | 0.0% | 16.25 |

DEPARTMENTAL PURPOSE

Guilford County **Animal Control** is responsible to the citizens of the county for the prevention and spread of rabies. This is accomplished through an aggressive dog/cat rabies vaccination program, including low cost rabies clinics throughout the county and low cost home vaccinations. Animal Control also responds to all vicious animal calls as priorities. The department works toward the elimination of abuse and suffering of animals. Animal Control enforces County ordinances regarding animals, including the issuance of warrants and/or citations to violators and the seizure of animals from owners found to be in violation of the ordinances.

The **Animal Shelter** humanely secures and cares for animals found in violation of County ordinances and for lost animals. In the case of the latter, the Shelter actively pursues returning those animals to their owners.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- The FY 2013 Adopted Budget decreases county funding to Animal Services by (\$133,129) or -5.2%. The net reduction largely comes from removing “one-time” roof replacement dollars (\$149,000) for the Animal Shelter completed during FY 2012.
- In addition the local towns’ share of Animal Control cost is expected to increase by approximately \$22,428. These increases are based on the latest certified population estimates and comply with the current contract agreements.
- The FY 2013 budget includes a one-time payment of \$250 for Animal Control employees in lieu of providing funds for the county’s pay-for-performance program.
- The budget also includes \$25,000 to initiate a Spay / Neuter Program.

FY 2012 SIGNIFICANT ACCOMPLISHMENTS

Animal Shelter

- Received an award for best shelter and shelter director in North Carolina from the ASPCA, Humane Society of the United States and North Carolina Voters for Animal Welfare.
- Partnering with WFMY Good Morning Show with the 2 The Rescue Program which provides 30 minutes once a quarter to feature animals available for adoption. We are also inviting area shelters and rescue groups to participate on a rotating schedule.
- Developed a marketing and social media department that has brought in donations from across the county and in areas as far as Africa and Australia.
- Worked closely with Animal Control by providing the veterinary evaluations and reports for cruelty and mistreatment investigations in Guilford County.
- Provided evidence and testimony to cruelty cases in Guilford County that have resulted in convictions for animal cruelty.
- Assisted with the Rush Kennel investigation with the Guilford County Animal Control and Guilford County Sheriff’s Department.
- The Guilford County Animal Shelter has adopted out 6,000 animals.
- We have returned over 1,100 animals back to their owners.
- We have transferred over 200 animals to rescue.
- The United Animal Coalition has help pass Susie’s Law in North Carolina to help stop animal cruelty and neglect.

- The United Animal Coalition is working with Susie's Law to pass Chamberlin's Law to stiffen the penalties for animal cruelty and to help develop a standard of housing for animals in North Carolina.
- We have completed the construction of our trauma center for animals that arrive at the shelter in need of emergency and special medical care by purchasing cages and medical supplies.
- Developed a program with North Shore Animal League to transport animals to shelters in New York that do not have animals available to adopt.
- The management and vet tech staff have completed the classroom and practical training and are all certified euthanasia technicians in accordance with the new North Carolina State Agricultural Requirements. We have passed all required inspections in this area as well.
- The animal shelter director and UAC president serves on the Animal Advisory Committee.

Animal Control

- Increased number of community consultations.
- Decreased number of rabies cases.
- Increased the number of rabies vaccinations of domestic animals.
- Steps are being taken, in conjunction with partners (Sheriff, EMS, IS, GM911) to utilize new dispatch/mobile hardware/software to its fullest extent.

KEY PERFORMANCE MEASURES

| Measures | FY10-11 | FY11-12 | FY12-13 | FY13-14 |
|--|----------------|-----------------|------------------|------------------|
| | Actual | Estimate | Projected | Projected |
| Animal Services | | | | |
| Animal Shelter | | | | |
| Number of animals received | 15,064 | 16,000 | 15,500 | 15,000 |
| Number of animals reclaimed | 1,096 | 1,100 | 1,120 | 1,140 |
| Number of animals adopted | 6,586 | 7,000 | 7,100 | 7,200 |
| Number of animals euthanized | 8,259 | 7,500 | 7,400 | 7,300 |
| Number of animals escaped / died | 1,086 | 980 | 970 | 960 |
| Number of rabies observations | 156 | 148 | 150 | 150 |
| Number of rabies vaccinations (all adoptions and reclaims) | 5,508 | 7,244 | 6,975 | 6,750 |
| Number of spay / neuter surgeries performed | 3,798 | 4,000 | 4,200 | 4,500 |
| Animal Control | | | | |
| Number of dispatched calls per officer | 1,968 | 2,027 | 2,088 | 2,151 |
| Number of animals seized | 6,544 | 6,740 | 6,500 | 6,400 |
| Number of animal bite cases | 997 | 1,027 | 1,058 | 1,090 |
| Rabies cases as a percent of total animals seized | 0.15% | 0.20% | 0.20% | 0.20% |

FUTURE ISSUES

Animal Shelter

- Economic conditions are creating increased intake of domestic and farm animals.
- Planning to prep land and pay for additional parking for Guilford County Animal Shelter.
- Preparing to work with North Carolina to pass a spay/neuter law.
- Working with the community homeless shelter to provide free rabies vaccines to dogs that belong to the homeless.
- Continue to work with Animal Advisory Committee to revise the Guilford County ordinance.

Animal Control

- Revisit pet differential licensing process.
- Meet with communities and community partners regarding a possible tethering ordinance.
- Continue to work with Animal Advisory Committee to re-evaluate and revise our ordinance.
- Increasing need to reduce the unwanted and dangerous animal population and to manage community prevalence of rabies.
- Continue training for staff on new technologies.
- Prepare for animal issues because of the slowing recovery of the economy (more animals mistreated and abandoned).
- Educating the public regarding the revised ordinance.
- Developing stronger relationship with our community partners.

COURT ALTERNATIVES

Doug Logan, Director

15 Lockheed Court, Greensboro, NC 27409 (336) 931-0917

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Ensure Community Health & Safety

PRIORITY: Effective Crime Prevention, Courts, & Detention Services



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|----------------------|----------------------|----------------------|----------------------|---------------|----------------------|
| Program(s) | | | | | | |
| 10-Detention Services | \$2,406,832 | \$2,582,272 | \$2,582,983 | \$2,573,617 | -0.3% | \$2,681,390 |
| 20-Day Reporting Center | \$287,545 | \$291,755 | \$291,756 | \$0 | -100.0% | \$0 |
| Total | \$2,694,376 | \$2,874,027 | \$2,874,739 | \$2,573,617 | -10.5% | \$2,681,390 |
| Expenditures | | | | | | |
| Personnel Services | \$1,898,706 | \$2,034,862 | \$2,034,862 | \$2,045,141 | 0.5% | \$2,147,914 |
| Operating Expenses | \$795,670 | \$839,165 | \$839,877 | \$528,476 | -37.0% | \$533,476 |
| Total | \$2,694,376 | \$2,874,027 | \$2,874,739 | \$2,573,617 | -10.5% | \$2,681,390 |
| Sources of Funds | | | | | | |
| Federal & State Funds | (\$344,579) | (\$345,612) | (\$345,612) | (\$58,000) | -83.2% | (\$58,000) |
| Other | (\$1,546) | (\$425) | (\$425) | (\$400) | -5.9% | (\$400) |
| User Charges | (\$1,281,689) | (\$1,665,797) | (\$1,665,797) | (\$1,700,000) | 2.1% | (\$1,700,000) |
| Total | (\$1,627,814) | (\$2,011,834) | (\$2,011,834) | (\$1,758,400) | -12.6% | (\$1,758,400) |
| Net County Funds | \$1,066,562 | \$862,193 | \$862,905 | \$815,217 | -5.4% | \$922,990 |
| Authorized Positions | 36.00 | 35.00 | 35.00 | 35.00 | 0.0% | 35.00 |

DEPARTMENTAL PURPOSE

The Court Alternatives Department provides services which include Juvenile Detention, providing safe and secure custody of court-involved youth while they await adjudication, and community/gang awareness outreach.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- The state has changed the way it will fund day reporting and related services and will now contract directly with a vendor to provide similar services. As a result, funding will not longer flow through the county and the Court Alternatives budget has been reduced accordingly.
- Subsidy rates have increased to \$122 per (from \$79) Guilford County juvenile housed at the detention center, and \$244 (from \$158) for juveniles from other counties that are housed at the center.
- The FY 2013 budget includes a one-time payment of \$250 for Court Alternatives employees in lieu of providing funds for the county's pay for performance program.

FY 2012 SIGNIFICANT ACCOMPLISHMENTS

- No major incidents involving staff and/or juveniles occurred during the fiscal year.
- All juvenile detainees completed end of grade testing and two juveniles were able to obtain their high school diploma during a commencement ceremony held at the facility.
- The Guilford County Juvenile Detention Center was named the second best facility in the nation according to the JAILEX Rating System for Detention Center and Prisons throughout the country.
- To collaborate with the national movement "Against Child Obesity", the department incorporated whole grain foods and fat free milk to the juvenile's menu. In addition, a wellness fitness program with exercise equipment was initiated for the juveniles. A "Fit for Life" program was also included for the staff to promote healthier lifestyles.
- Assisted with the newest "updated" version of the department's website.
- Ongoing training and recertification for all employees.
- Provided facility tours for organizations and families as a community service to minimize possible recidivism within our county.

KEY PERFORMANCE MEASURES

| Measures | FY10-11 | FY11-12 | FY12-13 | FY13-14 |
|---|----------|----------|-----------|-----------|
| | Actual | Estimate | Projected | Projected |
| Court Alternatives | | | | |
| <i>Juvenile Detention Center</i> | | | | |
| Total admissions | 902 | 800 | 800 | 800 |
| Guilford County admissions | 712 | 632 | 632 | 632 |
| Admissions from outside Guilford County | 190 | 168 | 168 | 168 |
| Cost per bed day | \$205.00 | \$275 | \$275 | \$275 |
| Average length of stay | 33 | 26 | 26 | 26 |
| Average daily population | 33 | 30 | 30 | 30 |

FUTURE ISSUES

- The ability to maintain community outreach and gang prevention programs is dependent upon continuing revenue streams.
- Changes in the law, which would change the age jurisdiction to 18 from 16, would significantly increase the juvenile population, and the need for additional staffing.
- Due to the mental health reform the facility will be serving more juveniles with severe mental issues for longer periods of time.
- The merging of the Juvenile Justice system in to the North Carolina Public Safety Department may change the policy and procedures related to juvenile prevention and intervention.

EMERGENCY SERVICES

Alan Perdue, Director

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

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Ensure Community Health & Safety
PRIORITY: Injury Prevention & Emergency Response



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------|-----------------------|
| 2-Administration | \$1,275,000 | \$1,408,287 | \$1,432,260 | \$1,288,318 | -8.5% | \$1,486,061 |
| 10-Emergency Management | \$348,002 | \$287,227 | \$490,477 | \$403,705 | 40.6% | \$428,049 |
| 20-Communications | \$645,994 | \$700,000 | \$702,036 | \$766,000 | 9.4% | \$780,000 |
| 30-Garage | \$231,232 | \$221,274 | \$221,276 | \$312,008 | 41.0% | \$245,997 |
| 40-Medical | \$14,905,118 | \$16,622,283 | \$17,128,293 | \$18,098,356 | 8.9% | \$18,258,600 |
| 50-Fire | \$1,773,190 | \$1,890,868 | \$1,941,538 | \$2,223,064 | 17.6% | \$2,050,890 |
| 60-Environmental | \$96,839 | \$62,178 | \$76,095 | \$115,206 | 85.3% | \$111,206 |
| Total | \$19,275,375 | \$21,192,117 | \$21,991,975 | \$23,206,657 | 9.5% | \$23,360,803 |
| Expenditures | | | | | | |
| Personnel Services | \$13,525,759 | \$14,433,240 | \$14,446,240 | \$15,351,394 | 6.4% | \$16,110,290 |
| Operating Expenses | \$4,531,262 | \$4,793,877 | \$5,182,822 | \$5,841,763 | 21.9% | \$5,621,513 |
| Capital Outlay | \$1,219,452 | \$1,965,000 | \$2,362,913 | \$2,013,500 | 2.5% | \$1,629,000 |
| Other | (\$1,097) | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Total | \$19,275,375 | \$21,192,117 | \$21,991,975 | \$23,206,657 | 9.5% | \$23,360,803 |
| Sources of Funds | | | | | | |
| Federal & State Funds | (\$128,799) | (\$65,000) | (\$267,166) | (\$205,500) | 216.2% | (\$222,500) |
| Other | (\$239,189) | \$0 | \$0 | (\$130,000) | 0.0% | (\$115,000) |
| User Charges | (\$12,269,384) | (\$11,548,150) | (\$11,548,150) | (\$12,907,650) | 11.8% | (\$13,060,750) |
| Total | (\$12,637,372) | (\$11,613,150) | (\$11,815,316) | (\$13,243,150) | 14.0% | (\$13,398,250) |
| Net County Funds | \$6,638,003 | \$9,578,967 | \$10,176,659 | \$9,963,507 | 4.0% | \$9,962,553 |
| Authorized Positions | 200.00 | 215.00 | 215.00 | 222.00 | 3.3% | 222.00 |

DEPARTMENTAL PURPOSE & GOALS

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 and Hazardous Materials. 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 2013 ADOPTED BUDGET HIGHLIGHTS

- The FY 2013 Adopted Budget increases county funding for Emergency Services by \$384,540 or 4.0%. Highlights of the major changes for FY 2013 are noted below.
- An additional \$455,000 in county funds for various technology initiatives are included in the proposed budget:

| Projects | FY 2013 Proposed | FY 2014 Planned |
|---|---------------------|--------------------|
| As an initiative from the Fire Service Evaluation a single county wide RMS has been recommended to capture accurate data in real time from a single repository. This solution will allow the county to host a single sight program. This solution allows for a single format of data collection and provides a means to ensure each fire district reports on the NFIRS platform as required by state statute and FEMA guidance. Not all fire districts are currently reporting as required. | \$ - | \$ 125,000 |
| Replacement ePCR tablets | \$ 40,000 | \$ - |
| The current mobile configuration used by fire admin will reach EOS January 2012. The mobile enhancement program will allow the Fire Division to reduce the number of laptops utilized by 4. Technology options now allow for the use of a MCT as a field deployable laptop in conjunction with the MCT. | \$ 50,000 | \$ 50,000 |
| The current mobile device use for field inspectors will be scheduled for upgrade during the 13/14 budget cycle. The opportunity to enhance efficiency through the use of handheld tablets that have the capability of connecting to the mobile unit through a gateway device would be implemented at this time. These efficiencies would reduce the time spent manually entering field notes that are recorded during occupancy inspections. | \$ - | \$ 90,000 |
| Optima Predict | \$ 260,000 | \$ 20,000 |
| Replacement MCT's | \$ 40,000 | \$ 75,000 |
| WebEOC server replacement | \$ 40,000 | \$ - |
| InMotion OMG gateways | \$ 15,000 | \$ - |
| Replacement mobile devices | \$ 10,000 | \$ - |
| Total | \$ 455,000 | \$ 360,000 |

- For FY 2013 ambulance fees collected are expected to increase by approximately \$875,000 due to additional calls assumed from the county's franchisee partner, Piedmont Triad Ambulance and Rescue (PTAR). The County increased system capacity in the current year with the addition of new staff.

- An additional \$111,869 in county funds for various expansion positions / initiatives are included in the proposed budget:

| Expansion Name | # of FTEs | Total Revenue | Total Cost (Personnel + Operating) | Net County Funds |
|---|-----------|---------------|------------------------------------|------------------|
| EMS Staff Medic/Transport Units P5 | 5.00 | \$ (218,400) | \$ 200,041 | \$ (18,359) |
| Additional Fire Inspector | 1.00 | \$ - | \$ 130,507 | \$ 130,507 |
| EM Staff (Chemical Planner and Fees) | 1.00 | \$ (114,000) | \$ 93,721 | \$ (20,279) |
| Vehicle Repair and OT - (Savings from vehicle maintenance system approved per technology committee for FY 2013) | - | \$ - | \$ (50,000) | \$ (50,000) |
| GM911 Radio Maintenance and Infrastructure Charges | - | \$ - | \$ 70,000 | \$ 70,000 |
| Total | 7.00 | \$ (332,400) | \$ 444,269 | \$ 111,869 |

- New fees for chemical plan review and for the review of disaster plans for certain health care facilities are proposed to pay for the new EM Staff position noted above.

GUILFORD COUNTY DEPARTMENT OF EMERGENCY SERVICES
Establishing a New Fee

| Fee Description | Current | Proposed | Change | Explanations |
|---|---------|-----------------|-----------------|---|
| Chemical Planning Review Fee | \$ - | \$150 - \$1,500 | \$150 - \$1,500 | Emergency planning and compliance support to facilities that store hazardous chemicals and based on a sliding scale. |
| Disaster Plan Review Fee for Regulated Health Care Facilities | \$ - | \$125 - \$400 | \$125 - \$400 | Provide disaster planning support and review of submitted disaster plans to Emergency Management as required by North Carolina Division of Health Services Regulation and based on sliding scale. |

- The fuel budget is expected to increase by \$121,000 for FY 2013 to offset the rise in current gas prices.
- The FY 2013 budget reinstates the pay for performance allocation for Emergency Services employees (0% - 3% based on employee performance review). These funds have been excluded from the budget since FY 2009-10.
- The FY 2013 budget includes a one-time payment of \$250 for Emergency Services employees in lieu of providing funds for the county's pay-for-performance program.

FY 2012 SIGNIFICANT ACCOMPLISHMENTS

- The Emergency Management Division coordinated or participated in 10 multi-agency exercises evaluating the community's ability to respond and recover from emergencies.
- The Emergency Management Division provided 30 training presentations to over 2,500 individuals on disaster management or disaster preparedness topics.

- The Emergency Management Division updated the Guilford County Emergency Operations Plan, which consisted of 17 meetings and over 350 participants.
- Coordinated 18 major incidents using WebEOC and activated the Emergency Operations Center for 3 incidents.
- The EMS Division responded to greater than 50,000 incidents with 65,000 unit responses and transported 33,000 patients to local healthcare facilities. EMS admin responses 1,000.
- The EMS Division provided coverage to special events including the Wyndham Golf Tournament, US Figure Skating Championship, and ACC Basketball Tournaments.
- The EMS Division implemented additional unit coverage on January 1, 2012.
- Continued diversity recruitment campaign utilizing local billboards in both Greensboro and High Point along with activities at various public event venues.
- Continued to enhance patient outcome of cardiac arrest incidents with the implementation of a comprehensive program of education and induced hypothermia. Currently have enrolled the centennial patient in the induced hypothermia program.
- Fire Inspection staff conducted a total of 3,043 inspections during 2011. Routine maintenance inspections accounted for 2,503 (excluding Guilford County Schools). This currently represents a compliance rate of 47% with the state mandate as of 12/31/10. Additionally, 1,041 Guilford County Schools' properties were inspected with a state compliance rate of 66% as of 12/31/11. New Construction/Plan Review inspections accounted for 940 inspections.
- Fire Investigation staff performed a total of 143 investigations of which 37% were determined to be intentional, 57% were determined to be unintentional and 6% remain undetermined. Fire Investigation Educational Initiatives for 2011 included 20 juvenile fire setters participating in the Juvenile Fire Setters Assessment Program. Of the 20 participants 16 were referred to the Juvenile Fire Setters Program for education and follow up counseling. Four participants were referred directly to Guilford County Behavioral Health for additional mental health assessment and counseling.
- Emergency Service/Fire staff participated in 50 public education events for a total of 500 staff hours. Approximately 400 hours of staff time were committed to training and instruction to Guilford County School staff addressing the school fire and safety program. Topics covered included Fire Code & General Statute compliance, develop and train on the fire drill and evacuation program, proper procedure for emergency notification individual school consultations.
- Fire training staff provided over 800 hours of program development and delivery for internal and external partners. Programs included mayday safety and self rescue program, communications, extrication, special operations teams, haz-mat, USAR training with mutual aid organizations, technical rescue and assist with fire departments in coordinating the North Carolina State credentialing academies.

KEY PERFORMANCE MEASURES

| Measures | FY10-11 | FY11-12 | FY12-13 | FY13-14 |
|--|---------|----------|-----------|-----------|
| | Actual | Estimate | Projected | Projected |
| Emergency Services | | | | |
| Administration | | | | |
| Percent of department strategic goals accomplished by the end of the fiscal year | 50% | 80% | 80% | 80% |
| Percent of vendors paid in 2 business days or less from the time an invoice is received | - | 95% | 95% | 95% |
| Percent of Emergency Medical Services billings are paid by customers | 67% | 68% | 69% | 70% |
| Percent of department calls that are received and routed to the correct entity | - | 99% | 99% | 99% |
| Emergency Management | | | | |
| Number of event exercises conducted to evaluate program effectiveness | 5 | 4 | 4 | 4 |
| activation of the Emergency Support Functions | 100% | 100% | 100% | 100% |
| Emergency Support Functions are coordinated | 85% | 95% | 95% | 95% |
| Percent of attendees in preparedness trainings or events that feel better prepared to handle a disaster within 5 business days or less | - | 85% | 85% | 85% |
| compliant with each fiscal year | 95% | 95% | 95% | 95% |
| in the region | 38% | 40% | 45% | 50% |
| | 100% | 100% | 100% | 100% |
| Garage | | | | |
| Percent of the time emergency vehicles are available to be in duty | 97% | 99% | 99% | 99% |
| Percent of critical vehicle failure (Critical vehicle failure takes place during an emergency response. The | 0.10% | 0.10% | 0.10% | 0.10% |
| Percent of successful repairs completed in the first vehicle visit | 98% | 98% | 98% | 98% |
| Percent reduction in costs for maintenance/repair work on emergency vehicles in the Emergency | 14% | 20% | 20% | 22% |
| Percent of maintenance/repairs done in the Emergency Services Department Garage | 89% | 90% | 90% | 92% |
| Minimize patient accidents by keeping stretcher failure percentage usage low (Incidents/1000 patients | 0.0100% | 0.0100% | 0.0100% | 0.0100% |
| Medical Services | | | | |
| Percent of patients with cardiac arrest from cardiac causes discharged from the hospital alive | 40% | 50% | 50% | 50% |
| Percent of patients with cardiac arrest from cardiac causes delivered to an appropriate medical facility | 33% | 40% | 42% | 42% |
| Percent of emergency calls responded to in 10 minutes or less | 87% | 90% | 90% | 91% |
| Percent of customer satisfaction survey responses with a satisfactory or better answer | - | 90% | 90% | 90% |
| Emergency calls per paramedic | 285 | 280 | 280 | 300 |
| Emergency calls per ambulance hours (this measure is used to evaluate service productivity and staff | 0.32 | 0.35 | 0.35 | 0.36 |
| Fire Services/Hazardous Materials | | | | |
| Percent of plans submitted that are reviewed in 10 business days or less from the time of the request | 83% | 80% | 90% | 90% |
| Percent of new construction inspections conducted within 2 business days or less from the time of the | 90% | 90% | 90% | 90% |
| Percent of unscheduled vendor requests for fire and life safety inspections for structures (e.g. for | 98% | 90% | 90% | 90% |
| Percent conviction rate for incendiary fire investigations | 10% | 50% | 50% | 50% |
| Percent fire support unit availability for fire incident response to support OSHA compliance of "2 in 2 | 98% | 95% | 95% | 95% |
| Percent of the time the Guilford County Hazardous Materials team responded in 30 minutes or less to | 90% | 80% | 80% | 80% |

*A dash indicates a new performance measure that has not been measured before

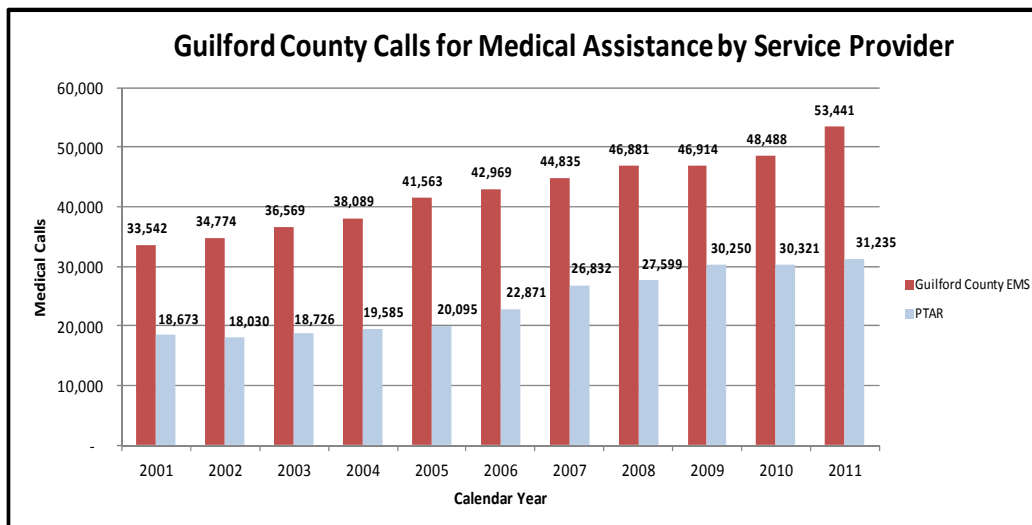
FUTURE ISSUES

EMS, Fire and Emergency Management resources are a critical component of the counties infrastructure in providing safe and healthy communities. As such, Emergency Services continues to improve upon and utilize efficient and effective processes and best management practices that focus on placing limited resources where they truly make a difference in the lives of those served. The continued impacts of economic conditions, population growth, increased demands for services, aging population and congested roadways will affect Emergency Services' delivery capabilities. The department's ability to meet stated performance measures and the public's expectations are totally dependent on the fact that sufficient resources, capital assets and staffing are adequate in certain areas and expanded in others to assure the organization is capable of responding to and mitigating the potentially life-threatening incidents that impact the public on a daily basis. One of the most critical areas of need continues to be that of replacing the current outdated and inefficient maintenance, logistics and Emergency Operations Center facilities that are utilized to support and maintain operational readiness for the services provided to the public every minute of every day. Securing a long-term future in the current climate of social and economic change is one of the most significant challenges that continue to confront volunteer-based emergency service and support agencies. Factors such as population growth, rural and urban mobility and increasing cultural diversity present challenges to service providers. As has been detailed in a recent agency evaluation, these factors increase the demands and the complexities in

which service delivery is done by volunteer and combination contractors and create complex management and sufficient revenue sustainability issues.

Contracted fire services are undergoing 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 as a result of a recent agency evaluation. The resources to support the initiatives identified must be weighed against existing operations and additional resources provided where necessary. Fire Services 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. As with all public safety services, the demands on the fire service have increased overwhelmingly the past several years. Today, because of factors such as recruitment/retention, increased call demand, equipment cost and additional training requirements the scope in which fire departments must operate continues to expand. In fact, as has been identified numerous times, recent studies have provided technical data that continues to confirm that responding with limited staffing and resources places both the public and emergency responders at an elevated risk for injury and or death.

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. Factors such as longer turnaround times at local health care facilities due to increased census and acuity continue to impact the availability of response units. The alarming national health care trend is reflective of Guilford County's populace, and speaks to the growing reliance on EMS and emergency medicine for persons in medical crisis, often with little to no ability to pay. Indigent care accounts for a significant portion of the services provided by EMS, while reimbursement from private and public payers continues to be scrutinized. Costs to provide service continue to grow at an alarming rate, at a time when reimbursement remains a challenge, particularly federal reimbursement. Equipment, medical supplies, medications and fuel are major cost drivers in the budget. Ever-expanding medical technology forces health care providers to constantly evaluate standards of care to maximize potential patient outcomes and minimize medical liability. Extensive electronic data collection and submission to the State of North Carolina is imperative in order to evaluate performance measures and benchmarks. Guilford County Emergency Services remains focused on providing leadership, education and service and it is currently recognized as one of a hundred nationally accredited ambulance services in the country; however, without sufficient resources and staffing within the EMS, Fire and Emergency Management functional areas and continued public support, Emergency Services will be challenged to meet current and future service demands and expectations.



GUILFORD METRO 9-1-1

Wesley Reid, Director

PO BOX 3136, Greensboro, NC 27402 (336) 373-2933

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Ensure Community Health & Safety
PRIORITY: Injury Prevention & Emergency Response



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | %chg | FY14 Plan |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|-------------|--------------------|
| Program(s) | | | | | | |
| Emergency Comm. | \$1,844,804 | \$1,813,403 | \$1,813,404 | \$1,937,208 | 6.8% | \$2,191,603 |
| Total | \$1,844,804 | \$1,813,403 | \$1,813,404 | \$1,937,208 | 6.8% | \$2,191,603 |
| Expenditures | | | | | | |
| Personnel Services | \$0 | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Operating Expenses | \$1,844,804 | \$1,813,403 | \$1,813,404 | \$1,937,208 | 6.8% | \$2,191,603 |
| Total | \$1,844,804 | \$1,813,403 | \$1,813,404 | \$1,937,208 | 6.8% | \$2,191,603 |
| Sources of Funds | | | | | | |
| Net County Funds | \$1,844,804 | \$1,813,403 | \$1,813,404 | \$1,937,208 | 6.8% | \$2,191,603 |
| Authorized Positions | - | - | - | - | - | - |

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 Guilford Metro 911 employees are employed by the City of Greensboro and Guilford County Government 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 provides the utmost professional level of protocols that allow for Guilford Metro 9-1-1 staff to provide, when needed, Dispatch Life Support instructions. It is the goal of Guilford Metro 9-1-1 to provide this professional level of service on a 24 hour a day, 7 day per week basis, with the most highly trained and dedicated 9-1-1 professionals possible.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- The County's share of GM911 expenses is based on the share of calls for county services and will increase from 31% to 32%. The increase in the budget is approximately \$123,805 and includes the County's share of the full-year impact of additional dispatch positions added during FY 2012. In addition, \$24,997 is included for a Financial Administrator position added to the Greensboro GM911 budget.
- \$70,000 that was included in the requested budget for increases in the County's share radio maintenance (provided by Greensboro) has been removed. Changes to the County's cost are not expected next fiscal year.

FY 2012 SIGNIFICANT ACCOMPLISHMENTS

- Guilford Metro 911 acknowledged over 3.4 million radio transmissions for local public safety personnel.
- Guilford Metro 911 dispatched over 409,000 calls for local public safety personnel.
- Guilford Metro 911 handled over 700,000 total telephone transactions.
- Guilford Metro 911 continues as an Emergency Medical Dispatch (EMD) Accredited Center of Excellence (ACE) through the International Academy of Emergency Dispatch.
- Guilford Metro 911 continues as an Emergency Fire Dispatch (EFD) Accredited Center of Excellence (ACE) through the International Academy of Emergency Dispatch.
- Guilford Metro 911 is one of less than 20 centers in the world to hold the dual ACE certification.
- GM911 continues to maintain communication standards on behalf of the Commission on Accreditation for Law Enforcement Agencies (CALEA) for the Greensboro Police Department, Commission on Accreditation of Ambulance Services (CAAS) for Guilford County Emergency Services, and Insurance Services Office (ISO) for the Greensboro Fire Department.
- GM911 continued partnership with Guilford County EMS in educating nursing home staff in the community on the proper information needed on medical calls when calling 911.
- GM911 selected November 2011 as Greensboro Citizens Academy most Interesting and Interactive Department.
- GM911 maintains mission critical systems and consistently averages between 99.995 and 99.999 uptime.
- GM911 worked with Guilford County and the City of Greensboro to begin the transition to the P-25 Standard.

- GM911 continued and expanded partnerships and now has C2C computer connectivity with Alamance County and Burlington 911 centers.

KEY PERFORMANCE MEASURES

| Measures | FY10-11 Actual | FY11-12 Estimate | FY12-13 Projected | FY13-14 Projected |
|--|-------------------|---------------------|----------------------|----------------------|
| Guilford Metro 911 | | | | |
| 911 emergency calls answered within 15 seconds or less | 93% | 95% | 88%** | 90% |
| 911 non-emergency calls answered within 15 seconds or less | 91% | 90% | 86% | 88% |
| * Guilford County Fire District average dispatch time within 60 seconds (for medical/structural calls) | 44 sec | 44 sec | 43 sec | 42 sec |
| * Guilford County Sheriff (high priority calls) average dispatch time within 120 seconds | 116 sec | 118 sec | 114 sec | 112 sec |
| * Emergency Medical Services emergency 911 medical calls dispatch time within 90 seconds | 104 sec | 107 sec | 104 sec | 101 sec |
| Percent of public record requests processed within two days or less of the initial request | 99% | 99% | 99% | 99% |

* Standards for calls include from time the call is received until dispatched

** State of North Carolina pending 911 standards requires call guidelines of 90% within 10 seconds

FUTURE ISSUES

911 Back up Center- The backup center on Meadowood Street currently holds 14 dispatch positions however the primary site has 21 positions. The inequity at the back up site is problematic if the main site becomes inoperable for an extended period of time. We hope to expand the backup facility to 18 positions in Fiscal Year 2012/2013 but this is the maximum number of position allowable in the current facility square footage. GM911 will work with Emergency Services staff on how to overcome this issue and/or will seek a new location where the backup site can be expanded to meet our current and future needs. GM911 will seek 911 grant funding to finance the expansion needs.

911 Standards- There will be new requirements coming from the State of North Carolina 911 Board. The requirements have already been approved but are currently in the rule making process. The State has already implemented a mandated 8 hours of 911 Board specified training, as well as, hiring standards for all 911 centers. Guilford Metro 911 staff continues to work diligently to stay abreast of all proposed training and operational guidelines. It is the hope that the State of North Carolina will set forth guidelines that are reasonable and prudent and that allow for the best quality of service to the citizens.

Next Generation 911 - The transition to Next Generation 911 (NG911) will mean texting, video, photos to GM911 will be available. We are 12 to 36 months from being able to move in this direction due to technology upgrades that will be required and finalized for industry standards. The future of 911 is set to drastically change with the advent of "Next Generation 911" services and the transition from a legacy 911 system that has functioned for over 40 years in an analog / "copper wire" arena, to a purely digital Voice over Internet Protocol (VoIP) based series of applications that create a virtual global "network of networks". These changes, as set forth by the Federal Communication Commission, will impact not only the physical "mechanics" of the hardware and software of the entire existing 911 system, but will impact how all the 911 staff (call takers, dispatch, trainer, database, GIS, etc) perform their assigned duties of call intake, processing and dispatch as the entire level / uniqueness of both voice and data delivered to the 911 center will be drastically altered.

Equipment Upgrades- The upgrade in phases of the P25 Radio platform will also require GM911 to upgrade radio dispatch consoles over the next several years. The cost should be

covered by State 911 funds. In addition, the dispatch consoles are over 15 years old at the primary site and 10 years old at the back up site. The primary site consoles can no longer be repaired and GM911 will seek an increase of 911 funds from the State 911 board to upgrade the consoles.

Staffing- GM911 will continue to review and assess current staffing needs and performance. Guilford Metro staff provides a unique public safety service and remains dedicated to serving the public and field responders.

INSPECTIONS

Betty Garrett, Interim Director

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

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Improve Quality of Life & Manage Growth
PRIORITY: Clean & Green Community



Links to County Goals and Strategic Priorities:

COUNTY GOAL: Ensure Community Health & Safety
PRIORITY: Injury Prevention & Emergency Response



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|--------------|--------------------|
| Program(s) | | | | | | |
| 10-Inspections | \$2,086,494 | \$2,094,565 | \$2,095,689 | \$2,108,545 | 0.7% | \$2,212,106 |
| Total | \$2,086,494 | \$2,094,565 | \$2,095,689 | \$2,108,545 | 0.7% | \$2,212,106 |
| Expenditures | | | | | | |
| Personnel Services | \$2,034,760 | \$2,025,758 | \$2,025,758 | \$2,039,738 | 0.7% | \$2,143,299 |
| Operating Expenses | \$51,968 | \$68,807 | \$69,931 | \$68,807 | 0.0% | \$68,807 |
| Capital Outlay | \$0 | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Other | (\$234) | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Total | \$2,086,494 | \$2,094,565 | \$2,095,689 | \$2,108,545 | 0.7% | \$2,212,106 |
| Sources of Funds | | | | | | |
| User Charges | (\$845,707) | (\$670,395) | (\$670,395) | (\$664,777) | -0.8% | (\$664,777) |
| Fund Balance | (\$6,510) | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Total | (\$852,217) | (\$670,395) | (\$670,395) | (\$664,777) | -0.8% | (\$664,777) |
| Net County Funds | \$1,234,277 | \$1,424,170 | \$1,425,294 | \$1,443,768 | 1.4% | \$1,547,329 |
| Authorized Positions | 25.00 | 25.00 | 25.00 | 25.00 | 0.0% | 25.00 |

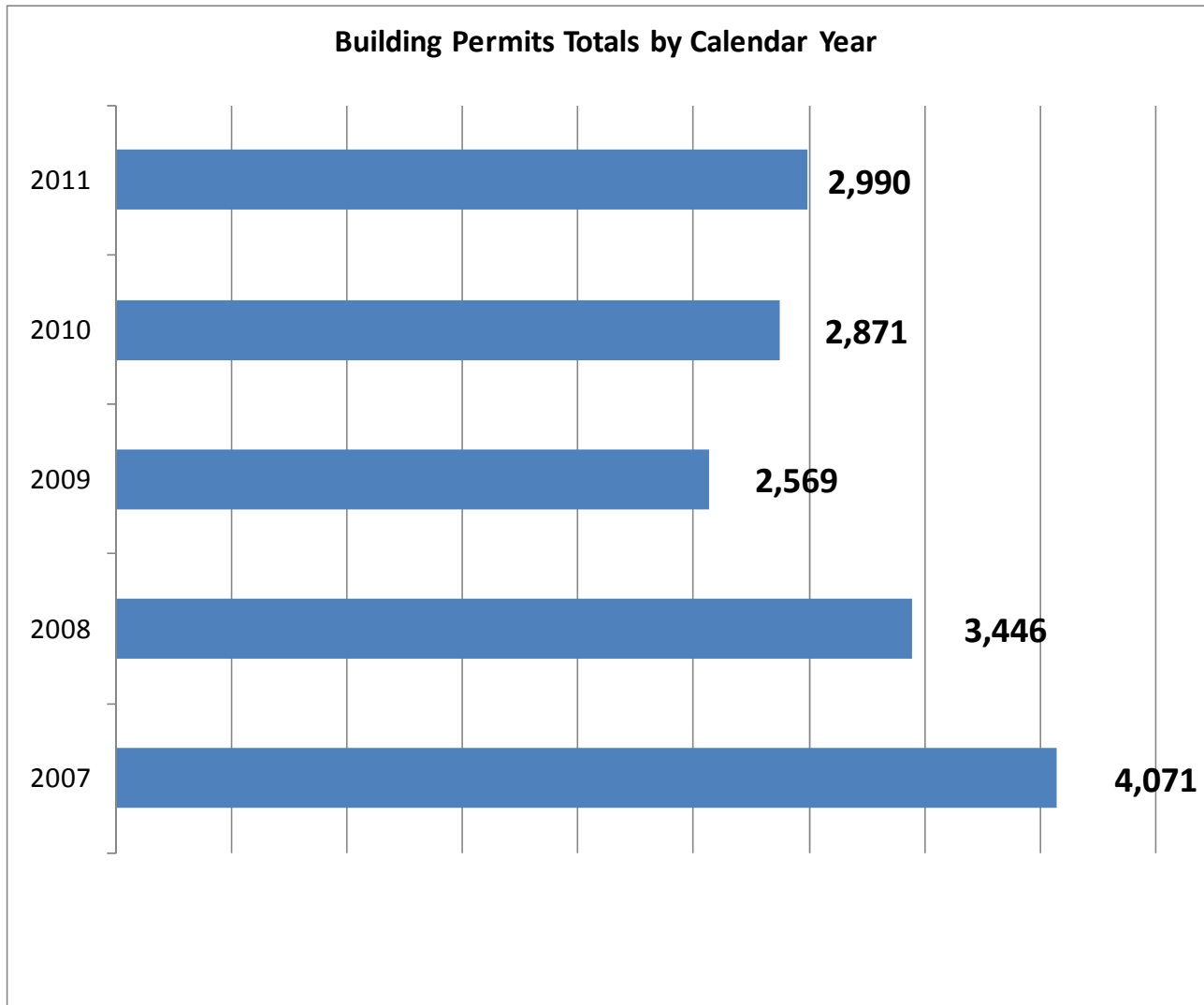
DEPARTMENTAL PURPOSE & GOALS

The Inspections Department reviews construction plans, provides inspection services, conducts permitting, and issues Certificates of Occupancy upon the completion of construction, as required by the North Carolina State Building Code and the Guilford County Development Ordinance. Additional responsibilities include: 1) administration of the environmental regulations of the Watershed Protection Ordinance, Soil Erosion and Sedimentation Control Ordinance, and Pond Maintenance Program; 2) investigation of drainage/flooding/ erosion complaints; 3) soil investigation assistance to the Guilford County Health Department; 4) plan review for grading, watersheds and ponds, and residential and commercial/industrial construction; and, 5) public

education in each of these areas. The Inspections Department also contractually extends its services to the towns of Jamestown, Oak Ridge, Pleasant Garden, Sedalia, Summerfield, Stokesdale, and Whitsett. The department seeks to consistently apply and enforce safety standards to strengthen the community's structural assets.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- The FY 2013 budget includes a one-time payment of \$250 for Inspections employees in lieu of providing funds for the county's pay-for-performance program.



FY 2012 SIGNIFICANT ACCOMPLISHMENTS

- During FY 2012, Inspections continued to provide sound enforcement of adopted 2012 building codes despite a reduction in Field Inspectors. Inspections also continued to provide next-day inspections services; fulfilled expectations for services provided to municipal partners; and, provided smooth transitions for adopted 2012 building code updates.
- Effective dates for the 2012 Codes and 2011 NC Electrical Code Current

| NC Code | Optional Effective Date | Mandatory Enforcement Date** |
|------------------------|-------------------------|------------------------------|
| Notes | | |
| Building | Sept. 1, 2011 | June 1, 2012 |
| Residential | Jan. 1, 2011 | March 1, 2012 |
| Per SL 2011-269 | | |
| Mechanical | Sept. 1, 2011 | June 1, 2012 |
| Plumbing | Sept. 1, 2011 | June 1, 2012 |
| Fuel Gas | Sept. 1, 2011 | June 1, 2012 |
| Fire Prevention | Sept. 1, 2011 | June 1, 2012 |
| Energy Conservation | Jan. 1, 2011 | March 1, 2012 |
| Per SL 2011-269 | | |
| Law and Administration | Jan. 1, 2011 | June 1, 2012 |
| Electrical | N/A | N/A |
| Held at Legislature | | |

**For Code Enforcement Official Certification testing purposes, exams will transition to the 2012 NC State Building Codes and 2011 National Electrical Code on the mandatory effective date for each trade.

- Electronic, speedy site and grading plan review services has been developed integrating Bluebeam (evaluation version) with SharePoint software: 1) Improved customer service; 2) Move from paper copies of site plans and grading submissions to one where the public submits plans and revisions online and also receives their markups and approvals electronically; 3) Reduce time to implement projects since original paper copies of plans and markups will not be shuffled back and forth from public to reviewers and vice versa; 4) Share electronic plans information with other county offices and City of Greensboro for county and city infrastructure projects; 5) Facilitate faster communication between internal planning staff and outside designers; 6) Significantly reduce the effort required for storage, recycling and disposal of paper.
- Facilitated the development of New Honda jet MRO 80,000 square feet Maintenance Hanger projects under the County's "Fast Track" Program as related to construction plan review; soil erosion; permitting and inspections. Electronic speedy, plan review service has been rendered using Brava/Accela software.
- Worked on the 2011 Community Rating System (CRS) Recertification that the County community remains in good standing in the CRS for the next year.
- Worked on the 2011 Jordan Nutrient Strategy-Stage One Adaptive Management Program Annual Report and the 2012 Annual Report is due in August 2012. The following measures are required in the local government's Stage 1 adaptive management programs for existing development: 1) A public education program to inform the public of the impacts of nutrient loading and measures that can be implemented to reduce nutrient loading from stormwater runoff from existing development; 2) A mapping program that includes major components of the municipal separate storm sewer system, including the location of major outfalls, as defined in 40 Code of Federal Regulations G.S. 122.26(b)(5) (July 1, 2008) and the names and location of all waters of the United States that receive discharges from those outfalls, land use types, and location of sanitary sewers; 3) a program to identify and remove illegal discharges; 4) a program to ensure maintenance of best management practices (BMP) implemented by the local government; 5) a program to identify opportunities for retrofits and other projects to reduce nutrient loading from existing developed lands.

- Developed and submitted the unincorporated Guilford County and five towns' Division of Water Quality's (DWQ) Jordan New Development Model Program programs to DWQ by September 10, 2011. DWQ will then review the submitted programs and provide approval recommendations to the Environmental Management Commission (EMC) by May 2012. If approved by the EMC, local governments shall adopt and begin implementing the unincorporated Guilford County and five towns' programs by August 2012.
- Continued to work with developers, property owners and banks to resolve financially troubled projects with erosion control and watershed issues.
- Used the express permitting package for grading permit applicants that was developed during FY 10-11. It is beneficial for potential new large scale projects.
- Continue to provide oversight of 150 grading permitted projects and 200 watershed/stormwater devices throughout seven (7) towns and unincorporated Guilford County.
- Worked with IS to identify and make changes to applications to ensure tracking of services.

KEY PERFORMANCE MEASURES

| Measures | FY10-11 Actual | FY11-12 Estimate | FY12-13 Projected | FY13-14 Projected |
|---|-------------------|---------------------|----------------------|----------------------|
| Inspections | | | | |
| Number of Grading Permits reviewed | 25 | 42 | 50 | 50 |
| Number of Grading Permits issued | 12 | 19 | 25 | 25 |
| Number of Watershed Plans reviewed | 300 | 600 | 600 | 600 |
| Number of Watershed Pond Construction Inspections completed | 40 | 42 | 40 | 40 |
| Number of Residential Plans reviewed | 555 | 750 | 750 | 750 |
| Number of Commercial / Industrial Plans reviewed | 350 | 525 | 525 | 525 |
| Number of Buildings Permits issued | 2,997 | 2,870 | 3,000 | 3,000 |
| Number of Building, Plumbing, Mechanical & Electrical Inspections completed | 23,057 | 22,014 | 21,348 | 22,000 |
| Number of Erosion Control Inspections completed | 1,245 | 1,427 | 1,880 | 1,880 |
| Number of Site Plans Compliance Inspections completed | 326 | 345 | 360 | 360 |
| Number of Certificates of Occupancy issued | 1,498 | 1,435 | 1,500 | 1,500 |
| Number of Drainage, Erosion, Flood Stream Buffer Complaints/Violations investigated | 303 | 345 | 350 | 400 |
| Number of Watershed Pond Maintenance Inspections completed | 250 | 500 | 500 | 500 |
| # of Home Occupation Cases Processed | n/a | 27 | 30 | 33 |
| # of Family Care Occupations Processed | n/a | 16 | 24 | 27 |
| # ABC Applications Processed | n/a | 22 | 24 | 26 |
| Condemnation Investigations | 6 | 11 | 6 | 5 |

FUTURE ISSUES

- New 2012 Building Code Changes: By adopting and enforcing an undated 30% solution energy building codes, North Carolina is projected to save more than \$40 million annually in residential and commercial energy bill and to cut air polluting emissions from power plants by 236,000 tons of carbon dioxide 481 tons of sulfur dioxide and 253 tons of nitrogen oxide.

- Jordan Lake; Jordan Lake Stage 1 annual reporting with identification of retrofit opportunities, watershed ID mapping, and the Jordan Existing Development State 1 Annual Reports will be due in the summer of 2011.
- Implement electronic scheduling of inspections.
- Ensure that staff maintains certifications and receives the proper training for the new 2012 Building Codes.
- Inspections will continue to provide sound enforcement of adopted building codes despite a reduction in Field Inspectors. Inspections also will continue to provide next-day inspections services; fulfill expectations for services provided to municipal partners; and, provide smooth transitions for adopted building code updates.
- Continue to investigate complaints regarding possible condemnation cases.
- Increase watershed/stormwater annual maintenance, and erosion control compliance inspections.
- Continue working with contractors, property owners, banks on financially troubled projects; update the County Development Ordinance with new soil erosion control mandates; work with the seven towns to update their Ordinances as well.
- Ensure that staff is certified in stream delineation in support of the Randleman and Jordan Lake stream buffer rules. Work to ensure compliance of Randleman and Jordan Lake protection rules as they are implemented under State and Federal mandates.

