



**RECOMMENDED BUDGET 2016-2017 • PROJECTED BUDGET 2017-2018**



**Recommended Budget 2016-17  
Projected Budget 2017-18**

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***“LeBauer Park Architectural Rendering”***

*Cover Art Credit: The Office of James Burnett, Landscape and Architecture Firm*

***LeBauer Park is a 3.5 acre multi-functional public space, currently under construction in downtown Greensboro, south of Davie Street, between the Greensboro Historical Museum and the Greensboro Cultural Center. The park is scheduled to open July 2016.***

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# **INTRODUCTION**

**FY 16-17**

# INTRODUCTION

The City of Greensboro Budget contains the City Manager's budget message, a description of the budget process, a total budget summary section and fund summary section, a capital improvements and debt service fund section, supplemental information and funding information for the four Result Areas: Community Services, General Government, Infrastructure and Public Safety.

The City of Greensboro Budget is designed to highlight and emphasize result areas and programs, providing descriptions, objectives and summary costs for major activities. The budget is developed in conjunction with the MAP (Management, Accountability, Performance) process, which requires the revision and maintenance of organizational priorities so that they may remain consistent with the challenges this organization will face during the two years immediately following budget adoption.

The City Manager's budget message summarizes the major issues facing the City of Greensboro and the budget impact on the tax rate and existing service levels. (Note: The Manager's Message refers to the budget as originally submitted by the City Manager for City Council's consideration).

The budget summary section contains budget appropriations and revenues in table and graphic form. Significant changes in funding levels and revenue sources, as well as changes in the property tax rate and in full-time positions, are detailed in the summary section. The fund summary section explains various fund categories and lists expenditures for each fund from actual expenditures in FY 2014-2015 through projections for FY 2017-2018.

Each Result Area contains associated organizational units (departments or divisions) and a description of major programs and activities under those units.

Included in this description are a listing of key performance objectives and associated performance measures; a summary of appropriations by the three major expenditure categories (Personnel Costs, Maintenance & Operations and Capital Outlay) and a summary of major revenues from actuals in FY 14-15 to projections for FY 17-18. Also included is a summary of total positions since FY 15-16; and budget highlights, including explanations of increases or decreases in appropriations.

The Capital Improvements/Debt Service section explains the relationship between the annually adopted Capital Improvements Program and the Annual Budget including the impacts of capital projects on the operating budget. This section also contains information on the Debt Service Fund and annual debt service requirements.

The information in the document was prepared by the City of Greensboro Budget and Evaluation Department. For additional information you may contact:

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# BUDGET PROCESS

## ***Budget Adoption***

The City of Greensboro Budget is adopted by ordinance in accordance with North Carolina General Statutes which require that estimated revenues and appropriated fund balances be equal to appropriations. The budget is developed on a cash basis, including only expenditures and revenues expected to be realized during the fiscal year. The budget is adopted, however, on a modified accrual basis with sufficient appropriations for encumbrances (outstanding purchase orders and contracts as of June 30) carried over into the new year. All operating funds reasonably expected to be received are included in the Budget Ordinance and are expended in accordance with the adopted ordinance. State statute also sets the fiscal year as beginning July 1 and ending June 30. Therefore, City Council must adopt a budget before July 1 of each year.

Developed on a program basis, the budget depicts all services provided by the City and resources allocated for the provision of these services. Organizational strategic priorities are developed by City Council and City staff and are used as major guidelines in the development of funding recommendations. The programs outlined in the budget are implemented by the various departments and offices within the City organization.

## ***Budget Amendments***

City Council is permitted by state statute to amend the Budget Ordinance anytime during the fiscal year. These amendments must continue to adhere to the balanced budget statutory requirements and cannot change the property tax levy or in any manner alter a taxpayer's liability.

The City of Greensboro Budget is a program based budget, but is adopted by funds. Ordinances approved by City Council are required to increase or decrease appropriations in any fund. Budget adjustments within the same fund reallocating less than \$50,000 may be approved by the Budget Office and reported to City Council. Adjustments reallocating \$50,000 or more are submitted to City Council for approval.

## ***Budget Maintenance***

In accordance with the General Statutes of the State of North Carolina, the City prepares and

adopts its budget on the modified accrual accounting basis. The City of Greensboro Budget is developed by accounts which relate to the City's financial accounting system in accordance with generally accepted accounting principles (GAAP). Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled.

The accounts of the City are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses, as appropriate.

Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. Budget expenditures are controlled through the City's accounting system and the purchase order system. Departments have flexibility in divisional expenditures within major categories, such as maintenance and operations expenditures. All encumbrances on the accounting system on June 30 automatically carry over into the next year's budget cycle.

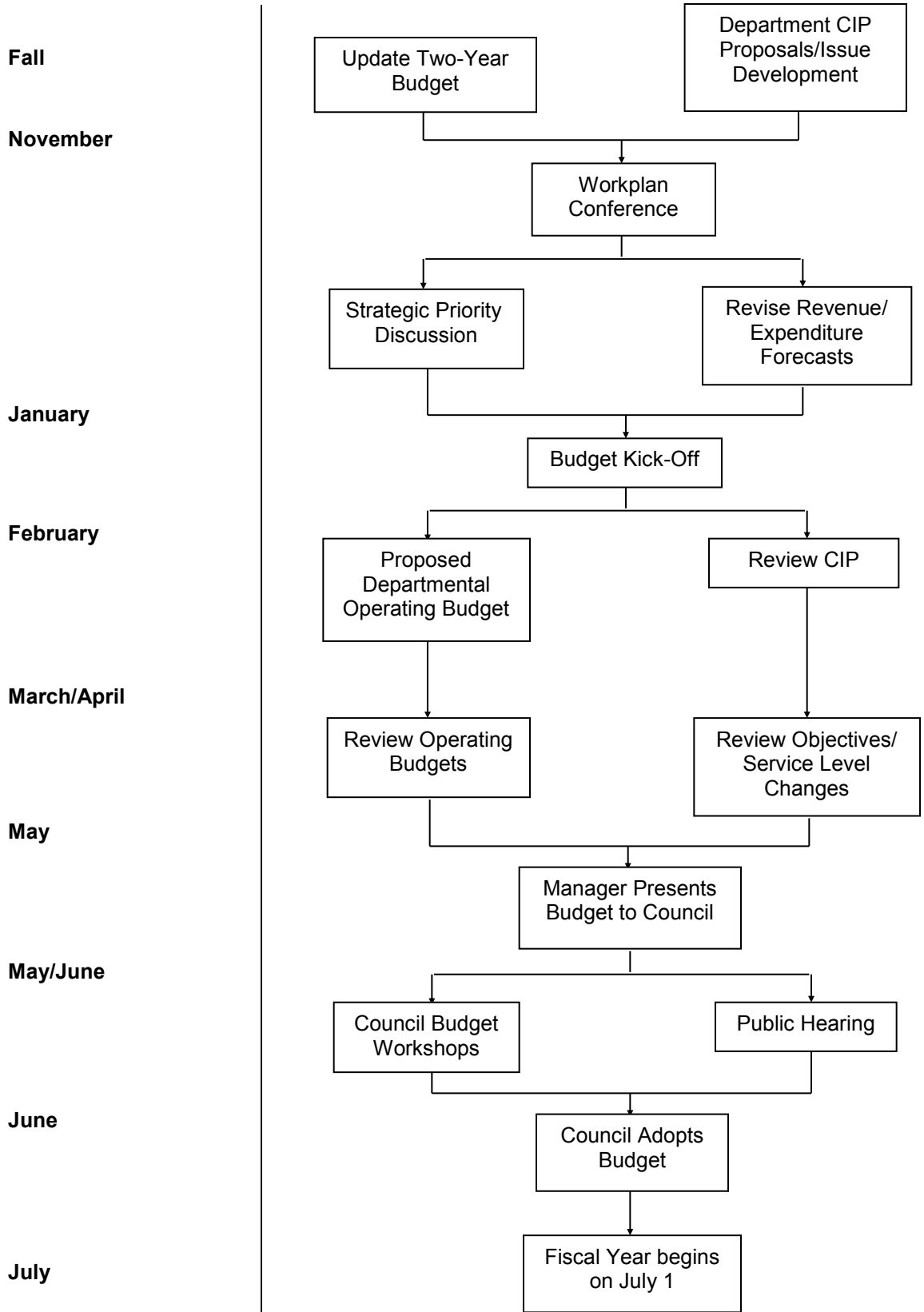
## ***Budget Calendar***

The City of Greensboro budget process begins in October with the development of proposed new and revised capital improvements projects and the identification of key departmental issues. Usually in late fall, a City Council/Staff Planning Conference is held to review the financial condition and budget forecasts for the City and to develop budget priorities and management objectives for the upcoming budget process. In May, the Recommended Capital Improvements Program (CIP), a six-year planning document outlining major, non-recurring projects requiring multiple-year financing, and the Recommended Budget are presented to City Council.

Important steps in the development of the two-year budget are given on the following page.



Budget Process





# CITY MANAGER'S BUDGET MESSAGE

Mayor and City Council, City of Greensboro

May 3, 2016

Council Members:

As a City government, we are working together to create an environment for economic growth that is built on solid infrastructure, public safety and with a City team that is focused on customer service. We want to ensure the day-to-day services our residents have come to count on are continuing at the high level they expect. In addition, we continue to closely watch both our costs of doing business and the quality of the services provided to ensure our residents continue to receive value for their tax dollar, both in absolute terms and when compared to our peer cities.

As a community, Greensboro is reviving its economic vitality and future. Our organization has focused on building a sustainable budget that supports both the Council's and community's top service priorities and the results of our efforts are coming into focus. As our community shows signs of economic growth and expansion that will be sustained through the foreseeable future, we once again bring a budget for your consideration with no tax rate increase, designed to support our community's economic revival

The fiscal year 16-17 budget is built using a development model that I believe works for our organization. City staff and leadership brainstormed ideas and solutions for budget development, looking for efficiencies or reallocations that could be sustained for the long term. The City leadership team met to identify specific programs and services that could be reduced while still preserving the basic services required by our residents.

The balanced budget outlined throughout this document includes both sustainable service reductions and targeted service enhancements designed to further align City services with community priorities. While ensuring that we can continue to meet the goals and objectives laid out by City Council, this budget is also reflective of our centralized focus on providing core services and meeting pressing needs of our community, working to maintain the City's AAA bond rating, and valuing and recognizing City employees for their important contributions.

I'm confident that our resources are aligned to reach our core MAP (Management Accountability and Performance) goals while maintaining emphasis on the priorities outlined by City Council. As a City team, we look forward to working together to continue to grow Greensboro as a city where residents and visitors can live, learn, play and do business.

## **Strategic Goals**

*"Create an environment that promotes economic development opportunities and job creation."*

The City of Greensboro's approach to economic development is strategically focused on advancing these key principles: promoting job creation, facilitating private business and expansion in our city, utilizing bond resources to advance economic development and infrastructure development (including promotion of shovel-ready sites, advancement of downtown projects and investments in East Greensboro and the Airport Area), providing enhanced access to City contracting opportunities through the continued implementation of our enhanced Minority and Women's Enterprise (MWBE) policy and program and making it easier to do business in and with the City.

The Economic Development (ED) Fund receives a dedicated one half cent of the property tax, generally approximately \$1.3 million annually. Among other City funding, the ED Fund has provided more than \$1 million in support of the Renaissance Plaza Shopping Center and Community Cooperative Project. Additionally, this project has received CDBG, Redevelopment Bond and Economic Development Bond funding totaling \$1.2 million. The 10,000 square foot Renaissance Community Coop is scheduled to open during 2016. The ED Fund has programmed \$475,000 for stabilizing and renovating the downtown Cascade Saloon building.

The budget also includes \$200,000 for the Greensboro Community Development Fund, \$100,000 for the Greensboro Partnership Lab Accelerator, \$75,000 for Triad Stage, \$50,000 for East Market Street Development Corporation and support for events such as the 17 Days Arts and Cultural Festival and the National Folk Festival.

The Gate City Boulevard Gateway Corridor remains an area of key emphasis within the City's overall economic development strategic goals. Phase One of the Streetscape Improvement Project, extending from Pinecroft Road to Coliseum Boulevard, focuses on improving the visual appeal and enhancing pedestrian, bicycle, transit mobility and safety. Construction for this phase is underway with a projected completion date of Spring 2017.