LAW ENFORCEMENT

B.J. Barnes, Sheriff

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

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Ensure Community Health & Safety

PRIORITY: Crime Prevention, Courts, & Detention Services and Emergency Response



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|----------------------|----------------------|----------------------|----------------------|--------------|----------------------|
| Program(s) | | | | | | |
| 2-Administration | \$9,131,290 | \$9,883,206 | \$9,992,098 | \$10,592,341 | 7.2% | \$10,692,304 |
| 10-Legal Process | \$3,263,976 | \$3,121,305 | \$3,121,980 | \$3,467,465 | 11.1% | \$3,637,810 |
| 20-Special Operations | \$5,390,081 | \$4,699,171 | \$5,391,841 | \$4,653,937 | -1.0% | \$4,864,577 |
| 25-Sp Op-Aviation Tech Pgm | \$16,297 | \$0 | \$47,107 | \$0 | 0.0% | \$0 |
| 30-Patrol | \$9,240,132 | \$9,274,283 | \$9,307,009 | \$9,497,894 | 2.4% | \$9,814,638 |
| 40-Detention Services | \$26,759,900 | \$33,740,023 | \$34,067,091 | \$34,715,940 | 2.9% | \$36,436,118 |
| Total | \$53,801,676 | \$60,717,988 | \$61,927,126 | \$62,927,577 | 3.6% | \$65,445,447 |
| Expenditures | | | | | | |
| Personnel Services | \$41,030,344 | \$45,642,610 | \$45,732,751 | \$47,558,363 | 4.2% | \$49,212,954 |
| Operating Expenses | \$11,611,691 | \$14,215,378 | \$15,210,337 | \$14,536,714 | 2.3% | \$14,862,493 |
| Human Services Assistance | \$0 | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Capital Outlay | \$1,291,025 | \$1,000,000 | \$1,121,208 | \$972,500 | -2.8% | \$1,510,000 |
| Other | (\$131,384) | (\$140,000) | (\$137,170) | (\$140,000) | 0.0% | (\$140,000) |
| Total | \$53,801,676 | \$60,717,988 | \$61,927,126 | \$62,927,577 | 3.6% | \$65,445,447 |
| Sources of Funds | | | | | | |
| Federal & State Funds | (\$988,836) | (\$124,289) | (\$400,722) | (\$172,895) | 39.1% | (\$160,395) |
| Fund Balance | (\$2,298,557) | (\$188,000) | (\$516,029) | (\$307,800) | 63.7% | (\$307,800) |
| Investment Earnings | (\$6,667) | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Other | (\$1,152,147) | (\$406,345) | (\$431,750) | (\$492,473) | 21.2% | (\$357,695) |
| User Charges | (\$3,542,831) | (\$3,119,866) | (\$3,119,866) | (\$3,529,875) | 13.1% | (\$3,546,018) |
| Total | (\$7,989,037) | (\$3,838,500) | (\$4,468,367) | (\$4,503,043) | 17.3% | (\$4,371,908) |
| Net County Funds | \$45,812,639 | \$56,879,488 | \$57,458,759 | \$58,424,534 | 2.7% | \$61,073,539 |
| Authorized Positions | 561.00 | 650.00 | 650.00 | 652.00 | 0.3% | 652.00 |

DEPARTMENTAL PURPOSE

The Guilford County Sheriff's Office consists of the Operations Bureau, Court Services Bureau, and the Administrative Services Bureau. The Operations Bureau is responsible for the law

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

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

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

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- The Law Enforcement budget for FY 2013 has increased by approximately \$2.2 million over last fiscal year. A large percentage of this increase (approximately \$2.1 million) is related to the anticipated full year staffing needs and start-up operational costs associated with the opening of the new Greensboro Detention Center during the fourth quarter of the current fiscal year. Eighty-nine (89) additional staff were hired on a staggered basis during FY 2012 and will be budgeted for a full year for FY 2013.
- Two new positions are included in the budget for the new Greensboro Detention Center to replace two positions used to establish a gun unit and electronic monitoring program (\$134,000).
- The FY 2013 Law Enforcement budget also includes a Deputy Sheriff position in the Training Division (approximately \$79,000). This position will supervise the two Corporals that currently conduct background checks for Law Enforcement. Due to the high turnover of Law Enforcement, hiring and background checks are a constant activity. This position should eventually decrease overtime costs in the Training Division.
- Additional overtime costs (\$240,000) have been included for anticipated Dignitary visits associated with the November Presidential election. Law Enforcement will also be serving as security for the Democratic National Convention (DNC) in Charlotte, North Carolina. The federal government will be reimbursing us for the additional time and expenses (\$135,000) of Law Enforcement personnel will be assisting with the DNC.
- The FY 2013 budget includes a one-time payment of \$250 for Law Enforcement employees in lieu of providing funds for the county's pay for performance program.

FY 2012 SIGNIFICANT ACCOMPLISHMENTS

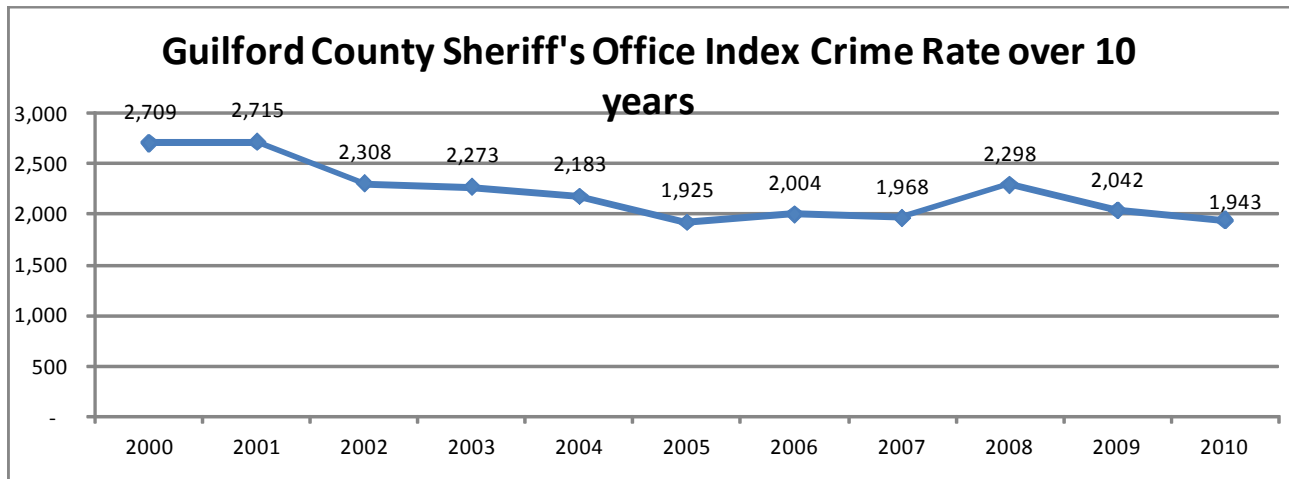
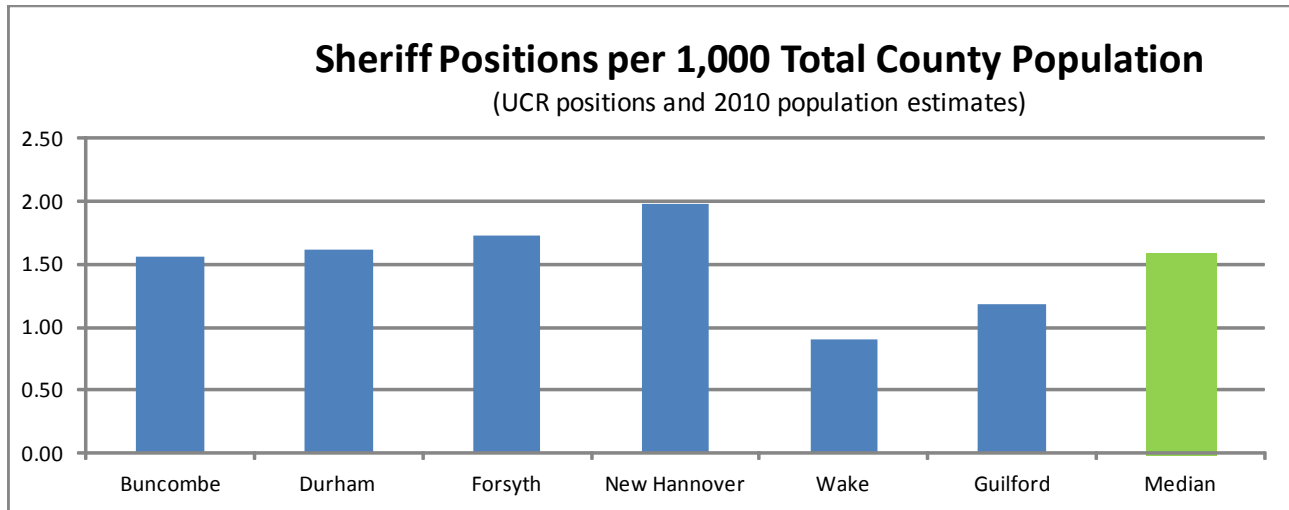
The Guilford County Sheriff's Office continues to provide public safety service above the standards of most of the surrounding area. The County's crime rate continues to be static while other jurisdictions show crime increases. In the past, the department has shown decreased crime, even though the population has increased. Our overall response times remain acceptable within

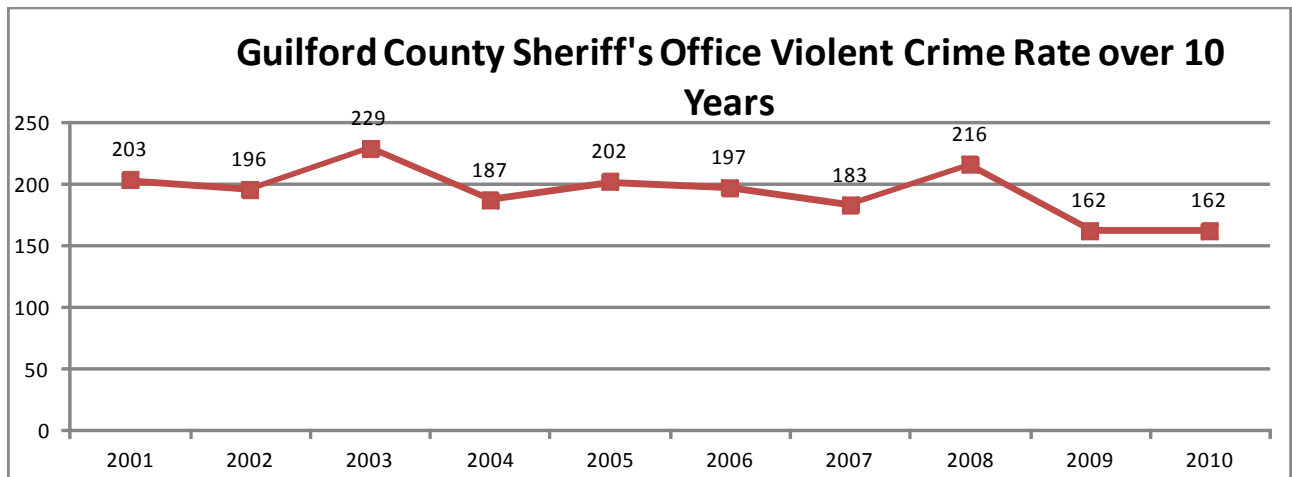
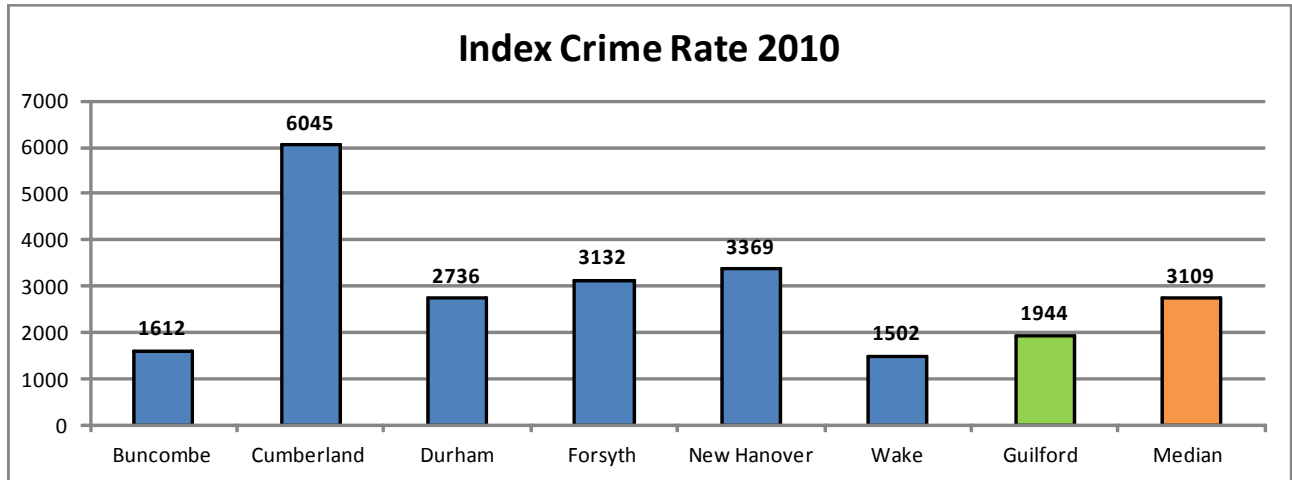
industry standards. The Sheriff's Office continues to be recognized as an outstanding law enforcement agency on the state and national level.

Through the Joint Terrorism Task Force, consisting of the FBI and local agencies, we have investigated local potential terrorism cases and pursued leads in these types of cases in other areas of the United States.

Working with the Safe Streets Federal Task Force, we have been instrumental in the indictment of local street gang leaders.

The Sheriff's Office has been successful with hiring the 89 new Detention Officers for the new Greensboro Detention Facility. Training is still in progress for the new officers and current staff to transition into the new facility by the summer of 2012.





KEY PERFORMANCE MEASURES

| Measures | FY10-11 | FY11-12 | FY12-13 | FY13-14 |
|--|---------|----------|------------|------------|
| | Actual | Estimate | Projection | Projection |
| Law Enforcement | | | | |
| Administration | | | | |
| Total training hours | 53,489 | 54,000 | 54,500 | 54,500 |
| Training hours per officer/staff | 87.26 | 88 | 89 | 90 |
| Cost per detention trainee successfully completing the academy | \$1,100 | \$1,150 | \$1,200 | \$1,200 |
| Legal Process | | | | |
| Attempts to serve/execute all processes | 89,622 | 90,000 | 91,000 | 92,000 |
| Attempts to serve/execute all processes per deputy / 58 | 1,545 | 1,550 | 1,560 | 1,570 |
| Cost to serve/execute civil process (county dollars) | - | - | - | - |
| Special Operations | | | | |
| Investigations assigned | 1024 | 1100 | 1100 | 1100 |
| Narcotics investigations arrest | 103 | 103 | 103 | 103 |
| Investigations per officer/detective/53 | 27.67 | 27.5 | 27.5 | 27.5 |
| Percent of investigations successfully | 85% | 85% | 85% | 85% |
| Patrol | | | | |
| Investigations assigned | 5,256 | 5,255 | 5,255 | 5,255 |
| Investigations per officer/detective/126 | 41.71 | 41.71 | 41.71 | 41.71 |
| Percent of investigations successfully | 64% | 63% | 63% | 63% |
| Average response time from dispatch to on-scene (in minutes) | 7:36 | 7:34 | 7:32 | 7:30 |

*A dash indicates a new performance measure that has not been measured before

Disclaimer: The above projections are reflective of trends over the past years. These are based on trends only and not on what the department projects or have set as goals. Setting goals of this nature would give the impression that quotas were being set and might even be considered as profiling of which is illegal and the department and the County does not condone either activity.

FUTURE ISSUES

With the discussion of potential NC Legislative changes, there are concerns that may directly impact the Sheriff's Office. Inmates currently housed at NC Department of Corrections may be returned to the local level to the custody of the Sheriff. Also, additional State Mental Health Hospitals may close, causing individuals to be returned to the local level or county jails. With both changes, the jail population will continue to increase. Detention staff will continue to be challenged with more inmate population management concerns to include supervision and care of special needs inmates held in custody.

With the opening of the new jail, we do anticipate that there will be an increase in population and the number of people ordered to the custody of the Sheriff via the Magistrates' Office or courts. This is because we have suffered from suppression since 1994. Many times the judges and

magistrates have released individuals because they knew we were overcrowded. We do anticipate that this will change to some degree, as others across the nation have experienced this when opening a new facility.

With the recent changes in the law regarding the State Re-investment Act (effective 2012), will anticipate that this will directly impact the jail population. Additionally the State Prison System will be releasing 15,000 individuals beginning January 2012 to reduce the Prison Populations. With the Unemployment Rate being up, and these individuals being released from prison, we anticipate that they will have difficulty finding jobs. Unfortunately, history has shown that individuals that have served active sentences have a greater chance of committing crimes again, as compared to a citizen who has never been in custody.

Due to the recent economic stress and the changes in our society, Law Enforcement is having greater demands for service. There are increased calls for suicide attempts, overdoses, domestic situations, etc. We anticipate this trend continuing until the unemployment rate and economy improve.

Increases in demand for service in the criminal investigation area are anticipated because of increases in complexity of criminal cases and the heightened expectations which the citizens of Guilford County expect. There is an additional need for services in our legal process area because of unfunded state mandates and increases in legal papers to be served.

OTHER PROTECTION

Renee Kenan, Director, 400 West Market Street, Greensboro, NC 27401 (336) 641-6438

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Ensure Community Health & Safety

PRIORITY: Courts & Detention Services and Mental Health Risk Behaviors



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|-------------|--------------------|
| Program(s) | | | | | | |
| 10-Pre-Trial Release | \$955,748 | \$1,047,457 | \$1,047,461 | \$1,127,971 | 7.7% | \$1,172,841 |
| 40-Jail Reduction Pgms | \$170,868 | \$307,000 | \$420,456 | \$284,297 | -7.4% | \$284,297 |
| Total | \$1,126,615 | \$1,354,457 | \$1,467,917 | \$1,412,268 | 4.3% | \$1,457,138 |
| Expenditures | | | | | | |
| Personnel Services | \$0 | \$0 | \$606,194 | \$838,180 | 0.0% | \$884,757 |
| Operating Expenses | \$1,126,615 | \$1,354,457 | \$861,723 | \$574,088 | -57.6% | \$572,381 |
| Total | \$1,126,615 | \$1,354,457 | \$1,467,917 | \$1,412,268 | 4.3% | \$1,457,138 |
| Sources of Funds | | | | | | |
| Net County Funds | \$1,126,615 | \$1,354,457 | \$1,467,917 | \$1,412,268 | 4.3% | \$1,457,138 |
| Authorized Positions | - | - | - | 15.30 | -- | 15.30 |

DEPARTMENTAL PURPOSE

Other Protection is an “umbrella” for many different court programs: Pre-Trial Court Services, Drug Court, Juvenile Drug Court, Mental Health Court and local Community Based Organizations with similar goals and objectives. The primary purpose of these programs is to monitor the needs of criminal, drug and mental health offenders while reducing overcrowding in the Guilford County Detention Centers. The programs significantly reduce the cost of maintaining defendants in the County detention centers.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

The budget for Other Protection is divided into two different sections. The Pre-Trial Release division includes the Pre-Trial Release Program, as well as The Mental Health Court, and The Drug Court. The Jail Reduction division includes a Pre-Trial Community Based Organization (CBO) Program and the Juvenile Family Substance Abuse Court.

The overall funding for the Other Protection budget has increased by \$57,811 (4.3%). During the FY 11-12 Fiscal Year, the Administrative Office of the Courts (AOC) ended its contractual arrangement with the County regarding employment of what were previously state Pre-Trial staff. As a result, Pre-Trial Court Services employees are now county employees.

Pre-Trial Release Court Services

- The FY 13 adopted budget is \$857,152. The budget also reflects a change in the authorized position count due to the contractual State employees becoming County employees
- The County appointed the Child Support Department director to split time and duties between the departments of Other Protection and Child Support Services. Consequently, a portion of the director's salary is allocated to the personnel budget for Court Services, as well as an associated cost for an administrative assistant.
- The FY 2013 budget includes a one-time payment of \$250 for Other Protection employees in lieu of providing funds for the county's pay-for-performance program.

Other Court Programs

The Court programs listed below are operated in conjunction with the North Carolina Administrative Offices of the Courts (AOC) on a contract basis. All associated contract costs for personnel are funded from County operating expenses. Personnel in these programs fall under compensation guidelines from the State and are paid in accordance with State of North Carolina salary schedules.

Drug Court

The Adopted Budget for FY12- 13 is \$138,421. The level of funding for the Drug Court in the FY 12-13 Adopted Budget has increased by \$25,585 from the Fiscal Year 2011-2012 Adopted Budget due to the proration of contracted personnel costs, as well as increases in salaries and health insurance costs.

Mental Health Court

The Adopted Budget for FY12-13 is \$132,398. The level of funding for the Mental Health Court in the FY 12-13 Adopted Budget has increased by \$20,854 from the Fiscal Year 2011-2012 Adopted Budget due to the proration of contracted personnel costs, as well as increases in salaries and health insurance costs.

Juvenile Family Substance Abuse Court

The Adopted Budget for FY12-13 is \$134,297. The level of funding for the Juvenile Substance Abuse Court in the FY 12-13 Adopted Budget has decreased by \$22,703 from the Fiscal Year 2011-2012 Adopted Budget due to the proration of personnel costs.

Jail Reduction Project

The Adopted Fiscal Year 2012-2013 includes \$150,000, which is the same level of funding from the FY 11-12 Adopted Budget. Funding in this program is used to contract with Community-Based Organizations to provide alternatives to incarceration.

FY 2012 SIGNIFICANT ACCOMPLISHMENTS

Pre-Trial Court Services

The program monitors defendants which would otherwise be housed in one of the County's detention facilities

- The savings provided by monitoring in the first 6 months of FY 12 is approximately \$1.2 million dollars, the equivalent of 20,584 jail days.
- A satisfaction survey regarding Court Services was distributed to court personnel, jail personnel and private attorneys that frequently interact with the program. On a scale of 0-5, the overall level of satisfaction was rated 4.8.
- Court Services collaborated with the Sheriff's department and the Greensboro Police Department's electronic monitoring programs to ensure the effectiveness of the electronic monitoring programs.

Drug Court/Juvenile Drug 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 support, involvement and reconciliation.

- Juvenile Drug Court was added in High Point in FY 12.

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.

- Mental Health Court has seen reduced criminal behavior in 90 % of its graduates in the six months following the completion of the program as compared to the six months prior to entering the program.

FUTURE ISSUES

Pre-Trial Court Services

- It is difficult to predict how the opening of the new jail will impact Pretrial Court Services. A larger jail will most likely result in an increase in number of first appearances, referrals for monitoring and larger numbers of inmates on court reports. Additional staff may be required to manage the increased activity.
- The new law enforcement task forces recently created to address domestic violence, DUI offenders and violent offences will create an increase in first appearances.

Drug Court and Mental Health Court

- The addition of an administrative assistant to support both the Greensboro and High Point Courts.

KEY PERFORMANCE MEASURES

| Measures | FY10-11 | FY11-12 | FY12-13 | FY 13-14 |
|--|-------------|-------------|--------------|--------------|
| | Actual | Estimate | Projected | Projected |
| Other Protection | | | | |
| Drug Court | | | | |
| Percent of clients that have no arrests while participating in the program | 85% | 90% | 90% | 90% |
| Percent of clients that reduce criminal behavior in the six months post-graduation as compared to the six months pre-program | 91% | 90% | 90% | 90% |
| Percent of clients that score high probability of substance abuse dependency on the Substance Abuse Subtle Screening Inventory (SASSI) | 100% | 100% | 100% | 100% |
| Percent of clients that attend each court session | 96% | 90% | 90% | 90% |
| Percent of clients retained in the treatment more than six months at time of graduation | 56% | 75% | 75% | 75% |
| Percent of clients working and/or enrolled in school at time of graduation from the program | 100% | 90% | 90% | 90% |
| Percent of clients (if applicable) that experience healthy pregnancies and deliveries | N/A | 100% | 100% | 100% |
| Mental Health Court | | | | |
| Percent of clients that reduce criminal behavior in the six months post-graduation as compared to the six months pre-program | 90% | 90% | 90% | 90% |
| Percent of clients linked to appropriate Mental Health Services | 92% | 100% | 100% | 100% |
| Percent of clients that attend each court session | 91% | 90% | 90% | 90% |
| Percent of clients admitted to an inpatient psychiatric facility during participation | <1% | 10% or less | 10% or less | 10% or less |
| Percent of clients compliant with medication schedule and display mental stability at the time of graduation | 100% | 100% | 100% | 100% |
| Percent of clients that have stable housing at time of graduation | 100% | 100% | 100% | 100% |
| Court Services | | | | |
| Savings in dollars due to reduced number of jail days clients spend in custody awaiting trial | \$3,303,796 | \$2,500,000 | \$ 2,500,000 | \$ 2,500,000 |
| Percent of clients that attend scheduled court dates | 93% | 93% | 90% | 90% |
| Percent of clients that terminate without committing new offenses | 89% | 85% | 85% | 85% |
| Percent of cases satisfactorily disposed of by the court | 75% | 75% | 75% | 75% |
| Survey result:Information provided to the Judges and ADA's allow them to make informed decisions(survey scale 1-5). | 4.77 | 4.5 | 4.5 | 4.5 |

SECURITY

Jeff Fowler, Director

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

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Ensure Community Health & Safety

PRIORITY: Effective Crime Prevention, Courts, & Detention Services



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|---------------|--------------------|
| Program(s) | | | | | | |
| 10-Security | \$1,635,189 | \$1,628,254 | \$1,628,959 | \$1,466,598 | -9.9% | \$1,555,325 |
| Total | \$1,635,189 | \$1,628,254 | \$1,628,959 | \$1,466,598 | -9.9% | \$1,555,325 |
| Expenditures | | | | | | |
| Personnel Services | \$770,942 | \$791,109 | \$791,109 | \$785,258 | -0.7% | \$861,485 |
| Operating Expenses | \$876,445 | \$837,145 | \$837,850 | \$641,340 | -23.4% | \$653,840 |
| Capital Outlay | \$39,900 | \$0 | \$0 | \$40,000 | 0.0% | \$40,000 |
| Other | (\$52,098) | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Total | \$1,635,189 | \$1,628,254 | \$1,628,959 | \$1,466,598 | -9.9% | \$1,555,325 |
| Sources of Funds | | | | | | |
| Other | (\$12,747) | (\$9,000) | (\$9,000) | (\$10,200) | 13.3% | (\$10,200) |
| User Charges | (\$42,935) | (\$3,682) | (\$3,682) | (\$6,000) | 63.0% | (\$3,682) |
| Total | (\$55,682) | (\$12,682) | (\$12,682) | (\$16,200) | 27.7% | (\$13,882) |
| Net County Funds | \$1,579,507 | \$1,615,572 | \$1,616,277 | \$1,450,398 | -10.2% | \$1,541,443 |
| Authorized Positions | 15.00 | 15.00 | 15.00 | 15.00 | 0.0% | 15.00 |

DEPARTMENTAL PURPOSE

The Security Department provides physical and procedural control for the protection of people, property, and assets at Guilford County facilities. It provides approximately 1,400 security man-hours per week in key county facilities and screens about one million people and 1.7 million hand-carried items in the courthouses per year. The department also provides 24-hour mobile patrol and security console operations, monitors alarms and CCTV surveillance systems in Greensboro and High Point, and maintains the ID badge and access control systems for approximately 5,000 users. The Security department conducts investigations and makes referrals to law Enforcement when required, as well as conducting workplace violence training and security surveys for departments.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- Operating expenses decreased \$195,805, or 23.4%. The main reason for this decrease is a reduction of company police and contracted officers.
- The budget provides for the replacement of security scanning equipment at the courthouse (\$40,000)
- The \$3,518 (27.7%) total proposed increase in revenues is attributed to increasing fees associated with ID badges and accessories.
- The FY 2013 budget includes a one-time payment of \$250 for Security employees in lieu of providing funds for the county's pay-for-performance program.

FY 2012 SIGNIFICANT ACCOMPLISHMENTS

- Upgraded CCTV and panic alarms in several facilities.
- Improved the background check system for janitorial vendors.
- Contracted security expenditures were under budget.
- Reduced the waiting time for screening courthouse customers
- Developed procedures and increased security levels for Board of Commissioners meetings.

KEY PERFORMANCE MEASURES

| Measures | FY10-11 | FY11-12 | FY12-13 | FY13-14 |
|---|---------|----------|-----------|-----------|
| | Actual | Estimate | Projected | Projected |
| Security | | | | |
| Average response time to incident calls (minutes) | N/A | 3 | 3 | 3 |
| Parking citations | 15508 | 15550 | 15650 | 15750 |
| Total duty hours including contract security | 84637 | 76819 | 76051 | 75291 |
| Total incident & injury calls | 303 | 208 | 175 | 175 |
| Screenings in courthouses | 1026244 | 1027244 | 1028244 | 1029244 |
| Contraband discovered upon inspection | N/A | 280 | 290 | 300 |
| Patrols conducted | 31665 | 31695 | 31710 | 29710 |
| Square footage monitored | 1171185 | 1171185 | 1171185 | 1171185 |
| Referrals to law enforcement | N/A | N/A | 165 | 175 |
| ID badges issued/updated | 1349 | 1250 | 1350 | 1250 |

FUTURE ISSUES

- Anticipate purchase of remaining two x-ray machines for the courthouses (\$76,000). Two existing machines have exceeded their expected lifespan.
- Guilford County should gradually replace current CCTV systems with an IP based system. Bandwidth will need to be increased, but the IP solution is much more effective than the DVR systems that are currently in place. Many of our existing cameras are 10 years old and are susceptible to going down.
- Physical security needs due to the moving of several departments into 201 W. Market Street still being determined. There is a possibility that officers, CCTV equipment, and access control devices will be required.
- Our access control equipment manufacturer has notified us that our existing equipment will not be supported after 2015 without a software upgrade. The upgrade is expected to cost about \$30,000.

FEE CHANGES

GUILFORD COUNTY SECURITY DEPARTMENT

Proposed Fee Modifications FY 2012-13

| Fee Description | Current | Proposed | Increase | Explanations |
|--|---------|----------|----------|---|
| Charge for Intern Badges for State Offices | \$ - | \$ 2.00 | \$ 2.00 | Charge fee for intern badges as done with other State employees |



Support Services

The Support Services program area departments provide a variety of administrative and operational support services for all other public services and infrastructure, including the management and maintenance of county facilities (including parking and court facilities) and technological systems. This grouping also includes allocations for technology infrastructure and future capital needs.

Administrative Support departments include:

- Facilities
- Information Services
- Capital Program
- Property Management
- Fleet Operations.
- Technology Infrastructure

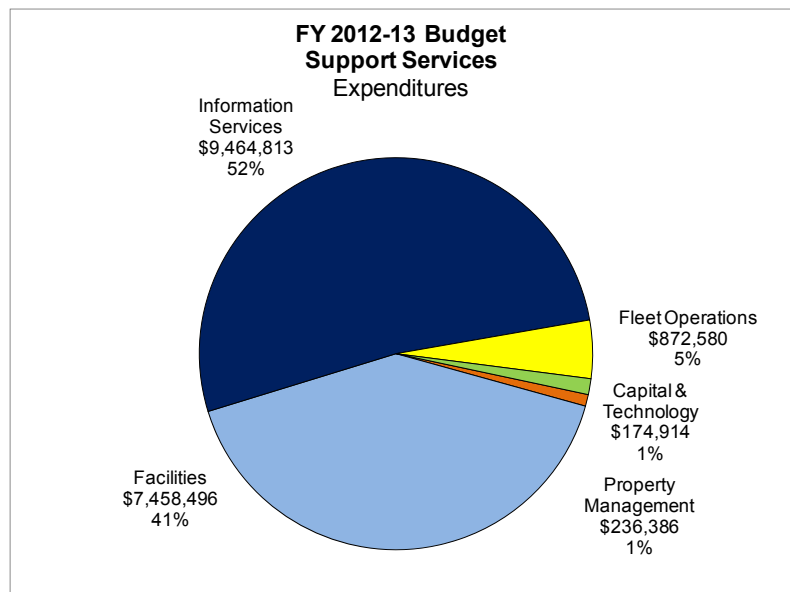
Expenditures

Guilford County will spend \$18,207,189 for Support Services in FY 2012-2013. This represents an increase of 15.8% or \$2,481,684 from the FY 2011-2012 Adopted Budget. Support Services departments account for approximately 3% of the total county expenditures for FY 2012-13.

The FY 2012-13 budget does not include a transfer of funds from the General Fund to the County Building Construction Fund to help pay for projects identified in the Capital Investment Plan (CIP). Transfers from the General Fund are used to reduce the amount of debt needed to pay for major infrastructure needs, such as new ambulance bases. The elimination of this transfer will require a restructuring of the CIP. Please see the County's Capital Investment Plan at <http://countyweb.co.guilford.nc.us/cip-info> for more information about the types of projects funded through this capital allocation.

The FY 2012-13 budget includes thirteen new positions in the Facilities department to provide general facility maintenance services in the new Greensboro Detention Center.

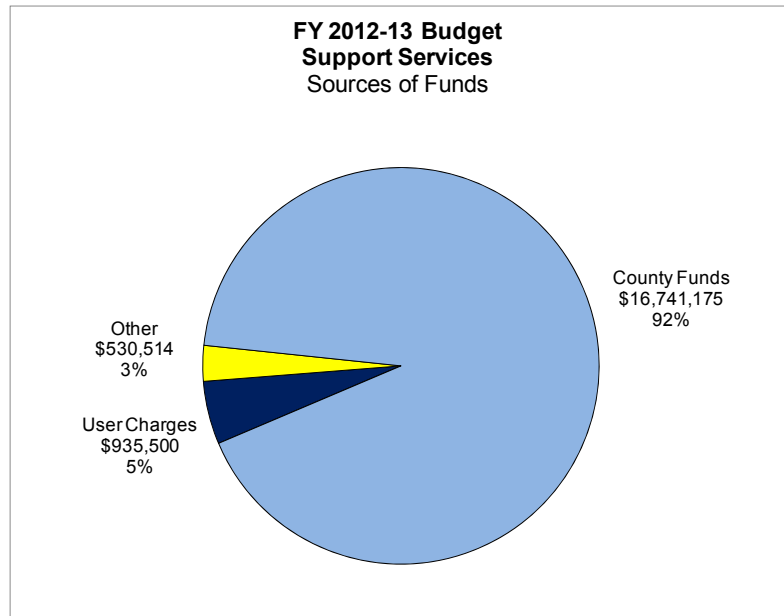
After several years of minimal replacements of fleet vehicles, the budget includes \$106,000 for the purchase of several vehicles to replace aging inventory.



The Information Services (IS) department budget increased by approximately \$1.3 million dollars. The additional funds will allow the county to pursue several county-wide technology initiatives such as a conversion to digital data back-up, adding a disaster recovery site, and continued implementation of virtual desktops.

Revenues

General county revenues will fund most (92%) of Support Services expenditures. User Charges (e.g. court facilities fees) and Other Revenues (e.g. rent for county facilities and parking fees) account for the remaining funds.



| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | vs. FY12 Adopted | | FY14 Plan |
|----------------------|----------------|-----------------|-----------------|-----------------|------------------|--------|--------------|
| | | | | | \$ chg | % chg | |
| Department | | | | | | | |
| Capital & Technology | \$2,049,464 | \$22,000 | \$21,676 | \$174,914 | \$152,914 | 695.1% | \$11,037,077 |
| Facilities | \$4,822,760 | \$6,590,802 | \$6,727,860 | \$7,458,496 | \$867,694 | 13.2% | \$7,520,652 |
| Information Services | \$11,191,198 | \$8,134,406 | \$8,537,182 | \$9,464,813 | \$1,330,407 | 16.4% | \$9,747,836 |
| Fleet Operations | \$517,118 | \$765,751 | \$770,678 | \$872,580 | \$106,829 | 14.0% | \$671,820 |
| Property Management | \$1,632,267 | \$212,546 | \$220,079 | \$236,386 | \$23,840 | 11.2% | \$180,253 |
| Total Expenditures | \$20,212,807 | \$15,725,505 | \$16,277,475 | \$18,207,189 | \$2,481,684 | 15.8% | \$29,157,638 |
| | | | | | | | |
| Sources of Funds | | | | | | | |
| User Charges | \$996,266 | \$1,102,000 | \$1,102,000 | \$935,500 | (\$166,500) | -15.1% | \$935,500 |
| Other | \$997,363 | \$709,973 | \$709,973 | \$530,514 | (\$179,459) | -25.3% | \$532,007 |
| County Funds | \$18,219,177 | \$13,913,532 | \$14,465,502 | \$16,741,175 | \$2,827,643 | 20.3% | \$27,690,131 |
| Sources of Funds | \$20,212,807 | \$15,725,505 | \$16,277,475 | \$18,207,189 | \$2,481,684 | 15.8% | \$29,157,638 |

CAPITAL INFRASTRUCTURE NEEDS – Pay-as-You-Go Funding

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Maintain Efficient, Effective, and Responsible Governance
PRIORITY: Strong Fiscal Performance



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|--------------------|-----------------|-----------------|-----------------|-------------|---------------------|
| Program(s) | | | | | | |
| Capital Transfers Out | \$2,049,464 | \$0 | \$0 | \$0 | 0.0% | \$10,910,386 |
| Total | \$2,049,464 | \$0 | \$0 | \$0 | 0.0% | \$10,910,386 |
| Expenditures | | | | | | |
| Other | \$2,049,464 | \$0 | \$0 | \$0 | 0.0% | \$10,910,386 |
| Total | \$2,049,464 | \$0 | \$0 | \$0 | 0.0% | \$10,910,386 |
| Sources of Funds | | | | | | |
| Net County Funds | \$2,049,464 | \$0 | \$0 | \$0 | – | \$10,910,386 |
| Authorized Positions | - | - | - | - | - | - |

DEPARTMENTAL PURPOSE & GOALS

This department accounts for funds that are budgeted in Capital Outlay representing the amount of funding the county plans to allocate to the County Building Construction Fund. This funding is utilized for major construction projects or other acquisitions.

Capital Transfers – represent cash contributions to the county's capital funds for major construction projects or other acquisitions. Cash contributions are important because they reduce the amount of debt the county must issue for major projects.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- The FY 2012-13 budget does not include a transfer of funds from the General Fund to the County Building Construction Fund to help pay for projects identified in the Capital Investment Plan (CIP). Transfers from the General Fund are used to reduce the amount of debt needed to pay for major infrastructure needs, such as new ambulance bases. The elimination of this transfer will require a restructuring of the CIP. Please see the County's Capital Investment Plan at <http://countyweb.co.guilford.nc.us/cip-info> for more information about the types of projects funded through this capital allocation.

- The FY 2014 Plan budget assumes the transfer from the General Fund will be reinstated and will include:

A base contribution of approximately \$6.6 million, which is equal to the suspended FY 2013 transfer and the planned FY 2014 transfer (both based on a previously established capital funding plan approved by the Board – see the CIP at the [link](#) noted on the previous page).

An additional amount equivalent to approximately \$0.01 of property tax revenue, or \$4.3 million. The county's CIP assumes the eventual allocation of three cents of property tax revenue in addition to the established General Fund funding plan (one cent per year for three years). This additional allocation of funds will allow the county to significantly decrease the amount of borrowed funds needed to complete CIP projects.

TECHNOLOGY NEEDS

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Maintain Efficient, Effective, and Responsible Governance
PRIORITY: Responsive Governance & Stewardship



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|----------------|-----------------|-----------------|------------------|---------------|------------------|
| Program(s) | | | | | | |
| Technology Needs | \$0 | \$22,000 | \$21,676 | \$174,914 | 695.1% | \$126,691 |
| Total | \$0 | \$22,000 | \$21,676 | \$174,914 | 695.1% | \$126,691 |
| Expenditures | | | | | | |
| Capital Outlay | \$0 | \$22,000 | \$21,676 | \$174,914 | 695.1% | \$126,691 |
| Total | \$0 | \$22,000 | \$21,676 | \$174,914 | 695.1% | \$126,691 |
| Sources of Funds | | | | | | |
| Net County Funds | \$0 | \$22,000 | \$21,676 | \$174,914 | 695.1% | \$126,691 |
| Authorized Positions | - | - | - | - | - | - |

DEPARTMENTAL PURPOSE & GOALS

This department accounts for funds that are budgeted for county-wide technology enhancements and replacements, such as general desktop computers or other needs that were not anticipated in the master plan for technology. These funds are distributed to departments throughout the fiscal year as purchases are made.

In addition to the general needs funds described above, allocations are made to departments for specific technology needs approved by the county's technology review committee and included in a multi-year spending plan. The specific projects approved for FY 2012-13 and those planned for FY 2013-14 are included on the following pages.

FY 2013 Adopted Technology Items

52911 - Small Computer Equipment, Major Systems / Upgrades and Tech Funds

| Department | Description | FY 2013 Adopted | FY 2014 Plan |
|-----------------------------|---|--------------------|-------------------|
| Capital Outlay | Various Department PC / Laptop Replacements: Animal Control = \$39,691 Law Enforcement Desktops for New Jail = \$76,823 Vice / Narcotic Laptop Replacement = \$13,900 EMS Desktop / Laptop Refreshes = \$40,000 IS PC Replacement = \$2,500 County Attorney PC Replacement = \$2,000 | \$ 174,914 | \$ 126,691 |
| Capital Outlay Total | | \$ 174,914 | \$ 126,691 |
| Child Support | Northwoods Compass Forms Module after 66% reimbursement inc. hardware | \$ - | \$ 253,924 |
| Child Support Total | | \$ - | \$ 253,924 |
| Emergency Services | As an initiative from the Fire Service Evaluation a single county wide RMS has been recommended to capture accurate data in real time from a single repository. This solution will allow the county to host a single sight program. This solution allows for a single format of data collection and provides a means to ensure each fire district reports on the NFIRS platform as required by state statute and FEMA guidance. Not all fire districts are currently reporting as required. | \$ - | \$ 125,000 |
| | Replacement ePCR tablets | \$ 40,000 | \$ - |
| | The current mobile configuration used by fire admin will reach EOS January 2012. The mobile enhancement program will allow the Fire Division to reduce the number of laptops utilized by 4. Technology options now allow for the use of a MCT as a field deployable laptop in conjunction with the MCT. | \$ 50,000 | \$ 50,000 |
| | The current mobile device use for field inspectors will be scheduled for upgrade during the 13/14 budget cycle. The opportunity to enhance efficiency through the use of handheld tablets that have the capability of connecting to the mobile unit through a gateway device would be implemented at this time. These efficiencies would reduce the time spent manually entering field notes that are recorded during occupancy inspections. | \$ - | \$ 90,000 |
| | Optima Predict | \$ 260,000 | \$ 20,000 |
| | Replacement MCT's | \$ 40,000 | \$ 75,000 |
| | InMotion OMG gateways | \$ 15,000 | \$ - |
| | Replacement mobile devices | \$ 10,000 | \$ - |
| | WebEOC server replacement | \$ 40,000 | \$ - |
| | Emergency Services Total | \$ 455,000 | \$ 360,000 |
| Finance | Desk Top Scanners | \$ - | \$ 4,900 |
| | Microfiche Reader/printer | \$ 1,000 | |
| | Printer | \$ 4,000 | \$ 11,000 |
| Finance Total | | \$ 5,000 | \$ 15,900 |
| | Centera (additional Nodes) | \$ 30,000 | \$ 30,000 |
| | Crystal Reports Version 2011 | \$ 3,245 | \$ - |
| | Plotter (GIS) | \$ 20,000 | \$ - |

FY 2013 Adopted Technology Items

52911 - Small Computer Equipment, Major Systems / Upgrades and Tech Funds

| Department | Description | FY 2013 Adopted | FY 2014 Plan |
|-----------------------------------|---|---------------------|---------------------|
| Information Services | Second monitor | \$ 3,300 | \$ - |
| | Upgrade 3 ArcGIS licenses from ArcView to ArcEditor | \$ 9,000 | \$ - |
| | Digital Drives to Backup System | \$ 888,000 | \$ - |
| | Additional Laserfiche Device Licenses | \$ 45,000 | \$ - |
| | Additional SAN Space (Production) | \$ 85,000 | \$ 90,000 |
| | Connector(s) | \$ 275 | \$ - |
| | Disaster Recovery Site | \$ 246,036 | \$ 246,036 |
| | Dual Monitor Video card | \$ 3,850 | \$ - |
| | Network Switches | \$ 150,000 | \$ 150,000 |
| | Tabloid Color Laser | \$ 15,000 | \$ - |
| | Upgrade Adobe Master Suite to CS6 | \$ 4,000 | \$ - |
| | Upgrade ArcGIS Server Basic to Enterprise | \$ 15,000 | \$ - |
| | Visual Studio 2010 Ultimate Edition with MSDN subscription | \$ 12,100 | \$ - |
| | Wireless Access Refresh--Including new jail | \$ 139,000 | |
| | Virtual Desktops | \$ 199,964 | \$ 191,339 |
| | Additional 2 TB (1 TB realized) of SAN storage for the GIS upgrade | \$ 27,000 | \$ - |
| | Hardware and software to upgrade Sharepoint for the County | \$ 75,000 | \$ - |
| | iPrism Subscription--Renewal | \$ - | \$ 50,000 |
| | Data Closet upgrades | \$ - | \$ 45,000 |
| | Email upgrade Exchange | \$ - | \$ 200,000 |
| | Accela upgrade | \$ - | \$ 150,000 |
| | Kronos Upgrade | \$ - | \$ 150,000 |
| | Lawson upgrade to Infor10 | \$ - | \$ 500,000 |
| | MP2 Upgrade | \$ - | \$ 100,000 |
| | Obsolete servers | \$ - | \$ 60,000 |
| Information Services Total | | \$ 1,970,770 | \$ 1,962,375 |
| Law Enforcement | Printers(5 year rotation) | \$ 4,100 | \$ 4,100 |
| | MCT for patrol vehicles (35 per year) | \$ 158,620 | \$ 162,100 |
| | Servers (2 per year) | \$ 10,000 | \$ 10,000 |
| | Mobile Command Post Computers/Equipment | \$ 1,400 | \$ 1,500 |
| | Mobile E-Citation Printers (20 per year) | \$ 8,000 | \$ 8,000 |
| Law Enforcement Total | | \$ 182,120 | \$ 185,700 |
| Public Health | Health Education--Requested from prior year | \$ 27,300 | \$ - |
| | Clinical Services Hardware and Licenses | \$ 30,715 | \$ 13,000 |
| | Dental X-Ray System Compatible with High Point and Chandler Dental prior yr request | \$ 23,900 | \$ - |
| | EMR Equipment , Network and Licenses | \$ 143,312 | \$ 79,412 |
| | Replacement of Water Quality Trimble Handheld Units | \$ 25,000 | \$ 25,000 |
| | Environmental Health Hardware and Network etc----On | \$ - | \$ 26,200 |
| | Allied Health desktop, printer and scanners | \$ - | \$ 37,300 |
| | Technology Associated with Community Transformation Grant | \$ 20,000 | \$ 20,000 |
| Public Health Total | | \$ 270,227 | \$ 200,912 |
| Other Protection | Laptops | \$ 1,500 | \$ 1,370 |
| | <i>***purchased at end of FY 2011-12 -- funds to be returned to set-aside for general county technology</i> | | |
| Other Protection Total | | \$ 1,500 | \$ 1,370 |

FY 2013 Adopted Technology Items

52911 - Small Computer Equipment, Major Systems / Upgrades and Tech Funds

| Department | Description | FY 2013 Adopted | FY 2014 Plan |
|------------------------------|---|---------------------|---------------------|
| Security | IP Server, PC Workstation, Encoders, monitors | \$ - | \$ 12,500 |
| Security Total | | \$ - | \$ 12,500 |
| Social Services | Self Service Kiosk for Maple lobby | \$ 23,975 | \$ 17,000 |
| | Replacement scanners and monitors | \$ 90,650 | |
| | <i>***purchased at end of FY 2011-12 -- funds to be returned to set-aside for general county technology</i> | | |
| Social Services Total | | \$ 114,625 | \$ 17,000 |
| Grand Total | | \$ 3,174,156 | \$ 3,136,372 |

FACILITIES

Fred Jones, Director

301 W. Market St., PO BOX 3427, Greensboro, NC 27402 (336) 641-3340

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Maintain Efficient, Effective, and Responsible Governance

PRIORITY: Responsive Governance & Stewardship



Links to County Goals and Strategic Priorities:

COUNTY GOAL: Ensure Community Health & Safety

PRIORITY: Courts



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|----------------------|----------------------|----------------------|----------------------|---------------|----------------------|
| Program(s) | | | | | | |
| 2-Administration | \$388,706 | \$434,545 | \$445,910 | \$541,224 | 24.5% | \$487,503 |
| 10-Buildings | \$1,492,356 | \$1,691,298 | \$1,727,000 | \$2,651,230 | 56.8% | \$2,404,230 |
| 20-Operations | \$1,876,657 | \$1,915,238 | \$1,933,836 | \$2,681,474 | 40.0% | \$2,783,309 |
| 30-Distribution Services | \$281,182 | \$296,517 | \$298,592 | \$303,694 | 2.4% | \$318,089 |
| 40-Parking | \$104,430 | \$125,278 | \$143,596 | \$130,278 | 4.0% | \$130,278 |
| 50-Court | \$0 | \$2,127,926 | \$2,178,926 | \$1,150,596 | -45.9% | \$1,397,243 |
| 20-Court | \$1,007,239 | \$0 | \$6,717 | \$0 | 0.0% | \$0 |
| Total | \$5,150,570 | \$6,590,802 | \$6,734,577 | \$7,458,496 | 13.2% | \$7,520,652 |
| Expenditures | | | | | | |
| Personnel Services | \$2,412,429 | \$2,451,268 | \$2,451,268 | \$3,259,867 | 33.0% | \$3,322,376 |
| Operating Expenses | \$3,161,703 | \$4,689,534 | \$4,823,271 | \$4,720,629 | 0.7% | \$4,720,276 |
| Capital Outlay | \$0 | \$0 | \$10,038 | \$28,000 | 0.0% | \$28,000 |
| Other | (\$423,562) | (\$550,000) | (\$550,000) | (\$550,000) | 0.0% | (\$550,000) |
| Sources of Funds | | | | | | |
| User Charges | (\$984,239) | (\$1,102,000) | (\$1,102,000) | (\$935,500) | -15.1% | (\$935,500) |
| Other | (\$973,405) | (\$673,973) | (\$673,973) | (\$494,514) | -26.6% | (\$496,007) |
| Total | (\$1,957,643) | (\$1,775,973) | (\$1,775,973) | (\$1,430,014) | -19.5% | (\$1,431,507) |
| Net County Funds | \$3,192,927 | \$4,814,829 | \$4,958,604 | \$6,028,482 | 25.2% | \$6,089,145 |
| Authorized Positions | 46.00 | 45.00 | 45.00 | 58.00 | 28.9% | 58.00 |

Expenses related to mandated courthouse facility support have been moved to Facilities from Property Management, effective 7/1/11.

The budget information presented above has been adjusted to reflect this move.

DEPARTMENTAL PURPOSE

The Facilities Department consists of 7 different programs:

Administration- Performs overall business administration function of the entire department, including but not limited to: payroll, contracts management, maintaining inventory of supplies and materials, processing work orders, making recommendations to the building maintenance committee, and managing the department's financial and human resources. The department manages approximately 1,629,293 square feet.

Buildings- Provides routine maintenance and maintenance for special projects for all County owned, but unoccupied, facilities.

Operations- Handles moving services for departments, janitorial and lawn maintenance services, performs plumbing, electrical, heating and air conditioning services, and provides miscellaneous repairs as well as general and mechanical maintenance throughout the County. Also maintains road signs throughout the County by installing replacement signs or making repairs to damaged signs.

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

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

Court Facilities Fees- Mandated to provide building space and furniture for North Carolina Court systems.

Non-Court Facilities Fees- Provides miscellaneous equipment rental and services for the Courts.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- The FY 13 adopted budget for Facilities has increased by \$867,694 (13.2%).

- The Facilities budget reflects an increase in personnel expenses by \$808,599 and an increase in operating expenses by \$31,095. The budget increase is due to the department's newly acquired function of managing janitorial, mechanical, and the overall general maintenance operations for the new Greensboro Detention Center, which resulted in 13 new positions being added to the department.

| New Facilities Positions FY 13 | |
|-----------------------------------|-------------|
| Position | FTE Count |
| Building Maintenance Asst | 8.0 |
| Building Maintenance Supervisor | 1.0 |
| Mechanical Maintenance Supervisor | 1.0 |
| Building Maintenance Mechanic | 1.0 |
| Plumber | 1.0 |
| Electrician | 1.0 |
| Total | 13.0 |

- The adopted budget includes funding to initiate certain energy efficient upgrades using savings to offset the implementation costs through an energy performance contract. The funds (\$125,000) will be used for an engineering assessment and investment grade audits of buildings to be upgraded.
- Duke Energy rates increased by approximately 6.7% on February 1, 2012 and are scheduled to increase another 3% in September 2012, which will impact expenses related to utilities.
- The FY13 Facilities Budget reflects an \$80,400 reduction in parking revenue due to the elimination of leased parking spaces in the Greensboro parking lots to address staff parking issues in the downtown area.
- The continuing increases in fuel cost affects all expenditures related to contracted repairs, lawn maintenance, parts and material, supplies, etc.
- The FY 2013 budget includes a one-time payment of \$250 for Facilities employees in lieu of providing funds for the county's pay-for-performance program.

FY 2012 SIGNIFICANT ACCOMPLISHMENTS

- Reduced janitorial costs by changing to an alternating day cleaning schedule in some facilities and by encouraging contracted vendors to provide a percentage decrease in cost if all available locations are awarded to one supplier.
- Completed maintenance projects within budgeted funds.
- Provided guidance to the countywide facility project planning committee and large equipment evaluation committee.
- The Facilities Department Fiscal Year 2011-2012 customer service rating, determined by a customer service survey, is 4.5 on a scale of 1-5, with 5 being the highest rating.

KEY PERFORMANCE MEASURES

| Measures | FY10-11 | FY11-12 | FY12-13 | FY13-14 |
|--|-----------|-----------|-----------|-----------|
| | Actual | Estimate | Projected | Projected |
| Facilities | | | | |
| Administration | | | | |
| Work Orders Processed | 3,760 | 5,500 | 5,500 | 5,500 |
| Work Orders per FTE Processed | 3,760 | 2,750 | 2,750 | 2,750 |
| Buildings | | | | |
| Gross sq ft maintained-not leased | 1,898,065 | 1,960,602 | 1,916,761 | 1,872,920 |
| Gross sq ft maintained-leased space | 110,685 | 37,398 | 81,239 | 125,080 |
| Sq ft per FTE | 83,698 | 83,250 | 83,250 | 83,250 |
| Operations | | | | |
| Total Work Orders Completed | 5,560 | 5,500 | 5,500 | 5,500 |
| Proactive Work Orders | 750 | 780 | 780 | 780 |
| Reactive Work Orders | 4,810 | 4,720 | 4,720 | 4,720 |
| Total Orders per FTE | 192 | 177 | 177 | 177 |
| Road Signs Repaired/Replaced | 208 | 210 | 215 | 215 |
| Road Signs New Installs | 10 | 10 | 15 | 15 |
| Distribution | | | | |
| Total Outgoing USPS Pieces | 709,527 | 709,000 | 709,000 | 709,000 |
| Total Discounted Pieces | 263,216 | 265,000 | 265,000 | 265,000 |
| Annual Mail Room Postage Use | 423,632 | 425,000 | 425,000 | 425,000 |
| Total Pieces per FTE | 118,255 | 118,167 | 118,167 | 118,167 |
| Parking Management | | | | |
| Total spaces managed | 1,768 | 1,768 | 2,000 | 2,000 |
| Total employee parking assignments | 1,073 | 1,073 | 1,020 | 1,020 |
| Total non-employee parking assignments | 253 | 204 | 215 | 215 |
| Total Parking Revenue Collected | 184,763 | 178,708 | 174,625 | 174,625 |

INFORMATION SERVICES

Barbara C. Weaver, CIO/Director

201 N. Eugene St., PO BOX 3427, Greensboro, NC 27402 (336) 641-3371

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Maintain Efficient, Effective, and Responsible Governance

PRIORITY: Responsive Governance & Stewardship



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------|--------------------|
| Program(s) | | | | | | |
| 2-Administration | \$1,609,314 | \$1,629,583 | \$1,630,285 | \$2,662,758 | 63.4% | \$2,689,727 |
| 15-IS Program Mgmt | \$109,736 | \$90,082 | \$90,083 | \$106,900 | 18.7% | \$113,094 |
| 20-Client Services | \$5,331,283 | \$4,248,634 | \$4,636,490 | \$4,430,246 | 4.3% | \$4,648,933 |
| 40-Application Software Svcs | \$2,151,292 | \$2,166,107 | \$2,180,324 | \$2,261,909 | 4.4% | \$2,293,082 |
| 50-Telecommunications | \$0 | \$0 | \$0 | \$3,000 | 0.0% | \$3,000 |
| Total | \$9,201,626 | \$8,134,406 | \$8,537,182 | \$9,464,813 | 16.4% | \$9,747,836 |
| Expenditures | | | | | | |
| Personnel Services | \$4,983,557 | \$4,641,602 | \$4,641,602 | \$4,772,845 | 2.8% | \$5,017,942 |
| Operating Expenses | \$3,788,254 | \$3,492,804 | \$3,883,088 | \$4,691,968 | 34.3% | \$4,729,894 |
| Capital Outlay | \$429,815 | \$0 | \$12,492 | \$0 | 0.0% | \$0 |
| Total | \$9,201,626 | \$8,134,406 | \$8,537,182 | \$9,464,813 | 16.4% | \$9,747,836 |
| Sources of Funds | | | | | | |
| Other | (\$409) | \$0 | \$0 | \$0 | 0.0% | \$0 |
| User Charges | (\$12,027) | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Total | (\$12,436) | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Net County Funds | \$9,189,190 | \$8,134,406 | \$8,537,182 | \$9,464,813 | 16.4% | \$9,747,836 |
| Authorized Positions | 61.00 | 51.00 | 51.00 | 51.00 | 0.0% | 51.00 |

DEPARTMENTAL PURPOSE

The Information Services (ISV) Department seeks to be the facilitator for the implementation of efficient business systems through continuous improvement in the use of technology and introduction of new solutions available to the departments.

- Both the Director and the Deputy are committed participants in various departments' automation committees, particularly in the Department of Social Services, Tax Department and Public Health Department. A new County-wide project for imaging began during 2010

and has been recognized as a tool that will save space yet make documents more manageable for staff.

- **Program Management Division** is a Division with one employee who is charged with formalizing and enhancing the use of project management and related processes. More up-front analysis and definition of project scopes, constraints, priorities, demands and opportunities will assist in projects that will be completed on time and within budget. Extensive use of project management will allow the department to balance expectations with the limited resources of the department.
- **Client Services Division** 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) manages/operates the County's telecommunications systems; 7) supports complex technical software and administration for Tax, Lawson and KRONOS systems and 8) manages the contracts and performance of a growing number of outsourced services.
- **Application Software Services Division** assists County departments in fulfilling operational responsibilities through 1) needs/workflow assessments; 2) evaluation and/or selection of applications packages/interfaces; 3) assistance with systems implementation and upgrades for vendor supported systems such as Tax and Business Intelligence; 4) development of web applications accessed by the public and/or internal staff; and 5) development of user documentation/procedures, systems and operational documentation/procedures, and end-user training. 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.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- The FY 2013 Adopted Budget increase county funding \$1,330,407 or 16.4%. The increase is largely due to an additional \$970,770 in overall county-wide technology funding for FY 2013.

| Projects | FY 2013 Proposed | FY 2014 Planned |
|--|---------------------|--------------------|
| iPrism Subscription--Renewal | \$ - | \$ 50,000 |
| Data Closet upgrades | \$ - | \$ 45,000 |
| Email upgrade Exchange | \$ - | \$ 200,000 |
| Accela upgrade | \$ - | \$ 150,000 |
| Kronos Upgrade | \$ - | \$ 150,000 |
| Lawson upgrade to Infor10 | \$ - | \$ 500,000 |
| MP2 Upgrade | \$ - | \$ 100,000 |
| Obsolete servers | \$ - | \$ 60,000 |
| Tape drives advanced digital solution | \$ 888,000 | \$ - |
| Centera (additional Nodes) | \$ 30,000 | \$ 30,000 |
| Upgrade 3 ArcGIS licenses from ArcView to ArcEditor | \$ 9,000 | \$ - |
| Second monitor | \$ 3,300 | \$ - |
| Plotter (GIS) | \$ 20,000 | \$ - |
| Crystal Reports Version 2011 | \$ 3,245 | \$ - |
| Wireless Access Refresh--Excluding Jail | \$ 139,000 | \$ - |
| Disaster Recovery Site | \$ 246,036 | \$ 246,036 |
| Network Switches | \$ 150,000 | \$ 150,000 |
| Additional SAN Space (Production) | \$ 85,000 | \$ 90,000 |
| Additional Laserfiche Device Licenses | \$ 45,000 | \$ - |
| Virtual Desktops | \$ 199,964 | \$ 191,339 |
| Upgrade ArcGIS Server Basic to Enterprise | \$ 15,000 | \$ - |
| Additional 2 TB (1 TB realized) of SAN storage for the GIS upgrade | \$ 27,000 | \$ - |
| Hardware and software to upgrade Sharepoint for the County | \$ 75,000 | \$ - |
| Visual Studio 2010 Ultimate Edition with MSDN subscription | \$ 12,100 | \$ - |
| Upgrade Adobe Master Suite to CS6 | \$ 4,000 | \$ - |
| Tabloid Color Laser | \$ 15,000 | \$ - |
| Dual Monitor Video card | \$ 3,850 | \$ - |
| Connector(s) | \$ 275 | \$ - |
| Total | \$ 1,970,770 | \$ 1,962,375 |

- An additional \$95,054 in county funds are included to cover increased maintenance agreement cost and licensing for existing items such as:
 - CISCO network and switches

- VOIP
 - LaserFiche
 - Lawson Contracts module.
- The FY 2013 budget includes a one-time payment of \$250 for Information Services employees in lieu of providing funds for the county's pay-for-performance program.

FY 2012 SIGNIFICANT ACCOMPLISHMENTS

Awards:

- eRepublic's Center for Digital Government (Center) Digital Communities program focused on the best examples of how information and communication technology (ICT) are used to support and provide public service through its annual Digital Counties Survey. The results for the Counties with **250,000-499,999 population** placed Guilford as 9th.

Major Initiatives:

ERP—Lawson 9.01 Upgrade, Contract Management System, Smart Office and Kronos Leave

- The Lawson 9.01 Upgrade project kicked off in August, 2010. The upgrade of the core Lawson S3 applications has been completed in the new 9.01 test and production environments. The Strategic Sourcing application is the final component of the upgrade (necessary to go live) that remains outstanding due to delays caused by missing or incomplete documentation, from Lawson, of the steps required to complete the complex data migration process. The internal project team has been working with a 3rd party vendor (and Lawson partner) to identify and execute the required steps to complete the data migration for Strategic Sourcing.
- Procurement of the Lawson Contract Management system was completed in May, 2011. An RFP has been developed for procurement of implementation services for the Contract Management system. Issuance of the RFP is on hold until the Lawson 9.01 upgrade project is completed (the Contract Management system only runs on the 9.01 version of Lawson).
- Procurement of the Lawson Smart Office application was completed in August, 2011. Lawson Smart Office is the new user interface and will replace the Lawson portal in the next major release of the software (Infor S3 10). Implementation of Lawson Smart Office is on hold until the Lawson 9.01 upgrade project is completed (Lawson Smart Office only runs on the 9.01 version of Lawson).
- Several components of the Kronos Leave module went live during the summer of 2011. This module offers benefits such as, assisting the Leave Administrator with determining an employee's eligibility for FMLA leave, automatically generate and track the status of certain leave documents and control the use of an employee's accrued leave time to be used during FMLA leave.

NCPTS—Tax

- GIS staff has been active in use of LRCama and the use of the mapping tools. They have also assisted in getting fixes for the errors and problems with the mapping tools.

- An additional backup server was added for Public Web Access.
- Billing and Collections continues to have patches and multiple releases made to it to try to resolve issues with the base software. Although IS staff is not directly involved in the code, there are two staff members assigned exclusively to the tax department and other technical staff are involved with database fixes requested by Farragut.

Internet Design

The new County website went live in November, 2011. The new website has several features that were unavailable in the old site, including:

- Citizen oriented content distribution instead of department specific
- Consistent site layout for all department websites along with a global header
- Integration of social media with citizen access to County Facebook and Twitter accounts
- ADA Compliance
- Implementation of public service campaigns
- Implementation of a content management system
- Ability for department representatives to manage their own website content
- Enhanced navigation capabilities
- Content printing and archiving capabilities
- Integration of online forms and surveys
- Citizens are able to obtain directions to County facilities via cell phone utilizing mobile technology

DSS Automation

- Ongoing participation with NCFast project.
- Continue to enhance an application to manage the Greensboro reception room queues and telephone follow-up process.
- Began development of a Child Clinical evaluation and Placement Tracking application.

Public Health

- Phase 1 of electronic medical records for the Practice Partner system has been completed. Expansion of the project will occur with adding more functions such as the lab and pharmacy and community functions as funding allows.
- Performed upgrades to the Practice Partners application and underlying infrastructure.
 - Implemented two major Practice Partner software version upgrades.
 - Implemented major Oracle database version upgrade.
 - Implemented application and database server upgrades.
 - Upgraded hardware and software utilized to access application which enabled remote access to the application.
- Work has begun to develop their Strategic Technology Plan that ties in with the funding received from the Technology pool for 2011-2012. It is composed of a number of additions to Practice Partner and other peripheral systems used by the department.

- Continue to enhance a version of the application to manage the Greensboro reception room queues and telephone follow-up process that is customized for Public Health's requirements.
- Developed an application that extracts Patient data from the Practice Partner application that is used in pre-populating data into electronic and paper forms.
- Environmental Health has begun using Accela for inspections. Although there have been delays, this project is proceeding with involvement of staff affected. EH Inspection document scanning has begun; equipment installation in vehicles is completed. Worth noting:
 - Inspectors used no laptops a year ago in the field;
 - Scheduling is now mostly automated;
 - Inspectors now have assigned county vehicles with toughbooks and printers;
 - Training has occurred for all inspectors;
 - Over 1,200 files have been imaged;
 - Customers do not have to wait until the next day to pick up their inspection letter.
- IS staff worked with staff in Environmental Health to implement the CDP Inspection Management system in the fall of 2011. Expected benefits of the new system include, provide timely information to all users and increase the efficiency of the mobile Environmental Health staff through the utilization of field applications that provide history data capture, and computer readable and minable data.

Imaging

- DSS has been imaging records in High Point. A project called Northwoods was initiated in the fall that applies more logic to the digital filing of the images.
- Completed setup and training for Environmental Health to scan active files for the inspectors to use out in the field.
- Completed setup, migration and training for MAP (Public Health) for the medical record scanning.

ACCELA

- A committee was formed in 2011 to develop addressing standards for various County departments including the Planning and Tax department. The primary objective of this committee is to develop standards that will ensure that addressing is consistent across all County systems. This consistency is required to maintain accurate and reliable Address, Parcel, and Owner (APO) data in Accela that is used for automatic assignment and scheduling of inspections.
- A project was initiated by County Administration in 2011 to implement electronic site and grading plans. The primary objective of this project is to move from reviewing paper copies of site plans and grading submissions to one where the public submits plans and revisions online and also receives their markups and approvals electronically. The project proposal was approved in February, 2012 after IS staff developed and demonstrated a proof of concept to staff in Planning and other departments. The project is estimated to be completed by the summer of 2012.

Miscellaneous:

- **Animal Control** - The ability to report Animal Control activity by city directly from Metro911 data has been added.
- **Agenda System** – IS created an application that allows County Administrative staff to automate the agenda review and approval process.
- **Contract Tracking**—IS developed an application that allows Legal to track contracts submitted for review. This will be used until the Lawson Contract module is implemented; The Contract Tracking application went live in July, 2011.
- **Application Inventory**- Developed an application that tracks the various components of an application including the:
 - Programs
 - Tools used to develop & maintain the application
 - Deployment location(s)
 - Application owner
 - Key users
 - Database(s) utilized
 - Other information required complied with public data inquiry requests.
- **Juvenile Detention** – IS updated and enhanced the “POD Diary” application used to track the status of juveniles. The system was moved to production in December, 2010 and is being used by Juvenile Detention counselors and staff.
- **Help Desk**—Help Desk was outsourced to Dynamic Quest to achieve more coverage since two additional staff members were cut from the budget.
- **VOIP**—A hosted VoIP solution utilizing AT&T as the provider. Weekly status meetings are in place with AT&T. A phased approach is being followed due to the magnitude of the task of verifying the number of phones and features in each building.
- **VDI**— The initial phase of the Citrix XenApp rollout, our **cost-saving** desktop virtualization project, is underway with a first year projection of virtualizing 700 desktops instead of buying new desktops. We have run into performance and printing issues that are being addressed.
- **Data Center**—Planning for the move of the IS offices and the initial Data Center design is complete.
- **GIS**
 - Developed an application that enables a comparison of the quality of parcel mapping with comparable counties
 - Assisted the Planning Department in multiple 2010 Census related initiatives
 - Provided over 100 customized map products and supporting GIS data requests such as population estimates, data extractions, etc.
 - **Street Level Photography** – GIS provided the technical process design improvements that made this a viable project and provide ongoing project management and administration

- **ArcGIS Server Implementation** – The new Animal Control report is in production and it marks the initial application using the ArcGIS Server technology
 - The New GIS Data Viewer went live March 2, 2011
- **Oracle Consolidation** – Seeking to reduce physical servers, operating systems and Oracle costs through consolidation and maintenance cost reductions.
- **Secondary Data Center** – Disaster Recovery contract with SunGard Data Recovery Services expired March 2011. Seeking secondary location for data center as recovery location in the event of disaster at primary location. In discussion with City of High Point, and Metro911 as to availability and viability.
- **Fleet Management RFP**—IS assisted the Sheriff's office in developing an RFP and arranging the evaluation. The implementation will be in the fall of 2011.
- The SharePoint application service request tracking log was implemented in August 2010. This application was updated in 2011 to enable staff in County departments to submit their Applications or GIS service requests directly to IS (over 1,300 requests for application services have been recorded in the log to date).
- **Verizon**—the elimination of the 60,000 minute plan and conversion to the State plan has achieved an approximate annual savings of \$67,094 as well as new phones for those in the plan.
- **Web Applications:**
 - Pawn tracker - updated features in the existing web site, created help file and gave users training session on how to use the site
 - Laptop inventory application - a tracking system for county's laptop/desktops
 - Voting time application – created and maintained the voting time application to allow users to see the waiting time for a specific voting station
 - Guilford County Most wanted - application to show the most wanted individuals by the sheriff department Interactive
 - Parks & Recreation Map - application to show the location of the county's facilities interactively
 - AFIS - conversion of the AFIS application to .net. Also modified to have a signature pad
 - Capital Project - development of the capital project application. This is an application that shows budget and amount expended for a specific project
 - CIP forms - development and deployment of the CIP forms
 - Technology Request Form with Workflow, Questionnaire and Cost Assessment

Technical/Telecommunications Staff

- Assisted Law Enforcement on the installation and implementation of Mutuallink Emergency Communications system.
- Expanded Guilford County's wireless footprint to include additional wireless AP's on the 3rd floor at 1203 Maple, Prison Farm, nine APs in the High Point Courthouse, HP health department, 3rd floor conference room at 400 W. Market St., 1st floor, 3rd floor and 4th floors at 1100 E. Wendover and six at the new Russell Ave Building.

- Worked with Secureworks and the Firewall group on a solution for implementing two new Tipping-Points and two new firewalls and assisted in the implementation then troubleshooting after the fact.
- Completed the Prison Farm and Stoney Creek T1's to Metro-Ethernet upgrade project.
- Had a redundant link installed from Emergency Services.
- Installation of new phone system for Prison Farm and Stoney Creek locations.
- Completed the installation of the AT&T Connect conferencing product for EMS and the Health Departments.
- Completed the installation of alarm lines for New Remote System Installed for Vista Navigator system (Security Department project).
- Assisted Mental Health in temporary phone moves due to the fire at 232 N. Edgeworth Building.
- The Sheriff's Spillman system hardware converted from HP to IBM for future growth and vendor support.
- Additional storage added to support Law Enforcement growth.
- Multiple servers converted from physical to virtual for efficiencies.
- Completed **1,032** work orders, **507** change requests, and resolved **12,343** incident tickets.

KEY PERFORMANCE MEASURES

| Measures | FY10-11 Actual | FY11-12 Estimate | FY12-13 Projected | FY13-14 Projected |
|---|-------------------|---------------------|----------------------|----------------------|
| Information Systems | | | | |
| Administration | | | | |
| Percent of total IT projects managed that are implemented on schedule and within budget | 75.00% | 80.00% | 90.00% | 95.00% |
| Percent of contract vendors that meet contractual obligations | 88.00% | 90.00% | 95.00% | 98.00% |
| Application Software Services | | | | |
| Percent of Application / IT Projects implemented on schedule and within budget | 67.00% | 50.00% | 70.00% | 75.00% |
| Percent of (Ad Hoc) Service Requests resolved within ten business days | 85.00% | 94.00% | 95.00% | 95.00% |
| Percent of (Ad Hoc) GIS project requests completed within ten business days | 93.00% | 98.00% | 99.00% | 99.00% |
| Client Services | | | | |
| Number of PC's and servers managed per FTE | 97 | 97 | 98 | 100 |
| Number of Workorders / Incident Tickets Completed per FTE | 597 | 933 | 1,000 | 1,100 |
| Percent of Work Orders Completed within seven business days | 76.17% | 74.00% | 75.00% | 77.00% |
| Percent of Incident Tickets Completed within seven business days | 97.19% | 90.00% | 91.00% | 92.00% |
| Network up time as a percent of total network hours | 99.95% | 99.94% | 99.95% | 99.95% |

FUTURE ISSUES

The move to a different location during the summer of 2012 offers many challenges. Since there is no new redundant equipment planned to be able to move without a total outage, there is a dependence on the move going smoothly. Equipment failures or accidents in moving it could delay the amount of time it takes to restore the environment at the new location. Timing will be critical as some departments are so dependent on availability of online systems. A plan for business continuity has been in the works for some time with Client Services searching for another location to be able to send and store data. This requires redundant storage and will have a cost for maintaining the offsite location. The technology job market has picked up within private industry and will be a challenge to retain trained staff, particularly if no salary increases occur again. It is difficult to attract new staff members. The upgrade for Lawson has been protracted and difficult, even though consultants have been used for the work. Lawson was bought by another company that has a new version of the software called Infor10. The changes and complexity of this major change are unknown at this time. Information Services continues to prolong the life of major equipment, but the capital expenditures continue to be necessary for the technology supported. Many times maintenance costs increase on older equipment. As newer technology is acquired, additional training is necessary as well as acquisition of supplemental tools and software products. Vendors have changed their methods of new product introductions such that 2-4 year old technology is not compatible with the products. With the workforce more comfortable with the use of technology, increased demands strain limited available resources. Disk storage continues to grow at an exponential rate. There are concerns with cloud processing for government that will need to be worked through before it can be a viable solution. Application software has a schedule for planned obsolescence that forces the County to continue on a path of necessary upgrades with limited staff.

FLEET OPERATIONS

Michael Inman, Fleet Manager

400 West Washington St., Greensboro, NC 27401 (336) 845-7900

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Maintain Efficient, Effective, and Responsible Governance

PRIORITY: Responsive Governance & Stewardship



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|--------------|-------------------|
| Program(s) | | | | | | |
| 10-Fleet Operation | \$434,729 | \$765,751 | \$770,678 | \$872,580 | 14.0% | \$671,820 |
| Total | \$434,729 | \$765,751 | \$770,678 | \$872,580 | 14.0% | \$671,820 |
| Expenditures | | | | | | |
| Personnel Services | \$62,423 | \$59,751 | \$59,751 | \$63,290 | 5.9% | \$66,070 |
| Operating Expenses | \$279,588 | \$326,000 | \$330,927 | \$356,490 | 9.4% | \$356,490 |
| Capital Outlay | \$92,719 | \$380,000 | \$380,000 | \$452,800 | 19.2% | \$249,260 |
| Total | \$434,729 | \$765,751 | \$770,678 | \$872,580 | 14.0% | \$671,820 |
| Sources of Funds | | | | | | |
| Other | (\$23,550) | (\$36,000) | (\$36,000) | (\$36,000) | 0.0% | (\$36,000) |
| Total | (\$23,550) | (\$36,000) | (\$36,000) | (\$36,000) | 0.0% | (\$36,000) |
| Net County Funds | \$411,179 | \$729,751 | \$734,678 | \$836,580 | 14.6% | \$635,820 |
| Authorized Positions | 1.00 | 1.00 | 1.00 | 1.00 | 0.0% | 1.00 |

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 2013 ADOPTED BUDGET HIGHLIGHTS

- The budget includes \$200,000 to replace various non-emergency vehicles. With the purchase of new vehicles, the county will experience a decrease in maintenance costs and, more importantly, an increase in the reliability of our fleet. Safe, reliable transportation for our employees will also save the County money in reduced mileage paid to employees for using their personal vehicles.
- Fleet Operations has taken on the task of driver training for the nearly 1,700 drivers throughout the county. This service is being offered at no additional cost to departments.
- Fuel costs have been increased by \$24,000 (13% increase) from FY 2012 to account for the rising price of both unleaded and diesel fuel. The overall county cost of fuel will be consistently reviewed by the Fleet department in the coming Fiscal Year.
- The FY 2013 budget includes a \$250 one-time payment for Fleet Operations employees in lieu of providing funds for the county's pay for performance program.

2012 SIGNIFICANT ACCOMPLISHMENTS

- We have re-assigned several vehicles to various departments and pulled others for auction. This has increased utilization as well as increased revenue from the sale of assets. We continue to monitor usage and decrease the size of the fleet when possible.
- The Motor Pool shared by all departments is seeing a significant change this year with the addition of 8 Toyota Prius Hybrids. These will replace older, less reliable vehicles within the pool with more efficient and environmentally friendly models. With this addition the County now operates a total of 20 Hybrid Electric Vehicles and a multitude of Alternative Fuel Capable vehicles.
- Currently in the process of implementing Fleet Commander software to further streamline operations and to provide the best possible experience as well as quick and efficient service for our customer base which is all county departments.

KEY PERFORMANCE MEASURES

| Measures | FY10-11 Actual | FY11-12 Estimate | FY12-13 Projected | FY13-14 Projected |
|-------------------------------------|-------------------|---------------------|----------------------|----------------------|
| Fleet Operations | | | | |
| Total Number of Vehicles Maintained | 177 | 169 | 163 | 160 |
| Titles Maintained | 800 | 790 | 784 | 780 |
| Revenue from Sale of Vehicles | 25,650 | 30,000 | 36,000 | 30,000 |
| Number of Vehicles Sold | 17 | 15 | 16 | 12 |

FUTURE ISSUES

- The Tax department has a cyclical need for additional transportation during property evaluations usually every 4 years, as does the Board of Elections during election seasons every other year. We will be studying these needs closely and evaluating the effectiveness of maintaining assets vs. rental/leasing for these occurrences.
- The volatility of the fuel market is a concern for us. Turmoil in other parts of the world can have tremendous impacts on fuel costs making fuel planning very difficult. There are programs that “guarantee” our cost stay at a certain level, but those programs come at a premium. We will work with Budget to evaluate the risks and benefits and report those findings.

PROPERTY MANAGEMENT

Sandra Woodard, Interim Director

301 W. Market St., PO BOX 3427, Greensboro, NC 27402 (336) 641-3778

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Maintain Efficient, Effective, and Responsible Governance

PRIORITY: Responsive Governance & Stewardship



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|------------------|------------------|------------------|------------------|--------------|------------------|
| Program(s) | | | | | | |
| 10-Property Management | \$399,339 | \$212,546 | \$213,362 | \$236,386 | 11.2% | \$180,253 |
| Total | \$399,339 | \$212,546 | \$213,362 | \$236,386 | 11.2% | \$180,253 |
| Expenditures | | | | | | |
| Personnel Services | \$284,925 | \$205,746 | \$205,746 | \$222,586 | 8.2% | \$172,953 |
| Operating Expenses | \$114,413 | \$6,800 | \$7,616 | \$13,800 | 102.9% | \$7,300 |
| Total | \$399,339 | \$212,546 | \$213,362 | \$236,386 | 11.2% | \$180,253 |
| Sources of Funds | | | | | | |
| Net County Funds | \$399,339 | \$212,546 | \$213,362 | \$236,386 | 11.2% | \$180,253 |
| Authorized Positions | 3.00 | 2.00 | 2.00 | 2.00 | 0.0% | 2.00 |

Expenses related to mandated courthouse facility support have been moved to Facilities from Property Management, effective 7/1/11.

The budget information presented above has been adjusted to reflect this move.

DEPARTMENTAL PURPOSE & GOALS

Property Management provides real estate services (site selection, surveying, assessment, appraisal, and leasing), has also provided planning and project management for the County's major building and renovation projects. The Property Management Department is committed to providing functional, cost-effective work spaces for County departments. The department also strives to provide facilities that are attractive, inviting, and easy to navigate.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- Operating expenses have increased by \$7,000, largely due to an increase in surveys and appraisal expenses.

- The FY 2013 budget includes a one-time payment of \$250 for Property Management employees in lieu of providing funds for the county's pay-for-performance program.

FY 2012 SIGNIFICANT ACCOMPLISHMENTS

- Completed construction of 1,000-bed Greensboro Detention Center.
- Began Phase 2 renovations of 1100 E. Wendover Health Department location.
- Completed design of Edgeworth Building renovations.
- Completed design of Greene Street Center renovations.
- Acquired property for Sheriff's District 3 Office in Jamestown.
- Secured purchase contract for sale of Evergreens in High Point.
- Began renovation of BB&T Building to house Information Services, Register of Deeds and Veteran's Services.

KEY PERFORMANCE MEASURES

| Measures | FY10-11 | FY11-12 | FY12-13 | FY13-14 |
|--|----------------|-----------------|------------------|------------------|
| | Actual | Estimate | Projected | Projected |
| Property Management | | | | |
| Percent of projects completed on time- annually | 67% | 100% | 100% | 100% |
| Percent of projects completed within budget - annually | 100% | 100% | 100% | 100% |
| Number of active projects - annually | 8 | 7 | 8 | 6 |
| Number of active projects from master plan | 7 | 5 | 3 | 2 |
| Projects managed per FTE - annually | 8 | 7 | 8 | 6 |
| Number of leaseholders - annually | 17 | 13 | 13 | 13 |
| Total dollar amount generated from leases - annually | \$626,464 | \$440,579 | \$440,576 | \$462,605 |

FUTURE ISSUES

In Fiscal Year 2012-2013, Property Management Department intends to 1) purchase land for a Northwest EMS base, 2) complete Phase 2 renovation of the 1100 East Wendover Health Clinic, 3) renovate portion of the Greene Street building to accommodate County departments, 4) renovate Edgeworth Building to house Probation and Parole and Juvenile Services, 5) complete sale of Evergreens, 6) actively market existing County surplus property, and 7) provide cost effective oversight to Parks and Open Space. The Property Management/Courts Department will continue to promote "green," cost-effective design to minimize the costs of facility operations.



Community Services

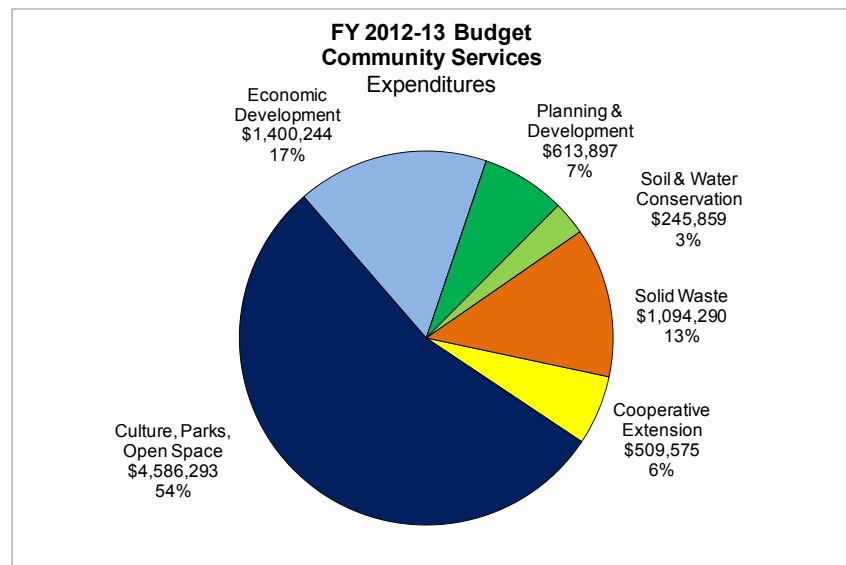
Guilford County's Community Services departments promote orderly community growth and development, encourage economic development and job creation, provide outlets for recreation and life skills education, and protect the environment.

Community Services departments include:

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

Expenditures

Guilford County will spend \$8,450,158 for Community Services in FY 2012-13, a decrease of -13.4%, or (\$1,313,082), from the FY 2011-12 Adopted Budget. Community Services accounts for approximately 1.4% of total expenditures for FY 2012-13.



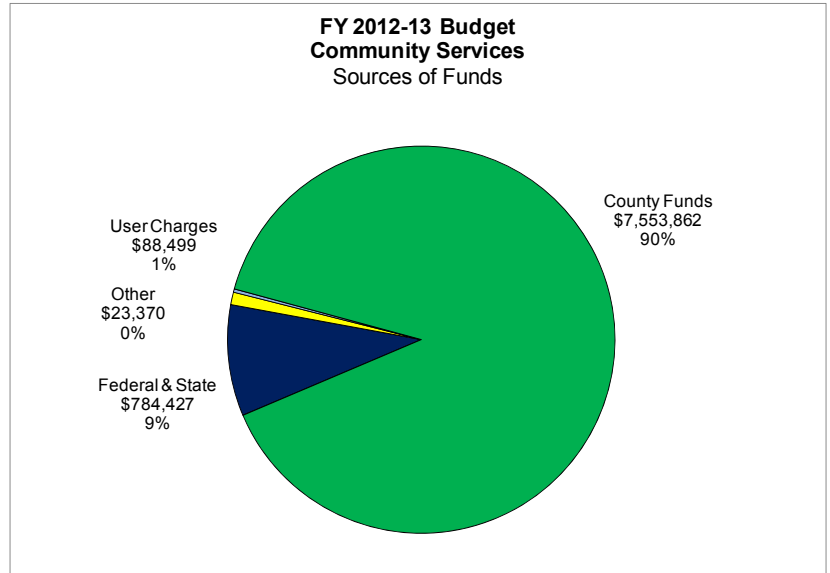
The Economic Development budget is expected to decrease by (\$802,525) as businesses complete the required investment and job creation goals and county incentive payments end.

Culture & Recreation expenditures will decrease by (\$172,622). Most of this decrease is related to a reduction in the contractual funding allocation for area libraries. County library funding for FY 2013 is based on the FY 2012 North Carolina State Aid to Libraries funding. State aid decreased in FY 2012, resulting in a reduction in county funding. Funding for the Greensboro Public Library will be \$1,356,847 (a decrease of \$90,137) and \$359,960 for the High Point Library (a decrease of \$24,744) for the High Point Library. The budget also includes funding for the Jamestown (\$11,448) and Gibsonville (\$11,044) libraries according to the new formula.

For FY 2012-13 total funding of \$246,667 is included for six Community Based Organizations that provide cultural and recreation programming (See Culture & Recreation Department budget page for details).

Revenues

Most (89%) Community Services programs are funded from general county funds. Fees & Charges and Federal & State revenues provide the remaining support.



| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | vs. FY12 Adopted | | FY14 Plan |
|----------------------------|----------------|-----------------|-----------------|-----------------|------------------|--------|--------------|
| | | | | | \$ chg | % chg | |
| Department | | | | | | | |
| Cooperative Extension | \$576,329 | \$781,315 | \$785,942 | \$509,575 | (\$271,740) | -34.8% | \$523,806 |
| Culture, Parks, Open Space | \$7,307,603 | \$4,758,915 | \$5,123,647 | \$4,586,293 | (\$172,622) | -3.6% | \$4,775,567 |
| Economic Development | \$5,648,823 | \$2,202,769 | \$5,089,427 | \$1,400,244 | (\$802,525) | -36.4% | \$1,912,833 |
| Planning & Development | \$827,241 | \$834,343 | \$851,626 | \$613,897 | (\$220,446) | -26.4% | \$760,065 |
| Soil & Water Conservation | \$273,454 | \$238,201 | \$240,709 | \$245,859 | \$7,658 | 3.2% | \$254,328 |
| Solid Waste | \$1,165,820 | \$947,697 | \$951,969 | \$1,094,290 | \$146,593 | 15.5% | \$1,095,192 |
| Total Expenditures | \$15,799,270 | \$9,763,240 | \$13,043,320 | \$8,450,158 | (\$1,313,082) | -13.4% | \$9,321,791 |
| Sources of Funds | | | | | | | |
| Federal & State Funds | \$846,479 | \$678,329 | \$678,329 | \$784,427 | \$106,098 | 15.6% | \$784,427 |
| User Charges | \$89,505 | \$76,617 | \$76,617 | \$88,499 | \$11,882 | 15.5% | \$88,517 |
| Other | \$27,378 | \$15,630 | \$15,630 | \$23,370 | \$7,740 | 49.5% | \$23,370 |
| Fund Balance | \$0 | \$0 | \$1,266 | \$0 | \$0 | N/A | \$0 |
| County Funds | \$14,835,908 | \$8,992,664 | \$12,271,478 | \$7,553,862 | (\$1,438,802) | -16.0% | \$8,425,477 |
| Sources of Funds | \$15,799,270 | \$9,763,240 | \$13,043,320 | \$8,450,158 | (\$1,313,082) | -13.4% | \$9,321,791 |

COOPERATIVE EXTENSION

William Wickliffe, Director

3309 Burlington Rd., Greensboro, NC 27402 (336) 375-5876

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Further Community Achievement
PRIORITY: Workforce Preparedness & Personal Enrichment



Links to County Goals and Strategic Priorities:

COUNTY GOAL: Improve Quality of Life & Manage Growth
PRIORITY: Clean & Green Community



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|------------------|------------------|------------------|------------------|---------------|------------------|
| Program(s) | | | | | | |
| 2-Administration | \$530,781 | \$781,315 | \$785,942 | \$509,575 | -34.8% | \$523,806 |
| 10-Youth | \$7,445 | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Total | \$538,225 | \$781,315 | \$785,942 | \$509,575 | -34.8% | \$523,806 |
| Expenditures | | | | | | |
| Operating Expenses | \$538,225 | \$781,315 | \$785,942 | \$509,575 | -34.8% | \$523,806 |
| Total | \$538,225 | \$781,315 | \$785,942 | \$509,575 | -34.8% | \$523,806 |
| Sources of Funds | | | | | | |
| Federal & State Funds | (\$1,500) | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Other | (\$6,500) | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Total | (\$8,000) | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Net County Funds | \$530,225 | \$781,315 | \$785,942 | \$509,575 | -34.8% | \$523,806 |
| Authorized Positions | - | - | - | - | - | - |

*Cooperative Extension staff members are state employees and serve Guilford County under a contractual arrangement.

DEPARTMENTAL PURPOSE

Guilford County's Cooperative Extension Service (CES) draws from the research assets of the state's two land-grant universities – NC A&T State University and NC State University – to help individuals, families, and communities improve their quality of life and develop life skills in youth. CES focuses its efforts on five major initiatives: 1) enhancing agricultural, forest and food systems; 2) developing responsible youth; 3) strengthening and sustaining families; 4) conserving and improving the environment and natural resources; and, 5) building quality communities. Guilford County citizens are educated through workshops, trainings, requests via telephone, radio broadcasts, newspaper and television outreach, educational mailings, face-to-face contacts with citizens, and website visits. CES continually strives, through educating and empowering the community, to maximize the County's return on investment.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- The FY 13 adopted budget decreased \$271,740 (34.8%). This reduction is largely due to the prior year budget including funds for HVAC and roof repairs at the Agricultural Center.

FY 2012 SIGNIFICANT ACCOMPLISHMENTS

- Guilford Extension staff reported over \$48 million in economic impact during 2011. These impacts represented grants and donations (\$225,343); value of efforts in site visits; value of program efforts; value of educational mediums (print, television, radio); volunteer hours; and mandated certification programs (\$272,315). Staff fielded over 10,600 telephone requests for information, presented 684 programs to 43,468 people and had non face-to-face contact with almost 123,000. This is from a professional staff equaling 11 full time equivalents (FTE) and supported by 4 FTE. In aggregate, that equates to each professional FTE valuing efforts at almost \$4.4 million in which the County has an investment of \$29,137
- The Guilford Extension has also been successful in securing grants and donations to expand the Community Gardens program throughout the County.
- Cooperative Extension has proven to be efficient, effective and responsive in meeting the needs of Guilford County citizens.

KEY PERFORMANCE MEASURES

| Measures | FY10-11 | FY11-12 | FY12-13 | FY13-14 |
|--|----------------|-----------------|------------------|------------------|
| | Actual | Estimate | Projected | Projected |
| Cooperative Extension | | | | |
| Number of participants in workshops/seminars | 38,907 | 40,000 | 40,000 | 40,000 |
| Number of Programs given | 1,155 | 1,200 | 1,200 | 1,200 |
| Number of volunteers | 727 | 750 | 750 | 750 |
| Number of volunteer hours | 21917 | 23000 | 23000 | 23000 |
| Number of 4H youth served (non-duplicated) | 14096 | 15000 | 15000 | 15000 |
| Number of site visits | 890 | 900 | 900 | 900 |
| Diagnostic samples performed | 1600 | 1650 | 1650 | 1650 |

FUTURE ISSUES

- Cooperative Extension continues to be responsive to citizens with a reduced workforce. The need to fill two vacant agriculture agent positions remains a high priority. We will continue to work with North Carolina State University to restore funding for these positions.
- Expanded Food and Nutrition Education Programs have been very effective in Guilford County. Currently, we have two Guilford County based Program Assistants that are entirely supported by funding from North Carolina State University. The intent of the program is to initiate the program at the County level with funding being split with the County after three years (2013-14 year).
- Cooperative Extension remains steadfast in its commitment to serve Guilford County residents. Many of our programs and services address the needs of the County's diverse and limited-resource individuals, including youth, low-income households, farmers, and gardeners. Our mission also reflects our value of promoting self-sufficiency, life-long learning, and educational opportunities for all citizens. There has been discussion about regionalizing Cooperative Extension services which may have an impact on the level of service we are able to provide to our residents.