Union Square is a partnership among Greensboro's colleges and universities to create a state-of-the-art facility to address the continuing education needs of the medical community and to develop a new high tech medical simulation lab. The project is receiving



over \$3 million in approved City funding. The first building of the complex, Union Square Campus, is under construction and scheduled to open in August 2016.

The Downtown Greenway will ultimately encircle the downtown with a four mile walking and biking greenway, promoting fitness, encouraging alternative transportation and serve as a key economic development tool for our community. Phases 1 and 1A are complete with all remaining phases expected to be under construction or under contract by the end of FY 16-17.

Greensboro scored a major economic development coup in securing the Greensboro Swarm, the new NBA Development League affiliate of the Charlotte Hornets. The Coliseum Complex Fieldhouse, consisting of a complete renovation of the existing Pavilion into a world class basketball fieldhouse, will serve as home court for the Swarm.

Greensboro Transit Authority is a key element of the City's overall economic development efforts. Maintaining its financial integrity is paramount. The Recommended FY 16-17 budget increases the dedicated property tax allocation for Transit from 3.34 cents to 3.50 cents. This will generate about \$413,000 additional revenue for the Transit operations and supplement potential losses in federal grants revenue.

To achieve this increase while keeping the overall tax rate level, the Recommended Budget reduces the General Fund tax rate allocation from 58.72 cents to 58.56 cents.

The City will contribute \$39.6 million toward the \$78.1 million Steven Tanger Center for the Performing Arts, a 3,000 seat multi-purpose performance venue funded through a public/private partnership. Construction is expected to begin in late Fall 2016 with completion in 2018. The Center will be located adjacent to the new privately financed Carolyn and Maurice LeBauer City Park.

The MWBE program is a critical element of the City's economic development initiatives. During FY 16-17, the City will conduct a disparity study update to assess the effectiveness of the City's efforts to achieve MWBE goals and objectives and make recommendations for program improvements. The MWBE Office continues to offer enhanced business development initiatives, such as public education programs, training seminars and networking symposiums to prepare businesses for contracting opportunities with the City.

*"Promote public safety and reduce crime."*

Closely aligned with our economic development strategic goal is the organization's desire to

promote public safety. A safe community is a critical component of an economically vibrant community.

During fiscal years 2014-15 and 2015-16, City Council authorized 12 total additional fire fighter positions. The Recommended FY 16-17 budget adds six (6) more positions. These 18 total new positions will increase the manpower availability on all Fire Department ladder companies to the recommended four positions per shift.

During the FY 14-15 year, the Chief of Police established six strategies to transform the Police Department into a national model for exceptional policing. Among the most significant are implementation of Neighborhood-Oriented Policing, which should be completed in June 2016, and revisions to training provided to recruits in the 100th Police Academy. Instruction provided to recruits focuses heavily on interpersonal communication skills, problem solving and the use of technology to prevent and solve crimes. Lastly, the new Office of Community Engagement focuses directly on the police department's efforts related to community outreach.

*"Maintain infrastructure and provide sustainable growth opportunities."*

Bond referenda passed by the residents of Greensboro in 2006, 2008 and 2009 authorized borrowing of over \$228 million for streets, fire stations, parks and other improvements. These projects improve the quality of life for our residents and support our various economic development activities by providing the necessary infrastructure to encourage private investment in our community.

The City continues its strategy of managing the borrowing for these needed capital improvements with minimal tax rate adjustments for debt service. The FY 16-17 Recommended Budget requires an increase in the General Fund support for debt service expenditures related to these bonds roughly equal to one cent on the tax rate. The Recommended Budget has accounted for this need through other available revenues and expenditure control.

Significant projects underway with land acquisition and/or construction include improvements to Horsepen Creek Road (widening from New Garden Road to Battleground Avenue) and improvements to Cone Boulevard/Nealtown Road. In addition, sidewalk improvement projects are underway throughout the City, including improvements along sections of Randleman Road, Florida Street, West Friendly Avenue, Vandalia Road, McConnell Road and West Wendover Avenue. Design will be underway soon for sidewalk projects along Lowdermilk Street and Holts Chapel Road.

Fire Station #63, to be located on Burlington Road, will serve approximately 4,200 citizens in accordance with established performance standards. Parks and Recreation continues to progress with improvements to Barber Park, including construction of the Community Center/Memorial to Women which will commence this year. A new Skate Park will be constructed at Latham Park with a smaller, Skate "Spot" to be constructed at Glenwood Community Recreation Center. Construction will be underway this summer.

Subsequent sale of remaining bond proceeds from the successful referenda are almost exclusively for street improvements and will support projects such as Alamance Church Road improvements, North Church Street improvements, Mackay Road improvements, Summit Avenue Streetscape, the downtown greenway and various sidewalk and greenway improvements.

The City seeks alternative funding sources to leverage local dollars wherever possible. Funding commitments backed by municipal agreements with NCDOT are currently in place for approximately \$32 million to support City sidewalk and roadway projects.

The proposed FY 2017-2026 Capital Improvements Plan (CIP) totals \$1.63 billion of identified projects and outlines a future financing plan to maintain our current infrastructure and develop new facilities as needed. The CIP Team is continuing to evaluate all unfunded programs through the developed criteria that scores projects based on City Goals, influence on other City plans, critical need, community support and funding and operation impact.

Over one-third of the entire proposed Capital Improvements Plan is devoted to our water and sewer infrastructure. The City continues to plan and implement a variety of water system improvements and maintenance efforts using both debt financing and pay-as-you-go (cash) capital financing. The proposed CIP includes \$580 million in planned water and sewer utility improvements, including such major projects as Osborne Wastewater Treatment Plant capacity upgrade and system wide Sanitary Sewer and Water Line Rehabilitation.

The recommended budget includes a proposed water user rate increase of 4.5% for customers. This rate increase will ensure the continued financial security of this vital utility resource while keeping our customer rates very competitive when compared to peer cities throughout the state.

The recommended budget also proposes a \$20 increase in the annual motor vehicle license fee (from \$10/vehicle to \$30/vehicle) to help provide additional funding for needed street resurfacing and maintenance. This fee has not been increased since FY 91-92 and if adopted as presented, would

provide an addition \$3.9 million for street resurfacing.

*"Achieve exceptional customer service, a diverse workforce and ensure fiscal stewardship, transparency and accountability."*

The City continues its efforts to systemically review major departments and services to ensure efficiency in service delivery. We have recently completed an external review of selected General Fund user fees to ensure that our fees are appropriate in the market. I will share the results of this analysis and some recommendations for potential revenue growth with City Council during our FY 16-17 budget review.

At my request, an employee team has completed an internal review of the organization, know as an environmental scan. This analysis has documented the organization's current status in areas such as financial condition, asset (roads, City facilities) condition and organization structure. This summer I will review the findings of this research with my management team and the organization and use the results to better position the organization to meet the challenges of the near future.

Human Resources will implement a comprehensive customer service initiative this year.


The recommended budget includes an average 2.75% merit increase for all employees, based on performance evaluation. The recommended budget also funds the Public Safety Step Program. The budget also continues the in-range salary program established by City Council last year. These recommendations are included within the total compensation budget developed for the FY 16-17 budget.

### **Property Tax Rate**

The FY 16-17 Recommended Budget is balanced with a proposed tax rate of 63.25 cents per \$100 property valuation, the same as the current tax rate.

I very much appreciate the continued dedication our employees show to the cause of public service. We are prepared to assist City Council in the adoption of this service plan for our city.

Respectfully submitted,



Jim Westmoreland, City Manager



# BUDGET FINANCIAL POLICIES

The City of Greensboro's financial policies serve as the basis for the overall fiscal management of the City's resources. These policies guide City Council and Administration in making sound financial decisions and in maintaining Greensboro's fiscal stability.

Many of the policies outlined here are derivatives of the Local Government Budget and Fiscal Control Act. Other policies were developed by the City to address specific financial issues in Greensboro. These policies are reviewed annually and are updated as needed.

Listed below are financial policies which are specifically related to the adoption and execution of the annual operating budget:

## **Operating Budget**

1. The City of Greensboro will prepare a two-year planning budget, with the first year submitted to City Council for legal adoption and the second year submitted as a planning document to assist with long-range financial planning efforts.
2. In accordance with the Local Government Budget and Fiscal Control Act, the City shall operate under an annual balanced budget ordinance in which the sum of net revenues and appropriated fund balances is equal to appropriations.
3. All grants received by the City from Federal or State Government Agencies for operating or capital purposes shall be adopted with a separate Grant Project Ordinance, with revenues estimated to be available from the grant including any local match equal to appropriations for the grant project.
4. The City's annual budget shall be adopted by July 1 and shall cover a fiscal year period beginning July 1 and ending June 30.
5. The City shall have its accounts independently audited at the close of each fiscal year by a certified public accountant.
6. The City's two-year budget shall be presented in a program budget format with program summaries, performance objectives and performance measures provided for each major program or service.

## **Reserves**

1. The City shall maintain an undesignated fund balance equal to 9% of the following fiscal year's General Fund adopted budget, with any amount in excess of 9% being credited to a capital reserve account until a minimum of \$10 million is accumulated. Once the minimum goal is reached additional funds can be used for "pay-as-you-go" capital expenditures.
2. Before any appropriations can be made from Undesignated Fund Balance of the General Fund, seven "yes" votes from the nine member Council shall be required.
3. Appropriations to contingency account in any of the City's operating funds shall be limited to less than 5% of that fund.
4. For all other operating funds, the City shall seek to maintain a minimum fund balance of 8% of working capital.

## **Revenue Policy**

1. Revenue estimates shall be set at realistic and attainable levels and shall be updated and revised as needed.
2. The City will conduct an annual review of specific programs and services which have been identified as potential candidates for user fees. Where appropriate, user fees will be set at a level sufficient to recover the full costs of the program or service.
3. The City's Enterprise operations shall set their enterprise fees at a level sufficient to recover the full costs of enterprise operations.
4. The City shall maintain an investment portfolio in which 100% of all idle funds are invested daily.

## **Capital Improvements Projects**

1. The City shall annually develop a Capital Improvements Program (CIP) to be adopted in conjunction with the Annual Operating Budget.

2. The City shall appropriate all funds for Capital Projects with a Capital Projects ordinance in accordance with state statutes.

3. Operating expenses for all capital projects will be estimated and accounted for in the Capital Improvements Program.

4. Capital expenditures included in the CIP as a project will cost at least \$100,000 and have a useful life of at least 10 years. Equipment purchases are considered operating expenses and will not be included in the CIP.

5. City Council will annually set level-of-service standards for the quantity and quality of capital facilities and criteria for the evaluation of capital project requests.

### ***Debt Management***

1. Completion of capital projects funded with bond proceeds shall not exceed the life of the bonds issued to fund that project.