CULTURE & RECREATION

Betty Garrett, Deputy Director Planning & Development
Sandra Woodard, Property Management Director (Parks)

400 W. Market St., Greensboro, NC 27402 (336) 641-3394

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Improve Quality of Life & Manage Growth

PRIORITIES: Clean & Green Community, Social Capital & Community Vibrancy



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|---------------|--------------------|
| Program(s) | | | | | | |
| 10-Culture | \$271,462 | \$221,667 | \$473,119 | \$246,667 | 11.3% | \$246,667 |
| 20-Libraries | \$1,831,688 | \$1,942,688 | \$1,942,688 | \$1,827,807 | -5.9% | \$1,827,807 |
| 50-Parks & Recreation | \$2,779,197 | \$2,594,560 | \$2,707,840 | \$2,511,819 | -3.2% | \$2,701,093 |
| Total | \$4,882,347 | \$4,758,915 | \$5,123,647 | \$4,586,293 | -3.6% | \$4,775,567 |
| Expenditures | | | | | | |
| Personnel Services | \$167,136 | \$170,594 | \$170,594 | \$218,109 | 27.9% | \$180,545 |
| Operating Expenses | \$4,715,211 | \$4,588,321 | \$4,953,053 | \$4,342,684 | -5.4% | \$4,414,722 |
| Capital Outlay | \$0 | \$0 | \$0 | \$25,500 | 0.0% | \$180,300 |
| Total | \$4,882,347 | \$4,758,915 | \$5,123,647 | \$4,586,293 | -3.6% | \$4,775,567 |
| Sources of Funds | | | | | | |
| Federal & State Funds | \$0 | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Other | (\$1,700) | (\$530) | (\$530) | (\$2,270) | 328.3% | (\$2,270) |
| Total | (\$1,700) | (\$530) | (\$530) | (\$2,270) | 328.3% | (\$2,270) |
| Net County Funds | \$4,880,647 | \$4,758,385 | \$5,123,117 | \$4,584,023 | -3.7% | \$4,773,297 |
| Authorized Positions | 2.00 | 2.00 | 2.00 | 2.00 | 0.0% | 2.00 |

DEPARTMENTAL PURPOSE

Culture & Recreation enhances the quality of life in Guilford County through the support of cultural, artistic, and library programs; construction and maintenance of parks and recreational facilities; and preservation of open space.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- The FY13 adopted budget reflects an overall decrease in county funds of \$174,362 (3.7%).
- The County has transferred the administration and management of park operations from a contractual arrangement with area municipalities to an in-house function utilizing existing County staff. As a result of the new arrangement, operating expenses will decrease by \$170,025 due to the elimination of the park operations management fee involved in the contractual arrangement for park management.
- Overall funding for the libraries has decreased by \$114,881 (5.9%). The amount approved for the local library systems is based on a funding contract that bases county funding on state library funding from the prior fiscal year. The county allocation decreased because state funding decreased. The Board of Commissioners allocated an additional \$152,234 to local library systems to offset the reduced funding under the existing contract.
- Funding for Community Based Organizations (CBOs) has increased by \$50,000 to provide funding for two organizations not funded in FY 2012.
- The FY 2013 budget includes a one-time payment of \$250 for Culture & Recreation employees in lieu of providing funds for the county's pay-for-performance program.

Parks and Open Space

Guilford County will manage most parks in-house effective January 1, 2013. The county parks include: Bur-Mil Park, Hagan-Stone Park, Gibson Park, Northeast and Southwest Park. Triad Park is managed jointly with Forsyth County under a 50/50 shared expense partnership. Guilford-Mackintosh Park is also managed under a separate arrangement.

The amounts allocated for each park budget and for related services in the FY 2013 budget are listed in the chart below.

| Park | FY 2011 Budget | FY 2012 Budget | FY 2013 Budget | FY 2014 Plan |
|--|---------------------|---------------------|---------------------|---------------------|
| Triad Park | \$ 350,000 | \$ 350,000 | \$ 350,000 | \$ 350,000 |
| Bur-Mil Park | \$ 430,000 | \$ 438,366 | \$ 318,593 | \$ 318,593 |
| Gibson Park | \$ 235,000 | \$ 205,782 | \$ 164,572 | \$ 164,572 |
| Southwest Park | \$ 227,134 | \$ 194,553 | \$ 138,500 | \$ 138,500 |
| Hagan-Stone Park | \$ 226,367 | \$ 333,637 | \$ 255,048 | \$ 255,048 |
| Guilford Mackintosh Park | \$ 200,000 | \$ 167,028 | \$ 164,093 | \$ 164,093 |
| Northeast Park | \$ 776,649 | \$ 657,426 | \$ 535,922 | \$ 535,922 |
| Differential Fees | \$ 54,000 | \$ 54,000 | \$ 54,000 | \$ 54,000 |
| MPO Planning - High Point | \$ 3,975 | \$ 3,975 | \$ 3,975 | \$ 3,975 |
| Open Space Monitoring | \$ 250 | \$ 250 | \$ 250 | \$ 250 |
| Bicentennial Trails Maintenance | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| Park Utilities (spread to parks after FY 11) | \$ 135,000 | | | |
| Total | \$ 2,668,375 | \$ 2,435,017 | \$ 2,014,953 | \$ 2,014,953 |

KEY PERFORMANCE MEASURES

| Measures | FY10-11 Actual | FY11-12 Estimate | FY12-13 Projected | FY13-14 Projected |
|--|-------------------|---------------------|----------------------|----------------------|
| Parks and Recreation | | | | |
| Parks Management | | | | |
| Percent of park visitors that give the parks system a satisfaction rating or above in a survey | 90% | 91% | 95% | 95% |
| Percent of park visitors that give the parks facilities a satisfaction rating or above in a survey | 95% | 95% | 95% | 95% |
| Percent of County dollars as a total of the parks' budget | 70% | 70% | 69% | 67% |
| Open Space Management | | | | |
| Percent cost per acre of open space relative to market value (the lower, the better) | 92% | 96% | 90% | 75% |
| Percent of the properties approved by the County Commissioners that are actually purchased (for the life of the program) | 100% | 100% | 100% | 100% |
| Number of properties opened for public use | 0 | 0 | 3 | 6 |
| Trails Management | | | | |
| Annual maintenance costs per linear foot of paved, multi-use path (greenway) | \$0.47 | \$0.47 | \$0.38 | \$0.35 |
| Percent of the population that are within .5 miles from a hiking trail (using census blocks) | 28% | 28% | 29% | 31% |
| Percent of trail users that give the trails system a satisfaction rating or above in a survey | 90% | 90% | 90% | 90% |
| <i>*A dash indicates a new performance measure that has not been measured before</i> | | | | |

| | FY10-11 Actual | FY11-12 Estimate | FY12-13 Projected | FY13-14 Projected |
|----------------------------|-------------------|---------------------|----------------------|----------------------|
| Park Attendance | | | | |
| Bur-Mill Park | 840,000 | 845,440 | 855,000 | 860,000 |
| Gibson Park | 270,000 | 280,000 | 280,000 | 280,000 |
| Guilford/Mackintosh Park | 25,000 | 25,000 | 30,000 | 35,000 |
| Hagan Stone Park | 429,000 | 429,000 | 450,000 | 470,000 |
| Northeast Park | 530,000 | 540,000 | 560,000 | 570,000 |
| Southwest Park | 20,000 | 63,000 | 70,000 | 75,000 |
| Triad Park | 570,000 | 576,000 | 600,000 | 600,000 |
| Hike/Bike Trail (Greenway) | 30,000 | 30,000 | 35,000 | 40,000 |
| | 2,714,000 | 2,788,440 | 2,880,000 | 2,930,000 |

FY 2012 SIGNIFICANT PARKS & OPEN SPACE ACCOMPLISHMENTS

- Completed Master Plan for Hagan Stone Park.
- Updated Parks and Open Space webpage.
- Created a Haw River paddle access at the City of Greensboro's pump station at Brooks Bridge, extending the Haw River Paddle Trail into Guilford County.
- Received PARTF grant for Northeast Park that will fund tennis and basketball courts, playgrounds, and landscaping.
- Applied for Recreational Trails Program grant for A & Y Greenway and PARTF grant for Hagan Stone Park.
- Acquired over 1.5 miles of trail easements for the A&Y Greenway in Stokesdale & Summerfield.
- Acquired 108 acres of open space property, from four different landowners, including land near the A&Y Greenway in Stokesdale and a preserve in High Point.
- Designed a logo and boundary signs for open space program.
- Created partnership with Town of Oak Ridge for stewardship of the Cascades Preserve
- Began stewardship program for Hines Chapel Preserve.

Libraries

Guilford County does not operate a library, but provides support to area libraries and, beginning in FY 2012, revised the funding formula for library services. Under the new formula, the Greensboro Public Library (the state-recognized county library system for Guilford County) and the High Point Municipal Library (a state-recognized municipal library) receive support based on their official service populations and the state's prior year allocation for statewide library funding. Funding for the Gibsonville and Jamestown libraries receive a per capita contribution from the County based on the allocations to the state-recognized systems in the county.

| Library System | FY 11 Adopted | FY 12 Adopted | FY 13 Budget |
|-----------------------------------|--------------------------|--------------------------|-------------------------|
| Greensboro | \$ 1,335,688 | \$ 1,446,984 | \$ 1,356,847 |
| High Point | \$ 385,000 | \$ 384,704 | \$ 359,960 |
| Gibsonville | \$ 55,500 | | |
| <i>Per Capita Contract Amount</i> | | \$ 10,399 | \$ 11,044 |
| <i>Grant Amount</i> | | \$ 45,101 | \$ 44,456 |
| | \$ 55,500 | \$ 55,500 | \$ 55,500 |
| Jamestown | \$ 55,500 | | |
| <i>Per Capita Contract Amount</i> | | \$ 13,036 | \$ 11,448 |
| <i>Grant Amount</i> | | \$ 42,464 | \$ 44,052 |
| | \$ 55,500 | \$ 55,500 | \$ 55,500 |
| Total | \$ 1,831,688 | \$ 1,942,688 | \$ 1,827,807 |

Culture - Community Based Organizations (CBOs)

Community Based Organizations funded in the Culture Budget contribute to the arts through education and community events and programming. The FY 2013 budget includes funding for six Community Based Organizations shown in the table below.

| Organization | FY 11 Adopted | FY 12 Adopted | FY 13 Request | FY 13 Budget |
|----------------------------------|--------------------------|--------------------------|--------------------------|-------------------------|
| Atelier Art Museum | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| Shakespeare Festival | \$ 30,000 | \$ 30,000 | \$ 60,000 | \$ 30,000 |
| United Arts Council - Greensboro | \$ 66,667 | \$ 66,667 | \$ 100,000 | \$ 66,667 |
| United Arts Council - High Point | \$ 50,000 | \$ 50,000 | \$ 75,000 | \$ 50,000 |
| Friends of John Coltrane | | | \$ 25,000 | \$ 25,000 |
| War Memorial Foundation | | | \$ 50,000 | \$ 25,000 |
| Total | \$ 196,667 | \$ 196,667 | \$ 360,000 | \$ 246,667 |

FUTURE ISSUES

- Improvements to Hagan Stone have started. A Master Plan was completed and adopted by the Parks and Recreation Commission and Board of Commissioners in January, 2012. A large handicapped-accessible playground and associated parking, walkways and landscaping was completed in October, 2011. The pool and pool deck and fencing were upgraded in May, 2011. A PARTF grant has been applied for that will help fund making the entire park handicapped-accessible and adding several new facilities. Additional funding will be required to complete everything recommended in the Plan.
- A perimeter horse trail has been constructed at Bryan Park Guilford County in order to make some use of the property. Mountain bike trails have been marked and may be built with volunteer labor in 2012. Development of the playing field complex envisioned in the Master Plan will require new bond funds.
- Bicentennial Greenway will be completed in 2012 when the last section is constructed using 80% state funds and 20% local match. Staff has turned its attention to construction of the Atlantic and Yadkin Greenway through Summerfield and Stokesdale. Easements and property have been acquired for 1.5 miles of trail and we have applied for a Recreational Trails Grant to help fund the work. Local matching funds are available from bonds. We have also designed and begun construction of a 3.5-mile hiking trail on the Richardson-Taylor Preserve that will be part of the Mountains-to-Sea Trail connecting the Greensboro watershed trails to Haw River State Park. Given the growth of the trails program, trail maintenance will be a future consideration to make sure the trails are kept in good condition.
- Guilford County is nearing completion of its bond-funded Open Space acquisition program. While several parcels will be acquired in Fiscal Year 2012-2013, staff attention is turning to long-term stewardship of the properties, and to making them accessible to the public. The county has enough maintenance funding from a past grant to maintain the open space preserves for a few years and will then need a designated funding stream for stewardship and maintenance.
- Several of the county-owned parks are experiencing maintenance issues that cannot be addressed given current levels of funding. These needs have been identified and costs estimated. If funds are not made available, the facilities will experience noticeable deterioration.

GUILFORD
COUNTY

PARKS
SERVICE AREA

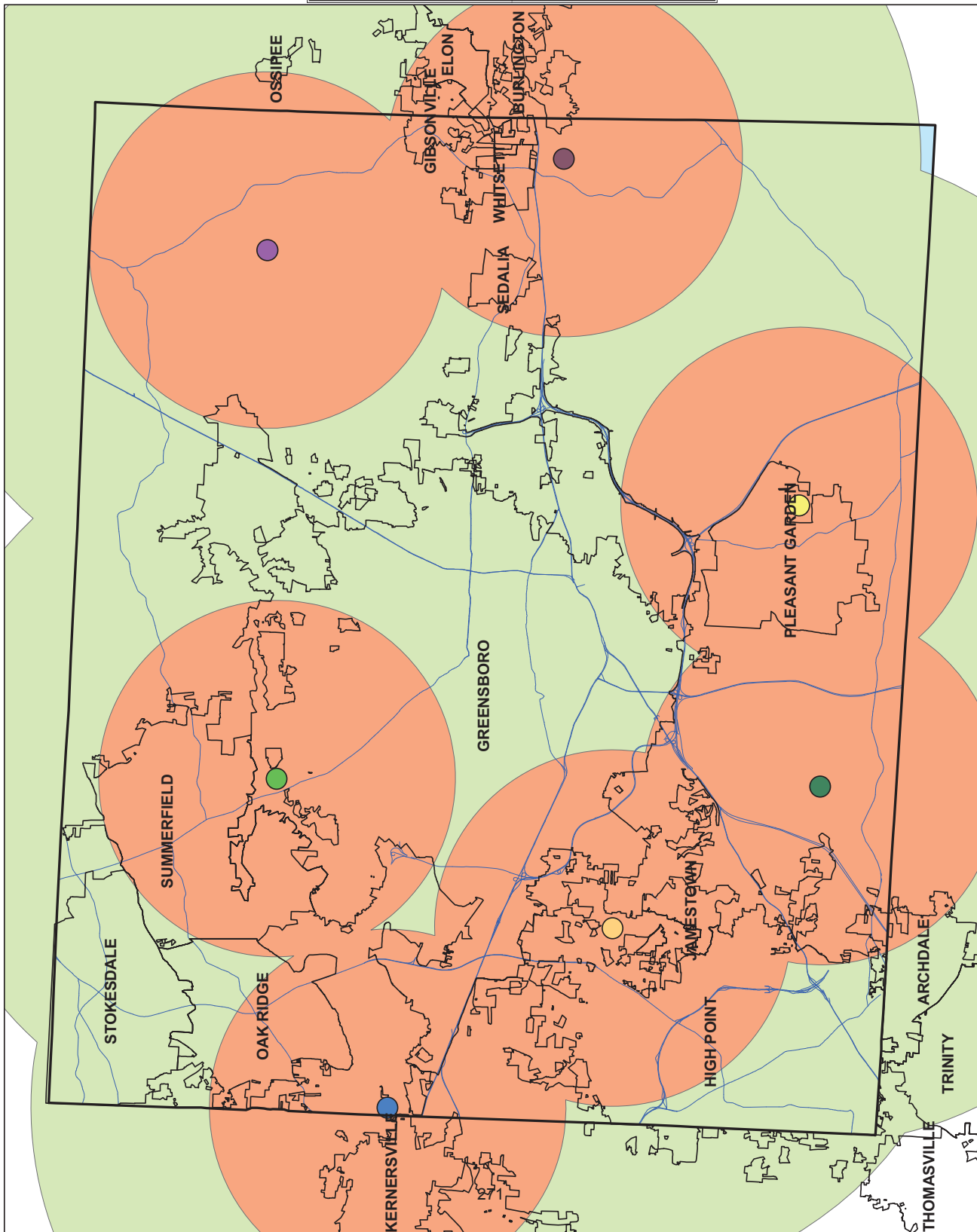
Printed: 02/23/2011

Legend

- 5 Mile Buffer
- 10 Mile Buffer
- Greater than 10 Miles Area

PARKS

- Bur-Mil Park
- Gibson Park
- Guilford Mackintosh Park
- Hagan-Stone Park
- Northeast Park
- Southwest Park
- Triad Park







GUILFORD **LIBRARY** **SERVICE AREA**

PRINTED DATE: 10/04/10

Legend

- 5 Mile Buffer
- 10 Mile Buffer
- Greater than 10 Miles Area

Library

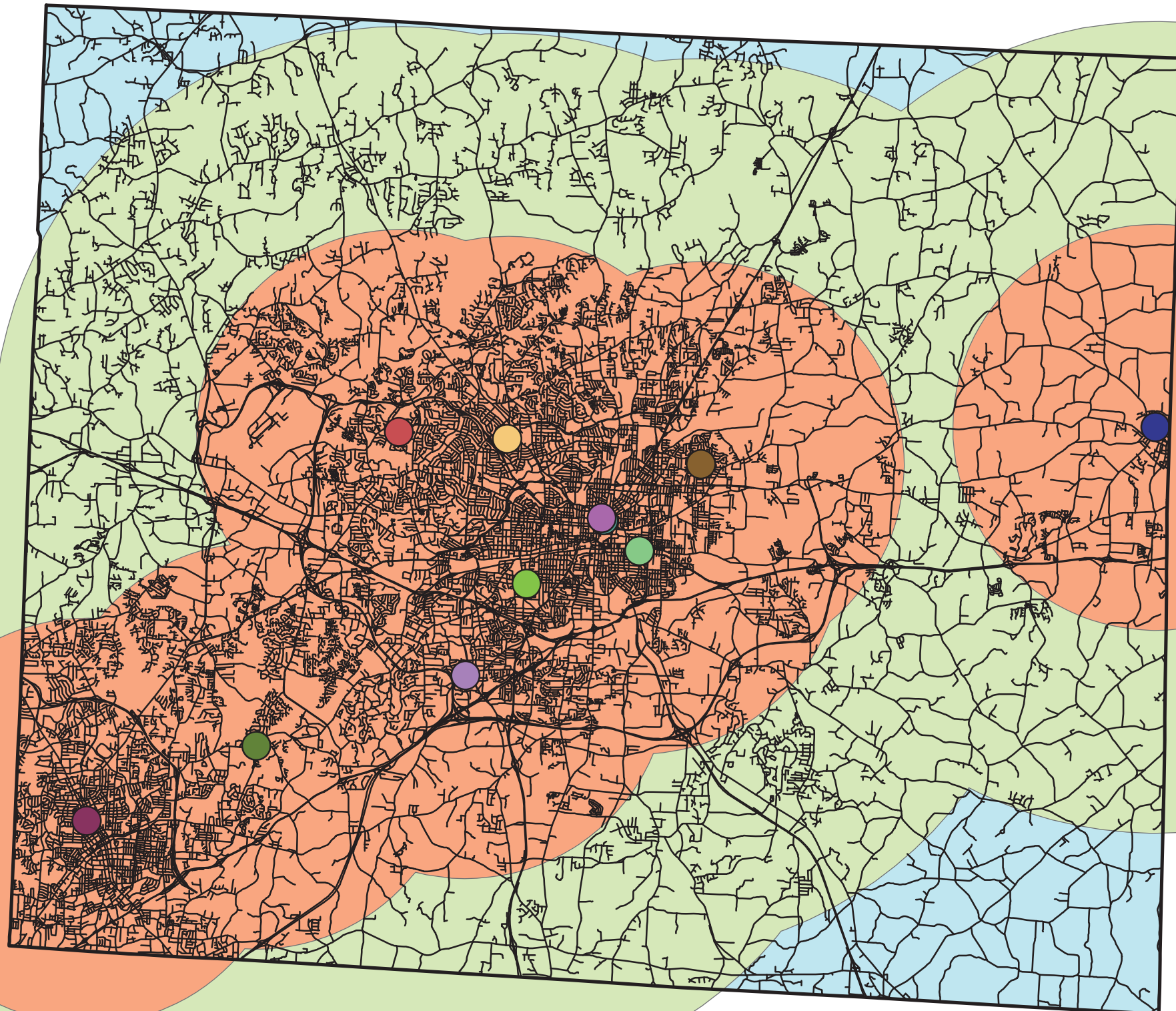
- Blanche S. Benjamin Branch
- Central Library
- Gibsonville Public Library
- Glenwood Branch
- Greensboro Historical Museum
- Hemphill Branch
- High Point Public Library
- Jamestown Public Library
- Kathleen Clay Edwards Family Branch
- McGirt Horton Branch
- Vance H. Chavis Lifelong Learning Branch

This data was compiled from
2000 Census Block Group Data

Total Block Group Population for Guilford County
is 421,048 people

There are 48,265 people outside the 5 mile buffer
of all Library Locations

There are 8,070 people outside the 10 mile buffer
of all Library Locations





ECONOMIC DEVELOPMENT

Betty Garrett , Interim Planning Director

400 W. Market St., PO BOX 3427, Greensboro, NC 27402 (336) 641-2552

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Improve Quality of Life & Manage Growth

PRIORITY: Economic Growth



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|---------------|--------------------|
| Program(s) | | | | | | |
| 10-Economic Devel & Assistance | \$1,679,617 | \$2,202,769 | \$5,089,427 | \$1,400,244 | -36.4% | \$1,912,833 |
| Total | \$1,679,617 | \$2,202,769 | \$5,089,427 | \$1,400,244 | -36.4% | \$1,912,833 |
| Expenditures | | | | | | |
| Operating Expenses | \$1,679,617 | \$2,202,769 | \$5,089,427 | \$1,400,244 | -36.4% | \$1,912,833 |
| Other | \$0 | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Total | \$1,679,617 | \$2,202,769 | \$5,089,427 | \$1,400,244 | -36.4% | \$1,912,833 |
| Sources of Funds | | | | | | |
| Net County Funds | \$1,679,617 | \$2,202,769 | \$5,089,427 | \$1,400,244 | -36.4% | \$1,912,833 |
| Authorized Positions | - | - | - | - | - | - |

DEPARTMENTAL PURPOSE

The Economic Development program markets the County and the Piedmont Triad Region to facilitate area development. Emphasis is placed on the retention and expansion of existing industry, as well as the attraction of business opportunities and emerging sectors. Area Economic Development Agencies that share the County's development objectives are also supported.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- The FY 2013 Adopted Budget decreases county funding for Economic Development by (\$802,525) or -36.4%. Below is a listing of the economic development agencies and incentive allocations for FY 2013.

| Agencies | FY 2011 Adopted | FY 2012 Adopted | FY 2013 Requested | FY 2013 Adopted | FY 2014 Plan |
|---|--------------------|--------------------|----------------------|--------------------|-----------------|
| Downtown Greensboro | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 |
| Downtown High Point | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 |
| East Market Street Development | \$ 25,000 | \$ - | \$ 50,000 | \$ 15,000 | \$ 15,000 |
| Greensboro Economic Development Partnership | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 |
| High Point Economic Development | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 |
| High Point Market Authority | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 |
| Piedmont Triad Film Commission | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| Guilford County Tourism Development Authority | \$ 37,917 | \$ 37,917 | \$ 37,917 | \$ 37,917 | \$ 37,917 |
| Piedmont Triad Partnership | \$ 46,835 | \$ 47,595 | \$ 49,037 | \$ 49,037 | \$ 49,037 |
| Total | \$ 589,752 | \$ 565,512 | \$ 616,954 | \$ 581,954 | \$ 581,954 |

**SUMMARY
CAPITAL IMPROVEMENT PROGRAM
ECONOMIC INCENTIVES**

| Project | Project Status | Prior Years | FY 11-12 Adopted | FY 12-13 Proposed | FY 13-14 Planned | Future Years | Total |
|---|--------------------------|---------------------|---------------------|-------------------|---------------------|---------------------|----------------------|
| RF Micro Devices | Contract | \$ 2,000,000 | \$ - | \$ - | \$ - | \$ - | \$ 2,000,000 |
| United Healthcare | Contract | \$ 270,000 | \$ - | \$ - | \$ - | \$ - | \$ 270,000 |
| Syngenta Corporation Protection | Contract | \$ 210,000 | \$ 35,000 | \$ 35,000 | \$ 35,000 | \$ 35,000 | \$ 350,000 |
| Thomas Built Buses | Contract | \$ 337,500 | \$ 112,500 | \$ - | \$ - | \$ - | \$ 450,000 |
| RF Micro Devices | Contract | \$ 347,001 | \$ - | \$ - | \$ - | \$ - | \$ 347,001 |
| Sherwin Williams | Contract | \$ 24,000 | \$ - | \$ - | \$ - | \$ - | \$ 24,000 |
| Burlington Industries | Contract | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | \$ 100,000 |
| Citicorp Credit Services | Contract | \$ 960,000 | \$ - | \$ - | \$ - | \$ 240,000 | \$ 1,200,000 |
| Purolator Facet, Inc. | Contract | \$ 61,334 | \$ - | \$ - | \$ 30,667 | \$ - | \$ 92,001 |
| Stockhausen | Contract | \$ 129,334 | \$ - | \$ 64,667 | \$ - | \$ - | \$ 194,001 |
| RF Micro Devices | Contract | \$ 934,400 | \$ 233,600 | \$ - | \$ - | \$ - | \$ 1,168,000 |
| Transportation Systems Solutions | Contract | \$ 72,000 | \$ - | \$ - | \$ 18,000 | \$ - | \$ 90,000 |
| Volvo Trucks, North America | Contract | \$ 150,000 | \$ - | \$ - | \$ 50,000 | \$ 50,000 | \$ 250,000 |
| Southern Film Extruders | Contract | \$ 16,000 | \$ 32,000 | \$ - | \$ 16,000 | \$ 16,000 | \$ 80,000 |
| Comair, Inc. | Contract | \$ 21,200 | \$ - | \$ - | \$ 42,400 | \$ 42,400 | \$ 106,000 |
| RF Micro Devices | Contract | \$ 553,334 | \$ 276,667 | \$ - | \$ - | \$ - | \$ 830,001 |
| Legacy Paddlesports, LLC | Contract | \$ 48,400 | \$ 24,200 | \$ - | \$ 24,200 | \$ 24,200 | \$ 121,000 |
| Park View Development LLC | Contract | \$ 500,000 | \$ - | \$ 100,000 | \$ 200,000 | \$ 200,000 | \$ 1,000,000 |
| Carolina Precision Plastics | Contract | \$ 120,000 | \$ 30,000 | \$ - | \$ - | \$ - | \$ 150,000 |
| Lodging by Charter | Contract | \$ 68,400 | \$ - | \$ - | \$ - | \$ - | \$ 68,400 |
| Ralph Lauren Media, Inc. (POLO) Ph 1 | Contract | \$ 325,000 | \$ 162,500 | \$ - | \$ - | \$ - | \$ 487,500 |
| Ralph Lauren Media, Inc. (POLO) Ph. 2 | - | \$ 54,167 | \$ 54,167 | \$ - | \$ 54,167 | \$ - | \$ 162,501 |
| Honda Jet | Contract | \$ 240,000 | \$ 120,000 | \$ 120,000 | \$ 120,000 | \$ - | \$ 600,000 |
| Proctor & Gamble | Contract | \$ 248,001 | \$ - | \$ - | \$ - | \$ - | \$ 248,001 |
| O'Reilly Automotive Parts | No Contract | \$ 68,123 | \$ - | \$ - | \$ - | \$ 136,244 | \$ 204,367 |
| FedEx Ground (Pending) | Contract | \$ 317,500 | \$ 317,500 | \$ - | \$ 317,500 | \$ 317,500 | \$ 1,270,000 |
| Precor, Inc. | Contract | \$ 98,000 | \$ - | \$ 98,000 | \$ - | \$ 98,000 | \$ 294,000 |
| ConvaTec | Contract | \$ 50,666 | \$ 50,667 | \$ - | \$ 50,667 | \$ - | \$ 152,000 |
| LabCorp | Contract | \$ 118,726 | \$ 106,720 | \$ 23,345 | \$ - | \$ - | \$ 248,791 |
| Baltek | Contract | \$ - | \$ 29,834 | \$ 29,834 | \$ 29,834 | \$ - | \$ 89,502 |
| Ziehl-Abegg Inc. | Contract | \$ - | \$ 10,400 | \$ 13,000 | \$ 8,000 | \$ 19,000 | \$ 50,400 |
| Honda Aircraft | Contract (Signing Phase) | \$ - | \$ - | \$ 154,192 | \$ 154,192 | \$ 462,576 | \$ 770,960 |
| Project Strategic - Solstais Labs | Pending 1/19/12 | \$ - | \$ - | \$ 125,000 | \$ 125,000 | \$ 250,000 | \$ 500,000 |
| Mede LLC | Pending | \$ - | \$ - | \$ 21,098 | \$ 21,098 | \$ 21,098 | \$ 63,294 |
| Coilpuls | Pending | \$ - | \$ - | \$ 34,154 | \$ 34,154 | \$ 34,154 | \$ 102,462 |
| Commercial Investment Policy - Project (Granite Church Street, LLC) | | | \$ 41,502 | \$ - | | | |
| Total | - | \$ 8,443,086 | \$ 1,637,257 | \$ 818,290 | \$ 1,330,879 | \$ 1,946,172 | \$ 14,175,684 |

ECONOMIC INCENTIVES

| Project | Project Status | Prior Years | FY 11-12 Adopted | FY 12-13 Adopted | FY 13-14 Planned | Future Years | Total |
|---|--------------------------|--------------------|--------------------|-------------------|--------------------|--------------------|---------------------|
| RF Micro Devices | Contract | \$2,000,000 | \$ - | \$ - | \$ - | \$ - | \$ 2,000,000 |
| United Healthcare | Contract | \$ 270,000 | \$ - | \$ - | \$ - | \$ - | \$ 270,000 |
| Syngenta Corporation Protection | Contract | \$ 210,000 | \$ 35,000 | \$ 35,000 | \$ 35,000 | \$ 35,000 | \$ 350,000 |
| Thomas Built Buses | Contract | \$ 337,500 | \$ 112,500 | \$ - | \$ - | \$ - | \$ 450,000 |
| RF Micro Devices | Contract | \$ 347,001 | \$ - | \$ - | \$ - | \$ - | \$ 347,001 |
| Sherwin Williams | Contract | \$ 24,000 | \$ - | \$ - | \$ - | \$ - | \$ 24,000 |
| Burlington Industries | Contract | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | \$ 100,000 |
| Citicorp Credit Services | Contract | \$ 960,000 | \$ - | \$ - | \$ - | \$ 240,000 | \$ 1,200,000 |
| Purolator Facet, Inc. | Contract | \$ 61,334 | \$ - | \$ - | \$ 30,667 | \$ - | \$ 92,001 |
| Stockhausen | Contract | \$ 129,334 | \$ - | \$ 64,667 | \$ - | \$ - | \$ 194,001 |
| RF Micro Devices | Contract | \$ 934,400 | \$ 233,600 | \$ - | \$ - | \$ - | \$ 1,168,000 |
| Transportation Systems Solutions | Contract | \$ 72,000 | \$ - | \$ - | \$ 18,000 | \$ - | \$ 90,000 |
| Volvo Trucks, North America | Contract | \$ 150,000 | \$ - | \$ - | \$ 50,000 | \$ 50,000 | \$ 250,000 |
| Southern Film Extruders | Contract | \$ 16,000 | \$ 32,000 | \$ - | \$ 16,000 | \$ 16,000 | \$ 80,000 |
| Comair, Inc. | Contract | \$ 21,200 | \$ - | \$ - | \$ 42,400 | \$ 42,400 | \$ 106,000 |
| RF Micro Devices | Contract | \$ 553,334 | \$ 276,667 | \$ - | \$ - | \$ - | \$ 830,001 |
| Legacy Paddlesports, LLC | Contract | \$ 48,400 | \$ 24,200 | \$ - | \$ 24,200 | \$ 24,200 | \$ 121,000 |
| Park View Development LLC | Contract | \$ 500,000 | \$ - | \$ 100,000 | \$ 200,000 | \$ 200,000 | \$ 1,000,000 |
| Carolina Precision Plastics | Contract | \$ 120,000 | \$ 30,000 | \$ - | \$ - | \$ - | \$ 150,000 |
| Lodging by Charter | Contract | \$ 68,400 | \$ - | \$ - | \$ - | \$ - | \$ 68,400 |
| Ralph Lauren Media, Inc. (POLO) Ph 1 | Contract | \$ 325,000 | \$ 162,500 | \$ - | \$ - | \$ - | \$ 487,500 |
| Ralph Lauren Media, Inc. (POLO) Ph. 2 | - | \$ 54,167 | \$ 54,167 | \$ - | \$ 54,167 | \$ - | \$ 162,501 |
| Honda Jet | Contract | \$ 240,000 | \$ 120,000 | \$ 120,000 | \$ 120,000 | \$ - | \$ 600,000 |
| Proctor & Gamble | Contract | \$ 248,001 | \$ - | \$ - | \$ - | \$ - | \$ 248,001 |
| O'Reilly Automotive Parts | No Contract | \$ 68,123 | \$ - | \$ - | \$ - | \$ 136,244 | \$ 204,367 |
| FedEx Ground (Pending) | Contract | \$ 317,500 | \$ 317,500 | \$ - | \$ 317,500 | \$ 317,500 | \$ 1,270,000 |
| Precor, Inc. | Contract | \$ 98,000 | \$ - | \$ 98,000 | \$ - | \$ 98,000 | \$ 294,000 |
| ConvaTec | Contract | \$ 50,666 | \$ 50,667 | \$ - | \$ 50,667 | \$ - | \$ 152,000 |
| LabCorp | Contract | \$ 118,726 | \$ 106,720 | \$ 23,345 | \$ - | \$ - | \$ 248,791 |
| Baltek | Contract | \$ - | \$ 29,834 | \$ 29,834 | \$ 29,834 | \$ - | \$ 89,502 |
| Ziehl-Abegg Inc. | Contract | \$ - | \$ 10,400 | \$ 13,000 | \$ 8,000 | \$ 19,000 | \$ 50,400 |
| Honda Aircraft | Contract (Signing Phase) | \$ - | \$ - | \$ 154,192 | \$ 154,192 | \$ 462,576 | \$ 770,960 |
| Project Strategic - Solstais Labs | Pending 1/19/12 | \$ - | \$ - | \$ 125,000 | \$ 125,000 | \$ 250,000 | \$ 500,000 |
| Mede LLC | Pending | \$ - | \$ - | \$ 21,098 | \$ 21,098 | \$ 21,098 | \$ 63,294 |
| Coilpuls | Pending | \$ - | \$ - | \$ 34,154 | \$ 34,154 | \$ 34,154 | \$ 102,462 |
| Commercial Investment Policy - Project (Granite Church Street, LLC) | | | \$ 41,502 | \$ - | | | |
| Total | - | \$8,443,086 | \$1,637,257 | \$ 818,290 | \$1,330,879 | \$1,946,172 | \$14,175,684 |

PLANNING & DEVELOPMENT

Betty Garrett, Interim Director

400 W. Market St., PO BOX 3427, Greensboro, NC 27402 (336) 641-3394

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Improve Quality of Life & Manage Growth
PRIORITY: Clean & Green Community



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|---------------|-------------------|
| Program(s) | | | | | | |
| 2-Administration | \$28,900 | \$49,890 | \$53,294 | \$33,920 | -32.0% | \$33,920 |
| 10-Planning/Zoning | \$470,689 | \$475,470 | \$475,759 | \$315,012 | -33.7% | \$504,556 |
| 50-Community Services | \$310,119 | \$308,983 | \$322,573 | \$264,965 | -14.2% | \$221,589 |
| Total | \$809,709 | \$834,343 | \$851,626 | \$613,897 | -26.4% | \$760,065 |
| Expenditures | | | | | | |
| Personnel Services | \$751,434 | \$736,819 | \$736,819 | \$539,527 | -26.8% | \$685,695 |
| Operating Expenses | \$58,274 | \$97,524 | \$101,217 | \$74,370 | -23.7% | \$74,370 |
| Capital Outlay | \$0 | \$0 | \$13,590 | \$0 | 0.0% | \$0 |
| Total | \$809,709 | \$834,343 | \$851,626 | \$613,897 | -26.4% | \$760,065 |
| Sources of Funds | | | | | | |
| Federal & State Funds | \$0 | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Other | (\$121) | (\$100) | (\$100) | (\$100) | 0.0% | (\$100) |
| Transfers | \$0 | \$0 | \$0 | \$0 | 0.0% | \$0 |
| User Charges | (\$75,332) | (\$69,117) | (\$69,117) | (\$69,117) | 0.0% | (\$69,117) |
| Total | (\$75,453) | (\$69,217) | (\$69,217) | (\$69,217) | 0.0% | (\$69,217) |
| Net County Funds | \$734,256 | \$765,126 | \$782,409 | \$544,680 | -28.8% | \$690,848 |
| Authorized Positions | 10.50 | 9.50 | 9.50 | 8.00 | -15.8% | 8.00 |

DEPARTMENTAL PURPOSE & GOALS

Planning & Development's Administrative Division manages all departmental divisions, Planning, Inspections, Community Services, Soil and Water Conservation and supports the following Boards and Commissions: Planning Board, Board of Adjustment, Environmental Review Board, and the Historic Properties Commission, Town Planning Board, Town Council and Town Board of Adjustment for those towns that contract with the County.

Planning & Zoning 1) prepares, implements and updates the Comprehensive Plan and Area Plans; 2) administers and enforces the Development Ordinance, including zoning and subdivision regulations, floodplain, and watershed regulations; 3) names roads, assigns street numbers, and maintains the Official Road and Zoning Maps; 5) reviews and recommends additions to the

NCDOT secondary road system; 6) supports the Planning Board and Board of Adjustment; 7) supports the Historic Preservation Commission; and, 8) provides planning and zoning services to the Towns of Pleasant Garden, Oak Ridge, Sedalia, and Stokesdale.

Community Services manages the following County programs: Water & Sewer, Housing, Road Paving, Street Lighting, and all phases of Solid Waste. These programs collectively promote orderly and prudent community growth, while sustaining healthy business climates within the County's incorporated and unincorporated areas. In addition, the Housing Program provides affordable housing and rehabilitation of owner/occupied homes for low-income citizens within the County – outside the city limits of Greensboro and High Point. Community Services further manages the County's Economic Development Program.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- The FY 2013 Adopted Budget decreases county funding to Planning & Development by \$220,446 or -28.8%.
- For FY 2013 (1.50) FTEs have been transferred to Solid Waste to accurately account for divided job duties. The total amount of the transfer is approximately \$104,000.
- The department reduced operating for professional services, education and training, printing and office supplies and advertising to better reflect actual expenditures in prior years. The reduction totals approximately \$19,000.
- The FY 2013 budget includes a one-time payment of \$250 for Planning & Development employees in lieu of providing funds for the county's pay-for-performance program.

FY 2012 SIGNIFICANT ACCOMPLISHMENTS

- Administration - managed departmental personnel below authorized staffing levels, and continued to successfully operate below budgetary allocations.
- Continues meeting as a committee made up of representatives from the Board of Education, County and Cities participating for the purpose of sharing information for current and future school projects, their funding needs, development needs and water and sewer needs.
- Planning & Zoning continued implementation activities, as identified in the comprehensive Plan.
- Adoption of the Woody Mill/Liberty Road Overlay District on March 1, 2012, to implement recommendations of the Alamance Creek Small Study Area.
- Staff maintained AICP Certification.
- Adoption of Lighting, Rural Residential Occupation, Solid Waste Appeal and Solar Collector text Amendments.
- Implemented new Historic Properties Review Process.
- Implemented New High Point Zoning Application review process within High Point future Growth Boundaries.

- Implemented monitoring process, with participating jurisdictions, for adopted Hearth of the Triad Plan.
- Began discussion with City of Greensboro on implementation of Municipal Influence Areas, (MIA).
- Implemented Interim Water/Sewer Review for project requesting water/sewer from the City of Greensboro.
- Implemented Addressing Committee to develop a solution for addressing for the entire County linking GIS/Tax/Planning.
- Implemented Planning/GM-911 Committee to discuss address issues throughout the County and with other jurisdictions, this will become a quarterly meeting.
- GIS Address Points – began maintaining address point layer in GIS< new editing, revisions.
- Implemented Accela User Application Updates-Coordinating P & D user applications to see if applications created or revised are properly recorded in Accela.
- Website upgrade – Coordinated launch of new website for P & D.
- Successfully helped facilitate the development of Project Green (American Express); the GTCC Northwest Campus, and three major public school expansions.
- Committee implemented electronic site plan review.

Key accomplishments for Community Services are below, by function:

A. Water & Sewer:

- Completed the acquisition of the water and sewer easements for the Forest Oaks Estates Water & Sewer Project.
- Engineering design for the Lynwood Lakes Water & Sewer Project design is approximately 95% complete and started the review and acquisition of water and sewer easements; completed the negotiations for the acquisition of water/sewer easements for water/sewer lines in conjunction with the GTCC Northwest Campus Project.
- Completed the Alamance Elementary School Water Line Project along Southeast School Road and Williams Dairy Road.
- Continue to meet with the Guilford County Board of Education to acquire information for future schools and determine water and sewer needs.
- * Administered the County's new Commercial Investment Policy.

B. Housing:

- Worked with the Peacehaven Farm Development to obtain County approval to fund this project with the County's "HOME" funds.
- Continued to work with Greensboro Community and Development for administration of a rehabilitation program using HOME funds to rehabilitate owner/occupied homes outside Greensboro and High Point; and, assisted Greensboro in obtaining a \$200,000 grant for the purpose of rehabilitation of homes outside Greensboro and High Point.
- Joined with Greensboro to conduct an Affordable Housing Request for Proposals process for the FY 2012 HOME allocation.

C. Environmental/Solid Waste:

- Initiated the enforcement of the Guilford County Code of Ordinance, Section 15.1 – Solid Waste, Sections 15.5-1; 15.5-2; 15.5-3; and 15.5-5. The amendments clearly define the meaning of solid waste materials and clearly defines the enforcement procedure in handling illegal dumping and the development of non-compliant solid waste facilities. Amendments approved by Board of County Commissioners on February 3, 2011.
- Continued to identify and permit (through NC DENR) disaster debris storage sites, as required state solid waste regulations; worked with IS staff to continue to maintain a public awareness campaign, centered around the new recycling mascot, PETE and focusing on the plastic bottle and aluminum can disposal bans; continued to provide public awareness and education in conjunction with the state ban on disposal of plastic bottles, using media partnerships for television, radio and newspaper support and working in schools, with civic organizations and at community events; continued to expand elementary school recycling education through the Magic of Recycling program, the Kids, Cans & Cash recycling challenge, school assemblies and recycling pep rallies; continued the program to recognize local businesses and community groups for their environmentally responsible actions and activities; worked with City of High Point and County departments in High Point to provide a "start up" recycling program bringing those departments into compliance with state law.
- Held e-cycle event in Pleasant Garden; spring "clean-up" at the Ag Center; "clean-up" event in Summerfield and a "clean-up" event in High Point.
- Incentive grants representing approximately 1,255 new full-time jobs for Guilford County.

KEY PERFORMANCE MEASURES

| Measures | FY10-11 | FY11-12 | FY12-13 | FY13-14 |
|---|-----------|-----------|-----------|-----------|
| | Actual | Estimate | Projected | Projected |
| Planning & Development | | | | |
| Planning and Zoning | | | | |
| Number of Board of Adjustment Cases - County | 14 | 12 | 14 | 16 |
| Number of Board of Adjustment Cases - Towns | 4 | 5 | 5 | 5 |
| Number of Zoning Cases processed - County | 23 | 29 | 35 | 40 |
| Number of Zoning Cases processed - Towns | 10 | 13 | 16 | 19 |
| Number of Zoning Investigations - County | 69 | 150 | 170 | 200 |
| Number of Zoning Investigations - Towns | 21 | 52 | 75 | 95 |
| # of Subdivision Cases Processed - County | 88 | 130 | 180 | 200 |
| # of Subdivision Cases Processed - Towns | 21 | 20 | 25 | 30 |
| # of Site Plan Cases Processed - County | 60 | 84 | 104 | 124 |
| # of Site Plan Cases Processed - Towns | 7 | 14 | 22 | 29 |
| # of Home Occupation Cases Processed | n / a | 27 | 30 | 33 |
| # of Family Care Occupations Processed | n / a | 16 | 24 | 27 |
| # of Written Zoning Verifications Processed | n / a | 26 | 36 | 46 |
| # of ABC Applications Processed | n / a | 22 | 24 | 26 |
| # of Bonifide Farm Applications Processed | n / a | 28 | 35 | 40 |
| Community Services - Environmental | | | | |
| # of Minor LCID Facility (7) Inspections | 68 | 70 | 70 | 70 |
| # of Major LCID Facility (5) Inspections | 60 | 60 | 60 | 60 |
| # of Solid Waste Complaints / Assistance (Phone Calls, E-mails) | 1,875 | 2,060 | 2,250 | 2,500 |
| # of Illegal Dump Site Investigations (Includes all Types of SW Complaints) | 318 | 375 | 400 | 400 |
| # of State Compliance Audits | 10 | 10 | 10 | 10 |
| # of Sites at which Surveillance Cameras were Deployed | 5 | 10 | 12 | 12 |
| # of Warning Citations Issued (New Program Begun 3/1/11) | 67 | 110 | 110 | 110 |
| # of Citations Issued (New Program Begun 3/1/11) | 1 | 5 | 5 | 5 |
| Community Services - Water and Sewer | | | | |
| Non-assessed water and sewer projects | 4 | 2 | 1 | 1 |
| Assessed water and sewer projects | 2 | 2 | 2 | 2 |
| Housing Program | | | | |
| HOME Consortium Program Projects | 2 | 2 | 2 | 2 |
| Scattered Site Rehabilitation Program Grants | 2 | 1 | 1 | 1 |
| Economic Development Program | | | | |
| Economic Development Agenices/funding | 8/589,751 | 9/959,714 | 9/591,954 | 9/591,954 |
| Economic Development Incentive Grants - Monitoring Performance Grants * | 21 | 26 | 25 | 24 |
| One NC Grants* | | 7 | 5 | 4 |
| Commercial Investment Grant Applications | 1 | 1 | 2 | 0 |

* Does not account for new, only current approved ones.

FUTURE ISSUES

- Continue to manage, monitor and provide oversight to all divisions and sections within the Planning and Development Department.
- Planning and Zoning will continue to implement Year Three activities (Comprehensive Plan), and continue Land use Plan implementation.
- Begin Small Study Areas as directed through the Comprehensive Plan.
- Implement improved City/County review process (Municipal Influence Area).
- Complete revised Long Range Planning Guide Book.
- Complete Historic Property Evaluations.
- Planning will continue the implementation of the electronic site plan review.
- Planning will continue working with other County departments as well as with the municipalities to develop an addressing system that will be beneficial to Guilford County as a whole.
- Community Services will continue to monitor the completion of the following water and sewer projects: 1) to close all water and sewer projects that are not closed by June 30, 2012, and 2) continue to monitor GTCC Northwest Campus Water and Sewer Project.
- Community Services will continue to monitor the HOME Program and apply for a Scattered Site Rehab Grant and search for ways to expand the County's Housing Program.
- Community Services will work to meet the goals set in the 2012 3-Year Solid Waste Management Plan Update that include: Bring any remaining county facilities into compliance with state laws by implementing in-House recycling.
- Continue to manage the disposal ban on computer equipment and televisions that became effective July 1, 2011, including education and outreach.
- Continue to monitor and provide oversight for the Economic Development Grant Program.

SOIL & WATER CONSERVATION

Betty Garrett, Interim Director Planning & Development 400 W. Market St., PO BOX 3427, Greensboro, NC 27402 (336) 641-3394

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Improve Quality of Life & Manage Growth
PRIORITY: Clean & Green Community



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------|-------------------|
| Program(s) | | | | | | |
| 10-Soil & Water Conservation | \$247,344 | \$238,201 | \$240,709 | \$245,859 | 3.2% | \$254,328 |
| Total | \$247,344 | \$238,201 | \$240,709 | \$245,859 | 3.2% | \$254,328 |
| Expenditures | | | | | | |
| Personnel Services | \$186,276 | \$181,319 | \$181,319 | \$188,977 | 4.2% | \$197,446 |
| Operating Expenses | \$61,068 | \$56,882 | \$59,390 | \$56,882 | 0.0% | \$56,882 |
| Total | \$247,344 | \$238,201 | \$240,709 | \$245,859 | 3.2% | \$254,328 |
| Sources of Funds | | | | | | |
| Federal & State Funds | (\$31,465) | (\$40,329) | (\$40,329) | (\$40,329) | 0.0% | (\$40,329) |
| Other | \$0 | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Total | (\$31,465) | (\$40,329) | (\$40,329) | (\$40,329) | 0.0% | (\$40,329) |
| Net County Funds | \$215,879 | \$197,872 | \$200,380 | \$205,530 | 3.9% | \$213,999 |
| Authorized Positions | 3.00 | 2.50 | 2.50 | 2.50 | 0.0% | 2.50 |

DEPARTMENTAL PURPOSE

Soil & Water Conservation promotes the wise use of natural resources through conservation best practices; provides farms and other landowners with technical assistance; installs conservation systems; promotes water-quality improvement; provides educational programming to schools and civic groups; provides technical assistance to other governmental units through land use and water-quality studies; and, reviews erosion control plans. In addition, Soil & Water staff seeks grants to assist farmers with stream protection systems, critical area seeding, long-term no-till cropland conversion to grass, wells, water tanks, fencing, and sod-based rotation to grass and grassed waterways. Soil & Water strives to be responsive to needs, and to proactively promote the conservation of farmland and enhanced operation of farms.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- The FY 2013 budget includes a one-time payment of \$250 for Soil & Water Conservation employees in lieu of providing funds for the county's pay-for-performance program.