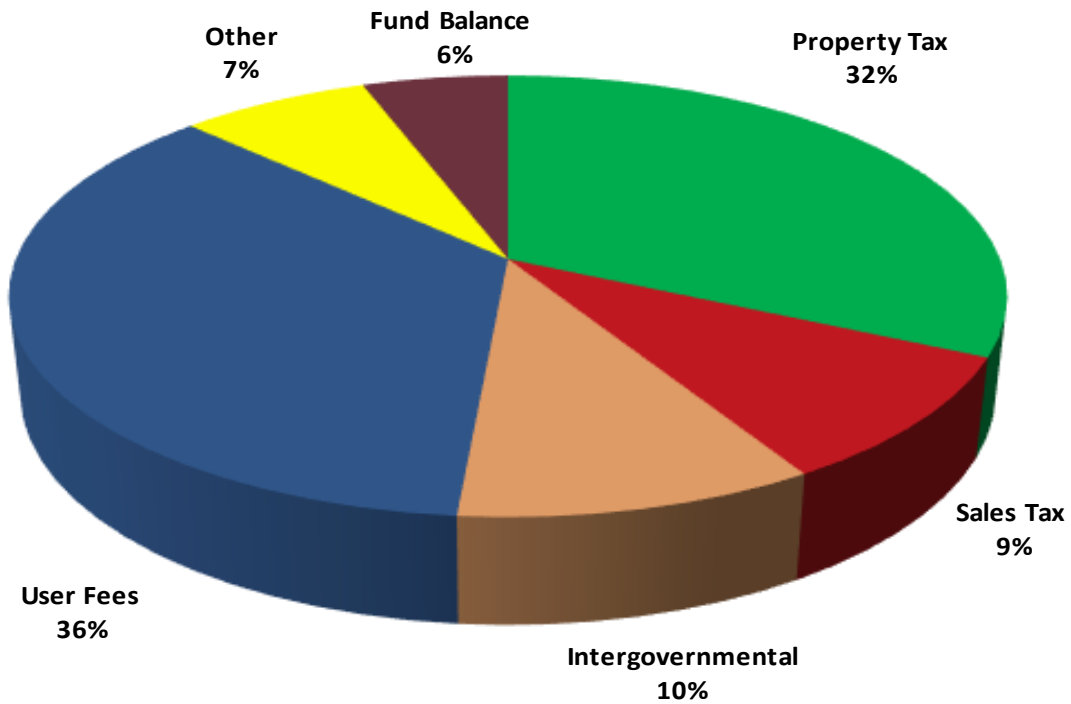
2. Bonds shall only be issued for capital improvement projects having a cost of at least \$100,000 and having a useful life of at least 10 years.

3. Interest income will be credited to the Debt Service Fund. This will allow interest income to offset debt service costs which also tend to vary depending on when bonds are issued and the variable interest rates that are in effect when the bonds are issued.

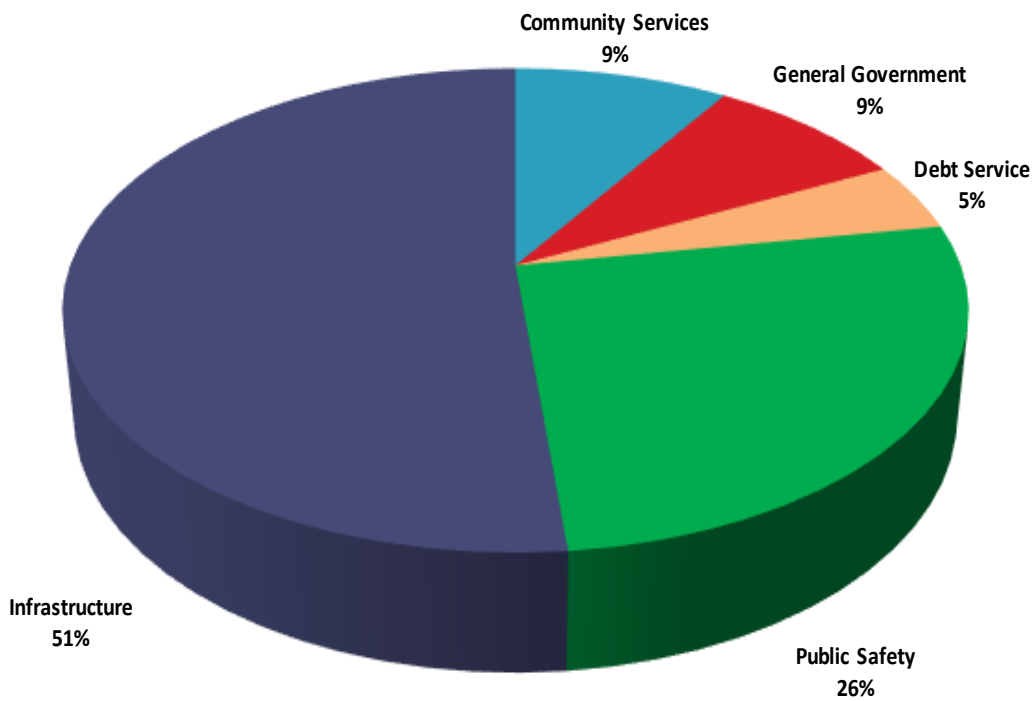


# BUDGET SUMMARY

## WHERE THE MONEY COMES FROM



## WHERE THE MONEY GOES



FY 16-17

# TOTAL BUDGET— EXPENDITURES

The FY 16-17 Net Recommended Budget (all funds) is about \$22.5 million, or 4.5% higher than the revised FY 15-16 budget. The Hotel Motel Occupancy Tax Fund includes a \$7.2 million transfer increase related to the construction of the Greensboro Swarm Fieldhouse and other improvements at the Coliseum. Absent this transfer, the Recommended Budget would be \$15.3 million, or 3.1% higher than the revised FY 15-16 budget.

The Infrastructure Result Area, the largest service area at \$268.1 million, shows an increase of \$6.6 million over the current year. The Water Resources Fund budget increases from \$122.0 million to \$122.5 million. A reduction in budgeted debt service costs from \$27.6 million to \$24.3 million allows for an increase in the contribution to the capital reserve from \$26.6 million to \$29.2 million. A proposed increase in the Motor Vehicle License Fee will provide an additional almost \$3.9 million for resurfacing and is included in this result area.

The Public Safety Result Area increases from \$132.6 million to \$136.3 million. Six (6) additional

firefighter positions are added in the Recommended Budget. These positions, coupled with twelve (12) firefighter positions that were authorized by City Council over the past two years, complete the effort to outfit all ladder company shifts with four (4) positions. Approximately \$600,000 is included in the Recommended Budget for replacement of Police Body Worn Camera technology.

The Community Services Result Area increases from \$40.5 million to \$47.4 million. As referenced earlier, the Hotel Motel Occupancy Fund includes financing of the new Fieldhouse and other projects at the Coliseum. These expenses account for the significant increase in this result area. The Debt Service Result Area increases from \$20.0 million to \$24.0 million. Specifically, the Debt Service Fund increases from \$19.4 million to \$23.4 million due to increased borrowing costs related to successful referenda in 2006, 2008 and 2009.

The Projected FY 17-18 Budget is 1.3% lower than the FY 16-17 Recommended Budget.

## Total Net Expenditures by Expenditure Category

Category	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
Personnel Costs	206,189,929	215,818,116	<b>224,463,939</b>	231,101,924
Maintenance & Operations	185,570,082	211,474,230	<b>225,442,196</b>	210,579,943
Debt Service	42,762,367	54,286,373	<b>55,269,966</b>	56,750,072
Capital Outlay	14,363,610	16,077,289	<b>14,970,484</b>	15,101,929
<b>Total Expenditures</b>	<b>448,885,988</b>	<b>497,656,008</b>	<b>520,146,585</b>	<b>513,533,868</b>

Budgeted personnel costs are 4.0% higher than the current year budget, including a net increase of about fourteen (14) full-time equivalent (FTE) positions within the total operating budget. Six (6) additional firefighter positions are added in the Recommended Budget. These positions coupled with twelve (12) firefighter positions that were authorized by City Council over the past two years completes the effort to outfit all ladder company shifts with four (4) positions.

Maintenance and Operations (M/O) costs, which include transfers from operating funds to capital projects or capital reserve funds, show about a \$14.0 million or 6.6%, increase compared to the FY 15-16 Budget. The single largest increase in a particular fund occurs in the Hotel Motel Occupancy Fund where a \$7.2 million increase (from \$4.4 million in the current year to \$11.6 million) in the transfer to Coliseum improvements supports the construction of the Greensboro Swarm Fieldhouse and other Coliseum improvements. Absent this increase, M/O expenses would be increasing \$6.8 million or 3.2%. Water Resources Fund will

increase its contribution to the Water Resources Capital Reserve Fund from \$26.6 million to \$29.2 million. These contributions fund a variety of water system infrastructure maintenance and repair and help contain the overall amount of debt financing necessary for the system. Overall M/O budgets continue to benefit from lower fuel prices. Total budgets for gasoline and diesel fuel will be reduced from \$7.4 million in the current year to \$6.4 million in FY 16-17.

Overall budgeted debt service expenses are increasing from \$54.3 million to \$55.3 million. Payments from the Debt Service Fund to retire general obligation debt increase from \$19.2 million in the current year to \$23.2 million for FY 16-17. Budgeted debt service expenses decrease in the Water Resources Fund, from \$27.6 million to \$24.3 million.

Capital outlay expenditures are budgeted at \$15.0 million, about \$1.1 million below current year. The Equipment Services Fund is projecting rolling stock replacement needs of \$10.0 million in FY 16-17 as compared to \$10.6 million in the current year.



Total Budget-Expenditures

**Result Areas**

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b>Community Services</b>				
Cemeteries Fund	860,045	838,936	<b>863,080</b>	877,446
Hotel/Motel Occupancy Tax Fund	4,489,567	8,256,024	<b>15,775,220</b>	4,274,080
Library System	8,166,406	8,682,720	<b>8,925,217</b>	9,119,627
Neighborhood Development	1,509,775	1,590,411	<b>1,642,633</b>	1,680,269
Non-Departmental Community Services	1,931,330	1,909,410	<b>2,305,697</b>	1,901,547
Nussbaum Housing Partnership	2,913,316	3,351,627	<b>1,995,919</b>	2,065,731
Parks and Recreation	16,247,356	16,268,487	<b>16,371,329</b>	16,697,621
Subtotal	36,117,795	40,897,615	<b>47,879,095</b>	36,616,321
Less Transfers and Internal Charges	451,316	415,160	<b>437,797</b>	437,797
Total Culture and Recreation	35,666,479	40,482,455	<b>47,441,298</b>	36,178,524
<b>General Government</b>				
Budget and Evaluation	725,878	762,637	<b>795,998</b>	817,665
Communications and Marketing Department	35,091	1,105,185	<b>1,972,849</b>	2,025,428
Economic Development and Business Support	525,637	1,278,170	<b>1,411,406</b>	1,966,236
Economic Development Fund	1,639,079	1,602,655	<b>1,378,000</b>	1,388,000
Equipment Services Fund	19,483,374	18,331,214	<b>18,130,737</b>	18,405,871
Executive	3,572,201	2,796,679	<b>2,211,224</b>	2,150,390
Financial and Administrative Services	3,616,308	3,834,086	<b>4,033,657</b>	4,135,079
Graphic Services Fund	1,032,531	987,139	<b>1,010,837</b>	1,028,090
Human Relations	693,845	497,103	<b>512,535</b>	523,102
Human Resources	2,686,199	2,719,111	<b>2,846,902</b>	2,922,257
Information Technology	6,308,352	6,410,619	<b>6,567,472</b>	6,644,884
Legal	975,779	1,076,679	<b>1,111,445</b>	1,133,739
Legislative	653,341	1,331,118	<b>1,208,496</b>	1,356,361
Network Services/Telecommunications Fund	10,608,336	12,780,605	<b>13,398,165</b>	13,450,282
Non-Departmental General Government	5,349,931	5,597,583	<b>4,383,386</b>	3,687,536
Risk Retention Funds	47,938,690	50,311,814	<b>55,245,696</b>	55,353,428
Subtotal	105,844,572	111,422,397	<b>116,218,805</b>	116,988,348
Less Transfers and Internal Charges	66,414,552	68,281,061	<b>71,886,306</b>	72,365,037
Total General Government	39,430,020	43,141,336	<b>44,332,499</b>	44,623,311