FY 2012 SIGNIFICANT ACCOMPLISHMENTS

During FY 2012, Soil & Water assisted with 15 Ag "Cost Share" applications representing \$78,592 and worked with 28 "Cost Share" contracts in the amount of \$129,000; provided technical assistance to farmers of 850 farms; provided oversight for 54,500 acres under Conservation Management; monitored 28 farms for compliance; educated approximately 5,400 citizens; and provided conservation outreach to 785 citizens. Staff has worked with 5 Voluntary Agriculture District applications representing 370 acres and worked with 9 farmers in the No-Till Drill Assistance Program representing 129 acres. Staff participated in the development of the Farmland Preservation Plan.

KEY PERFORMANCE MEASURES

| Measures | FY10-11 Actual | FY11-12 Estimate | FY12-13 Projected | FY13-14 Projected |
|---|-------------------|---------------------|----------------------|----------------------|
| Soil & Water Conservation | | | | |
| Agriculture Cost Share Applications (number of farms / number of practices) | 28 / 49 | 41 / 65 | 40 / 65 | 40 / 65 |
| Agriculture Cost Share Contracts (number of farms / dollars) | 23 / \$158,292 | 28 / \$173,000 | 28 / \$173,000 | 28 / \$173,000 |
| Voluntary Agriculture District Applications (number of parcels / acres) | 2 / 66 | 6 / 200 | 6 / 200 | 6 / 200 |
| CCAP Contracts (number / dollars) | 1 / \$4,211 | 6 / \$11,000 | 6 / \$11,000 | 6 / \$11,000 |
| Technical assistance (number of farms) | 821 | 840 | 840 | 840 |
| Number of Farm Compliance Reviews | 23 | 25 | 26 | 26 |
| Number of acres under conservation management | 54,000 | 54,000 | 54,000 | 54,000 |
| Number of educational services (number of citizens) | 5,100 | 5,400 | 5,400 | 5,400 |
| Number of No-Till Drill Assistance Program (number and acres) | 10 / 121 | 12 / 1,145 | 12 / 1,145 | 12 / 1,145 |
| Number of conservation outreach to citizens | 4,275 | 4,800 | 5,000 | 5,200 |
| AgWRAP Applications (# of Farms / # of Practices) | - | 2 / 3 | 8 / 12 | 8 / 12 |
| AgWRAP Contracts (# of Farms / Dollars) | - | 2 / \$13,034 | 6 / \$21,000 | 6 / \$21,000 |
| CCAP Applications (# of Applications / # of Practices) | 4 / 5 | 6 / 9 | 8 / 11 | 8 / 11 |

FUTURE ISSUES

The Community Conservation Assistance Program is a new program available to the Guilford District. This program allows us to assist non-farm customers in a new way. We can solve water quality problems by assisting landowners with abandoned well closures, cisterns, rain gardens and bio-retention areas. Division staff will continue to participate in the Jordan Lake Rules meetings and workshops. Division staff will continue to participate in the development of the Farmland Preservation Plan. Agriculture Water Resources Assistance Program is a new program; a new grant for Cost Share Assistance to farms in the Jordan Lake Watershed of \$45,000 is forthcoming; monitoring the Jordan Lake Rule Accounting; and will work with the Open Space Committee on the Hines Chapel Farm to protect the water quality of the farm by providing technical assistance on soil and water conservation.

SOLID WASTE

Betty Garrett, Interim Director Planning & Development 400 W. Market St., PO Box 3427, Greensboro, NC 27402 (336) 641-3394

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Improve Quality of Life & Manage Growth

PRIORITY: Clean & Green Community



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|--------------|--------------------|
| Program(s) | | | | | | |
| 10-Waste Disposal | \$989,634 | \$947,697 | \$951,969 | \$1,094,290 | 15.5% | \$1,095,192 |
| Total | \$989,634 | \$947,697 | \$951,969 | \$1,094,290 | 15.5% | \$1,095,192 |
| Expenditures | | | | | | |
| Personnel Services | \$123,329 | \$124,321 | \$124,321 | \$227,664 | 83.1% | \$234,566 |
| Operating Expenses | \$866,305 | \$823,376 | \$827,648 | \$866,626 | 5.3% | \$860,626 |
| Capital Outlay | \$0 | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Total | \$989,634 | \$947,697 | \$951,969 | \$1,094,290 | 15.5% | \$1,095,192 |
| Sources of Funds | | | | | | |
| Federal & State Funds | (\$813,514) | (\$638,000) | (\$638,000) | (\$744,098) | 16.6% | (\$744,098) |
| Fund Balance | \$0 | \$0 | (\$1,266) | \$0 | 0.0% | \$0 |
| Other | (\$19,057) | (\$15,000) | (\$15,000) | (\$21,000) | 40.0% | (\$21,000) |
| User Charges | (\$14,173) | (\$7,500) | (\$7,500) | (\$19,382) | 158.4% | (\$19,400) |
| Total | (\$846,744) | (\$660,500) | (\$661,766) | (\$784,480) | 18.8% | (\$784,498) |
| Net County Funds | \$142,890 | \$287,197 | \$290,203 | \$309,810 | 7.9% | \$310,694 |
| Authorized Positions | 2.50 | 2.50 | 2.50 | 4.00 | 60.0% | 4.00 |

DEPARTMENTAL PURPOSE

The NC Solid Waste Management Act requires that local governments assess solid waste collection and disposal capacity, and implement programs to address local needs. The Act also mandates that the County maintain and update (every three years) a ten-year Comprehensive Solid Waste Management Plan, and provide for the disposal of scrap tires and white goods (appliances and scrap metals).

Guilford County owns and maintains a Scrap Tire/White Goods Facility, located on Bishop Road, and contracts for waste disposal. Proceeds from state-levied scrap tire and white goods disposal taxes assist the County in providing these services.

Guilford County has set up two (2) electronic (e-waste) drop off sites 1) Scrap Tire/White Goods Facility and 2) Prison Farm.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

- For FY 2013 1.50 FTEs have been transferred to the department from Planning & Development. The total amount of the transfer is approximately \$104,000 and will accurately account for job duties divided between the two departments.
- Increased the Scrap Tire Disposal contract by \$38,250 to align budget with historical trends in waste collection and related revenues.
- Increased revenue by \$123,980 mostly in Scrap Tire Disposal and Electronic Waste Management to align receipts with historical year end actual trends.
- Increased the Solid Waste budget by \$4,000 to purchase a storage building for the purpose of housing electronic waste items until picked up by contractor.
- The FY 2013 budget includes a one-time payment of \$250 for Solid Waste employees in lieu of providing funds for the county's pay-for-performance program.

FY 2012 SIGNIFICANT ACCOMPLISHMENTS

- Continued to update identifying and permitting (through NC DENR) disaster debris storage sites, as required state solid waste regulations.
- Continued working with IS staff to expand the public awareness campaign, centered around the new recycling mascot, PETE and focusing on the plastic bottle and aluminum can disposal bans.
- Continued the new public awareness campaign, in conjunction with the 10-1-09 effective date of the new state ban on disposal of plastic bottles, using media partnerships for television, radio and newspaper support and working in schools, with civic organizations and at community events.
- Continued to expand elementary school recycling education through the Magic of Recycling program, the Kids, Cans & Ca\$h recycling challenge, school assemblies and recycling pep rallies.
- Continued the program to recognize local businesses and community groups for their environmentally responsible actions and activities.
- Continued oversight of the plan implemented to manage disposal of computer equipment and televisions that became effective July 1, 2011, including education and outreach.
- Monitored established sites in Guilford County for the collection of computer equipment and televisions – Prison Farm and the Scrap Tire/White Goods Facility on Bishop Road. Monitored contract with Synergy Recycling for the acceptance of the electronic waste from the County sites and provide revenues to County.

- Guilford County ranks No. 2 in the State of North Carolina in in the collection and recycling of electronics.
- Worked with the municipalities within Guilford County to develop the 2012 three year update to the Guilford County Solid Waste Management Plan.

KEY PERFORMANCE MEASURES

| Measures | FY10-11 | FY11-12 | FY12-13 | FY13-14 |
|--|---------|----------|-----------|-----------|
| | Actual | Estimate | Projected | Projected |
| Solid Waste | | | | |
| # of Public Education / Outreach Events (Includes Presentations and Clean-up Days) | 36 | 33 | 40 | 48 |
| # of Tons of Scrap Tires Collected (Includes CCTD and Bishop Road) | 7,525 | 7,900 | 8,300 | 8,700 |
| # of Tons of White Goods Collected | 203 | 203 | 203 | 203 |
| # of Tons of Electronics Collected | 685 | 750 | 787 | 810 |
| # of Rural Residents Using Household Hazardous Waste Program | 6,503 | 6,830 | 7,150 | 7,525 |
| Total # of Households Using Household Hazardous Waste Program | 26,292 | 27,600 | 29,000 | 30,400 |

FUTURE ISSUES

Solid Waste will continue to achieve the goals set forth in the 2012 three-year Comprehensive Solid Waste Management Plan update, including:

- Monitor County facilities to ensure compliance with state law with their recycling programs.
- Continue to monitor and update Three Year Update to the Guilford County Solid Waste Management Plan as required based on new solid waste laws.
- Monitor the two (2) drop off sites for computer equipment and televisions to ensure compliance with state and local laws.
- Continue to plan, fund and partner for new clean-up events designed to promote proper disposal of household hazardous waste, e-waste, tires and white goods in addition to the annual Spring Clean-Up at the Ag Center and the Clean-Up Events in Pleasant Garden and High Point initiated during 2009; increase educational awareness by expanding the County's website on Solid Waste, increase recycling events throughout Guilford County; pursue a media partnership that will provide funding for the expansion of clean-up events and programs for citizens.

In addition, Solid Waste will continue to coordinate regular meetings with the incorporated jurisdictions within Guilford County and with the surrounding jurisdictions to discuss solid waste issues on a regional basis. The department will assess potential opportunities and will recommend programming revisions to better serve the County's needs.

GUILFORD COUNTY DEPARTMENT OF SOLID WASTE
Fee Modification

| Fee Description | Current | Proposed | Change | Explanations |
|--|---------|----------|---------|--|
| * Ineligible Passenger Tire Disposal Fee | \$ 0.73 | \$ 0.82 | \$ 0.09 | NC DENR has increased the average weight of a passenger tire from 20 lbs. to 22.5 lbs. |
| * Ineligible Heavy Truck Tire Disposal Fee | 3.65 | 4.19 | 0.54 | NC DENR has increased the average weight of a heavy truck tire from 100 lbs. to 115 lbs. |

** These fees are only associated with tires that are not eligible for free disposal under GS 130A-309.51.
Fees are calculated based on the County's tire disposal cost of \$72.80/ton.*

DEBT SERVICE

Reid Baker, Finance Director

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

BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------------|----------------------|----------------------|----------------------|----------------------|-------------|-----------------------|
| Total Debt Service | | | | | | |
| Principal | \$37,545,200 | \$45,967,400 | \$45,967,400 | \$49,495,585 | 7.7% | \$57,805,585 |
| Interest | \$27,018,923 | \$38,945,050 | \$38,586,551 | \$38,895,064 | -0.1% | \$44,846,265 |
| Fees & Other Costs | \$1,776,943 | \$3,617,580 | \$3,797,890 | \$3,620,080 | 0.1% | \$3,560,080 |
| Total | \$66,341,066 | \$88,530,030 | \$88,351,841 | \$92,010,729 | 3.9% | \$106,211,930 |
| General Obligation Bonds | | | | | | |
| Principal | \$37,035,000 | \$44,710,000 | \$44,710,000 | \$48,220,000 | 7.9% | \$56,430,000 |
| Interest | \$26,821,651 | \$38,057,665 | \$37,699,165 | \$37,869,998 | -0.5% | \$43,871,059 |
| Total | \$63,856,651 | \$82,767,665 | \$82,409,165 | \$86,089,998 | 4.0% | \$100,301,059 |
| Other Capital Related Debt | | | | | | |
| Principal | \$510,200 | \$1,257,400 | \$1,257,400 | \$1,275,585 | 1.4% | \$1,375,585 |
| Interest | \$197,272 | \$887,385 | \$887,386 | \$1,025,066 | 15.5% | \$975,206 |
| Total | \$707,472 | \$2,144,785 | \$2,144,786 | \$2,300,651 | 7.3% | \$2,350,791 |
| Fees & Other Costs | \$1,776,943 | \$3,617,580 | \$3,797,890 | \$3,620,080 | 0.1% | \$3,560,080 |
| Total | \$66,341,066 | \$88,530,030 | \$88,351,841 | \$92,010,729 | 3.9% | \$106,211,930 |
| Purpose: | | | | | | |
| Guilford County Schools | \$ 47,058,237 | \$ 58,838,097 | \$ 58,515,447 | \$ 63,608,472 | 8.1% | \$ 76,160,807 |
| GTCC | \$ 9,434,024 | \$ 12,640,221 | \$ 12,622,296 | \$ 11,984,717 | -5.2% | \$ 14,398,511 |
| Greensboro Detention | \$ 3,184,053 | \$ 7,528,885 | \$ 7,528,885 | \$ 7,266,199 | -3.5% | \$ 7,221,136 |
| BB&T Building | \$ 707,472 | \$ 1,660,549 | \$ 1,840,860 | \$ 1,525,438 | -8.1% | \$ 1,481,985 |
| Other (Parks, Watershed) | \$ 5,957,280 | \$ 7,862,278 | \$ 7,844,353 | \$ 7,625,903 | -3.0% | \$ 6,949,491 |
| Total | \$ 66,341,066 | \$ 88,530,030 | \$ 88,351,841 | \$ 92,010,729 | 3.9% | \$ 106,211,930 |
| Sources of Funds: | | | | | | |
| Watershed Funds | \$ 303,482 | \$ 287,383 | \$ 287,383 | \$ 275,266 | -4.2% | \$ 5,669 |
| Lottery Funds | \$ 8,281,000 | \$ 5,000,000 | \$ 5,000,000 | \$ 5,000,000 | 0.0% | \$ 5,000,000 |
| ARRA Subsidy | \$ 1,215,397 | \$ 1,898,220 | \$ 1,898,220 | \$ 2,878,078 | 51.6% | \$ 2,890,289 |
| County Funds | \$ 56,541,187 | \$ 81,344,427 | \$ 81,166,238 | \$ 83,857,385 | 3.1% | \$ 98,315,972 |
| Total | \$ 66,341,066 | \$ 88,530,030 | \$ 88,351,841 | \$ 92,010,729 | 3.9% | \$ 106,211,930 |

Note: Actual amounts exclude the effects of bond refundings on expenses and revenues.

DEPARTMENTAL PURPOSE

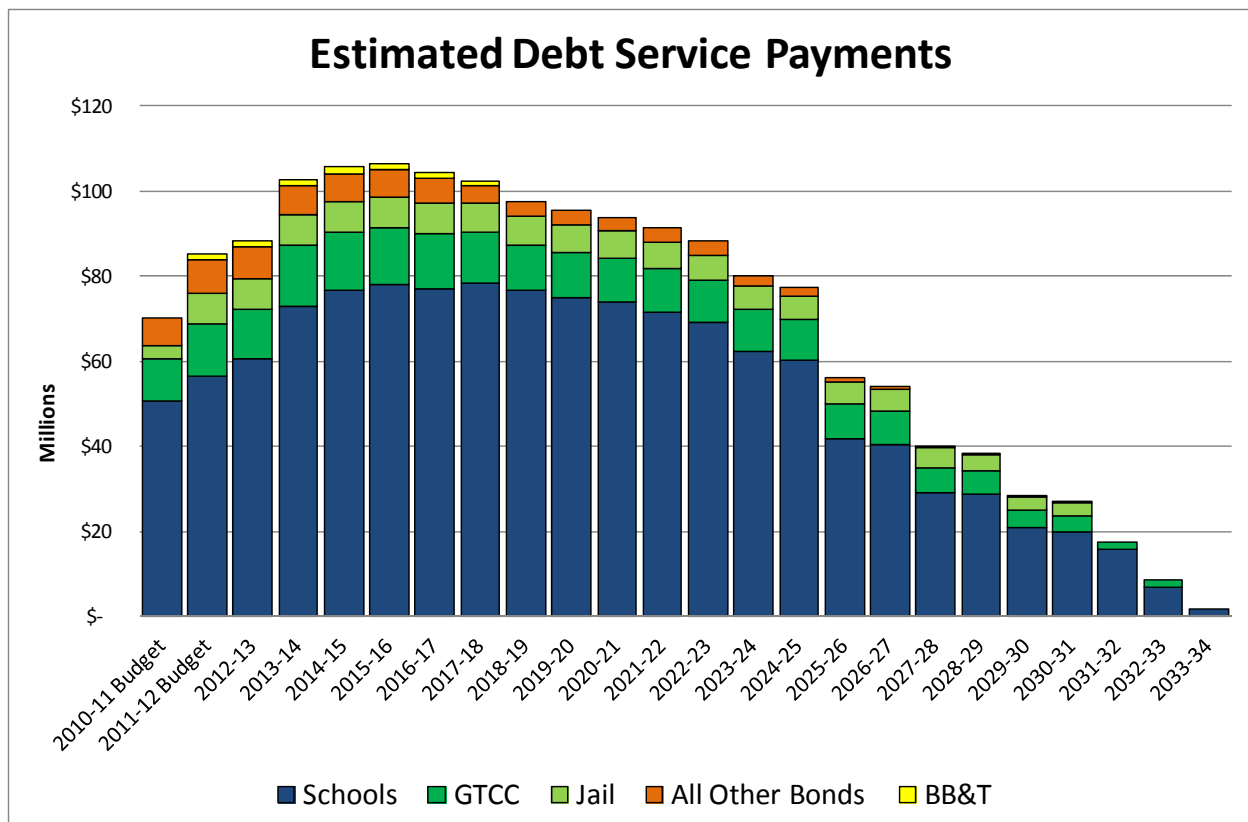
Guilford County issues debt, primarily through the issuance of general obligation bonds, to help fund large capital projects, including new schools, detention facilities, emergency services bases, administrative buildings and other governmental needs.

FY 2013 ADOPTED BUDGET HIGHLIGHTS

Debt service expenditures are expected to increase by 3.9%, or approximately \$3.5 million, over last year's adopted budget. Most of this increase is related to additional issuances of debt to finance the new Greensboro Detention Facility, Guilford County Schools facilities, and renovations to the county's BB&T Building in downtown Greensboro.

As the County issues the final bonds authorized in the 2008 referenda, its overall debt balance will grow. At the time this budget was developed, the County anticipated issuing \$129.9 million in school and community college bonds in late FY 2012-13 or early FY 2013-14. Issue amounts may change based on revised cash needs for bond-funded projects, market conditions, and future timing decisions made by the Board of Commissioners.

The debt repayment amounts presented herein reflect a delay in the construction of the southeast area elementary school, the airport area high school, and renovations at Allen Jay Middle School.



**Estimated Annual Debt Service Payments for Existing and Planned Issues
by Type of Debt**

| General Obligation bonds (including G.O. Qualified School Construction Bonds) | | | | | | | |
|---|-----------------------|-----------------------|-------------------------|-----------------------|-----------------------|-----------------------|-------------------------|
| Fiscal Year | Issued Bonds | | | Bonds to be Issued | | | All Bonds |
| | Principal | Interest | Total | Principal | Interest | Total | Total |
| 2012-13 | \$ 48,220,000 | \$ 37,869,998 | \$ 86,089,998 | \$ - | \$ - | \$ - | \$ 86,089,998 |
| 2013-14 | \$ 49,935,000 | \$ 36,077,059 | \$ 86,012,059 | \$ 6,495,000 | \$ 7,794,000 | \$ 14,289,000 | \$ 100,301,059 |
| 2014-15 | \$ 51,995,000 | \$ 34,020,684 | \$ 86,015,684 | \$ 8,003,500 | \$ 9,242,784 | \$ 17,246,284 | \$ 103,261,969 |
| 2015-16 | \$ 55,670,000 | \$ 31,723,084 | \$ 87,393,084 | \$ 8,003,500 | \$ 8,758,803 | \$ 16,762,303 | \$ 104,155,387 |
| 2016-17 | \$ 56,640,000 | \$ 29,222,584 | \$ 85,862,584 | \$ 8,003,500 | \$ 8,274,822 | \$ 16,278,322 | \$ 102,140,906 |
| 2017-18 | \$ 57,600,000 | \$ 26,851,934 | \$ 84,451,934 | \$ 8,003,500 | \$ 7,790,841 | \$ 15,794,341 | \$ 100,246,275 |
| 2018-19 | \$ 57,370,000 | \$ 23,994,209 | \$ 81,364,209 | \$ 8,003,500 | \$ 7,306,859 | \$ 15,310,359 | \$ 96,674,569 |
| 2019-20 | \$ 58,330,000 | \$ 21,332,184 | \$ 79,662,184 | \$ 8,003,500 | \$ 6,822,878 | \$ 14,826,378 | \$ 94,488,562 |
| 2020-21 | \$ 59,590,000 | \$ 18,984,984 | \$ 78,574,984 | \$ 8,003,500 | \$ 6,338,897 | \$ 14,342,397 | \$ 92,917,381 |
| 2021-22 | \$ 60,260,000 | \$ 16,347,781 | \$ 76,607,781 | \$ 8,003,500 | \$ 5,854,916 | \$ 13,858,416 | \$ 90,466,196 |
| 2022-23 | \$ 60,380,000 | \$ 13,507,611 | \$ 73,887,611 | \$ 8,003,500 | \$ 5,370,934 | \$ 13,374,434 | \$ 87,262,045 |
| 2023-24 | \$ 55,450,000 | \$ 10,932,772 | \$ 66,382,772 | \$ 8,003,500 | \$ 4,886,953 | \$ 12,890,453 | \$ 79,273,225 |
| 2024-25 | \$ 55,455,000 | \$ 8,712,152 | \$ 64,167,152 | \$ 8,003,500 | \$ 4,402,972 | \$ 12,406,472 | \$ 76,573,624 |
| 2025-26 | \$ 36,870,000 | \$ 6,375,769 | \$ 43,245,769 | \$ 8,003,500 | \$ 3,918,991 | \$ 11,922,491 | \$ 55,168,260 |
| 2026-27 | \$ 36,920,000 | \$ 4,821,549 | \$ 41,741,549 | \$ 8,003,500 | \$ 3,435,009 | \$ 11,438,509 | \$ 53,180,059 |
| 2027-28 | \$ 24,978,258 | \$ 3,363,686 | \$ 28,341,944 | \$ 8,003,500 | \$ 2,951,028 | \$ 10,954,528 | \$ 39,296,472 |
| 2028-29 | \$ 21,690,000 | \$ 2,221,253 | \$ 23,911,253 | \$ 8,003,500 | \$ 2,467,047 | \$ 10,470,547 | \$ 34,381,800 |
| 2029-30 | \$ 12,685,000 | \$ 1,375,483 | \$ 14,060,483 | \$ 8,003,500 | \$ 1,983,066 | \$ 9,986,566 | \$ 24,047,049 |
| 2030-31 | \$ 12,380,000 | \$ 908,151 | \$ 13,288,151 | \$ 8,003,500 | \$ 1,499,084 | \$ 9,502,584 | \$ 22,790,735 |
| 2031-32 | \$ 3,820,000 | \$ 674,484 | \$ 4,494,484 | \$ 8,003,500 | \$ 1,015,103 | \$ 9,018,603 | \$ 13,513,087 |
| 2032-33 | | | | \$ 8,003,500 | \$ 531,122 | \$ 8,534,622 | \$ 8,534,622 |
| 2033-34 | | | | \$ 1,508,500 | \$ 47,141 | \$ 1,555,641 | \$ 1,555,641 |
| Total | \$ 876,238,258 | \$ 329,317,413 | \$ 1,205,555,671 | \$ 160,070,000 | \$ 100,693,250 | \$ 260,763,250 | \$ 1,466,318,921 |

| 160A-20 Qualified School Construction Bonds (QSCB's) | | | | BB&T Building Financing | | |
|--|----------------------|----------------------|----------------------|-------------------------|-------------------|---------------------|
| Fiscal Year | Principal | Interest | Total | Principal | Interest | Total |
| 2012-13 | | \$ 775,213 | \$ 775,213 | \$ 1,275,585 | \$ 249,853 | \$ 1,525,438 |
| 2013-14 | \$ 100,000 | \$ 768,806 | \$ 868,806 | \$ 1,275,585 | \$ 206,400 | \$ 1,481,985 |
| 2014-15 | \$ 100,000 | \$ 768,806 | \$ 868,806 | \$ 1,275,585 | \$ 162,947 | \$ 1,438,532 |
| 2015-16 | \$ 100,000 | \$ 768,806 | \$ 868,806 | \$ 1,275,585 | \$ 119,495 | \$ 1,395,080 |
| 2016-17 | \$ 100,000 | \$ 768,806 | \$ 868,806 | \$ 1,275,584 | \$ 76,042 | \$ 1,351,626 |
| 2017-18 | \$ 100,000 | \$ 768,806 | \$ 868,806 | \$ 1,275,584 | \$ 32,590 | \$ 1,308,174 |
| 2018-19 | \$ 100,000 | \$ 768,806 | \$ 868,806 | | | |
| 2019-20 | \$ 100,000 | \$ 768,806 | \$ 868,806 | | | |
| 2020-21 | \$ 100,000 | \$ 768,806 | \$ 868,806 | | | |
| 2021-22 | \$ 100,000 | \$ 768,806 | \$ 868,806 | | | |
| 2022-23 | \$ 100,000 | \$ 768,806 | \$ 868,806 | | | |
| 2023-24 | \$ 100,000 | \$ 768,806 | \$ 868,806 | | | |
| 2024-25 | \$ 100,000 | \$ 768,806 | \$ 868,806 | | | |
| 2025-26 | \$ 100,000 | \$ 768,806 | \$ 868,806 | | | |
| 2026-27 | \$ 100,000 | \$ 768,806 | \$ 868,806 | | | |
| 2027-28 | \$ 100,000 | \$ 768,806 | \$ 868,806 | | | |
| 2028-29 | \$ 3,405,377 | \$ 768,806 | \$ 4,174,183 | | | |
| 2029-30 | \$ 3,875,000 | \$ 768,806 | \$ 4,643,806 | | | |
| 2030-31 | \$ 3,850,000 | \$ 768,806 | \$ 4,618,806 | | | |
| 2031-32 | \$ 3,820,000 | \$ 768,806 | \$ 4,588,806 | | | |
| 2032-33 | | | | | | |
| 2033-34 | | | | | | |
| Total | \$ 16,450,377 | \$ 15,382,523 | \$ 31,832,900 | \$ 7,653,508 | \$ 847,327 | \$ 8,500,835 |

**Estimated Annual Debt Service Payments
Existing and Planned Issues
All Debt**

| Fiscal Year | Total Debt Payment | | |
|--------------|-------------------------|-----------------------|-------------------------|
| | Principal | Interest | Total |
| 2012-13 | \$ 49,495,585 | \$ 38,895,064 | \$ 88,390,649 |
| 2013-14 | \$ 57,805,585 | \$ 44,846,265 | \$ 102,651,850 |
| 2014-15 | \$ 61,374,085 | \$ 44,195,222 | \$ 105,569,307 |
| 2015-16 | \$ 65,049,085 | \$ 41,370,188 | \$ 106,419,273 |
| 2016-17 | \$ 66,019,084 | \$ 38,342,254 | \$ 104,361,338 |
| 2017-18 | \$ 66,979,084 | \$ 35,444,170 | \$ 102,423,254 |
| 2018-19 | \$ 65,473,500 | \$ 32,069,874 | \$ 97,543,374 |
| 2019-20 | \$ 66,433,500 | \$ 28,923,868 | \$ 95,357,368 |
| 2020-21 | \$ 67,693,500 | \$ 26,092,687 | \$ 93,786,187 |
| 2021-22 | \$ 68,363,500 | \$ 22,971,502 | \$ 91,335,002 |
| 2022-23 | \$ 68,483,500 | \$ 19,647,351 | \$ 88,130,851 |
| 2023-24 | \$ 63,553,500 | \$ 16,588,531 | \$ 80,142,031 |
| 2024-25 | \$ 63,558,500 | \$ 13,883,929 | \$ 77,442,429 |
| 2025-26 | \$ 44,973,500 | \$ 11,063,566 | \$ 56,037,066 |
| 2026-27 | \$ 45,023,500 | \$ 9,025,364 | \$ 54,048,864 |
| 2027-28 | \$ 33,081,758 | \$ 7,083,519 | \$ 40,165,277 |
| 2028-29 | \$ 33,098,877 | \$ 5,457,106 | \$ 38,555,983 |
| 2029-30 | \$ 24,563,500 | \$ 4,127,354 | \$ 28,690,854 |
| 2030-31 | \$ 24,233,500 | \$ 3,176,041 | \$ 27,409,541 |
| 2031-32 | \$ 15,643,500 | \$ 2,458,393 | \$ 18,101,893 |
| 2032-33 | \$ 8,003,500 | \$ 531,122 | \$ 8,534,622 |
| 2033-34 | \$ 1,508,500 | \$ 47,141 | \$ 1,555,641 |
| Total | \$ 1,060,412,143 | \$ 446,240,512 | \$ 1,506,652,655 |

DEBT POLICIES AND STATUTORY LIMITATIONS

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, 2012, the County's net debt is equal to 2.44% of the assessed value of taxable property, well below the 8% statutory limit, and its unused debt capacity (the 'Legal Debt Margin') is approximately \$2.49 billion. These figures are not expected to change significantly by the end of Fiscal Year 2011-2012, as no additional bond referenda are planned next fiscal year that would increase the total authorized debt level.

In late FY 2012-13 or early FY 2013-14, the County anticipates issuing \$129.9 million of the authorized, but unissued, bonded debt balance for school and community college needs.

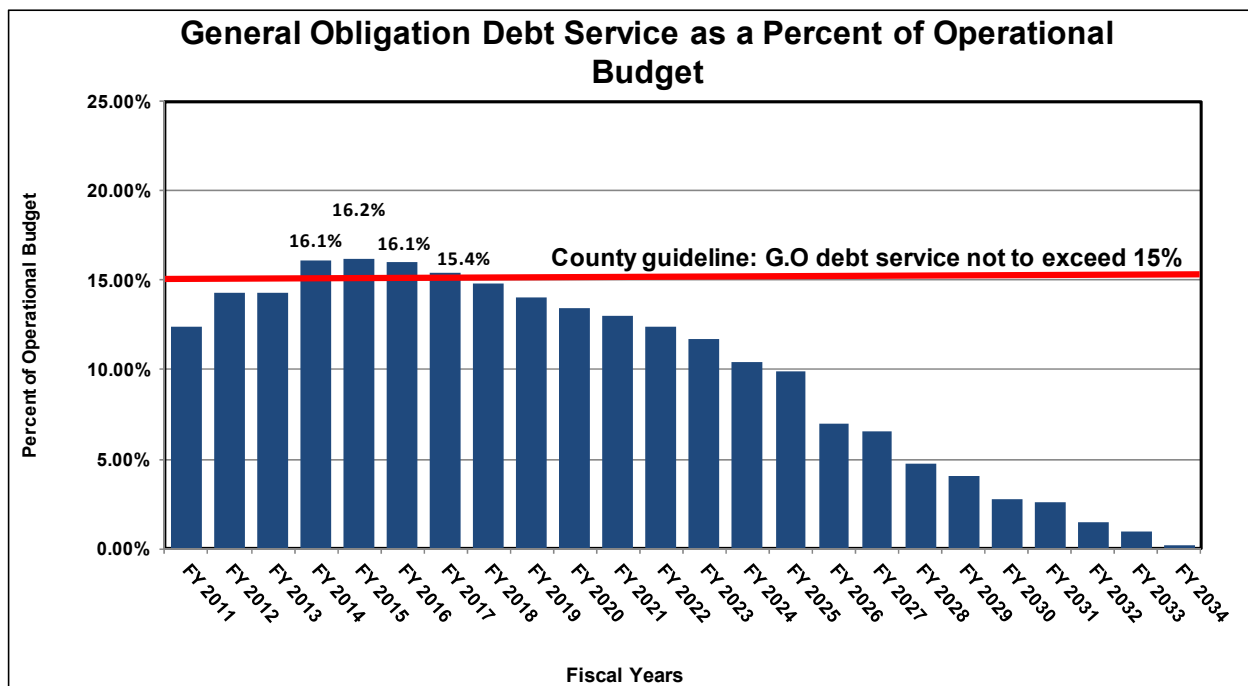
| COMPUTATION OF LEGAL DEBT MARGIN | |
|---|--------------------------|
| Fiscal Year Ending June 30, 2012 | |
| Estimated appraised property valuation* | <u>\$ 44,760,000,000</u> |
| Debt limit (8% of total assessed valuation) | \$ 3,580,800,000 |
| Debt applicable to debt limit: | |
| <i>Bonded debt</i> | \$ 876,530,000 |
| <i>Bonds authorized, but unissued:</i> | |
| <i>Public Schools (approved 5/6/2008)</i> | \$ 130,170,000 |
| <i>Community College (approved 5/6/2008)</i> | \$ 29,900,000 |
| <i>Jail (approved 5/6/2008)</i> | \$ 36,370,000 |
| <i>Refunding (approved 2/12/2012)</i> | <u>\$ 74,500,000</u> |
| | \$ 270,940,000 |
| <i>Limited obligation bonds</i> | \$ 16,145,000 |
| <i>Obligations under capital lease and purchase money installment contracts</i> | <u>\$ 7,653,508</u> |
| Gross debt | \$ 1,171,268,508 |
| Less statutory deductions: | |
| <i>Refunding bonds authorized, but unissued</i> | \$ (74,500,000) |
| <i>Bonds issued and outstanding for water purposes</i> | <u>\$ (4,293,186)</u> |
| | \$ (78,793,186) |
| Net debt applicable to limit | \$ 1,092,475,322 |
| As a percentage of total assessed valuation | 2.44% |
| Legal debt margin (Debt Limit less Net Debt) | \$ 2,488,324,678 |

* Indicates estimated assessed property valuation per Budget Ordinance for the fiscal year ending June 30, 2012.

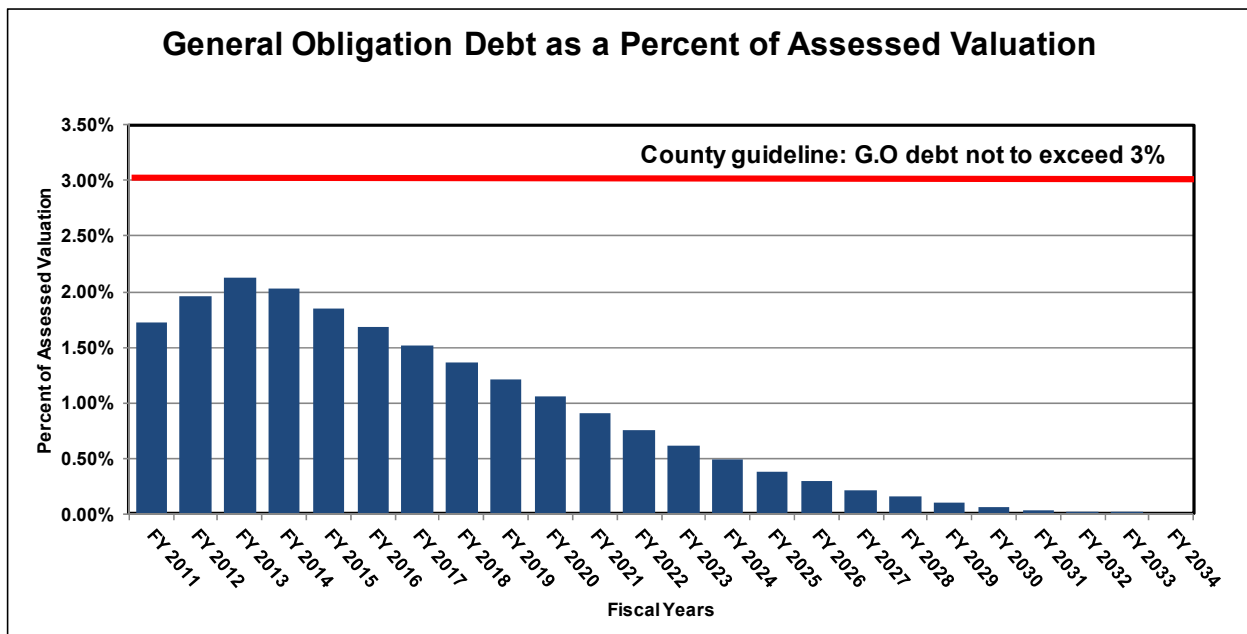
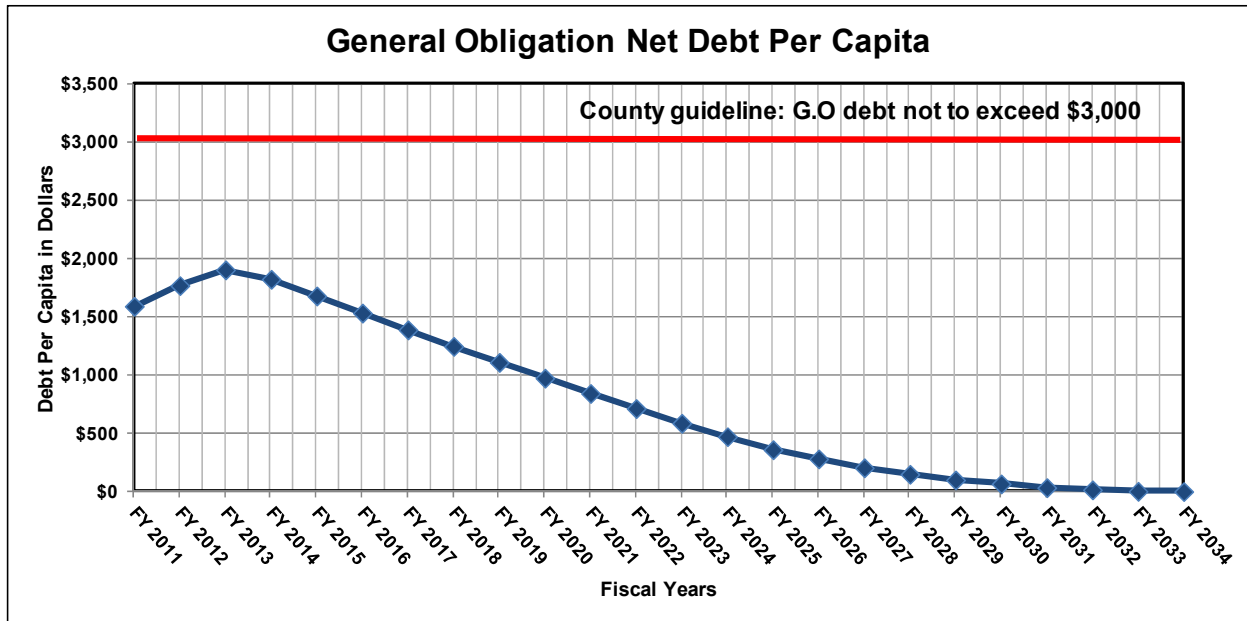
In addition to the statutory limit discussed above, the County has several guidelines it uses when evaluating debt levels. As a practical matter, these local policies limit outstanding general obligation debt to a level far below that of the legal debt limit. The County considers the following internal guidelines when evaluating how much and when to issue additional debt:

- General obligation debt service should not exceed 15% of the operating budget.
- General obligation debt per capita should not exceed \$3,000.
- General obligation debt as a percentage of assessed property valuation should not exceed 3%.

Based on estimates of future debt service for all currently authorized general obligation debt and annual operating budgets, the County will exceed its guideline for general obligation debt service in fiscal years 2014 - 2017. At its highest, debt service will peak at just approximately 16.2% of the operating budget in Fiscal Year 2014-2015. This spike in debt service is due to repayment of the bonds approved by voters in May 2008 for the new Greensboro Detention Facility and school and community college facility needs.



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

As the charts above indicate, debt repayment expense will increase over the next several years as the County pays for new community facilities. This increase in debt has had, and will have, a significant impact on the County's operating budget. As the level of debt repayment increases, fewer resources are available to fund other community needs.

Over the last several years, the County has reduced department operating budgets to offset the impact of higher debt repayment expense. Since FY 2008-09, 280 positions have been eliminated, further reducing the impact of the debt repayment increases on the overall budget. In addition, the County has maintained operating funding for the Guilford County Schools and Guilford Technical Community College at their FY 2008-09 levels, despite requests for increases from both organizations.

An increase in debt repayment of approximately \$14.2 million is projected from FY 2012-13 to FY 2013-14. This increase is the equivalent to the revenue generated by more than three cents of property tax. Additional operating budget reductions or an increase in property tax revenues will be required to pay for the anticipated increase in debt service.

**CAPITAL OUTLAY LISTING
FY 2012-2013**

This listing includes capital expenditures that are accounted for in the General Fund. In general, operating capital items are equipment, machinery, vehicles, etc. that cost between \$5,000 and \$100,000 and do not meet the criteria for inclusion in the County's ten-year Capital Investment Plan.

| Acc't. Unit / Account Code | Description | Amount |
|---------------------------------|--|---------------------|
| Finance | | |
| 130110-55310 | Check Sealer | \$ 10,000 |
| | Total - Finance | \$ 10,000 |
| Security | | |
| 180110-55310 | X-Ray Machine Scanner | \$ 40,000 |
| | Total - Security | \$ 40,000 |
| Public Health | | |
| 210002-55310 | Replacing Lab, Dental and Clinical Equipment | \$ 87,000 |
| | Total - Public Health | \$ 87,000 |
| Emergency Services | | |
| 320310-55310 | Front End Alignment Machine and Hydraulic Lifts for Maintenance | \$ 75,000 |
| 320410-55310 | External Cardiac Comp Devices, a Generator and Simulator for Training | \$ 606,000 |
| 320510-55310 | Off Road Safety Vehicle, Self Contained Breathing Apparatuses | \$ 137,500 |
| 320410-55350 | Replacing 9 Ambulances with Boxes | \$ 1,195,000 |
| | Total - Emergency Services | \$ 2,013,500 |
| Culture & Recreation | | |
| 510510-55310 | Replacing 2 Mowers for Triad Park | \$ 25,500 |
| | Total - Culture & Recreation | \$ 25,500 |
| Law Enforcement | | |
| 310710-55310 | Purchasing Cameras, Recording Equipment, and Upgrading Jail Master Controls | \$ 101,500 |
| 310002-55350 | Replacing 25 Vehicles | \$ 807,000 |
| 310510-55350 | Replacing 2 Vehicles | \$ 64,000 |
| | Total - Law Enforcement | \$ 972,500 |
| Fleet | | |
| 191110-55350 | Replacing 20 Motor Pool Vehicles | \$ 452,800 |
| | Total - Fleet | \$ 452,800 |
| Transportation | | |
| 250110-55350 | Purchasing 5 Additional Vehicles | \$ 274,500 |
| | Total - Transportation | \$ 274,500 |
| Animal Services | | |
| 370210-55350 | Replacing 2 Vehicles and Boxes | \$ 67,286 |
| | Total - Animal Services | \$ 67,286 |
| Facilities | | |
| 175110-53120 | Purchasing 1 Cargo Van (To be transferred to Law Enforcement during FY 2013 - 310701-55350) | \$ 28,000 |
| | Total - Facilities | \$ 28,000 |
| Technology Pool | | |
| 810110-55310 | County-wide generic new purchases/upgrades of computer hardware/software. Funds are transferred from the Technology Pool to the departments as departmental requests are approved. | \$ 174,914 |
| | Total - Technology Pool | \$ 174,914 |
| | Total - General Fund | \$ 4,146,000 |



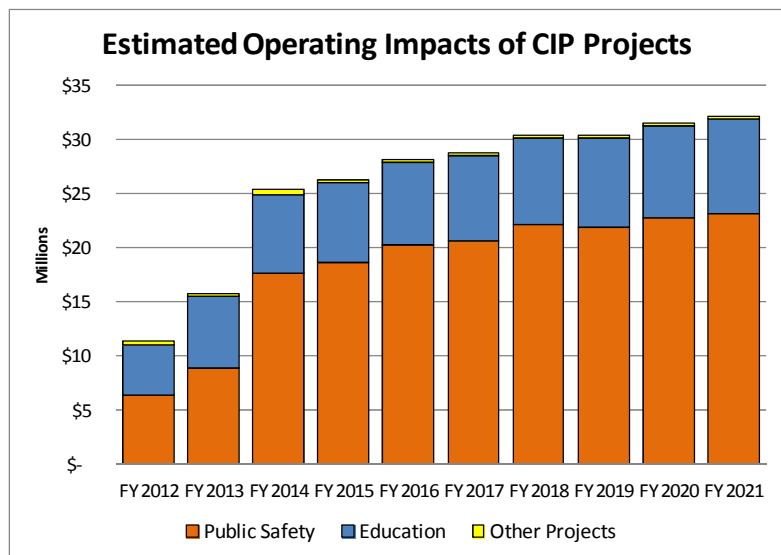
CAPITAL INVESTMENT PLAN (CIP) OVERVIEW

The Plan

The Capital Investment Program is a planning process established to develop an annual Capital Investment Plan (CIP). The CIP is a 10-year plan for the funding of major purchases, construction and renovation projects, and land acquisitions. 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 significant expenditures of county funds. Typical CIP projects include the construction of Emergency Medical Services bases, schools, and parks. *The Capital Investment Program is a planning process, not a funding process or project authorization process.* Once projects are identified and revenue and expenditure estimates are prepared, the Board of Commissioners must initiate each project through the approval and adoption of a capital project ordinance.

Impact 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.



The chart illustrating estimated operating impacts is based on information contained in the FY 2012-2021 Capital Investment Plan presented to the Board of Commissioners (available here: <http://countyweb.co.guilford.nc.us/cip-info>). An updated plan will be prepared in late 2012.

However, due to the delay of certain public safety projects during FY 2012, most operating impacts, other than those associated with the new Greensboro Detention Facility, have been pushed out to FY 2014 and beyond. Operating impact estimates will be updated once the revised CIP plan is presented to the Board.

The proposed General Fund cash transfer for capital needs and a summary of the CIP projects (and operating impacts) planned for the next several years are presented on the following tables. See the Appendix for detailed information about specific projects.