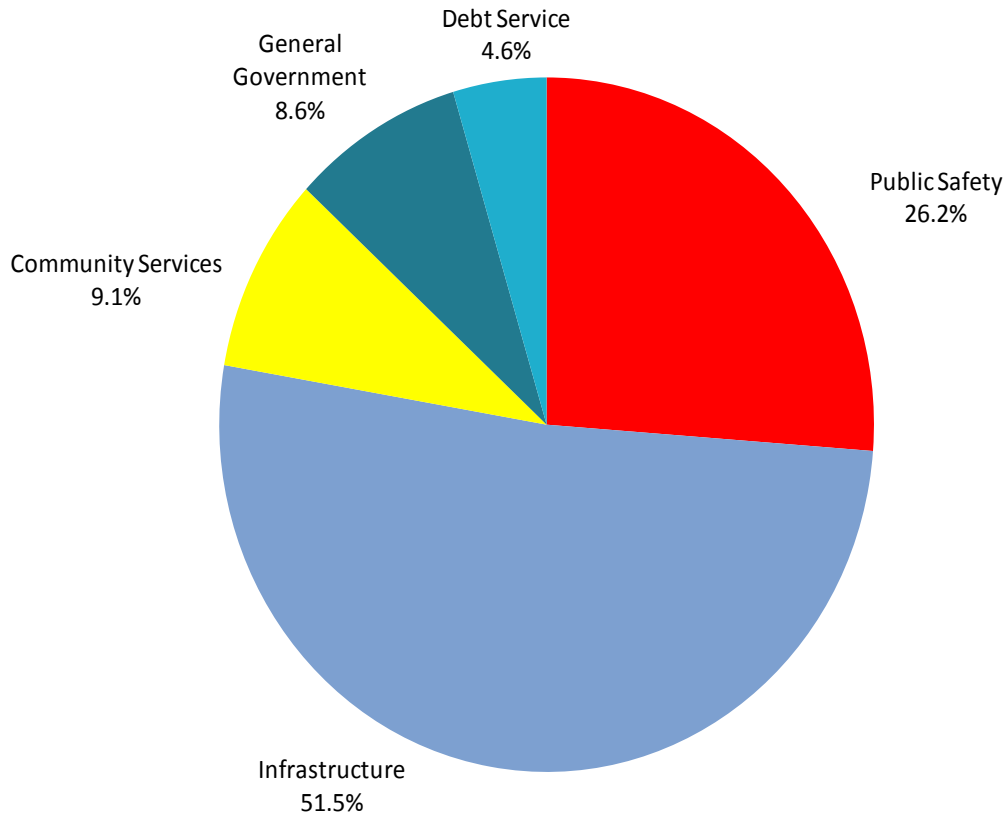
Total Budget-Expenditures

**Result Areas**

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Infrastructure</b>				
Engineering & Inspections	16,902,557	19,356,938	<b>19,527,861</b>	20,353,369
Field Operations	33,788,483	34,784,740	<b>35,538,030</b>	36,161,165
Greensboro Transit Authority	21,785,289	22,962,237	<b>23,312,333</b>	23,975,598
Non-Departmental Infrastructure	4,202,793	4,311,277	<b>4,602,893</b>	4,639,653
Municipal Service District Fund	857,505	1,117,000	<b>1,034,000</b>	1,034,000
Parking Fund	1,986,569	2,927,681	<b>2,709,325</b>	2,709,658
Planning	1,744,355	1,769,171	<b>1,895,511</b>	1,942,473
Solid Waste Management System Fund	12,545,964	16,061,476	<b>16,154,192</b>	16,259,167
State Highway Gas Tax Allocation Fund	7,604,000	7,835,000	<b>11,410,000</b>	11,410,000
Street and Sidewalk Fund	774,144	0	<b>0</b>	0
Stormwater Management Fund	9,523,777	11,128,474	<b>11,177,296</b>	11,176,580
Transportation	9,271,139	9,485,953	<b>9,664,053</b>	9,800,854
War Memorial Coliseum Complex Fund	30,942,201	25,085,867	<b>25,701,015</b>	25,737,775
Water Resources Fund	93,730,244	121,986,396	<b>122,531,848</b>	120,804,112
Subtotal	245,659,020	278,812,210	<b>285,258,357</b>	286,004,404
Less Transfers and Internal Charges	16,856,335	17,387,419	<b>17,193,393</b>	17,355,559
Total Infrastructure	228,802,685	261,424,791	<b>268,064,964</b>	268,648,845
<b>Public Safety</b>				
Fire	45,337,968	47,380,669	<b>48,709,253</b>	49,956,634
Police	68,940,782	70,166,403	<b>72,058,780</b>	74,180,963
Emergency Telephone System Fund	2,735,952	2,914,722	<b>2,870,499</b>	2,875,803
Metro Communications	6,881,020	7,521,030	<b>7,860,237</b>	8,073,195
Technical Services Fund	3,428,008	4,078,667	<b>4,268,636</b>	4,387,267
Non-Departmental Public Safety	4,997,721	5,336,044	<b>5,514,816</b>	5,514,816
Subtotal	132,321,451	137,397,535	<b>141,282,221</b>	144,988,678
Less Transfers and Internal Charges	4,474,697	4,775,517	<b>4,954,289</b>	4,954,289
Total Public Safety	127,846,754	132,622,018	<b>136,327,932</b>	140,034,389
<b>Debt Service</b>				
Capital Equipment Leases	2,517,346	2,726,361	<b>2,649,493</b>	2,780,126
Debt Service Fund	16,816,491	19,399,408	<b>23,402,892</b>	23,369,799
Debt Service Transfer	18,043,080	18,272,570	<b>21,238,110</b>	21,454,370
Subtotal	37,376,917	40,398,339	<b>47,290,495</b>	47,604,295
Less Transfers and Internal Charges	20,236,867	20,412,931	<b>23,310,603</b>	23,555,496
Total Debt Service	17,140,050	19,985,408	<b>23,979,892</b>	24,048,799
<b>Budget Subtotal</b>	557,319,755	608,928,096	<b>637,928,973</b>	632,202,046
<b>Less Transfers and Charges</b>	108,433,767	111,272,088	<b>117,782,388</b>	118,668,178
<b>TOTAL NET BUDGET</b>	448,885,988	497,656,008	<b>520,146,585</b>	513,533,868



***Expenditures By Result Area  
(Recommended FY 16-17 Budget)***



# TOTAL BUDGET— REVENUES

Revenue estimates are based on actual prior year amounts, current year projections, trend analysis, and general economic forecasts. Each of the major

revenue categories are discussed in further detail below the chart.

## *Total Revenue by Major Type*

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<i>Property Tax</i>	161,135,287	164,654,600	<b>166,515,600</b>	169,099,600
<i>Sales Tax</i>	44,994,744	46,202,934	<b>48,760,120</b>	50,707,365
<i>Intergovernmental Revenue</i>	50,181,035	47,151,400	<b>51,966,427</b>	52,800,287
<i>User Fees/Charges/Licenses</i>	178,819,109	173,195,593	<b>186,259,454</b>	191,705,650
<i>All Other</i>	101,499,974	105,397,719	<b>117,660,509</b>	106,831,441
<i>Interfund Transfers</i>	34,809,851	34,708,666	<b>37,846,589</b>	38,099,609
<i>Appropriated Fund Balance</i>	54,136,574	37,617,184	<b>28,920,274</b>	22,958,094
<i>Total</i>	625,576,574	608,928,096	<b>637,928,973</b>	632,202,046
<i>Less Transfers &amp; Internal Charges</i>	108,433,767	111,272,088	<b>117,782,388</b>	118,668,178
<i>Net Revenues</i>	517,142,807	497,656,008	<b>520,146,585</b>	513,533,868

### **Property Taxes**

The City of Greensboro relies on property taxes to raise about one-third of the net revenues needed to support municipal operations in all funds. The FY 16-17 Recommended Budget is balanced with a property tax rate of 63.25 cents, the same rate as FY 15-16. The tax rate is allocated 58.56 cents to the General Fund, 3.50 cents to the Transit Fund, 0.69 cents to the Housing Partnership Fund and 0.50 cents to the Economic Development Fund.

Tax base growth is projected at approximately 1.58% for FY 16-17, based on projections provided by the Guilford County Tax Department. For the 17-18 planning year, similar valuation growth is projected.

The second-year budget is balanced with a 63.25 tax rate, the same as the Recommended FY 16-17 Budget.

### **Local Option Sales Tax**

The State of North Carolina grants counties the authority to levy a general local sales tax of up to 2.0%. Counties and transportation authorities are also authorized to levy a public transportation sales tax (subject to voter approval) and counties may authorize a restricted county purpose local sales tax of 0.25% (subject to voter approval).

The general state sales tax is currently at 4.75%. Guilford County levies a 2.0% general sales tax. Sales tax distribution among jurisdictions within Guilford County is based on total tax levy of all jurisdictions.

Sales tax revenue for FY 16-17 is projected at \$48.8 million, roughly 4.5% higher than revised current year estimates of \$46.7 million. This closely mirrors the current year growth estimate of about 4% over last year's actual revenue.



## Total Budget-Revenues

Local option sales tax revenues constitute about 9-10% of total net revenues.

### ***Intergovernmental Revenue***

Intergovernmental revenues include those revenues that are collected by the State of North Carolina and returned to local governments, such as the Beer and Wine Tax, Utility Sales Taxes, various cable and satellite service sales taxes (now shared with local governments through the Video Services Competition Act) and portions of the state tax on gasoline. This revenue category also includes contributions from Guilford County for support for the City's Library System and federal and state grants that help support the Greensboro Transit Authority.

Intergovernmental revenues are budgeted at \$52.0 million, a little less than \$5 million higher the FY 15-16 budgeted figure of \$47.2 million.

Beginning in FY 14-15, the utility franchise tax previously assessed for the sale of electricity and piped natural gas was replaced with a general sales tax. The electric sales tax is projected at \$18.4 million for FY 16-17, \$5.5 million more than the current year budget. The \$18.4 million budget figure is about 4% higher than the revised current year estimate of \$17.6 million.

The Telecommunications Sales Tax revenue continues to decline as more consumers choose to eliminate their landline phone and solely use wireless. The FY 16-17 budget projection of \$3.3 million is about 2.5% below revised current year estimates.

Powell Bill funds, the City's portion of the state gasoline tax, are budgeted at approximately \$7.5 million for FY 16-17, the same as the budgeted amount for the current year.

### ***User Fees, Charges and Licenses***

These revenues represent charges for City services that are provided by departments typically operating as enterprises in separate funds. Examples include water and sewer charges, transfer station tipping fees, parking deck and on-street parking fees, Transit farebox and monthly ridership pass fees, Coliseum parking and concessions, and the stormwater management fee. Charges for services provided by General Fund Departments, such as

Parks and Recreation and Engineering and Inspections are also included in this category.

Budgeted revenues for FY 16-17 are \$186.3 million, compared to \$173.2 for FY 15-16.

The Recommended Budget includes an increase in the Motor Vehicle License Fee from \$10 per vehicle to \$30 per vehicle. If approved, this fee increase will generate an additional \$4.2 million in user fee revenue. Most of this increase, about \$3.9 million, would be dedicated to street resurfacing.

User fee revenue generated in the Water Resources Fund is a significant portion of this revenue category. Water Resources user fee revenue is budgeted at \$111.5 million. The final budget includes a water rate increase of 4.5% for customers inside the city limits and 4.5% for customers outside the city limits to be effective July 1, 2016.

Solid Waste Management tipping fee revenue for all services (transfer station, construction debris, compost facility) are budgeted at \$5.0 million, about \$200,000 above current year budget.

### ***Other Revenues***

Revenues not otherwise defined are included in this category. These include interest income, internal service charges, proceeds of capitalized leases, donations and sale of assets. Internal charges, or charges assessed by one department for services rendered for another, are captured in this category. This includes internal printing charges, garage and fleet maintenance charges and computer service and maintenance charges.

Revenues for this category are budgeted for FY 16-17 at \$117.7 million, about \$12.3 million more than the current year.

The largest single increase in this revenue category is capitalized lease revenue associated with the construction of the Greensboro Swarm Fieldhouse. This revenue increases from \$4.4 million in FY 15-16 to \$11.6 million in FY 16-17. The revenue will drop to zero in FY 17-18 after completion of the project.

Employer paid premiums into the Risk Retention (Health Insurance) Fund on behalf of employees for health insurance are budgeted to increase from \$26.7 million to \$29.9 million.

### ***Interfund Transfers***

Interfund transfers are contributions made by one fund to support operations in another fund, such as contributions from the General Fund to the Solid Waste Management Fund to support refuse disposal, and contributions to the Debt Service Fund to support voter-approved bond project financing.

Budgeted interfund transfers for FY 16-17 are \$37.8 million, about \$3.1 million above the revised FY 15-16 budget.

The General Fund transfer to the Debt Service Fund provides for most of this increase. The transfer increases from \$18.3 million in FY 15-16 to \$21.2 million for FY 16-17. This increase is necessary to support debt service principal and interest expenses associated with successful bond referenda in 2006, 2008 and 2009.

The General Fund contribution to the Solid Waste Management Fund increases slightly from \$1.8 to \$1.9 million. The General Fund transfer to the War Memorial Coliseum Fund will increase from \$2.5 million to \$2.7 million. The General Fund contribution to the Guilford Metro Communications Fund will increase from \$4.7 million to \$4.9 million. Finally, the General Fund contribution for the Cemeteries Fund increases from \$415,160 to \$437,800.

The transfer from the Powell Bill Fund to the General Fund is budgeted at \$5.85 million, the same as

current year. The transfer helps to balance the General Fund budget as Powell Bill eligible expenditures in the General Fund are paid for with Powell Bill proceeds.

### ***Fund Balance***

The City of Greensboro fund balance policy states that “each year the estimated savings realized from unexpended appropriations in the General Fund shall be evaluated with respect to appropriation to the following year’s revenue budget as Appropriated Fund Balance to assist in financing that year’s budget.”

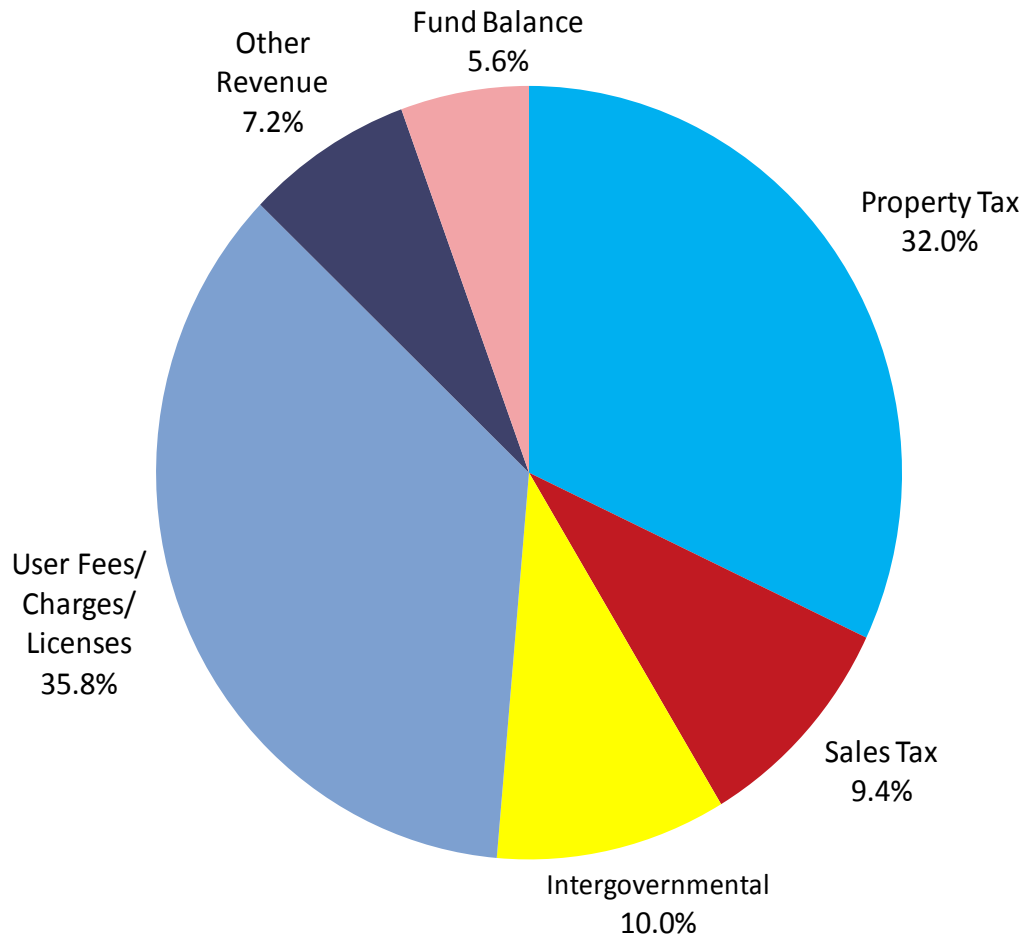
Appropriated fund balance budgets across all funds decrease from \$37.6 million in FY 15-16 to \$28.9 million for FY 16-17.

Two funds in particular are appropriating far less fund balance for FY 16-17 as compared to the current year. The Emergency Telephone System Fund was required by the State of North Carolina 911 Board to spend down its available fund balance in FY 15-16. The fund budgeted \$1.1 million in fund balance in the current year, while only budgeting \$180,000 for FY 16-17.

The Water Resources Fund is also reducing its reliance on fund balance to balance the FY 16-17 budget. The fund will use \$9.1 million in fund balance for FY 16-17 as compared to \$14.3 million in the current year.



**Total Net Revenues by Major Type**  
**(Recommended FY 16-17 Budget)**



# PROPERTY TAX RATE

The recommended property tax rate for FY 16-17 is 63.25 cents per \$100, the same as the adopted FY 15-16 rate. The tax rate is allocated 58.56 cents to the General Fund, 3.50 cents to the Transit Fund,

0.69 cents to the Housing Partnership Fund and 0.50 cents to the Economic Development Fund. The following chart shows the City of Greensboro tax rates since FY 1991-92.

## Tax Rates and Valuations

Year	Tax Rate	General Fund	Economic Development	Housing Partnership	Transit Fund	Assessed Valuation
FY 91-92	.6100	.6025			.0075	9,853,358,069
FY 92-93	.6600	.6525			.0075	10,000,985,495
FY 93-94	.6700	.6550			.0150	10,349,487,033
FY 94-95	.6700	.6550			.0150	10,710,087,216
FY 95-96	.6700	.6550			.0150	10,883,043,787
FY 96-97*	.5975	.5845			.0130	13,500,898,700
FY 97-98	.6075	.5925			.0150	14,174,257,394
FY 98-99	.5825	.5675			.0150	14,842,657,004
FY 99-00	.5825	.5675			.0150	15,618,162,283
FY 00-01	.5825	.5625			.0200	16,152,476,091
FY 01-02	.5825	.5625			.0200	16,658,812,399
FY 02-03	.6175	.5975			.0200	16,735,458,323
FY 03-04	.6175	.5975			.0200	16,864,364,817
FY 04-05*	.5675	.5500			.0175	20,958,789,781
FY 05-06	.5675	.5475			.0200	21,259,854,794
FY 06-07	.6150	.5800			.0350	22,054,637,868
FY 07-08	.6350	.6000			.0350	22,594,699,541
FY 08-09	.6350	.6000			.0350	24,184,833,849
FY 09-10	.6350	.6000			.0350	24,348,151,212
FY 10-11	.6325	.5975			.0350	24,219,785,239
FY 11-12	.6325	.5918		.0070	.0337	24,456,470,950
FY 12-13*	.6325	.5897	.0025	.0069	.0334	24,660,976,137
FY 13-14	.6325	.5872	.0050	.0069	.0334	25,423,086,180
FY 14-15	.6325	.5872	.0050	.0069	.0334	25,272,730,744
FY 15-16	.6325	.5872	.0050	.0069	.0334	25,672,000,000
<b>FY 16-17</b>	<b>.6325</b>	<b>.5856</b>	<b>.0050</b>	<b>.0069</b>	<b>.0350</b>	<b>26,077,000,000</b>

### \* Property Revaluation

The FY 16-17 Recommended Budget contains a property tax rate of 58.56 cents for the General Fund. This represents a 0.16 reduction as compared to the adopted FY 15-16 rate of 58.72.

The Recommended Budget includes a property tax allocation of 3.50 cents for the Transit Fund, an increase of 0.16 cents above the FY 15-16 rate of 3.34 cents. The budget also includes 0.69 cents for the Housing Partnership Fund and 0.5 cents (one-half cent) for the Economic Development Fund.

The preliminary FY 17-18 budget is balanced with an overall tax rate of 63.25 cents, the same as the Recommended FY 16-17 budget.

The Greensboro Area Transit Authority Fund tax rate was established in FY 90-91 to begin City participation in an improved transit system. The tax was authorized on November 8, 1988, by referendum, in an amount not to exceed 3.5 cents.

In FY 90-91, Municipal Service Districts were created for the College Hill and Aycocock Neighborhoods, with properties in the two neighborhoods assessed an additional .05 tax levy. In FY 11-12, the College Hill Special Tax Levy was reduced from five cents to one cent.

Beginning in FY 04-05 a Business Improvement District was established for downtown Greensboro. A separate tax rate of .08 is set for properties within the district boundaries.



# TOTAL BUDGET – POSITION CHANGES

The following charts show the net changes in full-time equivalent positions by Result Area and by Fund Type for FY 15-16 through the Projected FY 17-18 Budget.

The FY 16-17 Recommended Budget includes a total net increase of about fourteen (14) full-time equivalent (FTE) positions.

Six (6) positions are added to the Fire Department. These six (6) positions, coupled with twelve (12) positions added during the previous two years, complete the effort to provide four (4) firefighter positions on each ladder company shift. The

Recommended FY 16-17 Budget includes one additional position each for various service demand needs for Finance, Communications and Water Resources. The equivalent of 3.25 FTE positions were added at the Coliseum during FY 15-16, including an Assistant Parking Manager position and an additional Advertising Specialist position.

The Projected FY 17-18 budget shows an overall increase of five (5) FTE positions with the anticipated filling of several positions for the Tanger Center for the Performing Arts in late FY 17-18.

## Full Time Equivalent Position Changes by Department

RESULT AREAS	2015-16	New Issues	Transfers	Mid-Year Changes	2016-17	2017-18
<b>Community Services</b>						
Cemeteries Fund	11.442				<b>11.442</b>	11.442
Community Development Fund	11.875		-1.000		<b>10.875</b>	10.875
Hotel / Motel Occupancy Tax Fund	0.030				<b>0.030</b>	0.030
Libraries	105.500				<b>105.500</b>	105.500
Neighborhood Development	16.500				<b>16.500</b>	16.500
Nussbaum Housing Partnership Fund	12.045	0.500	0.630		<b>13.175</b>	13.175
Nussbaum Housing Partnership - Grant	2.000		-1.000		<b>1.000</b>	1.000
Parks & Recreation	173.031		-1.000		<b>172.031</b>	172.031
Workforce Development Fund	18.816			1.000	<b>19.816</b>	19.816
Subtotal	351.239	0.500	-2.370	1.000	<b>350.369</b>	350.369
<b>General Government</b>						
Budget and Evaluation	8.000				<b>8.000</b>	8.000
Communications and Marketing Department	10.000	1.000	12.000		<b>23.000</b>	23.000
Debt Service Fund	1.550				<b>1.550</b>	1.550
Economic Development and Business Support	4.000				<b>4.000</b>	4.000
Equipment Services	49.500				<b>49.500</b>	49.500
Executive	25.981		-11.000		<b>14.981</b>	14.981
Financial and Administrative Services	43.420	1.000			<b>44.420</b>	44.420
Graphic Services	8.000				<b>8.000</b>	8.000
Human Relations	4.900			-0.500	<b>4.400</b>	4.400
Human Relations Grant	0.600				<b>0.600</b>	0.600
Human Resources	28.000		-0.200		<b>27.800</b>	27.800
Information Technology	27.750		-0.650	1.250	<b>28.350</b>	28.350
Legal	7.500	0.500			<b>8.000</b>	8.000
Legislative	7.000				<b>7.000</b>	7.000
Network Services/Telecommunications	20.750		0.650	-0.750	<b>20.650</b>	20.650
Risk Retention Funds	7.200		0.200		<b>7.400</b>	7.400
Subtotal	254.151	2.500	1.000	0.000	<b>257.651</b>	257.651