County Building Construction Fund

Ten-Year Estimate of Annual General Fund Contribution & Available Funds - FY 2012 - FY 2021

Amounts adjusted for future cost increases

| | Current Year FY 11-12 | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | FY 17-18 | FY 18-19 | FY 19-20 | FY 20-21 |
|--|--------------------------|---------------------|-----------------------|---------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Beginning Fund Balance (Unaudited) | \$ 25,573,662 | \$ 14,306,492 | \$ 4,051,557 | \$ (1,481,542) | \$ 1,569,094 | \$ 11,067,410 | \$ 29,340,959 | \$ 31,391,789 | \$ 38,979,498 | \$ 46,627,323 |
| <i>Includes all adjustments to existing project ordinances through FY 2011</i> | | | | | | | | | | |
| Plus: | | | | | | | | | | |
| GF Transfer - Future Capital Needs Schedule | \$ - | \$ - | \$ 6,610,386 | \$ 4,067,451 | \$ 4,589,625 | \$ 5,003,585 | \$ 248,537 | \$ - | \$ - | \$ 1,893,819 |
| GF Transfer - Addtl Funds - Equivalent of 3 cents, phased in * | \$ - | \$ - | \$ 4,300,000 | \$ 8,686,000 | \$ 13,029,000 | \$ 13,159,290 | \$ 13,290,883 | \$ 13,423,792 | \$ 13,558,030 | \$ 13,693,610 |
| Sale of Property | \$ - | \$ - | \$ 430,000 | \$ 3,150,000 | \$ 510,000 | \$ - | \$ - | \$ - | \$ - | \$ - |
| Fire Tax District (Radio Subscriber Units Reimbursement) ** | \$ 3,003,700 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Interest Earnings | \$ 149,430 | \$ 143,065 | \$ 40,516 | \$ (14,815) | \$ 15,691 | \$ 110,674 | \$ 293,410 | \$ 313,918 | \$ 389,795 | \$ 466,273 |
| Sub-total | \$ 28,726,792 | \$ 14,449,557 | \$ 15,432,458 | \$ 14,407,094 | \$ 19,713,410 | \$ 29,340,959 | \$ 43,173,789 | \$ 45,129,498 | \$ 52,927,323 | \$ 62,681,025 |
| Less: | | | | | | | | | | |
| Purchase of YMCA Property (approved by BOC 10/20/11) | \$ (2,000,000) | | | | | | | | | |
| Less Additional / New CIP Allocations from FY 2011-2020 (Items without formally approved Capital Project Ordinances): | | | | | | | | | | |
| Co-Location GFD / HPFD | \$ (300,000) | \$ (300,000) | \$ (300,000) | \$ (300,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Northeast GSO EMS Base | \$ - | \$ (450,000) | \$ (2,754,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Northwest Maintenance Facility/Base | \$ - | \$ (6,213,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reedy Fork ES Facility | \$ - | \$ (468,000) | \$ (2,862,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| I73 - NW Guilford ES Facility | \$ - | \$ (795,000) | \$ (2,944,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Southern Guilford ES Facility | \$ - | \$ (666,000) | \$ - | \$ - | \$ (3,078,000) | \$ - | \$ - | \$ - | \$ - | \$ - |
| Juvenile Detention Expansion | \$ - | \$ - | \$ (51,000) | \$ (3,588,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 800 MHz System Upgrade *** | \$ (3,344,000) | \$ (1,400,000) | \$ (3,400,000) | \$ (3,500,000) | \$ (5,568,000) | \$ - | \$ - | \$ - | \$ - | \$ - |
| Sub-total | \$ (3,644,000) | \$ (10,292,000) | \$ (12,311,000) | \$ (7,388,000) | \$ (8,646,000) | \$ - | \$ - | \$ - | \$ - | \$ - |
| Less New CIP Projects Recommended in FY 2012-2021 CIP: | | | | | | | | | | |
| Narrow Banding of Public Safety Spectrum | \$ (502,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Radio Subscriber Units Replacement for Existing 800 MHz System ** | \$ (8,274,300) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (6,150,000) | \$ (6,300,000) | \$ - |
| Law Enforcement Parking Deck / Prop. - Sheriff Adm. / Weekend Inmate | \$ - | \$ (19,134,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduce Detention Fac. Proj. To Fund Parking Deck and Weekend Fac. | \$ - | \$ 19,134,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Bicentennial Greenway Trails - GSO | \$ 125,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Bur-Mil Park Improvements | \$ (125,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Emergency Operation Center | \$ - | \$ (106,000) | \$ (4,497,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| New Animal Shelter | \$ - | \$ - | \$ (106,000) | \$ (5,450,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Additional Courthouse Space | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (11,782,000) | \$ - | \$ - | \$ - |
| Sub-total | \$ (8,776,300) | \$ (106,000) | \$ (4,603,000) | \$ (5,450,000) | \$ - | \$ - | \$ (11,782,000) | \$ (6,150,000) | \$ (6,300,000) | \$ - |
| Ending Fund Balance (Unallocated) | \$ 14,306,492 | \$ 4,051,557 | \$ (1,481,542) | \$ 1,569,094 | \$ 11,067,410 | \$ 29,340,959 | \$ 31,391,789 | \$ 38,979,498 | \$ 46,627,323 | \$ 62,681,025 |

Note: FY 2017-2018, 2018-2019, and 2019-2020 annual GF amount is reduced by the amount needed during FY 2018-2019 and FY 2019-2020 when debt service amount exceeds \$20 million. This ensures that sufficient funds are available to pay the debt service on the underlying schedule used to calculate the transfer without additional appropriation from the General Fund.

* Phase in schedule: \$0.01 cent in FY 13-14, + \$0.01 = \$0.02 total in FY 14-15, + \$0.01 cent = \$0.03 total in FY 15-16 and thereafter.

** BOC approved on 11/3/11

Guilford County Capital Investment Plan Projects with Projected Expenses in next Five Years

ESTIMATED CAPITAL EXPENDITURES

| Project | (Estimated) Budget | Prior Years | Current Year FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | Five Year Total |
|---|-------------------------|-----------------------|----------------------------|-----------------------|----------------------|----------------------|---------------------|-----------------------|
| Board Approved Projects: | | | | | | | | |
| County Projects | \$ 2,891,000 | \$ 2,851,000 | \$ 40,000 | \$ - | \$ - | \$ - | \$ - | \$ 40,000 |
| Public Safety | \$ 11,618,300 | \$ - | \$ 11,618,300 | \$ - | \$ - | \$ - | \$ - | \$ 11,618,300 |
| Parks & Open Space | \$ 7,112,734 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Water & Sewer | \$ 11,902,402 | \$ - | \$ 1,210,916 | \$ - | \$ - | \$ - | \$ - | \$ 1,210,916 |
| Education | \$ 1,131,356,836 | \$ 638,813,040 | \$ 268,091,840 | \$ 164,006,499 | \$ 10,045,458 | \$ 6,660,000 | \$ 6,840,000 | \$ 455,643,797 |
| SUB-TOTAL | \$ 1,164,881,272 | \$ 641,664,040 | \$ 280,961,056 | \$ 164,006,499 | \$ 10,045,458 | \$ 6,660,000 | \$ 6,840,000 | \$ 468,513,013 |
| Projects that Require Board Approval or Additional Action: | | | | | | | | |
| Public Safety | \$ 161,694,000 | \$ 3,344,000 | \$ 2,202,000 | \$ 12,398,000 | \$ 16,963,000 | \$ 11,318,000 | \$ 3,078,000 | \$ 45,959,000 |
| SUB-TOTAL | \$ 161,694,000 | \$ 3,344,000 | \$ 2,202,000 | \$ 12,398,000 | \$ 16,963,000 | \$ 11,318,000 | \$ 3,078,000 | \$ 45,959,000 |
| Total | \$ 1,326,575,272 | \$ 645,008,040 | \$ 283,163,056 | \$ 176,404,499 | \$ 27,008,458 | \$ 17,978,000 | \$ 9,918,000 | \$ 514,472,013 |

ESTIMATED NET OPERATING IMPACTS

| Project | # New Positions | Current Year FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | Five Year Total |
|---|--------------------|----------------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| Projects that Require Board Approval or Additional Action: | | | | | | | |
| Public Safety | 67.00 | \$ - | \$ 1,044,000 | \$ 2,277,000 | \$ 3,143,000 | \$ 3,815,000 | \$ 10,279,000 |
| SUB-TOTAL | 67.00 | \$ - | \$ 1,044,000 | \$ 2,277,000 | \$ 3,143,000 | \$ 3,815,000 | \$ 10,279,000 |
| Board Approved Projects: | | | | | | | |
| Public Safety | 89.00 | \$ 6,376,000 | \$ 7,578,000 | \$ 13,574,000 | \$ 14,665,000 | \$ 15,105,000 | \$ 57,298,000 |
| Education | | \$ 4,707,000 | \$ 10,662,000 | \$ 11,240,000 | \$ 11,299,000 | \$ 11,364,000 | \$ 49,272,000 |
| SUB-TOTAL | 89.00 | \$ 11,083,000 | \$ 18,240,000 | \$ 24,814,000 | \$ 25,964,000 | \$ 26,469,000 | \$ 106,570,000 |
| TOTAL | 156.00 | \$ 11,083,000 | \$ 19,284,000 | \$ 27,091,000 | \$ 29,107,000 | \$ 30,284,000 | \$ 116,849,000 |

Note: See FY 2013 Recommended Budget Appendix for Detailed Summaries by Project

Guilford County Capital Investment Plan Projects with Projected Expenses in next Five Years

ESTIMATED CAPITAL EXPENDITURES

| Project | (Estimated) Budget | Prior Years | Current Year FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | Five Year Total |
|--------------------------------------|-------------------------|-----------------------|----------------------------|-----------------------|----------------------|---------------------|---------------------|-----------------------|
| Board Approved Projects: | | | | | | | | |
| County Projects | | | | | | | | |
| Tax System | \$ 2,340,000 | \$ 2,300,000 | \$ 40,000 | \$ - | \$ - | \$ - | \$ - | \$ 40,000 |
| GSO Courthouse Renovations | \$ - | \$ 551,000 | \$ (551,000) | \$ - | \$ - | \$ - | \$ - | \$ (551,000) |
| Edgeworth Building Renovations | \$ 551,000 | \$ - | \$ 551,000 | \$ - | \$ - | \$ - | \$ - | \$ 551,000 |
| | \$ 2,891,000 | \$ 2,851,000 | \$ 40,000 | \$ - | \$ - | \$ - | \$ - | \$ 40,000 |
| Public Safety | | | | | | | | |
| 800 MHz Infrastructure Upgrade | \$ 3,344,000 | \$ - | \$ 3,344,000 | \$ - | \$ - | \$ - | \$ - | \$ 3,344,000 |
| 800 MHz Radio Replacement | \$ 8,274,300 | \$ - | \$ 8,274,300 | \$ - | \$ - | \$ - | \$ - | \$ 8,274,300 |
| | \$ 11,618,300 | \$ - | \$ 11,618,300 | \$ - | \$ - | \$ - | \$ - | \$ 11,618,300 |
| Parks & Open Space | | | | | | | | |
| Bur-Mil Park Improvements | \$ 2,773,352 | \$ - | \$ (125,000) | \$ - | \$ - | \$ - | \$ - | \$ (125,000) |
| Bicentennial Greenway Trails - GSO | \$ 4,339,382 | \$ - | \$ 125,000 | \$ - | \$ - | \$ - | \$ - | \$ 125,000 |
| | \$ 7,112,734 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Water & Sewer | | | | | | | | |
| Forest Oaks Estate (Water) | \$ 1,147,876 | \$ - | \$ 18,238 | \$ - | \$ - | \$ - | \$ - | \$ 18,238 |
| Forest Oaks Estate (Sewer) | \$ 2,314,502 | \$ - | \$ 1,142,846 | \$ - | \$ - | \$ - | \$ - | \$ 1,142,846 |
| Lynwood Lakes (Water) | \$ 2,921,769 | \$ - | \$ (765,580) | \$ - | \$ - | \$ - | \$ - | \$ (765,580) |
| Lynwood Lakes (Sewer) | \$ 5,518,255 | \$ - | \$ 815,412 | \$ - | \$ - | \$ - | \$ - | \$ 815,412 |
| | \$ 11,902,402 | \$ - | \$ 1,210,916 | \$ - | \$ - | \$ - | \$ - | \$ 1,210,916 |
| Education | | | | | | | | |
| Guilford County Schools | \$ 988,973,566 | \$ 598,875,753 | \$ 216,814,623 | \$ 131,817,733 | \$ 7,865,458 | \$ 4,440,000 | \$ 4,560,000 | \$ 365,497,814 |
| Guilford Technical Community College | \$ 142,383,270 | \$ 39,937,287 | \$ 51,277,217 | \$ 32,188,766 | \$ 2,180,000 | \$ 2,220,000 | \$ 2,280,000 | \$ 90,145,983 |
| | \$ 1,131,356,836 | \$ 638,813,040 | \$ 268,091,840 | \$ 164,006,499 | \$ 10,045,458 | \$ 6,660,000 | \$ 6,840,000 | \$ 455,643,797 |
| SUB-TOTAL | \$ 1,164,881,272 | \$ 641,664,040 | \$ 280,961,056 | \$ 164,006,499 | \$ 10,045,458 | \$ 6,660,000 | \$ 6,840,000 | \$ 468,513,013 |

Projects that Require Board Approval or Additional Action:

Public Safety

| | | | | | | | | |
|---------------------------------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| New Animal Shelter | \$ 5,556,000 | \$ - | \$ - | \$ - | \$ 106,000 | \$ 5,450,000 | \$ - | \$ 5,556,000 |
| Emergency Operation Center | \$ 4,603,000 | \$ - | \$ - | \$ 106,000 | \$ 4,497,000 | \$ - | \$ - | \$ 4,603,000 |
| Narrow Banding of PS Spectrum | \$ 502,000 | \$ - | \$ 502,000 | \$ - | \$ - | \$ - | \$ - | \$ 502,000 |
| 800 MHz System Upgrade | \$ 13,868,000 | \$ 3,344,000 | \$ 1,400,000 | \$ 3,400,000 | \$ 3,500,000 | \$ 5,568,000 | \$ - | \$ 13,868,000 |
| Co-Location GFD / HPFD | \$ 1,200,000 | \$ - | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ - | \$ 1,200,000 |
| Northeast GSO EMS Base | \$ 3,204,000 | \$ - | \$ - | \$ 450,000 | \$ 2,754,000 | \$ - | \$ - | \$ 3,204,000 |
| Northwest Maintenance Facility / Base | \$ 6,213,000 | \$ - | \$ - | \$ 6,213,000 | \$ - | \$ - | \$ - | \$ 6,213,000 |
| Reedy Fork ES Facility | \$ 3,330,000 | \$ - | \$ - | \$ 468,000 | \$ 2,862,000 | \$ - | \$ - | \$ 3,330,000 |
| I73 - NW Guilford ES Facility | \$ 3,739,000 | \$ - | \$ - | \$ 795,000 | \$ 2,944,000 | \$ - | \$ - | \$ 3,739,000 |
| Southern Guilford ES Facility | \$ 3,744,000 | \$ - | \$ - | \$ 666,000 | \$ - | \$ - | \$ 3,078,000 | \$ 3,744,000 |

Guilford County Capital Investment Plan Projects with Projected Expenses in next Five Years

ESTIMATED CAPITAL EXPENDITURES

| Project | (Estimated) Budget | Prior Years | Current Year FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | Five Year Total |
|---|-------------------------------|------------------------|-------------------------------------|-----------------------|----------------------|----------------------|---------------------|----------------------------|
| Reduce GSO Detention Center | \$ 96,601,000 | \$ - | \$ - | \$ (19,134,000) | \$ - | \$ - | \$ - | \$ (19,134,000) |
| LE Pk. Deck / Sher. Adm. / Wkd. Inmate Fac. | \$ 19,134,000 | \$ - | \$ - | \$ 19,134,000 | \$ - | \$ - | \$ - | \$ 19,134,000 |
| | <u>\$ 161,694,000</u> | <u>\$ 3,344,000</u> | \$ 2,202,000 | \$ 12,398,000 | \$ 16,963,000 | \$ 11,318,000 | \$ 3,078,000 | \$ 45,959,000 |
| SUB-TOTAL | \$ 161,694,000 | \$ 3,344,000 | \$ 2,202,000 | \$ 12,398,000 | \$ 16,963,000 | \$ 11,318,000 | \$ 3,078,000 | \$ 45,959,000 |
| Total | \$ 1,326,575,272 | \$ 645,008,040 | \$ 283,163,056 | \$ 176,404,499 | \$ 27,008,458 | \$ 17,978,000 | \$ 9,918,000 | \$ 514,472,013 |

Guilford County Capital Investment Plan Projects with Projected Expenses in next Five Years

ESTIMATED NET OPERATING IMPACTS

| Project | # New Positions | Current Year FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | Five Year Total |
|---|------------------------|-----------------------------|----------------------|----------------------|----------------------|----------------------|------------------------|
| Projects that Require Board Approval or Additional Action: | | | | | | | |
| Public Safety | | | | | | | |
| Juvenile Detention Expansion | 26.00 | \$ - | \$ - | \$ 129,000 | \$ 327,000 | \$ 550,000 | \$ 1,006,000 |
| I73 - NW Guilford ES Facility | 10.00 | \$ - | \$ 348,000 | \$ 716,000 | \$ 795,000 | \$ 816,000 | \$ 2,675,000 |
| Reedy Fork ES Facility | 10.00 | \$ - | \$ 348,000 | \$ 716,000 | \$ 795,000 | \$ 816,000 | \$ 2,675,000 |
| Southern Guilford ES Facility | 10.00 | \$ - | \$ - | \$ - | \$ 365,000 | \$ 749,000 | \$ 1,114,000 |
| Northwest Maintenance Facility / Base | 10.00 | \$ - | \$ 348,000 | \$ 716,000 | \$ 795,000 | \$ 816,000 | \$ 2,675,000 |
| Open Space Acquisition | 0.50 | \$ - | \$ - | \$ - | \$ 33,000 | \$ 34,000 | \$ 67,000 |
| Trail-Implementation of Master Plan | 0.50 | \$ - | \$ - | \$ - | \$ 33,000 | \$ 34,000 | \$ 67,000 |
| SUB-TOTAL | 67.00 | \$ - | \$ 1,044,000 | \$ 2,277,000 | \$ 3,143,000 | \$ 3,815,000 | \$ 10,279,000 |
| Board Approved Projects: | | | | | | | |
| Public Safety | | | | | | | |
| New Greensboro Detention Facility | 89.00 | \$ 6,376,000 | \$ 7,578,000 | \$ 13,574,000 | \$ 14,665,000 | \$ 15,105,000 | \$ 57,298,000 |
| | | \$ 6,376,000 | \$ 7,578,000 | \$ 13,574,000 | \$ 14,665,000 | \$ 15,105,000 | \$ 57,298,000 |
| Education | | | | | | | |
| Guilford County Schools | 0.00 | \$ 4,390,000 | \$ 9,114,000 | \$ 9,260,000 | \$ 9,260,000 | \$ 9,260,000 | \$ 41,284,000 |
| Guilford Technical Community College | 0.00 | \$ 317,000 | \$ 1,548,000 | \$ 1,980,000 | \$ 2,039,000 | \$ 2,104,000 | \$ 7,988,000 |
| | | \$ 4,707,000 | \$ 10,662,000 | \$ 11,240,000 | \$ 11,299,000 | \$ 11,364,000 | \$ 49,272,000 |
| SUB-TOTAL | 89.00 | \$ 11,083,000 | \$ 18,240,000 | \$ 24,814,000 | \$ 25,964,000 | \$ 26,469,000 | \$ 106,570,000 |
| TOTAL | 156.00 | \$ 11,083,000 | \$ 19,284,000 | \$ 27,091,000 | \$ 29,107,000 | \$ 30,284,000 | \$ 116,849,000 |

New Animal Shelter
Animal Services

Function: Public Safety
New / Continuation / Replacement: New
New Project - Future Board action is required



Project Description: Guilford County's Animal Shelter is 20 plus years old. The current shelter is limited in the number of animals that can be held for adoption. The facility has limited access and limited parking for those visiting the site. Recommend that a consultative study (facility design/environmental issues /site selection/human resource needs) be implemented to assess the current and future animal shelter needs for the county.

Project Funding: Project to be funded from Capital Fund Balance.

Operating Impacts: No operating impacts have been estimated at this time.

| Expenditure Category | Budget | Prior Years | Current Year FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Total FY 2012 - 2021 |
|--------------------------|---------------------|-------------|----------------------|-------------|-------------------|---------------------|-------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| Construction | \$ 5,450,000 | \$ - | \$ - | \$ - | \$ - | \$ 5,450,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 5,450,000 |
| Planning | \$ 106,000 | \$ - | \$ - | \$ - | \$ 106,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 106,000 |
| Expenditure Total | \$ 5,556,000 | \$ - | \$ - | \$ - | \$ 106,000 | \$ 5,450,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 5,556,000 |

| Revenue Category | Budget | Prior Years | Current Year FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Total FY 2012 - 2021 |
|----------------------|-----------------------|-------------|----------------------|-------------|---------------------|-----------------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------------------|
| Capital Fund Balance | \$ (5,556,000) | \$ - | \$ - | \$ - | \$ (106,000) | \$ (5,450,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (5,556,000) |
| Revenue Total | \$ (5,556,000) | \$ - | \$ - | \$ - | \$ (106,000) | \$ (5,450,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (5,556,000) |

Operating Budget Impacts

| | | | | | | | | | | | | | |
|-----------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| Personnel | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | - |
| Other Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | - |
| Sub-Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | - |
| LESS: Available Funds | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | - |
| Net Impact | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | - |
| # Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Emergency Operation Center
Emergency Services

Function: Public Safety
New / Continuation / Replacement: New
New Project - Future Board action is required



Project Description: Replacement for existing Emergency Operations Center for Guilford County. Guilford County has statue responsibility for providing the Emergency Management function within the County for disasters and potential disasters. Currently, the EOC is in renovated Communications Center space and is antiquated and significantly undersized. An expanded Emergency Operations Center would facilitate enhanced interagency coordination and reduce redundancies currently in the system. Discussion has also occurred that facility would serve as an excellent location for an ES data center and redundant data center for Guilford County. EOC's must have their own in-house networks and application servers for community wide contingency of operations planning. Also, must be built to FEMA standards to ensure safety of occupants during natural disasters. Potentially could be co-located with other ES functions.

Project Funding: Project funding to come from Capital Fund Balance.

Operating Impacts: The roles of the EOC are in their infancy and this expansion would allow for a much more comprehensive EM program. As such, we would likely need to add staff to utilize the increased capability.

| Expenditure Category | Budget | Prior Years | Current Year FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Total FY 2012 - 2021 |
|--------------------------|---------------------|-------------|----------------------|-------------------|---------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| Construction | \$ 4,088,000 | \$ - | \$ - | \$ - | \$ 4,088,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 4,088,000 |
| Contingency | \$ 409,000 | \$ - | \$ - | \$ - | \$ 409,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 409,000 |
| Planning | \$ 53,000 | \$ - | \$ - | \$ 53,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 53,000 |
| Site Acquisition | \$ 53,000 | \$ - | \$ - | \$ 53,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 53,000 |
| Expenditure Total | \$ 4,603,000 | \$ - | \$ - | \$ 106,000 | \$ 4,497,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 4,603,000 |

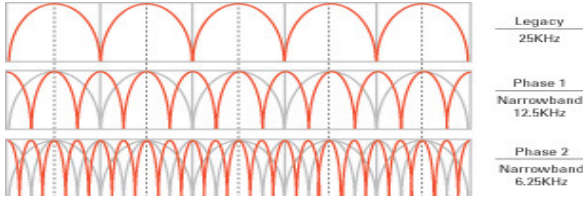
| Revenue Category | Budget | Prior Years | Current Year FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Total FY 2012 - 2021 |
|----------------------|-----------------------|-------------|----------------------|---------------------|-----------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------------------|
| Capital Fund Balance | \$ (4,603,000) | \$ - | \$ - | \$ (106,000) | \$ (4,497,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (4,603,000) |
| Revenue Total | \$ (4,603,000) | \$ - | \$ - | \$ (106,000) | \$ (4,497,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (4,603,000) |

Operating Budget Impacts

| | | | | | | | | | | | | | |
|-----------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| Personnel | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Other Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Sub-Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| LESS: Available Funds | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Net Impact | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| # Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Narrow Banding of Public Safety Spectrum
Emergency Services

Function: Public Safety
New / Continuation / Replacement: New
New Project - Future Board action is required



Project Description: In December 2004, the Commission ruled that all private land mobile radio users operating below 512 MHz must move to 12.5 kHz narrowband voice channels and highly efficient data channel operations by the end of the year of 2012. The rule implies mandatory narrow banding implementation by not allowing any new licenses for devices and equipment with 25 kHz wide channels after January 1, 2011. By the end of 2012, all legacy communications systems below 512 MHz should convert to narrowband operation. The rule change has considerable impact because most current public safety radio systems below 512 MHz still use 25 kHz voice channels. Thus, all municipal government and state and local public safety systems using 25 kHz radio systems must migrate to 12.5 kHz narrowband voice channels by the end of 2012. This does not necessarily imply that any public safety agency is automatically guaranteed two 12.5 kHz channels from a previously licensed 25 kHz channel. To migrate to narrowband operations, public safety agencies must apply for new narrowband licenses or modify existing licenses while justifying channel requirements by that deadline.

Project Funding: Project to be funded from Capital Fund Balance.

Operating Impacts: Operating impacts have been included for on-going contractual services. These funds would be used for a consultant to ensure FCC compliance.

| Expenditure Category | Budget | Prior Years | Current Year FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Total FY 2012 - 2021 |
|----------------------------|-------------------|-------------|----------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| Contingency | \$ 51,000 | \$ - | \$ 51,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 51,000 |
| Equipment / Furnishings | \$ 400,000 | \$ - | \$ 400,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 400,000 |
| Other Services and Charges | \$ 51,000 | \$ - | \$ 51,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 51,000 |
| Expenditure Total | \$ 502,000 | \$ - | \$ 502,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 502,000 |

| Revenue Category | Budget | Prior Years | Current Year FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Total FY 2012 - 2021 |
|----------------------|---------------------|-------------|----------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| Capital Fund Balance | \$ (502,000) | \$ - | \$ (502,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (502,000) |
| Revenue Total | \$ (502,000) | \$ - | \$ (502,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (502,000) |

Operating Budget Impacts

| | | | | | | | | | | | | | |
|-----------------------|------|------|------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
| Personnel | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Other Expenses | \$ - | \$ - | \$ - | \$ 51,000 | \$ 52,000 | \$ 53,000 | \$ 54,000 | \$ 55,000 | \$ 56,000 | \$ 57,000 | \$ 58,000 | \$ 60,000 | \$ 496,000 |
| Sub-Total | \$ - | \$ - | \$ - | \$ 51,000 | \$ 52,000 | \$ 53,000 | \$ 54,000 | \$ 55,000 | \$ 56,000 | \$ 57,000 | \$ 58,000 | \$ 60,000 | \$ 496,000 |
| LESS: Available Funds | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Net Impact | \$ - | \$ - | \$ - | \$ 51,000 | \$ 52,000 | \$ 53,000 | \$ 54,000 | \$ 55,000 | \$ 56,000 | \$ 57,000 | \$ 58,000 | \$ 60,000 | \$ 496,000 |
| # Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

800 MHz System Upgrade & Replacement
Emergency Services

Function: Public Safety
New / Continuation / Replacement: Continuation
Continuation Project - Partial funding approved in FY 2012, remaining needed for FY 2013 - 2016



Project Description: Due to emerging technology and current system obsolescence, the 800 MHz radio system will be in need of a significant revamping to maintain reliable communications among public safety responders. There are over 4,000 radios currently on the system for both public safety and non-public safety use. The upgrade/replacement of the current system will require land acquisition and tower construction, as well as replacement of infrastructure and subscriber units. The current 800 MHz radio system was developed and implemented in the mid 1990's. According to the manufacturer, the system will require significant upgrade and system component replacement, estimated for FY 2014. The County share for the GM911 console equipment housed at Meadowood and Justice are included in this proposal. This project is a shared venture with the City of Greensboro. The costs below represent the County's share of the project and represents 50% of the total estimated cost of \$27 million presented to the City of Greensboro on 10/20/11. Using that total the county's portion would be \$13.5 million however, land and project contingency is expected to be part of the county's total needed to complete the overall project. Adding those two items is expected to increase the total needed for the county's portion to approximately \$17.2 million.

Project Funding: Project funding from Capital Fund Balance

Operating Impacts: No operating impacts have been estimated at this time.

| Expenditure Category | Budget | Prior Years | Current Year FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Total FY 2012 - 2021 |
|--------------------------|----------------------|-------------|----------------------|---------------------|---------------------|---------------------|---------------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| Construction | \$ 2,000,000 | \$ - | \$ - | \$ - | \$ 2,000,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 2,000,000 |
| Contingency | \$ 2,068,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 2,068,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 2,068,000 |
| Equipment / Furnishings | \$ 13,144,000 | \$ - | \$ 3,344,000 | \$ 1,400,000 | \$ 1,400,000 | \$ 3,500,000 | \$ 3,500,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 13,144,000 |
| Expenditure Total | \$ 17,212,000 | \$ - | \$ 3,344,000 | \$ 1,400,000 | \$ 3,400,000 | \$ 3,500,000 | \$ 5,568,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 17,212,000 |

| Revenue Category | Budget | Prior Years | Current Year FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Total FY 2012 - 2021 |
|----------------------|------------------------|-------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------|-------------|-------------|-------------|-------------|------------------------|
| Capital Fund Balance | \$ (17,212,000) | \$ - | \$ (3,344,000) | \$ (1,400,000) | \$ (3,400,000) | \$ (3,500,000) | \$ (5,568,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (17,212,000) |
| Revenue Total | \$ (17,212,000) | \$ - | \$ (3,344,000) | \$ (1,400,000) | \$ (3,400,000) | \$ (3,500,000) | \$ (5,568,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (17,212,000) |

Operating Budget Impacts

| | | | | | | | | | | | | | |
|-----------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| Personnel | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Other Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Sub-Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| LESS: Available Funds | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Net Impact | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| # Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

EMS Base - Co-Location with Municipal Fire Departments
Emergency Services

Function: Public Safety
New / Continuation / Replacement: New
New Project - Future Board action is required



Project Description: Co-location of Emergency Medical Services bases in city fire departments. Funding will allow the County to partner with Greensboro in the construction of new fire stations that include EMS bases as a cost-effective alternative to stand-alone EMS facilities. To accommodate the additional EMS service, the standard design of municipal fire stations would need to be expanded. Project funding would allow for the additional costs associated with the expanded facility and permit a formalized business relationship between the County and area municipalities regarding the permanent use of shared, non-county facilities. The locations under consideration for co-location include: Greensboro Fire Stations seven at 1064 Gatewood Avenue (rebuild of current station), four at 401 Gorrell Street (rebuild of current station), ten at 4208 High Point Road (rebuild of current station), and Old Randleman Road Station. (Note: A possibility exists for the County to partner with Greensboro in the construction of a station to serve the Reedy Fork Area. If the location selected by Greensboro would be appropriate for an EMS base, the County would cancel plans for a separate Reedy Fork EMS station and appropriate additional funds to the co-location effort.)

Project Funding: Project to be funded from Capital Fund Balance.

Operating Impacts: If a shared facility is constructed, an arrangement regarding the allocation of facility operating expenses (e.g., utilities) would be negotiated. Accurate amounts are not available at this time.

| Expenditure Category | Budget | Prior Years | Current Year FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Total FY 2012 - 2021 |
|--------------------------|---------------------|-------------|----------------------|-------------------|-------------------|-------------------|-------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| Equipment / Furnishings | \$ 1,200,000 | \$ - | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,200,000 |
| Expenditure Total | \$ 1,200,000 | \$ - | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,200,000 |

| Revenue Category | Budget | Prior Years | Current Year FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Total FY 2012 - 2021 |
|----------------------|-----------------------|-------------|----------------------|---------------------|---------------------|---------------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------------------|
| Capital Fund Balance | \$ (1,200,000) | \$ - | \$ (300,000) | \$ (300,000) | \$ (300,000) | \$ (300,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (1,200,000) |
| Revenue Total | \$ (1,200,000) | \$ - | \$ (300,000) | \$ (300,000) | \$ (300,000) | \$ (300,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (1,200,000) |

Operating Budget Impacts

| | | | | | | | | | | | | | |
|-----------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| Personnel | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Other Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Sub-Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| LESS: Available Funds | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Net Impact | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| # Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

EMS Base - Northeast Greensboro / Guilford County (Replacement)
Emergency Services

Function: Public Safety
New / Continuation / Replacement: New
New Project - Future Board action is required



Project Description: Project encompasses the construction of a new Emergency Medical Services (EMS) base to serve northeast Greensboro and Guilford County. The current EMS facility serving this area (Base 1, Headquarters Drive) is antiquated and in need of replacement. The existing site is too small to rebuild on and, because of the current road layout, is poorly located for optimal response north and east of the base.

Project Funding: Potential revenue from the sale of the existing facility and property is estimated to be \$150,000 and is included in FY 2012 in the Capital Fund Balance and General Fund Transfer model included in the Appendices. Majority of funding to come from Capital Fund Balance.

Operating Impacts: The personnel and vehicle housed at the current base will be transferred to the new location.

| Expenditure Category | Budget | Prior Years | Current Year FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Total FY 2012 - 2021 |
|--------------------------|---------------------|-------------|----------------------|-------------------|---------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| Construction | \$ 2,040,000 | \$ - | \$ - | \$ - | \$ 2,040,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 2,040,000 |
| Contingency | \$ 255,000 | \$ - | \$ - | \$ - | \$ 255,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 255,000 |
| Equipment / Furnishings | \$ 204,000 | \$ - | \$ - | \$ - | \$ 204,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 204,000 |
| Planning | \$ 255,000 | \$ - | \$ - | \$ - | \$ 255,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 255,000 |
| Site Acquisition | \$ 450,000 | \$ - | \$ - | \$ 450,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 450,000 |
| Expenditure Total | \$ 3,204,000 | \$ - | \$ - | \$ 450,000 | \$ 2,754,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 3,204,000 |

| Revenue Category | Budget | Prior Years | Current Year FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Total FY 2012 - 2021 |
|----------------------|-----------------------|-------------|----------------------|---------------------|-----------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------------------|
| Capital Fund Balance | \$ (3,204,000) | \$ - | \$ - | \$ (450,000) | \$ (2,754,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (3,204,000) |
| Revenue Total | \$ (3,204,000) | \$ - | \$ - | \$ (450,000) | \$ (2,754,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (3,204,000) |

Operating Budget Impacts

| | | | | | | | | | | | | | |
|-----------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| Personnel | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Other Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Sub-Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| LESS: Available Funds | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Net Impact | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| # Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

EMS Maintenance & County General Services Facility
Emergency Services & Property Management

Function: Public Safety
New / Continuation / Replacement: New
New Project - Future Board action is required



Project Description: Purchase, renovation, or construction of a new, multi-purpose Public Safety and General Services building to house EMS fleet maintenance facility and the county's Facilities Department. The Special Operations functions of the Sheriff's Department may also be incorporated into the facility (however additional funding would be required). 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. Finally, the new building would allow the county to potentially consolidate its Facilities Department and maintenance shop into one location, freeing up existing space for other uses or sale.

Project Funding: Project to be funded from Capital Fund Balance.

Operating Impacts: A combined maintenance and logistics facility is the single greatest need of the Department of Emergency Services,. 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 will be required, however it is anticipated the expense will be offset with decreased reliance on outside vendor repairs.

| Expenditure Category | Budget | Prior Years | Current Year FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Total FY 2012 - 2021 |
|--------------------------|---------------------|-------------|----------------------|---------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| Construction | \$ 4,693,000 | \$ - | \$ - | \$ 4,693,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 4,693,000 |
| Contingency | \$ 620,000 | \$ - | \$ - | \$ 620,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 620,000 |
| Planning | \$ 400,000 | \$ - | \$ - | \$ 400,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 400,000 |
| Site Acquisition | \$ 500,000 | \$ - | \$ - | \$ 500,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 500,000 |
| Expenditure Total | \$ 6,213,000 | \$ - | \$ - | \$ 6,213,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 6,213,000 |

| Revenue Category | Budget | Prior Years | Current Year FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Total FY 2012 - 2021 |
|----------------------|-----------------------|-------------|----------------------|-----------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------------------|
| Capital Fund Balance | \$ (6,213,000) | \$ - | \$ - | \$ (6,213,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (6,213,000) |
| Revenue Total | \$ (6,213,000) | \$ - | \$ - | \$ (6,213,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (6,213,000) |

Operating Budget Impacts

| | | | | | | | | | | | | | |
|-----------------------|------|------|------|------|------|------|-------|------|------|------|------|------|-------|
| Personnel | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | - |
| Other Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | - |
| Sub-Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | - |
| LESS: Available Funds | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | - |
| Net Impact | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | - |
| # Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 77.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 77.00 |

EMS Base - Reedy Fork Area
Emergency Services

Function: Public Safety
New / Continuation / Replacement: New
New Project - Future Board action is required



Project Description: Project encompasses the construction of a new Emergency Medical Services (EMS) station in the Reedy Fork area. The need for an EMS facility in this area has been identified due to continued residential development in the northeast portion of Guilford County, as well as industrial and recreational development in the Bryan Park area. These areas are currently being served from an antiquated facility in East Greensboro with medic unit response from Jackson School Road. This response configuration results in a lengthy response time to the area. At the present time, no location has been selected by Greensboro for a future Reedy Fork area fire station. If the site that is finally chosen is acceptable for an EMS facility, the County will work with Greensboro to expand the design to include space for an EMS base (at a cost of approximately \$300,000) and cancel plans for a separate EMS structure.

Project Funding: Project funding to come from Capital Fund Balance.

Operating Impacts: Includes costs of ten new paramedic positions to staff the new base 24 hours per day, as well as facility operating expenses (e.g., utilities). Also includes the purchase of a new ambulance in FY 2014 (with replacement in FY 2018) and associated fuel and maintenance expenses.

| Expenditure Category | Budget | Prior Years | Current Year FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Total FY 2012 - 2021 |
|--------------------------|---------------------|-------------|----------------------|-------------------|---------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| Construction | \$ 2,120,000 | \$ - | \$ - | \$ - | \$ 2,120,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 2,120,000 |
| Contingency | \$ 265,000 | \$ - | \$ - | \$ - | \$ 265,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 265,000 |
| Equipment / Furnishings | \$ 212,000 | \$ - | \$ - | \$ - | \$ 212,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 212,000 |
| Planning | \$ 265,000 | \$ - | \$ - | \$ - | \$ 265,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 265,000 |
| Site Acquisition | \$ 468,000 | \$ - | \$ - | \$ 468,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 468,000 |
| Expenditure Total | \$ 3,330,000 | \$ - | \$ - | \$ 468,000 | \$ 2,862,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 3,330,000 |

| Revenue Category | Budget | Prior Years | Current Year FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Total FY 2012 - 2021 |
|----------------------|-----------------------|-------------|----------------------|---------------------|-----------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------------------|
| Capital Fund Balance | \$ (3,330,000) | \$ - | \$ - | \$ (468,000) | \$ (2,862,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (3,330,000) |
| Revenue Total | \$ (3,330,000) | \$ - | \$ - | \$ (468,000) | \$ (2,862,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (3,330,000) |

Operating Budget Impacts

| | | | | | | | | | | | | | |
|-----------------------|------|------|------|------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Personnel | \$ - | \$ - | \$ - | \$ 348,000 | \$ 716,000 | \$ 795,000 | \$ 816,000 | \$ 838,000 | \$ 859,000 | \$ 881,000 | \$ 902,000 | \$ 929,000 | \$ 7,084,000 |
| Other Expenses | \$ - | \$ - | \$ - | \$ 21,000 | \$ 514,000 | \$ 208,000 | \$ 213,000 | \$ 219,000 | \$ 524,000 | \$ 230,000 | \$ 235,000 | \$ 242,000 | \$ 2,406,000 |
| Sub-Total | \$ - | \$ - | \$ - | \$ 369,000 | \$ 1,230,000 | \$ 1,003,000 | \$ 1,029,000 | \$ 1,057,000 | \$ 1,383,000 | \$ 1,111,000 | \$ 1,137,000 | \$ 1,171,000 | \$ 9,490,000 |
| LESS: Available Funds | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Net Impact | \$ - | \$ - | \$ - | \$ 369,000 | \$ 1,230,000 | \$ 1,003,000 | \$ 1,029,000 | \$ 1,057,000 | \$ 1,383,000 | \$ 1,111,000 | \$ 1,137,000 | \$ 1,171,000 | \$ 9,490,000 |
| # Positions | 0.00 | 0.00 | 0.00 | 10.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 10.00 |

EMS Base - Northwest Guilford / I-73 Area
Emergency Services

Function: Public Safety
New / Continuation / Replacement: New
New Project - Future Board action is required



Project Description: Project encompasses the construction of a new Emergency Medical Services (EMS) base to serve the expanded population of the northwest portion of the County. Currently the entire northwest area is served from a fire facility in Summerfield, creating response time concerns in the communities of Stokesdale and Oak Ridge. The desired location of the new facility is along the future I-73 corridor to facilitate rapid north-south travel routes.

Project Funding: Project funding to come from Capital Fund Balance.

Operating Impacts: Includes costs of ten new paramedic positions to staff the new base 24 hours per day, as well as facility operating expenses (e.g., utilities). Also includes the purchase of a new ambulance in FY 2014 (with replacement in FY 2018) and associated fuel and maintenance expenses.

| Expenditure Category | Budget | Prior Years | Current Year FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Total FY 2012 - 2021 |
|--------------------------|---------------------|-------------|----------------------|-------------------|---------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| Construction | \$ 2,180,000 | \$ - | \$ - | \$ - | \$ 2,180,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 2,180,000 |
| Contingency | \$ 273,000 | \$ - | \$ - | \$ - | \$ 273,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 273,000 |
| Equipment / Furnishings | \$ 218,000 | \$ - | \$ - | \$ - | \$ 218,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 218,000 |
| Planning | \$ 273,000 | \$ - | \$ - | \$ - | \$ 273,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 273,000 |
| Site Acquisition | \$ 795,000 | \$ - | \$ - | \$ 795,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 795,000 |
| Expenditure Total | \$ 3,739,000 | \$ - | \$ - | \$ 795,000 | \$ 2,944,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 3,739,000 |

| Revenue Category | Budget | Prior Years | Current Year FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Total FY 2012 - 2021 |
|----------------------|-----------------------|-------------|----------------------|---------------------|-----------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------------------|
| Capital Fund Balance | \$ (3,739,000) | \$ - | \$ - | \$ (795,000) | \$ (2,944,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (3,739,000) |
| Revenue Total | \$ (3,739,000) | \$ - | \$ - | \$ (795,000) | \$ (2,944,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (3,739,000) |

Operating Budget Impacts

| | | | | | | | | | | | | | |
|-----------------------|------|------|------|------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Personnel | \$ - | \$ - | \$ - | \$ 348,000 | \$ 716,000 | \$ 795,000 | \$ 816,000 | \$ 838,000 | \$ 859,000 | \$ 881,000 | \$ 902,000 | \$ 929,000 | \$ 7,084,000 |
| Other Expenses | \$ - | \$ - | \$ - | \$ 21,000 | \$ 514,000 | \$ 208,000 | \$ 213,000 | \$ 219,000 | \$ 524,000 | \$ 230,000 | \$ 235,000 | \$ 242,000 | \$ 2,406,000 |
| Sub-Total | \$ - | \$ - | \$ - | \$ 369,000 | \$ 1,230,000 | \$ 1,003,000 | \$ 1,029,000 | \$ 1,057,000 | \$ 1,383,000 | \$ 1,111,000 | \$ 1,137,000 | \$ 1,171,000 | \$ 9,490,000 |
| LESS: Available Funds | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Net Impact | \$ - | \$ - | \$ - | \$ 369,000 | \$ 1,230,000 | \$ 1,003,000 | \$ 1,029,000 | \$ 1,057,000 | \$ 1,383,000 | \$ 1,111,000 | \$ 1,137,000 | \$ 1,171,000 | \$ 9,490,000 |
| # Positions | 0.00 | 0.00 | 0.00 | 10.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 10.00 |

EMS Base - Southern Guilford
Emergency Services

Function: Public Safety
New / Continuation / Replacement: New
New Project - Future Board action is required



Project Description: Project encompasses the construction of a new Emergency Medical Services (EMS) base to serve a portion of southern Guilford County, due south of the City of Greensboro (in the South Elm-Eugene/Randleman area). Currently this area is served with units based on Concord Street, but response times to the subject area are significantly delayed.

Project Funding: Project to be funded from Capital Fund Balance.

Operating Impacts: Includes costs of ten new paramedic positions to staff the new base 24 hours per day, as well as facility operating expenses (e.g., utilities). Also includes the purchase of a new ambulance in FY 2016 (with replacement in FY 2020) and associated fuel and maintenance expenses.

| Expenditure Category | Budget | Prior Years | Current Year FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Total FY 2012 - 2021 |
|--------------------------|---------------------|-------------|----------------------|-------------------|-------------|-------------|---------------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| Construction | \$ 2,280,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 2,280,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 2,280,000 |
| Contingency | \$ 285,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 285,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 285,000 |
| Equipment / Furnishings | \$ 228,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 228,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 228,000 |
| Planning | \$ 285,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 285,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 285,000 |
| Site Acquisition | \$ 666,000 | \$ - | \$ - | \$ 666,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 666,000 |
| Expenditure Total | \$ 3,744,000 | \$ - | \$ - | \$ 666,000 | \$ - | \$ - | \$ 3,078,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 3,744,000 |

| Revenue Category | Budget | Prior Years | Current Year FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Total FY 2012 - 2021 |
|----------------------|-----------------------|-------------|----------------------|---------------------|-------------|-------------|-----------------------|-------------|-------------|-------------|-------------|-------------|-----------------------|
| Capital Fund Balance | \$ (3,744,000) | \$ - | \$ - | \$ (666,000) | \$ - | \$ - | \$ (3,078,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (3,744,000) |
| Revenue Total | \$ (3,744,000) | \$ - | \$ - | \$ (666,000) | \$ - | \$ - | \$ (3,078,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (3,744,000) |

Operating Budget Impacts

| | | | | | | | | | | | | | |
|-----------------------|------|------|------|------|------|------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Personnel | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 365,000 | \$ 749,000 | \$ 876,000 | \$ 899,000 | \$ 921,000 | \$ 944,000 | \$ 972,000 | \$ 5,726,000 |
| Other Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 22,000 | \$ 529,000 | \$ 219,000 | \$ 224,000 | \$ 230,000 | \$ 545,000 | \$ 242,000 | \$ 2,011,000 |
| Sub-Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 387,000 | \$ 1,278,000 | \$ 1,095,000 | \$ 1,123,000 | \$ 1,151,000 | \$ 1,489,000 | \$ 1,214,000 | \$ 7,737,000 |
| LESS: Available Funds | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Net Impact | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 387,000 | \$ 1,278,000 | \$ 1,095,000 | \$ 1,123,000 | \$ 1,151,000 | \$ 1,489,000 | \$ 1,214,000 | \$ 7,737,000 |
| # Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 10.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 10.00 |

Law Enforcement Facility Needs
Law Enforcement / Property Management

Function: Public Safety
New / Continuation / Replacement: New
New Project - Future Board action is required



Project Description: This project involves design and construction of a new administration building for the Sheriff that would also include detention space for weekend inmates currently being housed at the Prison Farm, as called for in the County's Facility Master Plan. The additional space may also allow the Sheriff's Department Special Operations Unit to move from leased space to County-owned space. Relocating weekend inmates from the Prison Farm to a downtown facility may allow for other options for the Prison Farm. In addition, this project would encompass a possible parking deck for the new detention facility in downtown Greensboro.

Project Funding: Project to be funded from Authorized Bond Proceed savings associated with the New Detention Facility.

Operating Impacts: No operating impacts have been estimated at this time.

| Expenditure Category | Budget | Prior Years | Current Year FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Total FY 2012 - 2021 |
|----------------------------|----------------------|-------------|----------------------|----------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| Construction | \$ 16,228,000 | \$ - | \$ - | \$ 16,228,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 16,228,000 |
| Contingency | \$ 687,000 | \$ - | \$ - | \$ 687,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 687,000 |
| Equipment / Furnishings | \$ 1,553,000 | \$ - | \$ - | \$ 1,553,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,553,000 |
| Other Services and Charges | \$ 104,000 | \$ - | \$ - | \$ 104,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 104,000 |
| Planning | \$ 562,000 | \$ - | \$ - | \$ 562,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 562,000 |
| Expenditure Total | \$ 19,134,000 | \$ - | \$ - | \$ 19,134,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 19,134,000 |

| Revenue Category | Budget | Prior Years | Current Year FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Total FY 2012 - 2021 |
|----------------------|------------------------|-------------|----------------------|------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|------------------------|
| Authorized Bonds | \$ (19,134,000) | \$ - | \$ - | \$ (19,134,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (19,134,000) |
| Revenue Total | \$ (19,134,000) | \$ - | \$ - | \$ (19,134,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (19,134,000) |

Operating Budget Impacts

| | | | | | | | | | | | | | |
|-----------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| Personnel | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | - |
| Other Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | - |
| Sub-Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | - |
| LESS: Available Funds | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | - |
| Net Impact | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | - |
| # Positions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

New Greensboro Detention Center / Old Detention Facility Upgrades
Law Enforcement

Function: Public Safety
New / Continuation / Replacement: New / Continuation

Continuation Project - Future Board action is required to fund other Law Enforcement projects



Project Description: Construction of the new Guilford County Detention Center to be located at 401 West Sycamore Street in Greensboro. The 396,946 square foot structure will be eight stories, plus a partial basement and upper level and will contain the following spaces: building support and maintenance, utility rooms, kitchen, laundry, medical and dental treatment areas, inmate intake and property storage, criminal magistrates, inmate housing, and administrative support areas. Currently the facility is expected to open in FY 2012. The final phase of the project is the limited renovation of the current detention facility.

Project Funding: Project is funded with authorized General Obligation Bonds (approved by voters in May 2008), two-thirds bonds, and \$80,000 in "cash" coming as a Transfer from the General Fund.