Total Budget-Position Changes

RESULT AREAS	2015-16	New Issues	Transfers	Mid-Year Changes	2016-17	2017-18
<b>Infrastructure</b>						
Engineering & Inspections	162.500			0.250	<b>162.750</b>	162.750
Engineering & Inspections Bond	1.000				<b>1.000</b>	1.000
Field Operations	255.151		-1.000		<b>254.151</b>	254.151
Greensboro Transit Authority	13.500				<b>13.500</b>	13.500
Parking Facilities Fund	13.750				<b>13.750</b>	13.750
Performing Arts Fund	0.000				<b>0.000</b>	5.000
Planning	16.000		1.400		<b>17.400</b>	17.400
Planning - Grant	1.000			-1.000	<b>0.000</b>	0.000
Solid Waste Management	35.580				<b>35.580</b>	35.580
Stormwater Management	80.250				<b>80.250</b>	80.250
Transportation	58.456		-0.030		<b>58.426</b>	58.426
Transportation - Grant	2.000				<b>2.000</b>	2.000
War Memorial Coliseum Complex	75.250			3.250	<b>78.500</b>	78.500
Water Resources Enterprise	331.675	1.000		1.000	<b>333.675</b>	333.675
Subtotal	1046.112	1.000	0.370	3.500	<b>1,050.982</b>	1,055.982
<b>Public Safety</b>						
Fire	578.000	6.000			<b>584.000</b>	584.000
Police	800.893		1.000		<b>801.893</b>	801.893
Emergency Telephone System Fund	2.200				<b>2.200</b>	2.200
Guilford Metro Communications	101.800				<b>101.800</b>	101.800
Technical Services	9.000				<b>9.000</b>	9.000
Subtotal	1491.893	6.000	1.000	0.000	<b>1,498.893</b>	1,498.893
<b>TOTAL</b>	<b>3143.395</b>	<b>10.000</b>	<b>0.000</b>	<b>4.500</b>	<b>3,157.895</b>	<b>3,162.895</b>

**Full Time Equivalent Position Changes by Fund**

Fund	2015-16	New Issues	Transfers	Mid-Year Changes	2016-17	2017-18
General Fund	2,332.582	8.500	0.520	1.000	<b>2,342.602</b>	2,342.602
Special Revenue Funds	63.008	0.500	-1.370	0.000	<b>62.138</b>	62.138
Debt Service Fund	1.550	0.000	0.000	0.000	<b>1.550</b>	1.550
Enterprise Funds	550.005	1.000	0.000	4.250	<b>555.255</b>	560.255
Internal Service Funds	196.250	0.000	0.850	-0.750	<b>196.350</b>	196.350
<b>TOTAL</b>	<b>3,143.395</b>	<b>10.000</b>	<b>0.000</b>	<b>4.500</b>	<b>3,157.895</b>	<b>3,162.895</b>

**During FY 16-17, sixteen (16) positions will be eliminated to support the In-Range salary adjustments, reducing the FTE position count to 3,141.895.**

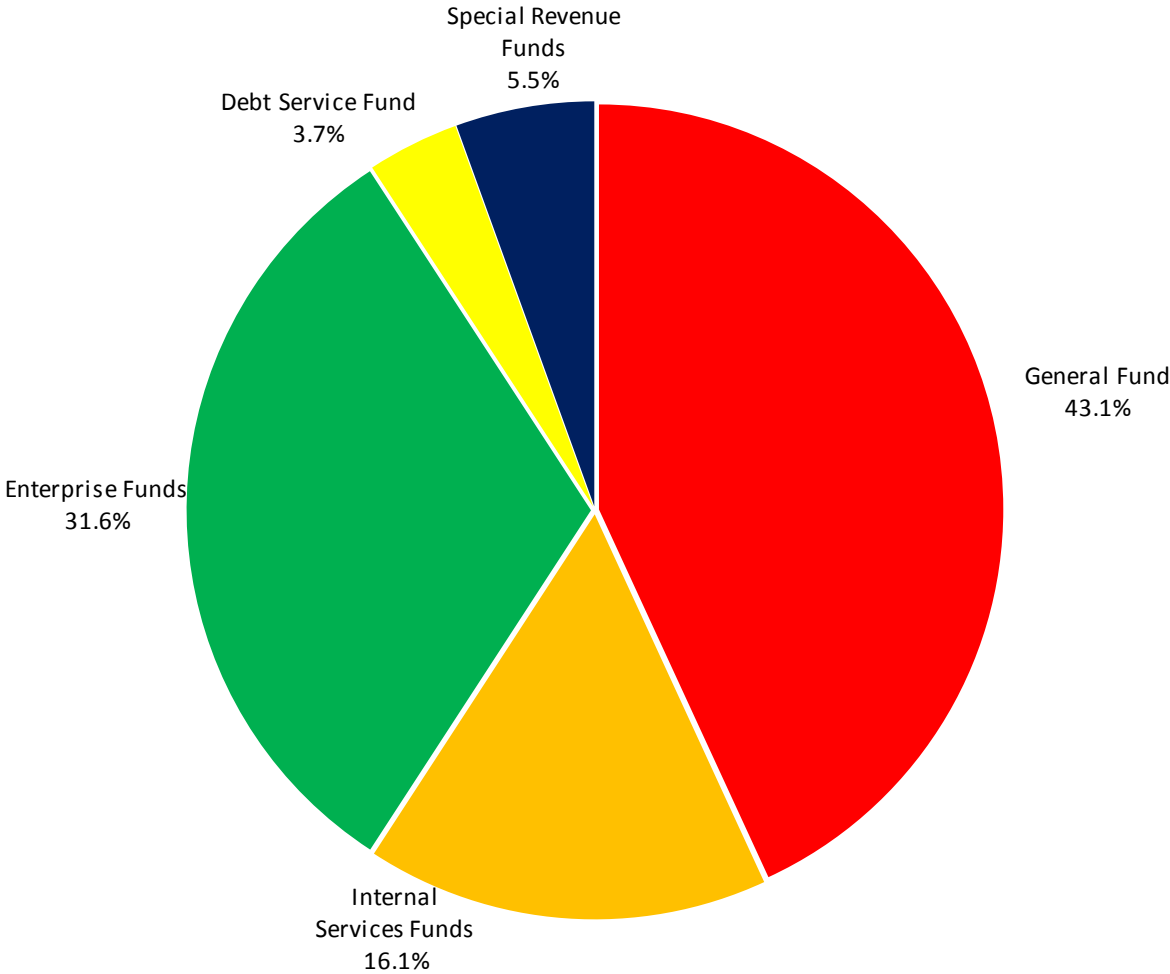
**These position eliminations will be documented as FY 16-17 mid-year reductions and shown in the FY 17-18 Budget document.**

*Positions funded with grant or bond funds are included for informational purposes and are grouped under the Special Revenue Funds, even though they are not included in the Annual Budget Ordinance or in the total expenditure columns contained in this budget.*



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# FUND SUMMARY



**FY 16-17**

# TOTAL BUDGET – FUND SUMMARY

The accounting policies of the City of Greensboro conform to generally accepted accounting principles applicable to governmental units. The accounts of the City are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures. Governmental resources are allocated to and accounted for in individual funds based on the purposes for which they are to be spent and the means by which spending activities are controlled. The various operating funds are grouped into five major fund categories defined as follows:

## **General Fund**

The General Fund is used to provide for basic City services and day-to-day operations. The major operating activities include police, fire, transportation, parks and recreation, and field operations. It accounts for all resources that are not required by State law or local ordinance to be accounted for in a separate fund. General Fund revenues primarily consist of property taxes, the local option sales tax, intergovernmental revenue, licenses, permits and fees.

## **Special Revenue Funds**

Special Revenue Funds account for the proceeds of specific revenue sources. These funds are established to meet a specific purpose, but the services they provide are not mandated by law.

These funds are:

*Municipal Service Districts Fund*  
*Cemeteries Fund*  
*State Highway Allocation Fund*  
*Nussbaum Housing Partnership Revolving Fund*  
*Hotel/Motel Occupancy Tax Fund*  
*Emergency Telephone System Fund*  
*Economic Development Fund*

## **Debt Service Fund**

A Debt Service Fund is used to account for resources dedicated to the payment of principal and interest on general long-term debt. While current revenues provide funding for some capital projects, most are funded through the issuance of General Obligation Bonds. The bonds must be paid for annually in principal and interest payments.

## **Enterprise Funds**

Enterprise Funds are used to account for activities that are financed and operated in a manner similar to private business enterprises, where the expenses of providing the service are financed primarily through user fees.

These funds are:

*Water Resources Fund*  
*Stormwater Management Fund*  
*War Memorial Coliseum Complex Fund*  
*Parking Facilities Fund*  
*Solid Waste Management Fund*  
*Greensboro Area Transit Authority Fund*

## **Internal Service Funds**

Internal Service Funds are used to account for the financing of goods or services provided by one department or agency of a government to others within the government on a cost-reimbursement basis. These services include data processing, printing, insurance, and vehicle maintenance.

These funds are:

*Equipment Services Fund*  
*Technical Services Fund*  
*Network Services/Telecommunications Fund*  
*Graphic Services Fund*  
*Risk Retention Funds*  
*Capital Leasing Fund*  
*Guilford Metro Communications Fund*

The charts on the following pages show actual operating expenditures for each fund in FY 14-15, the Amended FY 15-16 Budget, the Recommended FY 16-17 Budget and the Projected FY 17-18 Budget.



Fund Summary-Total Budget

**Total Expenditures by Fund**

<b>FUND TYPE</b>	<b>2014-15 Actual</b>	<b>2015-16 Budget</b>	<b>2016-17 Recommended</b>	<b>2017-18 Projected</b>
<b>GENERAL FUND</b>	256,226,306	266,723,763	<b>275,049,553</b>	280,766,038
<b>SPECIAL REVENUE FUNDS</b>				
Municipal Service Districts Fund	857,505	1,117,000	<b>1,034,000</b>	1,034,000
Cemeteries Fund	860,045	838,936	<b>863,080</b>	877,446
Economic Development Fund	1,639,079	1,602,655	<b>1,378,000</b>	1,388,000
Street and Sidewalk Revolving	774,144	0	<b>0</b>	0
State Highway Allocation	7,604,000	7,835,000	<b>11,410,000</b>	11,410,000
Nussbaum Housing Partnership	2,913,316	3,351,627	<b>1,995,919</b>	2,065,731
Hotel/Motel Occupancy Tax	4,489,567	8,256,024	<b>15,775,220</b>	4,274,080
Emergency Telephone System Fund	2,735,952	2,914,722	<b>2,870,499</b>	2,875,803
Subtotal	21,873,608	25,915,964	<b>35,326,718</b>	23,925,060
<b>DEBT SERVICE FUND</b>	16,816,491	19,399,408	<b>23,402,892</b>	23,369,799
<b>ENTERPRISE FUNDS</b>				
Water Resources Enterprise	93,730,244	121,986,396	<b>122,531,848</b>	120,804,112
Stormwater Management	9,523,777	11,128,474	<b>11,177,296</b>	11,176,580
War Memorial Coliseum	30,942,201	25,085,867	<b>25,701,015</b>	25,737,775
Parking Facilities Fund	1,986,569	2,927,681	<b>2,709,325</b>	2,709,658
Solid Waste Management	12,545,964	16,061,476	<b>16,154,192</b>	16,259,167
Greensboro Area Transit Authority	21,785,289	22,962,237	<b>23,312,333</b>	23,975,598
Subtotal	170,514,044	200,152,131	<b>201,586,009</b>	200,662,890
<b>INTERNAL SERVICE FUNDS</b>				
Equipment Services	19,483,374	18,331,214	<b>18,130,737</b>	18,405,871
Guilford Metro Communications	6,881,020	7,521,030	<b>7,860,237</b>	8,073,195
Technical Services	3,428,008	4,078,667	<b>4,268,636</b>	4,387,267
Network Svcs/Telecommunications	10,608,336	12,780,605	<b>13,398,165</b>	13,450,282
Graphic Services	1,032,531	987,139	<b>1,010,837</b>	1,028,090
Risk Retention Funds	47,938,690	50,311,814	<b>55,245,696</b>	55,353,428
Capital Leasing	2,517,346	2,726,361	<b>2,649,493</b>	2,780,126
Subtotal	91,889,305	96,736,830	<b>102,563,801</b>	103,478,259
Total Expenditures	557,319,755	608,928,096	<b>637,928,973</b>	632,202,046
Less Transfers and Internal Charges	108,433,767	111,272,088	<b>117,782,388</b>	118,668,178
Net Expenditures	448,885,988	497,656,008	<b>520,146,585</b>	513,533,868

**Total Expenditures by Result Area**

<b>FUND TYPE</b>	2014-15	2015-16	2016-17	2017-18
<b>Result Area</b>	Actual	Budget	Recommended	Projected
<b>GENERAL FUND</b>				
Community Services	27,854,867	28,451,028	<b>29,244,876</b>	29,399,064
General Government	25,142,562	27,408,970	<b>27,055,370</b>	27,362,677
Infrastructure	65,909,327	69,708,079	<b>71,228,348</b>	72,897,514
Public Safety	119,276,471	122,883,116	<b>126,282,849</b>	129,652,413
Debt Service	18,043,080	18,272,570	<b>21,238,110</b>	21,454,370
Subtotal	256,226,308	266,723,763	<b>275,049,553</b>	280,766,038
<b>SPECIAL REVENUE FUNDS</b>				
Community Services	8,262,928	12,446,587	<b>18,634,219</b>	7,217,257
General Government	1,639,079	1,602,655	<b>1,378,000</b>	1,388,000
Infrastructure	9,235,649	8,952,000	<b>12,444,000</b>	12,444,000
Public Safety	2,735,952	2,914,722	<b>2,870,499</b>	2,875,803
Subtotal	21,873,608	25,915,964	<b>35,326,718</b>	23,925,060
<b>DEBT SERVICE FUND</b>				
Debt Service	16,816,491	19,399,408	<b>23,402,892</b>	23,369,799
<b>ENTERPRISE FUNDS</b>				
Infrastructure	170,514,044	200,152,131	<b>201,586,009</b>	200,662,890
Subtotal	170,514,044	200,152,131	<b>201,586,009</b>	200,662,890
<b>INTERNAL SERVICE FUNDS</b>				
General Government	81,580,277	85,137,133	<b>90,434,928</b>	91,017,797
Public Safety	10,309,028	11,599,697	<b>12,128,873</b>	12,460,462
Subtotal	91,889,305	96,736,830	<b>102,563,801</b>	103,478,259
Total Expenditures	557,319,755	608,928,096	<b>637,928,973</b>	632,202,046
Less Transfers and Internal Charges	108,433,767	111,272,088	<b>117,782,388</b>	118,668,178
Net Expenditures	448,885,988	497,656,008	<b>520,146,585</b>	513,533,868



# GENERAL FUND

**Expenditures by Result Area**

The chart below shows a Result Area comparison of General Fund expenditures for FY 14-15 Actual Expenditures, the FY 15-16 Amended Budget, the FY 16-17 Recommended Budget and the FY 17-18 Projected Budget. The FY 16-17 Recommended Budget is \$8.3 million, or 3.1%, greater than the Amended FY 15-16 Budget.

The Public Safety Result Area, which includes Police, Fire and the General Fund support for the Guilford Metro 911 Fund, is the largest result area in the General Fund. The total Result Area Recommended Budget is \$126.3 million, which is about 46% of the total General Fund. The Recommended Budget shows an increase of about \$3.4 million, or about 2.8%. The Recommended Budget includes six (6) additional firefighter positions to add an additional position to two ladder companies for each response shift. These six (6) are combined with twelve (12) other firefighter positions that have been added since FY 14-15 for a total of eighteen (18) new positions over three years.

The Recommended Budget includes funding for the replacement and upgrade of the Police Department's body worn camera technology, totaling \$625,000 annually. The General Fund transfer to the Metro 911 Fund will increase from \$4.72 million to \$4.90 million.

The Infrastructure Result Area, which includes Field Operations, Transportation, Engineering and Inspections, Planning, and contributions to Solid Waste Management and the Coliseum Funds, is the second largest result area at \$71.2 million. The Recommended Budget increases by \$1.5 million, or 2.2%. The General Fund transfer to the

Solid Waste Management Fund is increasing slightly from \$1.81 million to \$1.90 million. The General Fund transfer to the Coliseum Fund is increasing from \$2.50 million to \$2.70 million.

The Community Services Result Area, which includes the Library, Neighborhood Development and Parks and Recreation Departments, increases from \$28.5 million to \$29.2 million. City support for the maintenance and operation of Center City Park/ LeBauer Park increases from \$200,000 to \$350,000 with LeBauer Park expected to open in FY 16-17.

The General Government Result Area budget decreases slightly from \$27.4 million to \$27.1 million. The budget includes one-time use of capital reserve funding of \$1.1 million to replace the MMOB roof and skylight. During the current year, the General Fund budget was amended to include transfers to the General Capital Projects Fund for Heritage House (\$1.2 million) and the Police Headquarters Building (\$775,000).

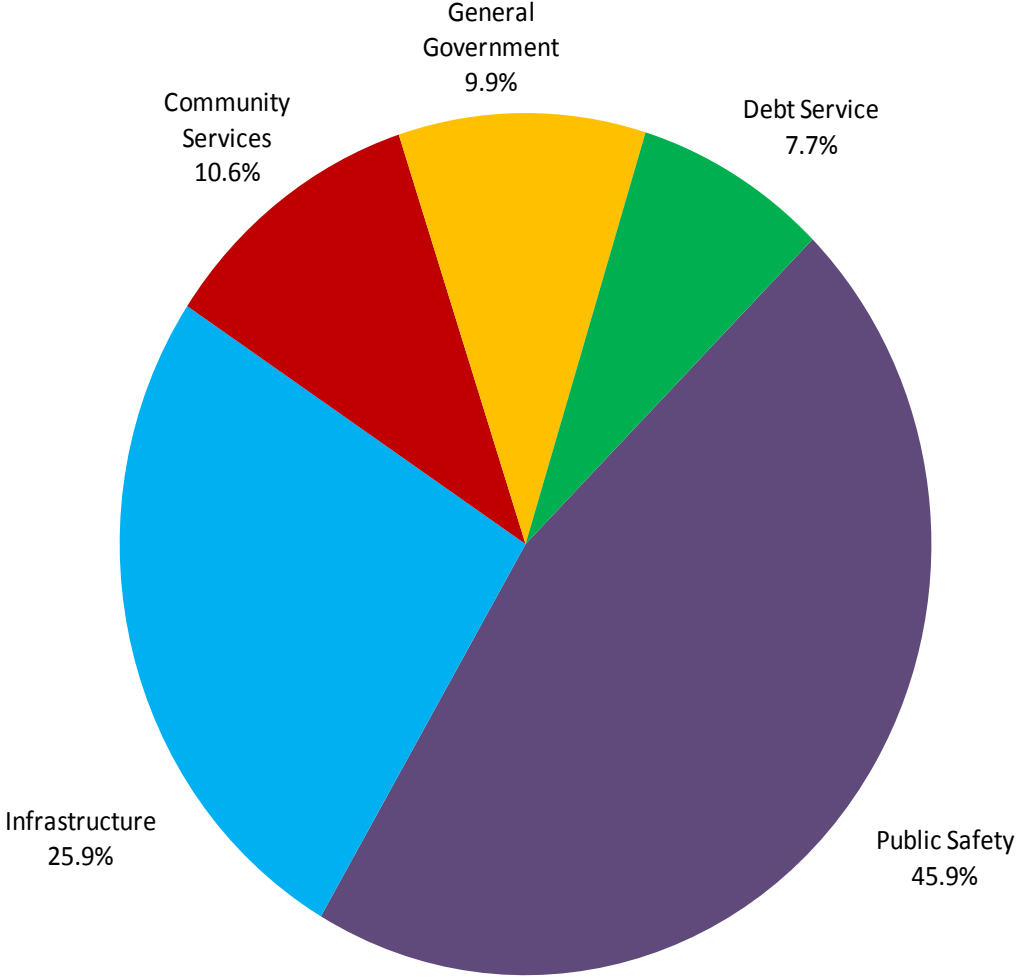
The contribution to the Debt Service Fund will increase from \$18.3 million to \$21.2 million. This increase is necessary to support principal and interest payments related to further borrowing of funds approved by the voters in 2006, 2008 and 2009.

The FY 17-18 Projected Budget is \$5.7 million, or 2.1%, higher than the Recommended FY 16-17 Budget. The contribution to the Debt Service Fund is projected to increase slightly from \$21.2 million in FY 16-17 to \$21.5 million in FY 17-18.

**General Fund Expenditures by Result Area**

Result Area	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
Community Services	27,854,867	28,451,028	<b>29,244,876</b>	29,399,064
General Government	25,142,562	27,408,970	<b>27,055,370</b>	27,362,677
Infrastructure	65,909,327	69,708,079	<b>71,228,348</b>	72,897,514
Public Safety	119,276,471	122,883,116	<b>126,282,849</b>	129,652,413
Debt Service	18,043,080	18,272,570	<b>21,238,110</b>	21,454,370
<b>Total</b>	<b>256,226,306</b>	<b>266,723,763</b>	<b>275,049,553</b>	280,766,038

**General Fund Expenditures by Result Area  
Recommended FY 16-17 Budget**





**Highlights**

**Expenditures By Category:**

The chart below shows a comparison of General Fund expenditures by expenditure category for FY 14-15 Actual Expenditures, the FY 15-16 Amended Budget, the FY 16-17 Recommended and FY 17-18 Projected Budgets.

**General Fund Expenditures by Expenditure Category**

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
Personnel Costs	157,522,819	163,565,424	<b>169,519,087</b>	174,416,056
Maintenance & Operations	80,579,447	84,762,785	<b>84,267,156</b>	84,870,412
Debt Service	18,043,080	18,272,570	<b>21,238,110</b>	21,454,370
Capital Outlay	80,960	122,984	<b>25,200</b>	25,200
<b>Total</b>	<b>256,226,305</b>	<b>266,723,763</b>	<b>275,049,553</b>	<b>280,766,038</b>

The General Fund Recommended Budget projects a \$5.9 million, or 3.6%, increase in budgeted personnel costs. The fund shows a net increase of about ten (10) FTE positions, including six (6) Fire Department positions which will complete the allocation of four (4) firefighter positions assigned to each ladder truck for each shift.

The budget includes funds for a merit pay adjustment that averages 2.75% for employees. The budget also funds the Public Safety step program for Police Department ranks Officer 1 through Sergeant and Fire Department ranks from Firefighter through Fire Captain.

The Recommended Budget includes a 12.9% increase in contributions to the Risk Retention (Health Insurance) Fund (about \$2.6 million) for employee health insurance. City employees incurred an average increase of 10% for employee paid health insurance premiums effective January 1 2016.

Maintenance and Operations (M/O) expenditures, including transfers to other funds, are budgeted at \$84.3 million, just slightly below the current year budget of \$84.8 million.

The General Fund is benefitting from lower fuel costs that have occurred during FY 15-16, with somewhat stable prices expected through the next fiscal year. Based on these projections, the portion of the overall M/O budget dedicated to fuel is reduced by about \$732,000, from \$3.82 million to \$3.09 million.

The General Fund contribution to the Solid Waste Management Fund increases from \$1.81 million to \$1.90 million. The General Fund contribution to the Coliseum Fund will increase from \$2.50 million to \$2.70 million. The General Fund contribution to the Guilford Metro Communications Fund will increase from \$4.72 million to \$4.90 million.

General Fund contributions to the Debt Service Fund will increase from \$18.3 million in FY 15-16 to \$21.2 million in FY 16-17. This increase is necessary to support additional borrowing stemming from voter-approved referenda in 2006, 2008 and 2009.

The FY 17-18 Projected Budget is \$5.7 million, or 2.1%, higher than the Recommended FY 16-17 Budget. Contributions for debt service expenses are projected to increase from \$21.2 million in FY 16-17 to \$21.5 million in FY 17-18.

## Highlights

### Revenues:

Listed below is a summary chart of the major General Fund revenue estimates.

	<b>Major General Fund Revenues</b>			
	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
Property Tax	149,020,399	152,400,000	<b>153,661,000</b>	156,052,000
Sales Tax	44,843,837	46,073,934	<b>48,631,120</b>	50,578,365
State Collected Local Revenues	25,449,448	22,332,752	<b>27,186,021</b>	27,763,021
ABC Profit Distribution	3,412,322	3,423,000	<b>3,423,000</b>	3,587,000
Building Permit Revenue	2,461,536	2,494,407	<b>2,839,216</b>	2,979,372
All Other	30,185,183	26,572,043	<b>26,308,925</b>	26,431,925
Transfers from Other Funds	6,789,642	6,939,642	<b>6,619,000</b>	6,619,000
Appropriated Fund Balance	7,879,495	6,487,985	<b>6,381,271</b>	6,755,355
Total	270,041,861	266,723,763	<b>275,049,553</b>	280,766,038

### Property Tax

The Recommended FY 16-17 General Fund Budget is balanced with a 58.56 cent tax rate. This rate is 0.16 cents less than the rate for the adopted FY 15-16 budget.