Operating Impacts: Estimates included below assume the addition of 166 positions to staff the new detention center (phased in over three fiscal years), as well as additional facility expenses related to the larger facility. Final operating cost estimates are currently being prepared. Adjustments to the amounts presented below will be made to future editions of this plan.

| Expenditure Category | Budget | Prior Years | Current Year FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Total FY 2012 - 2021 |
|----------------------------|----------------------|----------------------|----------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|----------------------|
| Construction | \$ 91,501,000 | \$ 89,151,990 | \$ 2,349,010 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 2,349,010 |
| Equipment / Furnishings | \$ 5,000,000 | \$ 59,945 | \$ 4,940,055 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 4,940,055 |
| Other Services and Charges | \$ 100,000 | \$ 23,200 | \$ 76,800 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 76,800 |
| Expenditure Total | \$ 96,601,000 | \$ 89,235,135 | \$ 7,365,865 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 7,365,865 |

| Revenue Category | Budget | Prior Years | Current Year FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Total FY 2012 - 2021 |
|----------------------------|------------------------|------------------------|-----------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------------------|
| Authorized Bonds | \$ (96,521,000) | \$ (89,235,135) | \$ (7,365,865) | \$ 80,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (7,285,865) |
| Transfer from General Fund | \$ (80,000) | \$ - | \$ - | \$ (80,000) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (80,000) |
| Revenue Total | \$ (96,601,000) | \$ (89,235,135) | \$ (7,365,865) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (7,365,865) |

Operating Budget Impacts

| | | | | | | | | | | | | | |
|-----------------------|--------------|------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Personnel | \$ 4,624,000 | \$ - | \$ 4,624,000 | \$ 5,054,000 | \$ 9,429,000 | \$ 9,847,000 | \$ 10,142,000 | \$ 10,446,000 | \$ 10,759,000 | \$ 11,082,000 | \$ 11,414,000 | \$ 11,756,000 | \$ 94,553,000 |
| Other Expenses | \$ 1,752,000 | \$ - | \$ 1,752,000 | \$ 2,524,000 | \$ 4,145,000 | \$ 4,818,000 | \$ 4,963,000 | \$ 5,112,000 | \$ 5,265,000 | \$ 5,423,000 | \$ 5,586,000 | \$ 5,754,000 | \$ 45,342,000 |
| Sub-Total | \$ 6,376,000 | \$ - | \$ 6,376,000 | \$ 7,578,000 | \$ 13,574,000 | \$ 14,665,000 | \$ 15,105,000 | \$ 15,558,000 | \$ 16,024,000 | \$ 16,505,000 | \$ 17,000,000 | \$ 17,510,000 | \$ 139,895,000 |
| LESS: Available Funds | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Net Impact | \$ 6,376,000 | \$ - | \$ 6,376,000 | \$ 7,578,000 | \$ 13,574,000 | \$ 14,665,000 | \$ 15,105,000 | \$ 15,558,000 | \$ 16,024,000 | \$ 16,505,000 | \$ 17,000,000 | \$ 17,510,000 | \$ 139,895,000 |
| # Positions | 89.00 | 0.00 | 89.00 | 0.00 | 77.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 166.00 |

RURAL FIRE PROTECTION DISTRICTS

Alan Perdue, Emergency Services Director

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

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Ensure Community Health & Safety

PRIORITY: Injury Prevention & Emergency Response



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | %chg | FY14 Plan |
|-------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------|-----------------------|
| Program(s) | | | | | | |
| Rural Fire Protection | \$11,348,357 | \$12,093,353 | \$12,093,353 | \$12,990,061 | 7.4% | \$12,387,543 |
| Total | \$11,348,357 | \$12,093,353 | \$12,093,353 | \$12,990,061 | 7.4% | \$12,387,543 |
| Expenditures | | | | | | |
| Operating Expenses | \$11,348,357 | \$12,093,353 | \$12,093,353 | \$12,990,061 | 7.4% | \$12,387,543 |
| Total | \$11,348,357 | \$12,093,353 | \$12,093,353 | \$12,990,061 | 7.4% | \$12,387,543 |
| Sources of Funds | | | | | | |
| Taxes | (\$9,699,128) | (\$10,015,261) | (\$10,015,261) | (\$10,391,098) | 3.8% | (\$10,447,284) |
| Sales Tax | (\$1,774,385) | (\$1,750,023) | (\$1,750,023) | (\$1,880,002) | 7.4% | (\$1,898,800) |
| Federal & State Funds | \$0 | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Investment Earnings | (\$2,456) | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Other | (\$39,196) | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Fund Balance | (\$805,046) | (\$328,069) | (\$328,069) | (\$718,961) | 119.1% | (\$41,459) |
| Total | (\$12,320,212) | (\$12,093,353) | (\$12,093,353) | (\$12,990,061) | 7.4% | (\$12,387,543) |

DEPARTMENTAL PURPOSE

The County has 22 special fire protection districts and 2 service districts that provide fire response service in areas of the county not serviced by a municipal fire department. Fifteen 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, with the adoption of the annual Budget Ordinance, establishes the rate for each district annually. The districts also receive funding from their share of the local option sales taxes levied by the County.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The County will soon purchase new radios and related equipment for certain fire districts. To generate sufficient funds to reimburse the County for the radios, as well as to meet growing the growing needs and expenses of the fire districts, several fire district tax rates have been adjusted. The following tables outline the adopted tax rates, the final county district budgets, and the current radio replacement schedules.
- Since the County recently revalued real property, it must publish a revenue-neutral tax rate, based on a specific formula set by the State. A discussion of the revenue-neutral calculation is included in the Revenues Discussion in the General Fund Summary Information section of this document. The revenue-neutral rates for each district are included in the table ADOPTED TAX RATES and BUDGETS.

ADOPTED TAX RATES and TOTAL BUDGETS

| Fire Protection/Service District | Tax Rate | | | Budget | |
|---|------------------------------|-----------------------------|----------------|------------------------------|----------------|
| | Revised Recommend | Revenue- Neutral | Adopted | Revised Recommend | Adopted |
| Alamance Comm. Fire Protection Dist. | \$0.1000 | \$0.0998 | \$0.0998 | \$1,120,225 | \$1,121,413 |
| Alamance Comm. Fire Svc. Dist. Overlay | \$0.0000 | n/a | \$0.0000 | \$0 | \$0 |
| Climax Fire Protection Dist. | \$0.1000 | \$0.1029 | \$0.1000 | \$100,136 | \$100,136 |
| Climax Fire Svc. Dist. Overlay | \$0.0250 | n/a | \$0.0029 | \$19,587 | \$2,272 |
| Colfax Fire Protection Dist. | \$0.1000 | \$0.1014 | \$0.1000 | \$514,374 | \$514,397 |
| Colfax Fire Svc. Dist. Overlay | \$0.0087 | n/a | \$0.0014 | \$35,140 | \$5,655 |
| No. 18 (Deep River) Fire Protection Dist. | \$0.1051 | \$0.0941 | \$0.0941 | \$245,027 | \$224,280 |
| No. 18 (Deep River) Fire Svc. Dist. Overlay | \$0.0000 | n/a | \$0.0000 | \$0 | \$0 |
| No. 28 (Frieden's) Fire Protection Dist. | \$0.1000 | \$0.1021 | \$0.1000 | \$156,388 | \$156,388 |
| No. 14 (Franklin Blvd.) Fire Protection Dist. | \$0.1000 | \$0.1553 | \$0.1000 | \$185,636 | \$185,636 |
| No. 14 (Franklin Blvd.) Fire Svc. Dist. Overlay | \$0.0266 | n/a | \$0.0266 | \$34,843 | \$34,843 |
| Gibsonville Fire Protection Dist. | \$0.1000 | \$0.0972 | \$0.0972 | \$13,247 | \$12,942 |
| Guilford College Comm. Fire Protection Dist. | \$0.0800 | \$0.0885 | \$0.0800 | \$532,270 | \$532,270 |
| Guil-Rand Fire Protection Dist. | \$0.1000 | \$0.1056 | \$0.1000 | \$144,514 | \$144,538 |
| Guil-Rand Fire Svc. Dist. Overlay | \$0.0160 | n/a | \$0.0056 | \$17,840 | \$6,244 |
| Fire Protection District #1 (Horneytown) | \$0.0973 | \$0.0918 | \$0.0918 | \$23,433 | \$22,346 |
| Julian Fire Protection Dist. | \$0.1500 | \$0.1011 | \$0.1011 | \$97,480 | \$70,469 |
| Kimesville Fire Protection Dist. | \$0.1297 | \$0.1027 | \$0.1027 | \$122,978 | \$106,308 |
| McLeansville Fire Protection Dist. | \$0.0789 | \$0.0831 | \$0.0789 | \$663,453 | \$661,891 |
| McLeansville Fire Svc. Dist. Overlay | \$0.0000 | n/a | \$0.0000 | \$0 | \$0 |
| Mount Hope Comm. Fire Protection Dist. | \$0.0800 | \$0.0583 | \$0.0800 | \$529,512 | \$529,512 |
| Mount Hope Comm. Fire Svc. Dist. Overlay | \$0.0000 | n/a | \$0.0000 | \$0 | \$0 |
| Northeast Fire Protection Dist. | \$0.1000 | \$0.1036 | \$0.1000 | \$854,261 | \$854,261 |
| Oak Ridge Fire Protection Dist. | \$0.0857 | \$0.0943 | \$0.0857 | \$1,155,535 | \$1,155,535 |
| Oak Ridge Fire Svc. Dist. Overlay | \$0.0000 | n/a | \$0.0000 | \$0 | \$0 |
| Pinecroft-Sedgefield Fire Protection Dist. | \$0.1000 | \$0.0988 | \$0.0988 | \$1,776,963 | \$1,772,807 |
| Pinecroft-Sedgefield Fire Svc. Dist. Overlay | \$0.0000 | n/a | \$0.0000 | \$0 | \$0 |
| Pleasant Garden Fire Protection Dist. | \$0.1000 | \$0.1016 | \$0.1000 | \$672,872 | \$672,872 |
| Pleasant Garden Fire Svc. Dist. Overlay | \$0.0000 | n/a | \$0.0000 | \$0 | \$0 |
| PTIA Service District | \$0.0100 | n/a | \$0.0100 | \$34,819 | \$34,819 |
| No. 13 (Rankin) Fire Protection Dist. | \$0.1000 | \$0.1038 | \$0.1000 | \$996,216 | \$996,216 |
| No. 13 (Rankin) Fire Svc. Dist. Overlay | \$0.0266 | n/a | \$0.0038 | \$195,503 | \$27,929 |
| Southeast Fire Protection Dist. | \$0.1250 | \$0.0991 | \$0.0991 | \$192,698 | \$160,342 |

ADOPTED TAX RATES and TOTAL BUDGETS

| Fire Protection/Service District | Tax Rate | | | Budget | |
|---|------------------------------|-----------------------------|----------------|------------------------------|----------------------|
| | Revised Recommend | Revenue- Neutral | Adopted | Revised Recommend | Adopted |
| Stokesdale Fire Protection Dist. | \$0.0773 | \$0.0768 | \$0.0768 | \$520,407 | \$517,710 |
| Stokesdale Fire Svc. Dist. Overlay | \$0.0000 | n/a | \$0.0000 | \$0 | \$0 |
| Summerfield Fire Protection Dist. | \$0.0984 | \$0.0956 | \$0.0956 | \$2,000,820 | \$1,955,846 |
| Summerfield Fire Svc. Dist. Overlay | \$0.0000 | n/a | \$0.0000 | \$0 | \$0 |
| Whitsett Fire Protection Dist. | \$0.0842 | \$0.0730 | \$0.0730 | \$458,307 | \$410,184 |
| Whitsett Fire Svc. Dist. Overlay | \$0.0000 | n/a | \$0.0000 | \$0 | \$0 |
| | | | | \$ 13,414,484 | \$ 12,990,061 |

* Includes impact of proposed boundary changes

** Includes impacts of boundary changes and reduced appeals.

FY 2012-2013 ADOPTED BUDGET by SOURCE OF FUNDS

| District | Adopted Budget | District | Adopted Budget |
|--|---------------------------|---|---------------------------|
| <u>Alamance Comm. Fire Prot. Dist.</u> | | <u>Mount Hope Comm. Fire Prot. Dist.</u> | |
| Approp. Fund Bal. | \$ 51,305 | Approp. Fund Bal. | \$ - |
| Property Tax | \$ 905,676 | Property Tax | \$ 468,643 |
| Sales Tax Revenue | \$ 164,432 | Sales Tax Revenue | \$ 60,869 |
| Other | | Other | |
| | <u>\$ 1,121,413</u> | | <u>\$ 529,512</u> |
| <u>Alamance Comm. Fire Svc. Dist. Overlay</u> | | <u>Mount Hope Comm. Fire Svc. Dist. Overlay</u> | |
| Approp. Fund Bal. | \$ - | Approp. Fund Bal. | \$ - |
| Property Tax | \$ - | Property Tax | \$ - |
| Sales Tax Revenue | \$ - | Sales Tax Revenue | \$ - |
| Other | | Other | |
| | <u>\$ -</u> | | <u>\$ -</u> |
| <u>Climax Fire Prot. Dist</u> | | <u>Northeast Fire Prot. Dist</u> | |
| Approp. Fund Bal. | \$ 3,412 | Approp. Fund Bal. | \$ 51,855 |
| Property Tax | \$ 81,304 | Property Tax | \$ 678,035 |
| Sales Tax Revenue | \$ 15,420 | Sales Tax Revenue | \$ 124,371 |
| Other | | Other | |
| | <u>\$ 100,136</u> | | <u>\$ 854,261</u> |
| <u>Climax Fire Svc. Dist. Overlay</u> | | <u>Oak Ridge Fire Prot. Dist</u> | |
| Approp. Fund Bal. | \$ - | Approp. Fund Bal. | \$ 61,597 |
| Property Tax | \$ 2,272 | Property Tax | \$ 917,018 |
| Sales Tax Revenue | \$ - | Sales Tax Revenue | \$ 176,920 |
| Other | | Other | |
| | <u>\$ 2,272</u> | | <u>\$ 1,155,535</u> |
| <u>Colfax Fire Prot Dist.</u> | | <u>Oak Ridge Fire Svc. Dist. Overlay</u> | |
| Approp. Fund Bal. | \$ 21,846 | Approp. Fund Bal. | \$ - |
| Property Tax | \$ 416,332 | Property Tax | \$ - |
| Sales Tax Revenue | \$ 76,219 | Sales Tax Revenue | \$ - |
| Other | | Other | |
| | <u>\$ 514,397</u> | | <u>\$ -</u> |
| <u>Colfax Fire Svc. Dist. Overlay</u> | | <u>Pinecroft-Sedgefield Fire Prot. Dist.</u> | |
| Approp. Fund Bal. | \$ - | Approp. Fund Bal. | \$ 48,628 |
| Property Tax | \$ 5,655 | Property Tax | \$ 1,457,353 |
| Sales Tax Revenue | \$ - | Sales Tax Revenue | \$ 266,826 |
| Other | | Other | |
| | <u>\$ 5,655</u> | | <u>\$ 1,772,807</u> |
| <u>No. 18 (Deep River) Fire Prot. Dist.</u> | | <u>Pinecroft-Sedgefield Fire Svc. Dist. Overlay</u> | |
| Approp. Fund Bal. | \$ 9,891 | Approp. Fund Bal. | \$ - |
| Property Tax | \$ 182,267 | Property Tax | \$ - |
| Sales Tax Revenue | \$ 32,122 | Sales Tax Revenue | \$ - |
| Other | | Other | |
| | <u>\$ 224,280</u> | | <u>\$ -</u> |
| <u>No. 18 (Deep River) Fire Svc. Dist. Overlay</u> | | <u>Pleasant Garden Fire Prot. Dist.</u> | |
| Approp. Fund Bal. | \$ - | Approp. Fund Bal. | \$ 35,341 |
| Property Tax | \$ - | Property Tax | \$ 536,863 |
| Sales Tax Revenue | \$ - | Sales Tax Revenue | \$ 100,668 |
| Other | | Other | |
| | <u>\$ -</u> | | <u>\$ 672,872</u> |
| <u>No. 28 (Frieden's) Fire Prot. Dist.</u> | | <u>Pleasant Garden Fire Svc. Dist. Overlay</u> | |
| Approp. Fund Bal. | \$ 8,464 | Approp. Fund Bal. | \$ - |
| Property Tax | \$ 124,934 | Property Tax | \$ - |
| Sales Tax Revenue | \$ 22,990 | Sales Tax Revenue | \$ - |
| Other | | Other | |
| | <u>\$ 156,388</u> | | <u>\$ -</u> |

FY 2012-2013 ADOPTED BUDGET by SOURCE OF FUNDS

| District | Adopted Budget | District | Adopted Budget |
|---|---------------------------|--|---------------------------|
| <u>No. 14. (Franklin Blvd.) Fire Prot. Dist.</u> | | <u>PTIA</u> | |
| Approp. Fund Bal. | \$ 12,000 | Approp. Fund Bal. | \$ - |
| Property Tax | \$ 136,106 | Property Tax | \$ 34,819 |
| Sales Tax Revenue | \$ 37,530 | Sales Tax Revenue | \$ - |
| Other | | Other | |
| | <u>\$ 185,636</u> | | <u>\$ 34,819</u> |
| <u>No. 14. (Franklin Blvd.) Fire Svc. Dist. Overlay</u> | | <u>No. 13 (Rankin) Fire Prot. Dist.</u> | |
| Approp. Fund Bal. | \$ - | Approp. Fund Bal. | \$ 97,874 |
| Property Tax | \$ 34,843 | Property Tax | \$ 757,298 |
| Sales Tax Revenue | \$ - | Sales Tax Revenue | \$ 141,044 |
| Other | | Other | |
| | <u>\$ 34,843</u> | | <u>\$ 996,216</u> |
| <u>Gibsonville Fire Prot. Dist.</u> | | <u>No. 13 (Rankin) Fire Svc. Dist. Overlay</u> | |
| Approp. Fund Bal. | \$ - | Approp. Fund Bal. | \$ - |
| Property Tax | \$ 10,964 | Property Tax | \$ 27,929 |
| Sales Tax Revenue | \$ 1,978 | Sales Tax Revenue | \$ - |
| Other | | Other | |
| | <u>\$ 12,942</u> | | <u>\$ 27,929</u> |
| <u>Guilford College Comm. Fire Prot. Dist.</u> | | <u>Southeast Fire Prot. Dist</u> | |
| Approp. Fund Bal. | \$ 131,184 | Approp. Fund Bal. | \$ 8,395 |
| Property Tax | \$ 333,657 | Property Tax | \$ 128,221 |
| Sales Tax Revenue | \$ 67,429 | Sales Tax Revenue | \$ 23,726 |
| Other | | Other | |
| | <u>\$ 532,270</u> | | <u>\$ 160,342</u> |
| <u>Guil-Rand Fire Prot. Dist.</u> | | <u>Stokesdale Fire Prot. Dist.</u> | |
| Approp. Fund Bal. | \$ 7,264 | Approp. Fund Bal. | \$ 18,095 |
| Property Tax | \$ 115,000 | Property Tax | \$ 424,565 |
| Sales Tax Revenue | \$ 22,274 | Sales Tax Revenue | \$ 75,050 |
| Other | | Other | |
| | <u>\$ 144,538</u> | | <u>\$ 517,710</u> |
| <u>Guil-Rand Fire Svc. Dist. Overlay</u> | | <u>Stokesdale Fire Svc. Dist. Overlay</u> | |
| Approp. Fund Bal. | \$ - | Approp. Fund Bal. | \$ - |
| Property Tax | \$ 6,244 | Property Tax | \$ - |
| Sales Tax Revenue | \$ - | Sales Tax Revenue | \$ - |
| Other | | Other | |
| | <u>\$ 6,244</u> | | <u>\$ -</u> |
| <u>Fire Protection #1 (Horneytown)</u> | | <u>Summerfield Fire Prot. Dist.</u> | |
| Approp. Fund Bal. | \$ - | Approp. Fund Bal. | \$ 102,693 |
| Property Tax | \$ 18,939 | Property Tax | \$ 1,574,525 |
| Sales Tax Revenue | \$ 3,407 | Sales Tax Revenue | \$ 278,628 |
| Other | | Other | |
| | <u>\$ 22,346</u> | | <u>\$ 1,955,846</u> |
| <u>Julian Fire Prot. Dist.</u> | | <u>Summerfield Fire Svc. Dist. Overlay</u> | |
| Approp. Fund Bal. | \$ 2,260 | Approp. Fund Bal. | \$ - |
| Property Tax | \$ 57,551 | Property Tax | \$ - |
| Sales Tax Revenue | \$ 10,658 | Sales Tax Revenue | \$ - |
| Other | | Other | |
| | <u>\$ 70,469</u> | | <u>\$ -</u> |
| <u>Kimesville Fire Prot. Dist.</u> | | <u>Whitsett Fire Prot. Dist.</u> | |
| Approp. Fund Bal. | \$ 9,335 | Approp. Fund Bal. | \$ 25,349 |
| Property Tax | \$ 82,056 | Property Tax | \$ 326,726 |
| Sales Tax Revenue | \$ 14,917 | Sales Tax Revenue | \$ 58,109 |
| Other | | Other | |
| | <u>\$ 106,308</u> | | <u>\$ 410,184</u> |

FY 2012-2013 ADOPTED BUDGET by SOURCE OF FUNDS

| District | Adopted Budget | District | Adopted Budget |
|---|---------------------------|---|---------------------------|
| <u>McLeansville Fire Prot. Dist.</u> | | <u>Whitsett Fire Svc. Dist. Overlay</u> | |
| Approp. Fund Bal. | \$ 12,173 | Approp. Fund Bal. | \$ - |
| Property Tax | \$ 545,303 | Property Tax | \$ - |
| Sales Tax Revenue | \$ 104,415 | Sales Tax Revenue | \$ - |
| Other | | Other | |
| | <u>\$ 661,891</u> | | <u>\$ -</u> |
| <u>McLeansville Fire Svc. Dist. Overlay</u> | | | |
| Approp. Fund Bal. | \$ - | | |
| Property Tax | \$ - | | |
| Sales Tax Revenue | \$ - | | |
| Other | | | |
| | <u>\$ -</u> | | |

GUILFORD COUNTY
FIRE DISTRICTS - RADIO REPAYMENT INFORMATION

| District | Radio Project Cost | Net \$ from County | Payment Schedule | | | | | |
|----------------------|--------------------|--------------------|------------------|------------|---|-----------|-----------|----------|
| | | | FY 11-12** | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 |
| Colfax | \$ 31,734 | \$ 4,035 * | | \$ 4,035 | | | | |
| Deep River | \$ 33,978 | \$ 33,978 | \$ 24,201 | \$ 9,777 | | | | |
| Julian | \$ 119,324 | \$ 119,324 | \$ 5,133 | \$ 5,133 | TBD - Based on useful life of radios and tax rate limitations | | | |
| Kimesville | \$ 63,789 | \$ 63,789 | | \$ 15,947 | \$ 15,947 | \$ 15,947 | \$ 15,947 | |
| McLeansville | \$ 134,319 | \$ 134,319 | \$ 72,604 | \$ 61,715 | | | | |
| Northeast | \$ 177,022 | \$ 177,022 | \$ 62,425 | \$ 28,649 | \$ 28,649 | \$ 28,649 | \$ 28,650 | |
| Oak Ridge | \$ 127,978 | \$ 127,978 | \$ 94,116 | \$ 33,862 | | | | |
| Pinecroft-Sedgefield | \$ 327,225 | \$ 327,225 | \$ 134,451 | \$ 96,387 | \$ 96,387 | | | |
| Pleasant Garden | \$ 10,055 | \$ 10,055 | | \$ 5,028 | \$ 5,027 | | | |
| Rankin (#13) | \$ 93,253 | \$ 15,108 * | | \$ 7,554 | \$ 7,554 | | | |
| Southeast | \$ 28,238 | \$ 28,238 | | \$ 9,413 | \$ 9,413 | \$ 9,412 | | |
| Summerfield | \$ 212,865 | \$ 212,865 | \$ 131,762 | \$ 81,103 | | | | |
| Whitsett | \$ 119,772 | \$ 119,772 | \$ 34,957 | \$ 42,408 | \$ 42,407 | | | |
| Alamance | \$ 218,877 | \$ 218,877 | \$ 21,888 | \$ 80,888 | TBD - Based on useful life of radios and tax rate limitations | | | |
| Frieden's (#28) | \$ 74,220 | \$ 74,220 | \$ 6,812 | \$ 6,812 | TBD - Based on useful life of radios and tax rate limitations | | | |
| Stokesdale | \$ 132,233 | - | | | | | | |
| Gibsonville | \$ 82,443 | - | | | | | | |
| | \$ 1,987,325 | \$ 1,666,805 | \$ 588,349 | \$ 488,711 | \$ 205,384 | \$ 54,008 | \$ 44,597 | |

* Received grants to offset costs.

** If an amount is shown in this column, tax rates were adjusted in FY 2012 to provide the radio payment amount shown.

ROOM OCCUPANCY AND TOURISM DEVELOPMENT FUND

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Improve Quality of Life & Manage Growth

PRIORITY: Economic Growth



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|--------------|----------------------|
| Program(s) | | | | | | |
| 1-Room Occupancy & Tourism Dev Tax | \$4,084,391 | \$5,000,000 | \$5,000,000 | \$5,500,000 | 10.0% | \$5,500,000 |
| Total | \$4,084,391 | \$5,000,000 | \$5,000,000 | \$5,500,000 | 10.0% | \$5,500,000 |
| Expenditures | | | | | | |
| Operating Expenses | \$4,084,391 | \$5,000,000 | \$5,000,000 | \$5,500,000 | 10.0% | \$5,500,000 |
| Total | \$4,084,391 | \$5,000,000 | \$5,000,000 | \$5,500,000 | 10.0% | \$5,500,000 |
| Sources of Funds | | | | | | |
| Other | (\$4,084,391) | (\$5,000,000) | (\$5,000,000) | (\$5,500,000) | 10.0% | (\$5,500,000) |
| Total | (\$4,084,391) | (\$5,000,000) | (\$5,000,000) | (\$5,500,000) | 10.0% | (\$5,500,000) |
| Net County Funds | \$0 | \$0 | \$0 | \$0 | -- | \$0 |
| Authorized Positions | - | - | - | - | - | - |

DEPARTMENTAL PURPOSE & GOALS

This department accounts for the collection and payment of occupancy taxes levied in the county to the Greensboro/Guilford County Tourism Development Authority and the City of High Point. Proceeds of the occupancy taxes are used to promote activities and programs which encourage travel and tourism to the area.

INTERNAL SERVICES FUND

Reid Baker, Finance Director

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

Links to County Goals and Strategic Priorities:

COUNTY GOAL: Maintain Efficient, Effective, & Responsible Governance

PRIORITY: Strong Fiscal Performance



BUDGET SUMMARY

| | FY11 Actual | FY12 Adopted | FY12 Amended | FY13 Adopted | % chg | FY14 Plan |
|-----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------|-----------------------|
| Program(s) | | | | | | |
| 2-Administration | \$140,293 | \$175,192 | \$175,195 | \$205,846 | 17.5% | \$215,093 |
| 10-Health Care Plan | \$32,868,498 | \$33,749,952 | \$33,749,952 | \$37,464,478 | 11.0% | \$37,464,478 |
| 10-Liability | \$155,629 | \$235,124 | \$235,124 | \$236,000 | 0.4% | \$236,000 |
| 20-Property And Other | \$1,158,561 | \$430,389 | \$430,390 | \$550,000 | 27.8% | \$550,000 |
| 30-Workers Comp. | \$1,104,928 | \$1,521,141 | \$1,521,141 | \$1,525,000 | 0.3% | \$1,525,000 |
| Total | \$35,427,909 | \$36,111,798 | \$36,111,802 | \$39,981,324 | 10.7% | \$39,990,571 |
| Expenditures | | | | | | |
| Personnel Services | \$129,972 | \$156,177 | \$156,177 | \$188,081 | 20.4% | \$197,328 |
| Operating Expenses | \$35,297,937 | \$35,955,621 | \$35,955,625 | \$39,793,243 | 10.7% | \$39,793,243 |
| Other | \$0 | \$0 | \$0 | \$0 | 0.0% | \$0 |
| Total | \$35,427,909 | \$36,111,798 | \$36,111,802 | \$39,981,324 | 10.7% | \$39,990,571 |
| Sources of Funds | | | | | | |
| Fund Balance | (\$28,341,619) | (\$629,164) | (\$629,168) | (\$308,946) | -50.9% | (\$315,879) |
| Investment Earnings | (\$97,766) | (\$103,000) | (\$103,000) | (\$71,500) | -30.6% | (\$71,500) |
| Other | (\$1,774,606) | (\$40,000) | (\$40,000) | (\$60,000) | 50.0% | (\$60,000) |
| User Charges | (\$32,098,064) | (\$35,339,634) | (\$35,339,634) | (\$39,540,878) | 11.9% | (\$39,543,192) |
| Total | (\$62,312,055) | (\$36,111,798) | (\$36,111,802) | (\$39,981,324) | 10.7% | (\$39,990,571) |
| Net County Funds | (\$26,884,147) | \$0 | \$0 | \$0 | -- | \$0 |
| Authorized Positions | 2.00 | 2.00 | 2.00 | 2.00 | 0.0% | 2.00 |

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 department based on the insured departments' exposure factors. Payments are for prior and current year claims and to establish adequate reserves for catastrophic losses.

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.

GLOSSARY OF BUDGET-RELATED TERMS

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.

GLOSSARY OF BUDGET-RELATED TERMS

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

GLOSSARY OF BUDGET-RELATED TERMS

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.

GLOSSARY OF BUDGET-RELATED TERMS

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

GLOSSARY OF BUDGET-RELATED TERMS

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.

GLOSSARY OF BUDGET-RELATED TERMS

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.

GLOSSARY OF BUDGET-RELATED TERMS

Water/Sewer Construction Fund - Transactions associated with the financing and construction of various water and sewer construction projects.

AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2012-2013

- I. A. Be it ordained by the Board of County Commissioners for Guilford County, North Carolina this the seventh day of June, 2012:

That for the operation of Guilford County's government and its subdivisions for the fiscal year beginning July 1, 2012, and ending June 30, 2013, 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 | 436,259 |
| COUNTY ADMINISTRATION | 1,299,730 |
| COUNTY ATTORNEY | 1,884,957 |
| CLERK TO THE BOARD | 260,868 |
| INTERNAL AUDIT | 499,293 |
| BUDGET & MANAGEMENT | 454,968 |
| FINANCE | 2,492,919 |
| PURCHASING | 343,223 |
| FACILITIES | 7,458,496 |
| PROPERTY MANAGEMENT | 236,386 |
| INFORMATION SERVICES | 9,464,813 |
| HUMAN RESOURCES | 10,108,269 |
| FLEET OPERATIONS | 872,580 |
| DEBT SERVICE | 92,010,729 |
| TAX | 5,276,811 |
| REGISTER OF DEEDS | 2,041,122 |
| ELECTIONS | 2,694,673 |
| PUBLIC HEALTH | 33,346,324 |
| MENTAL HEALTH | 36,056,319 |
| COORDINATED SERVICES | 1,389,768 |
| SOCIAL SERVICES | 67,834,829 |
| CHILD SUPPORT ENFORCEMENT | 6,033,107 |
| VETERANS' SERVICES | 122,177 |
| TRANSPORTATION - HUMAN SERVICES | 2,187,155 |
| SPECIAL ASSISTANCE TO ADULTS | 3,159,115 |
| TEMPORARY ASSISTANCE - NEEDY FAMILIES | 20,000 |
| MEDICAL ASSISTANCE | 2,725,994 |
| EMERGENCY SERVICES | 25,143,865 |
| COURT ALTERNATIVES | 2,573,617 |
| OTHER PROTECTION | 1,412,268 |
| LAW ENFORCEMENT | 62,927,577 |
| ANIMAL SERVICES | 3,160,729 |
| SECURITY | 1,466,598 |
| COOPERATIVE EXTENSION SERVICE | 509,575 |
| PLANNING & DEVELOPMENT | 613,897 |
| INSPECTIONS | 2,108,545 |
| SOIL & WATER CONSERVATION | 245,859 |
| SOLID WASTE | 1,094,290 |
| CULTURE/RECREATION | 4,586,293 |
| ECONOMIC DEVELOPMENT & ASSISTANCE | 1,400,244 |
| EDUCATION - CURRENT EXPENSE | |
| GUILFORD COUNTY PUBLIC SCHOOLS | 175,630,398 |
| GUILFORD TECHNICAL COMMUNITY COLLEGE | 11,752,690 |

AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2012-2013

EDUCATION - CAPITAL OUTLAY

| | | |
|--|-------------|-------------|
| GUILFORD COUNTY PUBLIC SCHOOLS | 2,000,000 | |
| GUILFORD TECHNICAL COMMUNITY COLLEGE | - | |
| CAPITAL OUTLAY | 174,914 | |
| SUB-TOTAL GENERAL FUND APPROPRIATIONS | 587,512,243 | |
| LESS: Transfer to County Building Construction Fund | - | |
| LESS: Transfer to School Capital Outlay Fund for capital project ordinance | (2,000,000) | |
| TOTAL GENERAL FUND APPROPRIATIONS | | 585,512,243 |

Section 2. It is further resolved that Fire Service/Protection Districts are hereby established and the boundaries for current fire districts are established in accordance with the maps on file with the Clerk to the Board, and adopted herein by reference; the districts referenced herein are established pursuant to North Carolina Session Law 1973-263; the tax rates for these respective districts are established herein.

That for the said fiscal year there is hereby appropriated for the fire service/protection district funds (as listed below) the following:

| Fire Protection/Svc. District | Appropriation | Fire Protection/Svc. District | Appropriation |
|--|----------------------|--|----------------------|
| Alamance Comm. Fire Prot. Dist. | 1,121,413 | Mount Hope Comm. Fire Prot. Dist. | 529,512 |
| Alamance Comm. Fire Svc. Dist. Overlay | 0 | Mount Hope Comm. Fire Svc. Dist. Overlay | 0 |
| Climax Fire Prot. Dist. | 100,136 | Northeast Fire Prot. Dist. | 854,261 |
| Climax Fire Svc. Dist. Overlay | 2,272 | Oak Ridge Fire Prot. Dist. | 1,155,535 |
| Colfax Fire Prot. Dist. | 514,397 | Oak Ridge Fire Svc. Dist. Overlay | 0 |
| Colfax Fire Svc. Dist. Overlay | 5,655 | Pinecroft-Sedgefield Fire Prot. Dist. | 1,772,807 |
| No. 18 (Deep River) Fire Prot. Dist. | 224,280 | Pinecroft-Sedgefield Fire Svc. Dist. Overlay | 0 |
| No. 18 (Deep River) Fire Svc. Dist. Overlay | 0 | Pleasant Garden Fire Prot. Dist. | 672,872 |
| No. 28 (Frieden's) Fire Prot. Dist. | 156,388 | Pleasant Garden Fire Svc. Dist. Overlay | 0 |
| No. 14. (Franklin Blvd.) Fire Prot. Dist. | 185,636 | PTIA | 34,819 |
| No. 14. (Franklin Blvd.) Fire Svc. Dist. Overlay | 34,843 | No. 13 (Rankin) Fire Prot. Dist. | 996,216 |
| Gibsonville Fire Prot. Dist. | 12,942 | No. 13 (Rankin) Fire Svc. Dist. Overlay | 27,929 |
| Guilford College Comm. Fire Prot. Dist. | 532,270 | Southeast Fire Prot. Dist. | 160,342 |
| Guil-Rand Fire Prot. Dist. | 144,538 | Stokesdale Fire Prot. Dist. | 517,710 |
| Guil-Rand Fire Svc. Dist. Overlay | 6,244 | Stokesdale Fire Svc. Dist. Overlay | 0 |
| Fire Protection #1 (Hornetown) | 22,346 | Summerfield Fire Prot. Dist. | 1,955,846 |
| Julian Fire Prot. Dist. | 70,469 | Summerfield Fire Svc. Dist. Overlay | 0 |
| Kimesville Fire Prot. Dist. | 106,308 | Whitsett Fire Prot. Dist. | 410,184 |
| McLeansville Fire Prot. Dist. | 661,891 | Whitsett Fire Svc. Dist. Overlay | 0 |
| McLeansville Fire Svc. Dist. Overlay | 0 | | |

Further, that the amounts below, included in the appropriations noted above, are appropriated for radio replacements:

| Fire Protection/Svc. District | Radio Appropriation | Fire Protection/Svc. District | Radio Appropriation |
|--------------------------------------|----------------------------|---------------------------------------|----------------------------|
| Alamance Comm. | 80,888 | McLeansville | 61,715 |
| Climax | - | Mount Hope Comm. Fire Prot. Dist. | - |
| Colfax | 4,035 | Northeast Fire Prot. Dist. | 28,649 |
| No. 18 (Deep River) | 9,777 | Oak Ridge Fire Prot. Dist. | 33,862 |
| No. 28 (Frieden's) | 6,812 | Pinecroft-Sedgefield Fire Prot. Dist. | 96,387 |
| No. 14. (Franklin Blvd.) | - | Pleasant Garden Fire Prot. Dist. | 5,028 |
| Gibsonville | - | PTIA | - |
| Guilford College Comm. | - | No. 13 (Rankin) Fire Prot. Dist. | 7,554 |
| Guil-Rand | - | Southeast Fire Prot. Dist. | 9,413 |
| Fire Protection #1 (Hornetown) | - | Stokesdale Fire Prot. Dist. | - |
| Julian | 5,133 | Summerfield Fire Prot. Dist. | 81,103 |
| Kimesville | 15,947 | Whitsett Fire Prot. Dist. | 42,408 |

AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2012-2013

B. That the various appropriations required for public purposes, but not necessary purposes, shall be paid from funds derived from sources other than Ad Valorem Taxes or other local taxes including Sales Tax.

NOTE: The appropriations shown in I., A. Sections 1 through 2 inclusive have been certified to this Board by the Board of Education of Guilford County, the Board of Trustees of Guilford Technical Community College, and the various Fire Protection/Service District Commissions necessary for the operation of their respective units for the current fiscal year.

- II. A. The appropriations made in I., A. Sections 1 through 2 inclusive of this ordinance are hereby funded by revenue estimates according to the following schedule:

GENERAL FUND:

| | |
|--|--------------------|
| APPROPRIATED FUND BALANCE | 30,838,087 |
| FEDERAL/STATE FUNDS | 96,570,840 |
| SALES TAX | 64,900,000 |
| PROPERTY TAX | 348,000,000 |
| OTHER REVENUES | 8,050,884 |
| USER CHARGES | 39,152,432 |
| SUB-TOTAL GENERAL FUND REVENUES | 587,512,243 |
| LESS: Transfer to School Capital Outlay Fund for capital project ordinance | (2,000,000) |
| TOTAL GENERAL FUND REVENUES | <u>585,512,243</u> |

NOTE: The General Fund Appropriated Fund Balance is comprised of the following components: Fund Level - \$25,824,217; 2010A Bond Premium - \$3,506,250; 2012 Bond Premium - \$576,892; Register of Deeds - \$36,000; Public Health - \$454,405; Law Enforcement - \$307,800; Inmate Welfare Funds in Mental Health - \$131,166; Elections - \$1,357.

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:

| | | | |
|---|------------------|---|------------------|
| <u>Alamance Comm. Fire Prot. Dist.</u> | | <u>Mount Hope Comm. Fire Prot. Dist.</u> | |
| Approp. Fund Bal. | 51,305 | Approp. Fund Bal. | - |
| Property Tax | 905,676 | Property Tax | 468,643 |
| Sales Tax Revenue | 164,432 | Sales Tax Revenue | 60,869 |
| Other | | Other | |
| | <u>1,121,413</u> | | <u>529,512</u> |
| <u>Alamance Comm. Fire Svc. Dist. Overlay</u> | | <u>Mount Hope Comm. Fire Svc. Dist. Overlay</u> | |
| Approp. Fund Bal. | - | Approp. Fund Bal. | - |
| Property Tax | - | Property Tax | - |
| Sales Tax Revenue | - | Sales Tax Revenue | - |
| Other | | Other | |
| | <u>-</u> | | <u>-</u> |
| <u>Climax Fire Prot. Dist</u> | | <u>Northeast Fire Prot. Dist</u> | |
| Approp. Fund Bal. | 3,412 | Approp. Fund Bal. | 51,855 |
| Property Tax | 81,304 | Property Tax | 678,035 |
| Sales Tax Revenue | 15,420 | Sales Tax Revenue | 124,371 |
| Other | | Other | |
| | <u>100,136</u> | | <u>854,261</u> |
| <u>Climax Fire Svc. Dist. Overlay</u> | | <u>Oak Ridge Fire Prot. Dist</u> | |
| Approp. Fund Bal. | - | Approp. Fund Bal. | 61,597 |
| Property Tax | 2,272 | Property Tax | 917,018 |
| Sales Tax Revenue | - | Sales Tax Revenue | 176,920 |
| Other | | Other | |
| | <u>2,272</u> | | <u>1,155,535</u> |

AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2012-2013

| | | | |
|---|----------------|---|------------------|
| <u>Colfax Fire Prot. Dist.</u> | | <u>Oak Ridge Fire Svc. Dist. Overlay</u> | |
| Approp. Fund Bal. | 21,846 | Approp. Fund Bal. | - |
| Property Tax | 416,332 | Property Tax | - |
| Sales Tax Revenue | 76,219 | Sales Tax Revenue | - |
| Other | | Other | |
| | <u>514,397</u> | | <u>-</u> |
| <u>Colfax Fire Svc. Dist. Overlay</u> | | <u>Pinecroft-Sedgefield Fire Prot. Dist.</u> | |
| Approp. Fund Bal. | - | Approp. Fund Bal. | 48,628 |
| Property Tax | 5,655 | Property Tax | 1,457,353 |
| Sales Tax Revenue | - | Sales Tax Revenue | 266,826 |
| Other | | Other | |
| | <u>5,655</u> | | <u>1,772,807</u> |
| <u>No. 18 (Deep River) Fire Prot. Dist.</u> | | <u>Pinecroft-Sedgefield Fire Svc. Dist. Overlay</u> | |
| Approp. Fund Bal. | 9,891 | Approp. Fund Bal. | - |
| Property Tax | 182,267 | Property Tax | - |
| Sales Tax Revenue | 32,122 | Sales Tax Revenue | - |
| Other | | Other | |
| | <u>224,280</u> | | <u>-</u> |
| <u>No. 18 (Deep River) Fire Svc. Dist. Overlay</u> | | <u>Pleasant Garden Fire Prot. Dist.</u> | |
| Approp. Fund Bal. | - | Approp. Fund Bal. | 35,341 |
| Property Tax | - | Property Tax | 536,863 |
| Sales Tax Revenue | - | Sales Tax Revenue | 100,668 |
| Other | | Other | |
| | <u>-</u> | | <u>672,872</u> |
| <u>No. 28 (Frieden's) Fire Prot. Dist.</u> | | <u>Pleasant Garden Fire Svc. Dist. Overlay</u> | |
| Approp. Fund Bal. | 8,464 | Approp. Fund Bal. | - |
| Property Tax | 124,934 | Property Tax | - |
| Sales Tax Revenue | 22,990 | Sales Tax Revenue | - |
| Other | | Other | |
| | <u>156,388</u> | | <u>-</u> |
| <u>No. 14. (Franklin Blvd.) Fire Prot. Dist.</u> | | <u>PTIA</u> | |
| Approp. Fund Bal. | 12,000 | Approp. Fund Bal. | - |
| Property Tax | 136,106 | Property Tax | 34,819 |
| Sales Tax Revenue | 37,530 | Sales Tax Revenue | - |
| Other | | Other | |
| | <u>185,636</u> | | <u>34,819</u> |
| <u>No. 14. (Franklin Blvd.) Fire Svc. Dist. Overlay</u> | | <u>No. 13 (Rankin) Fire Prot. Dist.</u> | |
| Approp. Fund Bal. | - | Approp. Fund Bal. | 97,874 |
| Property Tax | 34,843 | Property Tax | 757,298 |
| Sales Tax Revenue | - | Sales Tax Revenue | 141,044 |
| Other | | Other | |
| | <u>34,843</u> | | <u>996,216</u> |
| <u>Gibsonville Fire Prot. Dist.</u> | | <u>No. 13 (Rankin) Fire Svc. Dist. Overlay</u> | |
| Approp. Fund Bal. | - | Approp. Fund Bal. | - |
| Property Tax | 10,964 | Property Tax | 27,929 |
| Sales Tax Revenue | 1,978 | Sales Tax Revenue | - |
| Other | | Other | |
| | <u>12,942</u> | | <u>27,929</u> |

AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2012-2013

| | | | |
|--|----------------|--|------------------|
| <u>Guilford College Comm. Fire Prot. Dist.</u> | | <u>Southeast Fire Prot. Dist</u> | |
| Approp. Fund Bal. | 131,184 | Approp. Fund Bal. | 8,395 |
| Property Tax | 333,657 | Property Tax | 128,221 |
| Sales Tax Revenue | 67,429 | Sales Tax Revenue | 23,726 |
| Other | | Other | |
| | <u>532,270</u> | | <u>160,342</u> |
| <u>Guil-Rand Fire Prot. Dist.</u> | | <u>Stokesdale Fire Prot. Dist.</u> | |
| Approp. Fund Bal. | 7,264 | Approp. Fund Bal. | 18,095 |
| Property Tax | 115,000 | Property Tax | 424,565 |
| Sales Tax Revenue | 22,274 | Sales Tax Revenue | 75,050 |
| Other | | Other | |
| | <u>144,538</u> | | <u>517,710</u> |
| <u>Guil-Rand Fire Svc. Dist. Overlay</u> | | <u>Stokesdale Fire Svc. Dist. Overlay</u> | |
| Approp. Fund Bal. | - | Approp. Fund Bal. | - |
| Property Tax | 6,244 | Property Tax | - |
| Sales Tax Revenue | - | Sales Tax Revenue | - |
| Other | | Other | |
| | <u>6,244</u> | | <u>-</u> |
| <u>Fire Protection #1 (Hornetown)</u> | | <u>Summerfield Fire Prot. Dist.</u> | |
| Approp. Fund Bal. | - | Approp. Fund Bal. | 102,693 |
| Property Tax | 18,939 | Property Tax | 1,574,525 |
| Sales Tax Revenue | 3,407 | Sales Tax Revenue | 278,628 |
| Other | | Other | |
| | <u>22,346</u> | | <u>1,955,846</u> |
| <u>Julian Fire Prot. Dist.</u> | | <u>Summerfield Fire Svc. Dist. Overlay</u> | |
| Approp. Fund Bal. | 2,260 | Approp. Fund Bal. | - |
| Property Tax | 57,551 | Property Tax | - |
| Sales Tax Revenue | 10,658 | Sales Tax Revenue | - |
| Other | | Other | |
| | <u>70,469</u> | | <u>-</u> |
| <u>Kimesville Fire Prot. Dist.</u> | | <u>Whitsett Fire Prot. Dist.</u> | |
| Approp. Fund Bal. | 9,335 | Approp. Fund Bal. | 25,349 |
| Property Tax | 82,056 | Property Tax | 326,726 |
| Sales Tax Revenue | 14,917 | Sales Tax Revenue | 58,109 |
| Other | | Other | |
| | <u>106,308</u> | | <u>410,184</u> |
| <u>McLeansville Fire Prot. Dist.</u> | | <u>Whitsett Fire Svc. Dist. Overlay</u> | |
| Approp. Fund Bal. | 12,173 | Approp. Fund Bal. | - |
| Property Tax | 545,303 | Property Tax | - |
| Sales Tax Revenue | 104,415 | Sales Tax Revenue | - |
| Other | | Other | |
| | <u>661,891</u> | | <u>-</u> |
| <u>McLeansville Fire Svc. Dist. Overlay</u> | | | |
| Approp. Fund Bal. | - | | |
| Property Tax | - | | |
| Sales Tax Revenue | - | | |
| Other | | | |
| | <u>-</u> | | |

AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2012-2013

Further, that the amounts below for radio replacements are to be funded from the revenue estimates noted above:

| Fire Protection/Svc. District | Radio Appropriation | Fire Protection/Svc. District | Radio Appropriation |
|--------------------------------------|--------------------------------|---------------------------------------|--------------------------------|
| Alamance Comm. | 80,888 | McLeansville | 61,715 |
| Climax | - | Mount Hope Comm. Fire Prot. Dist. | - |
| Colfax | 4,035 | Northeast Fire Prot. Dist. | 28,649 |
| No. 18 (Deep River) | 9,777 | Oak Ridge Fire Prot. Dist. | 33,862 |
| No. 28 (Frieden's) | 6,812 | Pinecroft-Sedgefield Fire Prot. Dist. | 96,387 |
| No. 14. (Franklin Blvd.) | - | Pleasant Garden Fire Prot. Dist. | 5,028 |
| Gibsonville | - | PTIA | - |
| Guilford College Comm. | - | No. 13 (Rankin) Fire Prot. Dist. | 7,554 |
| Guil-Rand | - | Southeast Fire Prot. Dist. | 9,413 |
| Fire Protection #1 (Horneytown) | - | Stokesdale Fire Prot. Dist. | - |
| Julian | 5,133 | Summerfield Fire Prot. Dist. | 81,103 |
| Kimesville | 15,947 | Whitsett Fire Prot. Dist. | 42,408 |

- 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 | 2,516,846 |
| EMPLOYEE HEALTH CARE PLAN | 37,464,478 |
| TOTAL INTERNAL SERVICES FUND APPROPRIATIONS | <u>39,981,324</u> |

Section 3. That for the said fiscal year there is hereby appropriated for the ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND the following:

| | |
|---|------------------|
| ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND | <u>5,500,000</u> |
|---|------------------|

Section 4. That for the said fiscal year there is hereby appropriated for the SCHOOL CAPITAL OUTLAY FUND the following:

| | |
|---|----------|
| EDUCATION | |
| Guilford County Schools | - |
| Guilford Technical Community College | - |
| TOTAL SCHOOL CAPITAL OUTLAY FUND APPROPRIATIONS | <u>-</u> |

- IV. A. That the appropriations made in III., A. Sections 1 through 4 inclusive of this ordinance are hereby funded by revenue estimates according to the following schedule:

COUNTY BUILDING CONSTRUCTION FUND

| | |
|---|----------|
| TRANSFER FROM OTHER FUNDS | - |
| TOTAL COUNTY BLDG. CONSTRUCTION FUND REVENUES | <u>-</u> |

INTERNAL SERVICES FUND

| | |
|---------------------------|---------|
| FUND BALANCE APPROPRIATED | 308,946 |
|---------------------------|---------|

AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2012-2013

| | | |
|--|------------|------------|
| OTHER REVENUES | 131,500 | |
| USER CHARGES | 39,540,878 | |
| TOTAL INTERNAL SERVICES FUND REVENUES | | 39,981,324 |
| <u>ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND</u> | | |
| OCCUPANCY TAX | 5,500,000 | |
| TOTAL ROOM OCCUPANCY AND TOURISM | | |
| DEVELOPMENT TAX FUND REVENUES | | 5,500,000 |

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.

SCHOOL CAPITAL OUTLAY FUND

| | | |
|---|---|---|
| FUND BALANCE APPROPRIATED | - | |
| TRANSFER FROM OTHER FUNDS | - | |
| TOTAL SCHOOL CAPITAL OUTLAY FUND REVENUES | | - |

- 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

SUMMARY OF APPROPRIATIONS:

| | |
|--|-------------|
| GENERAL FUND | 587,512,243 |
| FIRE PROTECTION/SERVICE DISTRICT FUNDS: | |
| Alamance Comm. Fire Prot. Dist. | 1,121,413 |
| Alamance Comm. Fire Svc. Dist. Overlay | - |
| Climax Fire Prot. Dist. | 100,136 |
| Climax Fire Svc. Dist. Overlay | 2,272 |
| Colfax Fire Prot. Dist. | 514,397 |
| Colfax Fire Svc. Dist. Overlay | 5,655 |
| No. 18 (Deep River) Fire Prot. Dist. | 224,280 |
| No. 18 (Deep River) Fire Svc. Dist. Overlay | - |
| No. 28 (Frieden's) Fire Prot. Dist. | 156,388 |
| No. 14. (Franklin Blvd.) Fire Prot. Dist. | 185,636 |
| No. 14. (Franklin Blvd.) Fire Svc. Dist. Overlay | 34,843 |
| Gibsonville Fire Prot. Dist. | 12,942 |
| Guilford College Comm. Fire Prot. Dist. | 532,270 |
| Guil-Rand Fire Prot. Dist. | 144,538 |
| Guil-Rand Fire Svc. Dist. Overlay | 6,244 |
| Fire Protection #1 (Horneytown) | 22,346 |
| Julian Fire Prot. Dist. | 70,469 |
| Kimesville Fire Prot. Dist. | 106,308 |
| McLeansville Fire Prot. Dist. | 661,891 |
| McLeansville Fire Svc. Dist. Overlay | - |
| Mount Hope Comm. Fire Prot. Dist. | 529,512 |
| Mount Hope Comm. Fire Svc. Dist. Overlay | - |
| Northeast Fire Prot. Dist. | 854,261 |
| Oak Ridge Fire Prot. Dist. | 1,155,535 |

AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2012-2013

| | | |
|---|-----------|--------------------|
| Oak Ridge Fire Svc. Dist. Overlay | - | |
| Pinecroft-Sedgefield Fire Prot. Dist. | 1,772,807 | |
| Pinecroft-Sedgefield Fire Svc. Dist. Overlay | - | |
| Pleasant Garden Fire Prot. Dist. | 672,872 | |
| Pleasant Garden Fire Svc. Dist. Overlay | - | |
| PTIA | 34,819 | |
| No. 13 (Rankin) Fire Prot. Dist. | 996,216 | |
| No. 13 (Rankin) Fire Svc. Dist. Overlay | 27,929 | |
| Southeast Fire Prot. Dist. | 160,342 | |
| Stokesdale Fire Prot. Dist. | 517,710 | |
| Stokesdale Fire Svc. Dist. Overlay | - | |
| Summerfield Fire Prot. Dist. | 1,955,846 | |
| Summerfield Fire Svc. Dist. Overlay | - | |
| Whitsett Fire Prot. Dist. | 410,184 | |
| Whitsett Fire Svc. Dist. Overlay | - | |
| TOTAL FIRE PROTECTION/SERVICE DISTRICTS | | 12,990,061 |
| COUNTY BUILDING CONSTRUCTION FUND | | - |
| INTERNAL SERVICES FUND | | 39,981,324 |
| ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND | | 5,500,000 |
| SCHOOL CAPITAL OUTLAY FUND | | - |
| SUB-TOTAL APPROPRIATIONS - ALL FUNDS | | 645,983,628 |
| LESS: Transfers to Other Funds | | |
| To County Building Construction Fund | | - |
| To School Capital Outlay Fund for capital project ordinance | | (2,000,000) |
| Total Transfers to Other Funds | | (2,000,000) |
| TOTAL APPROPRIATION - ALL FUNDS | | <u>643,983,628</u> |

NOTE: The General Fund Budget (Law Enforcement) includes a transfer in the amount of \$675,000 to the Law Enforcement Separation Fund, an unbudgeted fund, as provided in N.C. General Statute 159-13 (a)(3).

SUMMARY OF REVENUES:

| | | |
|--|-------------|--------------------|
| APPROPRIATED FUND BALANCE | 31,865,994 | |
| FEDERAL/STATE FUNDS | 96,570,840 | |
| SALES TAX | 66,780,002 | |
| PROPERTY TAX | 358,391,098 | |
| OTHER REVENUES | 8,182,384 | |
| USER CHARGES | 78,693,310 | |
| OCCUPANCY TAX | 5,500,000 | |
| SUB-TOTAL REVENUES - ALL FUNDS | 645,983,628 | |
| LESS: Transfers from General Fund for school capital project ordinance | | (2,000,000) |
| TOTAL REVENUES - ALL FUNDS | | <u>643,983,628</u> |

- VI. A. That there is hereby levied for the fiscal year beginning July 1, 2012 and ending June 30, 2013, 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, 2012, 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 \$ 0.7804

TOTAL REVENUE-NEUTRAL COUNTYWIDE TAX RATE \$ 0.7939

AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2012-2013

NOTE: This rate is based on estimated total valuation of property, for the purpose of taxation, of forty-five billion, three hundred and eighty four million, six hundred thousand (\$45,384,600,000) , which is 100% of the total assessed property tax valuation.

B. That there is hereby levied for the fiscal year beginning July 1, 2012 and ending June 30, 2013, 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, 2012, 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 | Revenue- Neutral Rate | Adopted Rate |
|---|--------------------------------------|-------------------------|
| Alamance Comm. Fire Protection Dist. | \$ 0.0998 | \$0.0998 |
| Alamance Comm. Fire Svc. Dist. Overlay | n/a | \$0.0000 |
| Climax Fire Protection Dist. | \$ 0.1029 | \$0.1000 |
| Climax Fire Svc. Dist. Overlay | n/a | \$0.0029 |
| Colfax Fire Protection Dist. | \$ 0.1014 | \$0.1000 |
| Colfax Fire Svc. Dist. Overlay | n/a | \$0.0014 |
| No. 18 (Deep River) Fire Protection Dist. | \$ 0.0941 | \$0.0941 |
| No. 18 (Deep River) Fire Svc. Dist. Overlay | n/a | \$0.0000 |
| No. 28 (Frieden's) Fire Protection Dist. | \$ 0.1021 | \$0.1000 |
| No. 14 (Franklin Blvd.) Fire Protection Dist. | \$ 0.1553 | \$0.1000 |
| No. 14 (Franklin Blvd.) Fire Svc. Dist. Overlay | n/a | \$0.0266 |
| Gibsonville Fire Protection Dist. | \$ 0.0972 | \$0.0972 |
| Guilford College Comm. Fire Protection Dist. | \$ 0.0885 | \$0.0800 |
| Guil-Rand Fire Protection Dist. | \$ 0.1056 | \$0.1000 |
| Guil-Rand Fire Svc. Dist. Overlay | n/a | \$0.0056 |
| Fire Protection District #1 (Horneytown) | \$ 0.0918 | \$0.0918 |
| Julian Fire Protection Dist. | \$ 0.1011 | \$0.1011 |
| Kimesville Fire Protection Dist. | \$ 0.1027 | \$0.1027 |
| McLeansville Fire Protection Dist. | \$ 0.0831 | \$0.0789 |
| McLeansville Fire Svc. Dist. Overlay | n/a | \$0.0000 |
| Mount Hope Comm. Fire Protection Dist. | \$ 0.0583 | \$0.0800 |
| Mount Hope Comm. Fire Svc. Dist. Overlay | n/a | \$0.0000 |
| Northeast Fire Protection Dist. | \$ 0.1036 | \$0.1000 |
| Oak Ridge Fire Protection Dist. | \$ 0.0943 | \$0.0857 |
| Oak Ridge Fire Svc. Dist. Overlay | n/a | \$0.0000 |
| Pinecroft-Sedgefield Fire Protection Dist. | \$ 0.0988 | \$0.0988 |
| Pinecroft-Sedgefield Fire Svc. Dist. Overlay | n/a | \$0.0000 |
| Pleasant Garden Fire Protection Dist. | \$ 0.1016 | \$0.1000 |
| Pleasant Garden Fire Svc. Dist. Overlay | n/a | \$0.0000 |
| PTIA Service District | n/a | \$0.0100 |
| No. 13 (Rankin) Fire Protection Dist. | \$ 0.1038 | \$0.1000 |
| No. 13 (Rankin) Fire Svc. Dist. Overlay | n/a | \$0.0038 |
| Southeast Fire Protection Dist. | \$ 0.0991 | \$0.0991 |
| Stokesdale Fire Protection Dist. | \$ 0.0768 | \$0.0768 |
| Stokesdale Fire Svc. Dist. Overlay | n/a | \$0.0000 |
| Summerfield Fire Protection Dist. | \$ 0.0956 | \$0.0956 |
| Summerfield Fire Svc. Dist. Overlay | n/a | \$0.0000 |
| Whitsett Fire Protection Dist. | \$ 0.0730 | \$0.0730 |
| Whitsett Fire Svc. Dist. Overlay | n/a | \$0.0000 |

AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2012-2013

VII. A. That the foregoing appropriations, including salaries of individual officers and employees, schedules of expected revenues, and tax levies are based on the Annual Budget Estimate as amended or corrected and statements prepared by the Budget Officer, and this ordinance is in the form prescribed by him as provided by law.

B. That effective with the start of the first pay period of the new fiscal year, the Classification and Pay Plan is amended to incorporate all personnel actions such as reclassifications and pay modifications recommended by the Human Resources department and approved by the County Manager, including pay and salary compensation for vehicles, clothing and other related items and to delete any positions abolished in connection with any Reduction in Force. Funding for the Plan and compensation items is included in the various departments as appropriate.

C. That the appropriations in the County Commissioners' department in I., A. Section 1., includes compensation to members of the Board of County Commissioners based upon the following schedule:

Chairman: Salary - \$2,025/month

Vice-Chairman: Salary - \$1,750/month

All Other Commissioners: Salary - \$1,725/month

• Communication stipend (optional) - \$60/month

D. That the maximum allowed expense for out of state travel for each County Commissioner is set at \$1,500/year. This amount does not include expenses for registration fees. The Board shall be provided with a quarterly report by the administrative staff, summarizing the year to date travel expenses for each Commissioner.

The County Manager is authorized to use unexpended funds in the Commissioners' budget at his/her discretion to provide additional funds to any Commissioner up to a limit of \$2,500 per Commissioner. Commissioners who serve on national boards or commissions may use additional funds; however, Board Chair approval is required for expenditures over \$3,000. The use of funds beyond the limits set out herein will require Board of Commissioner approval. The total amount budgeted for all Commissioners' out of State travel should not be exceeded. The County Manager shall provide the Board with a report of travel funds used for this purpose.

E. 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 - \$135/election; Judges - \$125/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.

AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2012-2013

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 Technology Pool in the General Fund Capital Outlay to other departments within the General Fund for the purchase of computer hardware, software and other technological items in amounts as he deems necessary and funds budgeted in General Fund insurance, salaries & benefits, energy, and facility expense (53100 - Routine Building Maintenance/Repair, 53110 - Maintenance of Lawns/Grounds, 53290 - Special Facilities Maintenance/Repair) accounts to the same accounts in other departments within the General fund to adjust for projected expenditure patterns. Each such transfer shall be reported to the Board of Commissioners at its next regular meeting.

- IX. A. That the County Manager is authorized to establish fees within the various departments and agencies for miscellaneous services and items such as copies, maps, books, etc., according to guidelines that may be administratively determined or that may be established by the Board of County Commissioners.

B. That in compliance with the Public Records Law, and unless otherwise provided by law (e.g., Register of Deeds), the County establishes the following fees to receive copies of such records:

At the Courthouse and in County Offices - \$.03 per page except for copies of microfiche, which are \$.15 per fiche.

By Compact Disc (CD) - \$2.00 per CD.

C. That the County Manager shall have authority to execute the following contracts, amendments, or change orders, provided they comply with applicable laws and procedures and are within budgeted funds: (a) any lease agreement for one year or less; (b) any contract, amendment, or change order for apparatus, supplies, materials, equipment, services, resolution of a claim, or other lawful matter obligating less than \$90,000 in public funds, including those committing no funds; (c) any contract, amendment, or change order for construction or repair work obligating less than \$300,000 in public funds including those committing no funds; (d) amendments or change orders to other contracts when the aggregate of the amendments requires less than a \$90,000 increase in the expenditure of public funds in a single fiscal year; and (e) grant agreements for public funds within budgeted amounts.

At the Manager's discretion, any lease, contract, amendment, or change order described in (a), (b), (c), (d), or (e) may nevertheless be submitted to the Board. Contracts, amendments, or change orders duly approved by the Board may be executed by the Chairman or the Manager. Board action approving a contract, amendment, or change order shall be deemed to authorize necessary budget amendments.

D. That proposed projects where the estimated professional fee is in an amount less than \$30,000 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

- X. The appropriations to the Guilford County Board of Education have been allocated by purpose, function and project as defined in the uniform budget format, as shown on Schedule No. 1. The Guilford County Board of Education must obtain the approval of the Board for any amendment to the Board of Education's budget which would (a) increase or decrease appropriations for capital outlay approved by the Board of Commissioners for such projects as listed in G.S. 115C-426(f)(1) of (2), or (b) increase or decrease the amount of other County appropriations allocated to a purpose or function by more than ten (10%) percent.

AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2012-2013

- XI. 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, 2012 and ending June 30, 2013, 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.
- XII. A. That in accordance with G.S. 153A-150, the Board of Commissioners adopts a plan to finance the next octennial reappraisal based on an estimated 225,500 parcels of land at a cost of \$2,200,000. Funds are appropriated for FY 2012-2013 in the Tax Department's budget to cover the cost that is estimated to be incurred during FY 2019-2020 in preparing for and conducting the revaluation. Such costs may include salaries, fringes, operating expenses and related expenditures for County appraisers and other staff employees who will conduct the revaluation.
- XIII. Appropriations herein above authorized and made shall have the amounts of the outstanding purchase orders and unearned portion of contracts at June 30, 2012 added to each appropriation as it applies in order to properly account for the payment against the fiscal year in which it is paid.
- XIV. A. That copies of the ordinance shall be filed with the County Manager, Director of Finance, and Clerk to the Board.
- XV. A. The effective date of this ordinance is July 1, 2012.

ADOPTED this the seventh day of June, 2012.

*FY 2012-2013 Budget Ordinance
Schedule 1*

**GUILFORD COUNTY, NORTH CAROLINA
Appropriation to the Guilford County Schools
FY 2012-2013**

Operating Allocation

| | | |
|------|---------------------------------------|------------------------------|
| 5000 | Instructional Services | |
| 5100 | Regular Instructional | \$ 55,175,934 |
| 5200 | Special Populations | \$ 8,391,687 |
| 5300 | Alternative Programs | \$ 6,767,790 |
| 5400 | School Leadership Services | \$ 16,155,726 |
| 5500 | Co-Curricular | \$ 4,432,236 |
| 5800 | School-Based Support | \$ 10,398,826 |
| | Subtotal Instructional Services | <u>\$ 101,322,199</u> |
| 6000 | System-Wide Support Services | |
| 6100 | Support and Development | \$ 3,395,921 |
| 6400 | Technology Support | \$ 7,338,353 |
| 6500 | Operational Support | \$ 43,178,227 |
| 6600 | Financial and Human Resource Services | \$ 16,354,307 |
| | Subtotal System-Wide Support Services | <u>\$ 70,266,808</u> |
| 8000 | Non-Programmed Charges | |
| 8100 | Payments to Other Governmental Units | \$ 4,041,391 |
| | Subtotal Non-Programmed Charges | <u>\$ 4,041,391</u> |
| | TOTAL OPERATING EXPENDITURES | <u>\$ 175,630,398</u> |

Capital/Maintenance Allocation

| | |
|--|----------------------------|
| Budgeted in Guilford County's School Capital Outlay Fund | <u>\$ 2,000,000</u> |
| TOTAL CAPITAL OUTLAY | <u>\$ 2,000,000</u> |

ATTACHMENT B

CAPITAL PROJECT ORDINANCE FOR GUILFORD COUNTY SCHOOLS –
FY 2012-13 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 2012-13 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 2012-13 Capital Allocation | Capital Outlay \$2,000,000 | Transfer from General Fund \$2,000,000 |

SECTION 2. This project ordinance authorizes all appropriations necessary for the completion of this project and it need not be readopted in any subsequent fiscal year. The budget officer shall include in subsequent budgets information and appropriations for this project during the budget year.

SECTION 3. This ordinance shall be duly entered in the minutes of the Guilford County Board of Commissioners. Within five days after adoption, a copy hereof shall be filed with the Finance Director, Budget Director, and Clerk.

SECTION 4. This ordinance may be amended in any manner so long as it continues to fulfill the requirements of G.S. 159-13.2 and other applicable laws.

ADOPTED on first reading this June 7, 2012 in accordance with G.S. 159-17.

GUILFORD COUNTY PROFILE

County Government Profile

In January of 1771, the North Carolina General Assembly passed an act creating Guilford County. The new county was named after Francis North, first Earl of Guilford, whose son Frederick was Prime Minister of Great Britain at the time of the county's creation. In 1779, the southern portion of Guilford was taken to form Randolph County, and six years later the northern part was cut off to create Rockingham County, leaving Guilford with its present dimensions.

Guilford County, with a population of 476,642, is the most populous county of the Piedmont Triad region, and the third most populous county in North Carolina. The Piedmont Triad is a twelve county area with a population in excess of 1.5 million located in the north central portion of North Carolina between the Blue Ridge Mountains and the coastal plains. A moderate year-round climate enhances the life-style of the area. The County's 651 square miles contain ten municipalities (Gibsonville, Jamestown, Oak Ridge, Pleasant Garden, Sedalia, Stokesdale, Summerfield, and Whitsett) including two of the state's nine largest cities (Greensboro and High Point).

The Board of County Commissioners is the chief administrative and policymaking body of Guilford County government, and consists of eleven members, nine of whom are elected from districts and two of whom are elected at-large. Board members serve four-year staggered terms. The Board chooses a Chairman and Vice Chairman from among its membership during its first meeting in December.

Major duties of the Board of County Commissioners include:

- 1 Adoption of an annual budget.
- 2 Establishment of an annual property tax rate for the County.
- 3 Appointment of various officials and the following County employees -County Manager, County Attorney, Finance Director, Tax Director and Clerk to the Board.
- 4 Regulation of land use and zoning outside the jurisdiction of incorporated municipalities.
- 5 Enactment of local ordinances.
- 6 Enactment of policies concerning the operation of the County.
- 7 Planning for County needs.

The Board of County Commissioners does not have complete authority over all the services provided by the County. Many County activities are administered by boards with varying degrees of autonomy and by elected officials who receive their instructions from laws passed by the General Assembly. Some examples are the boards of education, social services, health, mental health, elections, register of deeds, and sheriff. State law requires the Commissioners to appropriate funds in the areas of health, mental health, social services, and public schools. They must also provide for the operation of the offices of the Register of Deeds, Elections and the Sheriff, and are required to allocate funds for the building and maintenance of courtrooms and facilities to house county departments. In addition Guilford County provides services in the areas of emergency services, juvenile detention, planning and zoning, building inspections, animal control, and parks and recreation.

Guilford County was a pioneer among North Carolina counties when it adopted the county manager form of government in 1928. The County Manager is responsible to the Board for carrying out its policies and ordinances, administration of county affairs, and supervising and coordinating the activities of county departments. Guilford County continues to have an excellent financial reputation receiving a AAA bond rating from Standard & Poor's Corporation, Aa1 from Moody's, and AA+ from Fitch IBCA on all of its non-refunded outstanding debt.

Local Economy

Guilford County generally enjoys a favorable economic environment, which until the recent recession has enjoyed consistent stable growth. While gross retail sales information is unavailable, comparable State taxable sales figures are available to approximate retail sales growth. Due to the national streamlined sales tax initiative, taxable sales are reported beginning in fiscal year 2006 rather than gross retail sales. State taxable sales for Guilford County declined 8% in fiscal year 2009, after growing 1.5% and 5.7% respectively, in the two previous fiscal years. Taxable sales are \$5.59 billion for fiscal year 2009 as compared to \$6.08 billion in fiscal year 2008. Guilford County has a labor force of approximately 245,000.

During the recent economic downturn, the Piedmont Triad region was affected more strongly than in the past due to the strong negative impact on traditional manufacturing industries. Guilford County's unemployment rate has historically been below both state and national averages, however, during 2001 this changed as the unemployment rate began to exceed the national average. After tracking the national average for the past two years, the County's unemployment rate has exceeded the national average for much of fiscal 2009. The unemployment rate for Guilford County was 4.7% for calendar 2007 and 6.2% for 2008; the U.S. unemployment rate was 4.6% for 2007 and 5.8% for 2008. Guilford County's unemployment rate of 10.9% for the first six months of 2009 is above the U.S. rate of 9.0% and equal to the North Carolina rate. Announcements of layoffs in excess of one hundred employees per event by large retail, financial and manufacturing concerns have contributed to the increasing unemployment rate.

Guilford County's economy has continued to change and diversify. In December 2008, manufacturing accounted for 14.3% of the County's 242,795 jobs compared to 28.6% of the County's 214,346 jobs in 1980. Manufacturing jobs have declined significantly in furniture and textiles but have shown growth in computer and electronic products, electrical equipment and transportation equipment. Major employers with headquarters or divisions within Guilford County include semiconductor, communications, chemical, bus, truck, pharmaceutical, insurance, aircraft maintenance, healthcare, real estate development, and distribution services. The County is home to two state universities, five private colleges, a private school of law, and a community college with a total enrollment exceeding 47,000 students.

Construction on the fifth national Federal Express hub at the Piedmont Triad International Airport (PTIA) continues with an initial investment estimated at \$300 million in facilities and equipment. A portion of the one million square foot hub began operations in June 2009. Full operations of Phase I of the hub should begin in late 2009 with 350 jobs. The total project calls for approximately 1,500 jobs added by the end of Phase II, drawing other economic development associated with the hub.

Honda Aircraft Company announced in February 2007 that it will locate its world headquarters and production facility at PTIA investing \$100 million in this project and will, over five years, create 600 jobs when the construction hangar is complete in 2011.

The revitalization of downtown Greensboro continues with further development of housing, retail, restaurants and entertainment venues with \$50.9 million in new investments identified over the 2008 fiscal year. The redevelopment of a vacant 17-story office tower including over 100 condominium units, one floor of office space, retail shops and a restaurant opened for occupancy in the spring of 2009.

Mack Trucks, Inc. announced plans in August 2008 to relocate its corporate headquarters and some support functions to Greensboro creating 493 jobs and investing \$17.7 million over the next three years. The local headquarters opened in September 2009 with the relocation of 150 executive positions from Pennsylvania.

Precor announced plans in December 2008 to build a 225,000 square foot \$26.2 million facility in Rock Creek Center to manufacture exercise equipment.

High Point is also experiencing healthy development with new commercial capital investment of \$117.5 million and \$57.7 million of commercial additions or expansions in 2007, while creating or announcing 3,096 jobs. High Point University is undergoing a \$225 million upgrade of its campus and programs over a three-year period.

Trans Tech Pharma and PharmaCore, sister biotech companies, announced in December 2007 that they will be expanding in High Point, which will create 205 new jobs within the next five years while investing over \$23 million.

**Principal Employers and Taxpayers
2011 and 2002**

| Employer | 2011 | | 2002 | |
|---|-----------|------------------------------------|-----------|------------------------------------|
| | Employees | % of Total County Employment | Employees | % of Total County Employment |
| Guilford County School System | 10,132 | 4.81 | 8,000 | 3.59 |
| Moses Cone Health Systems | 7,776 | 3.54 | 6,520 | 2.92 |
| City of Greensboro | 2,985 | 1.36 | 2,874 | 1.29 |
| United States Postal Service | 2,800 | 1.27 | 2,180 | 0.98 |
| University of North Carolina at Greensboro | 2,552 | 1.16 | 1,900 | 0.85 |
| Guilford County Government | 2,437 | 1.11 | 2,719 | 1.22 |
| North Carolina A & T State University | 2,049 | 0.93 | 1,500 | 0.67 |
| High Point Regional Health System | 2,036 | 0.93 | 1,975 | 0.89 |
| Bank of America (formerly Nationsbank, N. A.) | 2,000 | 0.91 | 1,800 | 0.81 |
| United Parcel Service (UPS) | 2,000 | 0.91 | 1,900 | 0.85 |
| Lorillard, Inc. | 1,800 | 0.82 | 1,500 | 0.67 |
| American Express Credit Card Services | 1,736 | 0.79 | 2,800 | 1.26 |
| AT&T | 1,600 | 0.73 | 900 | 0.40 |
| Citi Cards | 1,500 | 0.68 | - | - |
| VF Corporation | 1,400 | 0.64 | 1,685 | 0.76 |
| Total | 219,781 | - | 222,969 | - |

| Taxpayer | FY 2011 | | FY 2002 | |
|--|------------------|---------------------------------|------------------|---------------------------------|
| | Assessed Value | % of Total Assessed Value | Assessed Value | % of Total Assessed Value |
| Duke Energy Corporation | \$ 342,955,400 | 0.76 | \$ 277,881,593 | 0.88 |
| Lorillard Tobacco Company | \$ 280,789,617 | 0.63 | \$ 199,965,879 | 0.63 |
| Koury Corporation | \$ 276,394,628 | 0.62 | \$ 310,360,448 | 0.98 |
| CBL LLC | \$ 214,340,937 | 0.48 | \$ - | - |
| TYCO Electronics (AMP) | \$ 190,001,464 | 0.42 | \$ 160,683,398 | 0.51 |
| International Home Furnishings Center | \$ 182,538,600 | 0.41 | - | - |
| Procter & Gamble Manufacturing Company | \$ 173,352,050 | 0.39 | \$ 164,359,110 | 0.52 |
| Liberty Property LP | \$ 141,769,338 | 0.32 | - | - |
| AT&T (BellSouth) | \$ 140,531,448 | 0.31 | \$ 198,842,809 | 0.63 |
| RF Micro Devices, Inc. | \$ 135,203,960 | 0.3 | \$ 202,072,967 | 0.64 |
| Highwoods/Forsyth limited | - | - | \$ 139,047,600 | 0.44 |
| VF Corporation | - | - | \$ 126,824,980 | 0.4 |
| Starmount Company | - | - | \$ 113,282,234 | 0.36 |
| Total | \$ 2,077,877,442 | 4.64 | \$ 1,893,321,018 | 5.99 |

Source: Guilford County Finance Department, 2010 Comprehensive Annual Financial Report (CAFR)

Guilford County (NC)

July 2012

T H R I V E
in NORTH
CAROLINA

County Profile Contact (919) 715-6374

Commerce Economic Development Contact (919) 733-4977

Demographics

Population & Growth

| | Population | Annual Growth |
|---|------------|---------------|
| 2016 Proj Total Population | 525,372 | 1.2% |
| 2011 Proj Total Population | 494,397 | |
| 2010 Census Total Population | 488,406 | 1.6% |
| 2000 Census Total Population | 421,048 | |
| July 2010 Certified Population Estimate | 490,371 | |

Urban/Rural Representation

| | | Urban/Rural Percent |
|---|---------|---------------------|
| 2000 Census Total Population: Urban - inside Urbanized Area | 352,859 | 83.8% |
| 2000 Census Total Population: Urban - inside Urbanized Clusters | 0 | 0.0% |
| 2000 Census Total Population: Rural - Farm | 1,346 | 0.3% |
| 2000 Census Total Population: Rural - Nonfarm | 66,843 | 15.9% |

Estimated Population by Age

| | | Pop by Age |
|---------------------------|---------|------------|
| 2016 Proj Median Age | 37 | |
| 2011 Proj Median Age | 36 | |
| 2000 Census Median Age | 35 | |
| 2011 Proj Total Pop 0-19 | 132,643 | 26.8% |
| 2011 Proj Total Pop 20-29 | 73,814 | 14.9% |
| 2011 Proj Total Pop 30-39 | 64,776 | 13.1% |
| 2011 Proj Total Pop 40-49 | 69,582 | 14.1% |
| 2011 Proj Total Pop 50-59 | 64,930 | 13.1% |
| 2011 Proj Total Pop 60+ | 88,652 | 17.9% |

Commuters, Workers Age 16 and over, Est

Percent of Workers, By Travel Time

| | |
|------------------------------------|---------|
| Avg Travel Time, Minutes | 21 |
| Workers Not Working at Home | 217,032 |
| Travel Time to Work: < 10 minutes | 11.8% |
| Travel Time to Work: 10-14 minutes | 18.6% |
| Travel Time to Work: 15-19 minutes | 21.5% |
| Travel Time to Work: 20-24 minutes | 19.0% |
| Travel Time to Work: 25-29 minutes | 7.7% |
| Travel Time to Work: 30-34 minutes | 11.6% |
| Travel Time to Work: 35-44 minutes | 3.6% |
| Travel Time to Work: 45-59 minutes | 3.0% |
| Travel Time to Work: 60+ minutes | 3.2% |

Workers, By Transportation

| | |
|---------------------------|---------|
| Worker Transp, Base | 224,781 |
| Work at Home | 7,749 |
| Drove Car/Truck/Van Alone | 186,284 |
| Carpooled Car/Truck/Van | 20,661 |
| Public Transportation | 3,482 |
| Walked | 3,753 |
| Other Transportation | 2,852 |

Place of Work

| | Commuters | Residents |
|---|-----------|-----------|
| Worked in State/County of Residence | 185,562 | 85.5% |
| Worked in State/Outside County of Residence | 28,431 | 13.1% |
| Worked Outside State of Residence | 3,038 | 1.4% |

Education

Pop Age 25+

| | | |
|--|---------|-------|
| 2010-11 Kindergarten-12th Enrollment | 72,940 | |
| 2011 Average SAT score (2400 scale) | 1,445 | |
| 2011 Percent of Graduates taking SAT | 71.4% | |
| 2009-10 Higher Education Completions | 8,781 | |
| 2009-10 Higher Education Total Enrollment | 67,090 | |
| Est Education Attainment - At Least High School Graduate | 268,540 | 86.9% |
| Est Education Attainment - At Least Bachelor's Degree | 100,150 | 32.4% |

Housing

Growth or % of Total

| | | |
|--|-----------|-------|
| 2016 Proj Total Housing | 236,687 | 7.1% |
| 2011 Proj Total Housing | 220,896 | |
| 2010 Census Total Housing | 196,628 | |
| 2010 Census Occupied Housing | 175,239 | 89.1% |
| 2010 Census Vacant Housing | 21,389 | 10.9% |
| 2010 Est Median Value of Owner Occupied Housing | \$153,800 | |
| 2010 Est Median Value of Renter Occupied Housing | \$715 | |
| Est Owner Occupied Housing | 119,154 | 62.9% |
| Est Renter Occupied Housing | 70,407 | 37.1% |
| Est Owner Occupied Housing Vacancy | 2.8% | |
| Est Renter Occupied Housing Vacancy | 13.1% | |
| 2010 Census Total Households | 218,017 | |

Income

Percent Growth or Total

| | | |
|---|----------|-------|
| 2010 Est Median Family Income | \$59,367 | 12.3% |
| 2000 Census Median Family Income | \$52,851 | |
| 2016 Proj Median Household Income | \$54,478 | 15.8% |
| 2011 Proj Median Household Income | \$47,044 | 9.8% |
| 2000 Census Median Household Income | \$42,860 | |
| 2010 Est Median Worker Earnings | \$27,522 | |
| 2016 Proj Per Capita Income | \$29,980 | 2.1% |
| 2011 Proj Per Capita Income | \$26,969 | 15.5% |
| 2000 Census Per Capita Income | \$23,340 | |
| Est Total Pop with Income Below Poverty Level, Last 12 months | 73,375 | 15.9% |

Employment / Unemployment

Year to Date

2011 Annual

| | | |
|---|---------|-----------|
| 2012Q1 Employment | 231,738 | 226,732 |
| 2012Q1 Unemployment | 24,379 | 27,571 |
| 2012Q1 Unemployment Rate | 9.5% | 10.8% |
| 2012Q1 Announced Job Creation | 783 | 1,572 |
| 2012Q1 Total Announced Investments (\$mil) | \$16.0 | \$1,003.5 |
| Jun2012YTD Lost Jobs, Closings & Layoffs | 436 | 2,528 |
| Jun2012YTD Establishment Events, Closings & Layoffs | 19 | 75 |

| Employment / Wages by Industry | 2011 4th Qtr Employment | 2011 Annual Employment | 2011 4th Qtr Avg Weekly Wage | 2011 Avg Weekly Wage |
|---------------------------------------|------------------------------------|-----------------------------------|---|---------------------------------|
| Total All Industries | 264,990 | 261,135 | \$819 | \$804 |
| Total Government | 24,402 | 22,877 | \$839 | \$844 |
| Total Private Industry | 232,221 | 230,014 | \$815 | \$796 |
| Agriculture Forestry | 249 | 250 | \$592 | \$582 |
| Fishing & Hunting | | | | |
| Mining | 123 | 118 | \$963 | \$951 |
| Utilities | 388 | 383 | \$1,339 | \$1,334 |
| Construction | 9,546 | 9,377 | \$882 | \$820 |
| Manufacturing | 31,033 | 31,253 | \$1,077 | \$1,060 |
| Wholesale Trade | 15,215 | 15,302 | \$1,080 | \$1,043 |
| Retail Trade | 28,622 | 27,774 | \$516 | \$510 |
| Transportation and Warehousing | 17,276 | 16,839 | \$862 | \$859 |
| Information | 5,082 | 5,092 | \$1,224 | \$1,140 |
| Finance and Insurance | 13,637 | 13,971 | \$1,075 | \$1,124 |
| Real Estate and Rental and Leasing | 3,369 | 3,350 | \$838 | \$825 |
| Professional and Technical Services | 11,158 | 11,082 | \$1,229 | \$1,126 |
| Mgt of Companies, Enterprises | 6,553 | 6,305 | \$1,658 | \$1,697 |
| Administrative and Waste Services | 24,063 | 23,328 | \$537 | \$505 |
| Educational Services | 16,395 | 14,917 | \$740 | \$727 |
| Health Care and Social Assistance | 33,283 | 32,894 | \$851 | \$831 |
| Arts, Entertainment and Recreation | 2,498 | 2,848 | \$388 | \$338 |
| Accommodation and Food Services | 22,181 | 22,098 | \$289 | \$281 |
| Other Services Ex. Public Admin | 6,340 | 6,322 | \$598 | \$581 |
| Public Administration | 9,613 | 9,388 | \$848 | \$859 |
| Unclassified | 0 | 0 | \$13,846 | . |

Commercial/Retail/Industrial

Local Businesses

| | |
|---|--------|
| Jul2012 Available Industrial Buildings | 161 |
| 2011Q4 Establishments: Total Private Industry | 13,988 |
| 2011Q4 Establishments: Manufacturing | 722 |
| Est Self Employed | 12,530 |

Local Retail Business

| | |
|---|-------------|
| 2010 Total Retail Sales (With Food/Drink) (\$mil) | \$6,246.8 |
| 2010 Total Retail Businesses (With Food/Drink) | 4,710 |
| 2010 Avg Sales/Business Total (with Food/Drink) | \$1,326,286 |

Quality of Life

Taxes

| | |
|---|-----------|
| FY2011-12 Property Tax Rate per \$100 Value | \$0.7824 |
| FY2010-11 Annual Taxable Retail Sales (\$mil) | \$5,360.4 |
| 2012 Tier designation | 3 |

Childcare

| | |
|---------------------------------------|--------|
| 2011Q3 Licensed Child Care Facilities | 493 |
| 2011Q3 Licensed Child Care Enrollment | 16,568 |

Weather

| | |
|---------------------------------|----|
| Annual Rainfall | 49 |
| Annual Snowfall | 10 |
| Average Annual Temperature | 50 |
| Average Annual High Temperature | 72 |
| Average Annual Low Temperature | 49 |

Healthcare Providers

| | |
|--|-------|
| 2010 Number of Physicians | 1,174 |
| 2010 Physicians per 10,000 population | 23.9 |
| 2010 RNs per 10,000 population | 116.8 |
| 2010 Dentists per 10,000 population | 5.3 |
| 2010 Pharmacists per 10,000 population | 9.3 |

Sources:

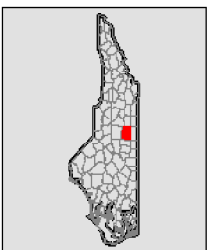
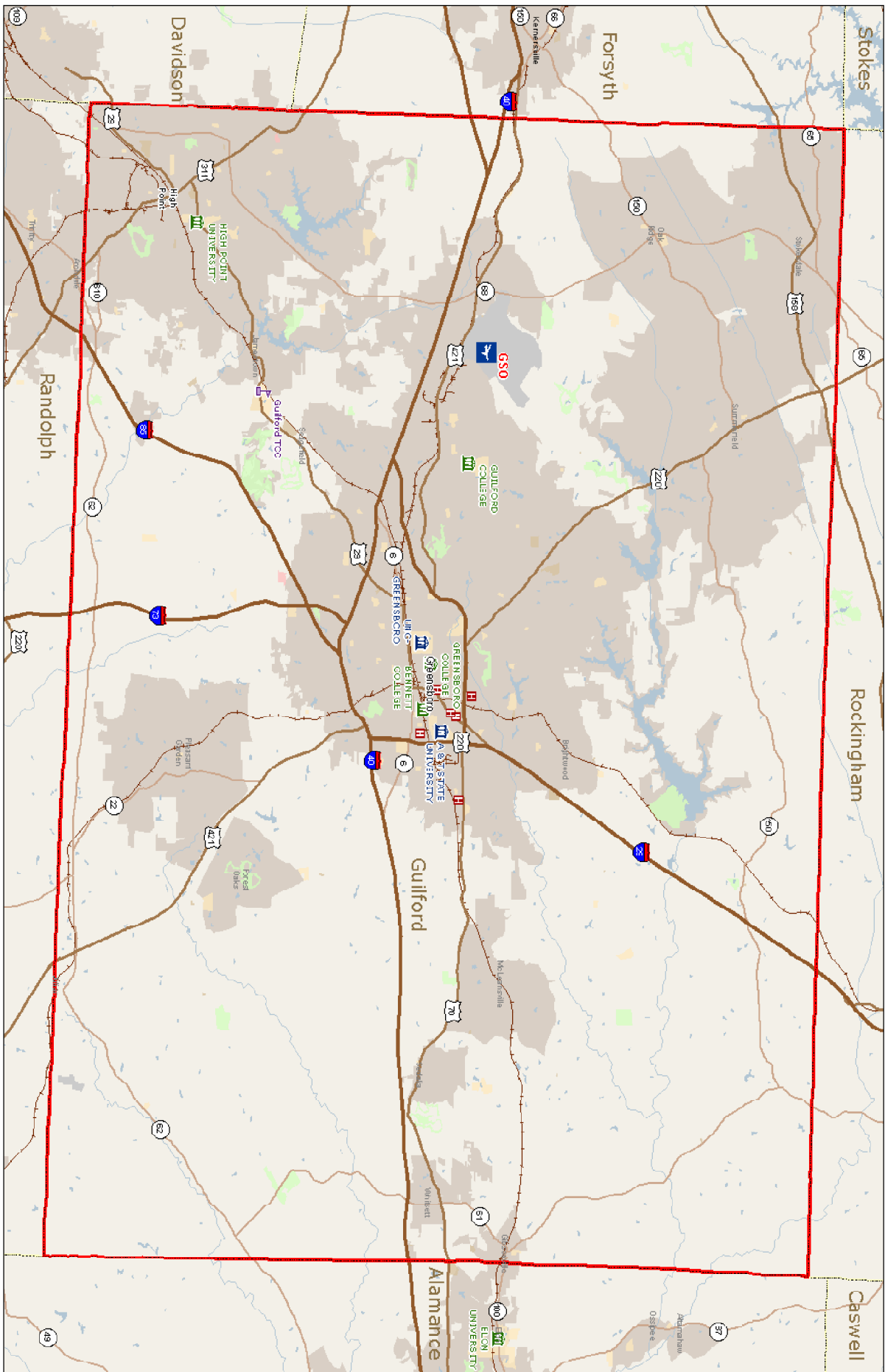
ESRI for demographics, housing, income, crime, weather, and retail data. <http://www.esri.com> NC Dept. of Education for SAT data by county system. <http://www.ncpublicschools.org> US Dept. of Education, National Center for Education Statistics for higher education data. <http://nces.ed.gov/ipeds/> NC Commerce, Labor and Economic Analysis Division, for announced new jobs and investment, NC tiers, and industrial buildings. <http://www.nccommerce.com/en> NC Commerce, Division of Employment Security for lost jobs and affected establishments data and occupational data. <http://www.ncesc.com> NC Dept. of Health & Human Services for childcare data. <http://www.ncdhhs.gov/>

Notes:

Data are the latest available at the date the profile was prepared. SAT scores use the new scoring system including a writing test for a perfect score of 2400 and represent county systems. ESRI 2011/2016 data are projections and noted as proj. Some data may be available only for North Carolina.

2010 Census data is noted as such. American Community Survey (ACS) data is noted as an estimate (est) and is from the 2006-10, 5 year survey and data is as of 2010 and dollars inflated to 2010. Rural/urban definitions from the 2010 Census will be available in late 2012.

For further details or questions, please check the Data Sources Guide at https://edis.commerce.state.nc.us/docs/bibliography/Data_Sources_Guide.pdf, or click on it under the map on the homepage.



- Legend**
- USA Airports
 - International/Regional/Municipal
 - Military/Seaplane Base
 - Other Airports
 - Hospital
 - Public/Private Univ./Comm. Coll.

- Interstate
- US Highway
- State Highway
- Railroads
- Rivers
- Water
- Park
- Natural Forests
- Municipal Boundaries
- County Boundary

Guilford, North Carolina

3 Miles



THE NORTH CAROLINA

FY 2012 - 2013

Human Services Community Based Organizations

Board Approved Amounts

History presented only for those agencies receiving funding since the FY 2010 adopted budget.

| | FY10 Funding | FY11 Funding | FY12 Funding | FY13 Request | FY13 Adopted |
|--|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Culture & Recreation | | | | | |
| Guilford Native American Assn | \$ - | \$ 15,000 | \$ - | \$ - | |
| Atelier Art Gallery | \$ 75,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| Shakespeare Festival | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 60,000 | \$ 30,000 |
| United Arts Council - GSO | \$ 100,000 | \$ 66,667 | \$ 66,667 | \$ 100,000 | \$ 66,667 |
| United Arts Council - HP | \$ 75,000 | \$ 50,000 | \$ 50,000 | \$ 75,000 | \$ 50,000 |
| Friends of John Coltrane | \$ - | \$ - | \$ - | \$ 25,000 | \$ 25,000 |
| War Memorial Foundation | \$ 50,000 | \$ - | \$ - | \$ 50,000 | \$ 25,000 |
| | \$ 330,000 | \$ 211,667 | \$ 196,667 | \$ 360,000 | \$ 246,667 |
| Human Services | | | | | |
| Back Pack Beginnings | \$ - | \$ - | \$ - | \$ 8,000 | |
| Between the Two | \$ - | \$ - | \$ - | \$ 61,426 | |
| Big Bros/Big Sis | \$ - | \$ - | \$ - | \$ 30,000 | |
| BJ Academy | \$ - | \$ - | \$ 25,000 | \$ - | |
| Black Child Development | \$ - | \$ 18,000 | \$ 18,000 | \$ 25,000 | \$ 25,000 |
| Boy's and Girl's Clubs - High Point | \$ - | \$ - | \$ - | \$ 25,000 | |
| Great Expectations | \$ - | \$ - | \$ - | \$ 103,820 | |
| Interactive Resource Center | \$ - | \$ 275,000 | \$ - | \$ 25,000 | \$ 25,000 |
| Joseph's House | \$ 50,000 | \$ 50,000 | \$ - | \$ - | |
| Junior Achievement | \$ - | \$ - | \$ 15,000 | \$ 15,000 | \$ 15,000 |
| NIA Community Action Center | \$ 25,000 | \$ 16,667 | \$ 11,111 | \$ - | |
| One Step Further - Mediation | \$ - | \$ 37,113 | \$ 37,113 | \$ 37,113 | \$ 37,113 |
| One Step Further - Sentencing Alternatives | \$ - | \$ 2,000 | \$ 2,000 | \$ - | |
| Operation Xcel | \$ - | \$ - | \$ - | \$ 25,000 | |
| Partners Ending Homelessness | \$ - | \$ 30,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| Restoration Place Ministries | \$ - | \$ - | \$ - | \$ 3,000 | |
| Room at the Inn of the Carolinas | \$ - | \$ - | \$ - | \$ 45,000 | \$ 15,000 |
| Unity Builders | \$ - | \$ - | \$ 37,500 | \$ 65,000 | \$ 25,000 |
| West End Ministries | \$ - | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 |
| Win-Win BOTSO/LOTSO | \$ - | \$ - | \$ 25,000 | \$ 30,000 | \$ 30,000 |
| YMCA - Carl Chavis | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 |
| Youth Focus - Big Bro/Big Sis | \$ - | \$ 26,693 | \$ 26,693 | \$ 26,693 | \$ 25,000 |
| Youth Focus - Transitional Housing | \$ - | \$ 45,440 | \$ 45,440 | \$ 45,440 | \$ 30,293 |
| YWCA - Greensboro | \$ - | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 |
| YWCA - High Point | \$ - | \$ - | \$ 25,000 | \$ 16,665 | \$ 16,665 |
| | \$ 100,000 | \$ 575,913 | \$ 362,857 | \$ 682,157 | \$ 339,071 |
| TOTAL | \$ 430,000 | \$ 787,580 | \$ 559,524 | \$ 1,042,157 | \$ 585,738 |