Tax base growth is projected at 1.58% for FY 16-17 based on projections provided by the Guilford County Tax Department. This projection is in line with revised estimates for current year valuation growth. For the 17-18 planning year, valuation growth is projected at a similar growth rate.

The second year General Fund budget is balanced with the same tax rate as the Recommended FY 16-17 budget.

### Sales Tax

Sales tax revenue performance noticeably improved during FY 14-15, with a 10% increase recorded over the previous year. During FY 15-16 sales tax revenue has sustained a gradual

improvement. Based on receipts for the first half of the year, current year sales tax revenues are projected at \$46.4 million to \$46.7 million, about 3.5% to 4.0% over the last year's actuals. For FY 16-17, sales tax revenue is projected at about 4.5% above revised estimates for the current year.

### State Collected Local Revenues/Cable Access

State collected local revenues include the Electric Utility Sales Tax, Piped Natural Gas Sales Tax and Beer and Wine Taxes. The FY 16-17 budget projects revenues of \$27.18 million, about \$4.8 million, or 21.7% higher than the current year budget. The FY 16-17 projection is 2.2% higher than current year revised estimates.

Beginning in FY 14-15, the utility franchise tax previously assessed for the sale of electricity and piped natural gas was replaced with a general sales tax. The electric sales tax is projected at \$18.36 million for FY 16-17, about 4% higher than the revised current year estimate of \$17.61 million.



Piped Natural Gas sales tax is projected at \$1.22 million for FY 16-17, about 2% below revised current year estimates. The Telecommunications Sales Tax revenue continues to decline as more consumers choose to eliminate their landline phone and solely use wireless. The FY 16-17 budget projection of \$3.25 million is about 2.5% below revised current year estimates.

### ***ABC Profit Distribution***

The Greensboro ABC Board distributes its net profits (after deducting amounts required for law enforcement, alcohol education and working capital) as follows: 91.3% is distributed to Greensboro, 2.2% is distributed to Summerfield with the remaining 6.5% distributed among Guilford County and municipalities without ABC outlets. Revenues of \$3.42 million are estimated for FY 16-17, which are roughly equal to the current year estimate.

### ***Building Development Fees***

Building development fee revenue continues to improve with revenue for the current year expected to approach a 9-10% increase over last year. Through March 2016 (nine months of the fiscal year), the total number of building permits are 12% higher than the same time period in FY 14-15.

For FY 16-17, development fee revenue is projected at \$2.84 million for the FY 16-17, about 5.5% above revised current year estimate of \$2.69 million.

### ***Other Revenues***

Other revenues in the General Fund include departmental charges, user fees, fines, licenses and other miscellaneous revenues. These revenues are estimated at \$26.3 million, about \$300,000 below current year budget levels.

Changes to the contract for managing the City's recycling disposal program will result in a budgeted revenue reduction from \$800,000 to \$400,000. Although recycling revenue will be

reduced, the renegotiated contract provides the City with greater revenue that would likely have occurred from a new contract.

Budgeted revenue generated from the Motor Vehicle License Fee increases from \$725,000 to \$1,050,000. The Net Recommended Budget includes an increase of the total fee from \$10 to \$30. The portion of the fee dedicated to the General Fund would increase from \$3.50 to \$5.00. The remainder of the fee will support Transit and street resurfacing needs.

Commercial refuse collection fees are budgeted at \$4.40 million, slightly below the current year level of \$4.46 but in line with revised current year estimates.

### ***Transfers from Other Funds***

The General Fund typically receives transfers from Special Revenue Funds which have been established to account for specific revenue sources received by the City.

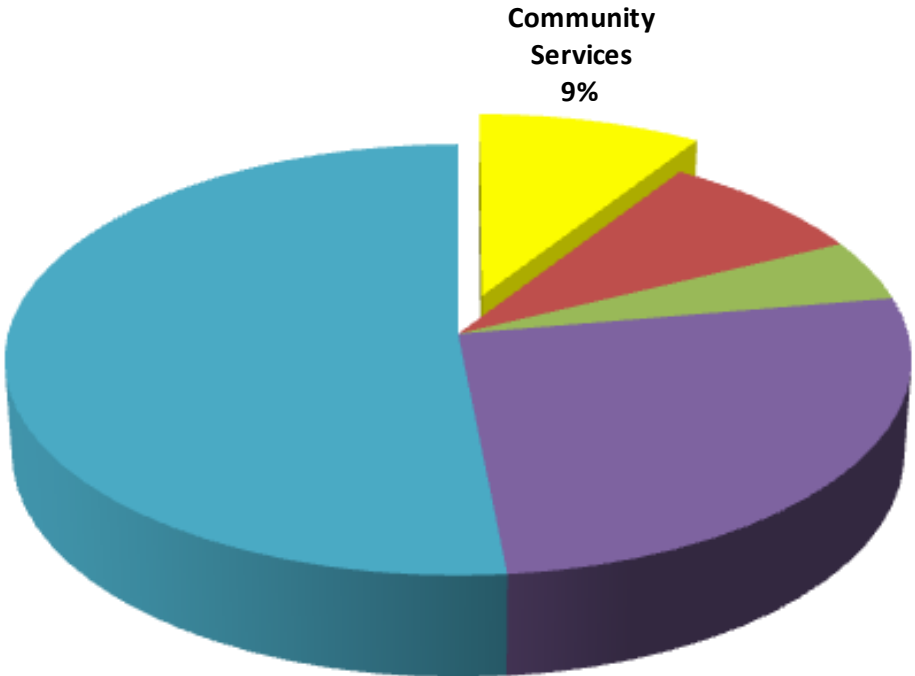
The transfer from the State Highway Gasoline Tax Fund (Powell Bill) is budgeted at \$5.85 million to offset a variety of eligible transportation expenses budgeted in the General Fund. The General Fund will also receive a contribution from Transportation Bond Funds in the amount of \$720,000 to offset some of the eligible professional services expenditures absorbed in the General Fund.

### ***Fund Balance***

The fund balance appropriation for the FY 16-17 Recommended Budget is \$6.38 million, or 2.3%, of the total recommended budget. A \$1.1 million capital reserve appropriation to fund the MMOB roof and skylight replacement project is included in this number. This does not include additional fund balance appropriations that will be necessary to carry forward outstanding purchase orders at the end of FY 15-16.

# COMMUNITY SERVICES

- Cemeteries
- Community Development Block Grant
- HOME Investment Fund
- Hotel/Motel Occupancy Tax Fund
- Libraries
- Neighborhood Development
- Nussbaum Housing Partnership Revolving Fund
- Non-Departmental Community Services
- Parks and Recreation
- Workforce Development



FY 16-17

# COMMUNITY SERVICES RESULT AREA SUMMARY

## *BUDGET SUMMARY*

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b>Expenditures:</b>				
Cemeteries	860,045	838,936	<b>863,080</b>	877,446
Hotel/Motel Occupancy Tax Fund	4,489,567	8,256,024	<b>15,775,220</b>	4,274,080
Libraries	8,166,406	8,682,720	<b>8,925,217</b>	9,119,627
Neighborhood Development	1,509,775	1,590,411	<b>1,642,633</b>	1,680,269
Non-Departmental Community Services	1,931,330	1,909,410	<b>2,305,697</b>	1,901,547
Nussbaum Housing Partnership	2,913,316	3,351,627	<b>1,995,919</b>	2,065,731
Parks and Recreation	16,247,356	16,268,487	<b>16,371,329</b>	16,697,621
Subtotal	36,117,795	40,897,615	<b>47,879,095</b>	36,616,321
Less Transfers/Internal Charges	451,316	415,160	<b>437,797</b>	437,797
Total Community Services	35,666,479	40,482,455	<b>47,441,298</b>	36,178,524
Total FTE Positions	322.048	318.548	<b>318.678</b>	318.678
<b>Revenues:</b>				
Cemeteries	442,293	423,776	<b>425,283</b>	439,649
Hotel/Motel Occupancy Tax Fund	5,642,384	8,256,024	<b>15,775,220</b>	4,274,080
Libraries	1,890,361	1,906,147	<b>1,943,581</b>	1,943,581
Neighborhood Development	310,771	502,000	<b>332,000</b>	342,000
Non-Departmental Community Services	1	0	<b>0</b>	0
Nussbaum Housing Partnership	4,128,802	3,351,627	<b>1,995,919</b>	2,065,731
Parks and Recreation	2,426,873	2,199,614	<b>2,228,008</b>	2,230,508
Subtotal	14,841,485	16,639,188	<b>22,700,011</b>	11,295,549
General Fund Contribution	23,678,177	24,258,427	<b>25,179,084</b>	25,320,772
Less Transfers/Internal Charges	451,316	415,160	<b>437,797</b>	437,797
Total Community Services	38,068,346	40,482,455	<b>47,441,298</b>	36,178,524

## **GRANT FUNDED PROGRAMS**

<b>Expenditures:</b>				
Community Dev. Block Grant Fund	2,651,136	2,117,294	<b>2,172,321</b>	2,172,321
HOME Investment Fund	909,589	878,969	<b>902,773</b>	902,773
Workforce Development	4,703,127	4,110,290	<b>3,699,261</b>	3,699,261
Total Grants	8,263,852	7,106,553	<b>6,774,355</b>	6,774,355
Total FTE Positions	42.191	30.691	<b>30.691</b>	30.691
<b>Revenues:</b>				
Community Dev. Block Grant Fund	2,651,136	2,117,294	<b>2,172,321</b>	2,172,321
HOME Investment Fund	909,589	878,969	<b>902,773</b>	902,773
Workforce Development	4,703,127	4,110,290	<b>3,699,261</b>	3,699,261
Total Grants	8,263,852	7,106,553	<b>6,774,355</b>	6,774,355



# COMMUNITY SERVICES RESULT AREA SUMMARY

## ***BUDGET HIGHLIGHTS***

- The Community Services Result Area Recommended Budget in FY 16-17 is increasing by \$6,958,843 or 17.2%.
- The FY 16-17 Hotel/Motel Occupancy Tax Fund Recommended Budget includes an \$11.6 million transfer to the Coliseum Improvements Fund for the construction of the Greensboro Swarm Fieldhouse and other improvements.
- The FY 16-17 General Fund contribution to the Cemeteries Fund is increasing from \$415,160 to \$437,797.
- The Community Services Result area has a total net decrease of .87 FTE positions, including a transfer of one (1) FTE position from Parks and Recreation to Police, and the addition of an Assistant City Attorney position that will be equally funded between the Housing Partnership Fund and the General Fund.
- The FY 16-17 Recommended budget increases funding support for Center City Park/LeBauer Park from \$200,000 to \$350,000.

# CEMETERIES FUND

## PROGRAMS

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Cemeteries</b>				
The Cemeteries Division operates and maintains three municipal cemeteries, including plot sales, burials, and maintenance of graves, related grounds, facilities, and equipment. This division is also responsible for the maintenance and upkeep of Historic Union Cemetery.				
<i>Appropriation</i>	860,045	838,936	<b>863,080</b>	877,446
<i>Full Time Equivalent Positions</i>	11.442	11.442	<b>11.442</b>	11.442

### Departmental Objectives

- Respond to 90% of all service requests within 3 work days.
- Sell cemetery property to 85% of the families who inquire about purchasing gravesites.
- Send 100% of invoices out within 5 business days of monthly closing.
- Send marker letter to all families where marker has not been installed within 60 days of interment.

## PERFORMANCE MEASURES

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Workload Measure</b>				
• Number of markers installed	N/A	100	<b>100</b>	100
<b>Efficiency Measures</b>	N/A			
• Percent of requests completed within 3 work days	N/A	100%	<b>100%</b>	100%
• Marker installations as a percentage of burials (This excludes existing pre-need markers)	N/A	80%	<b>80%</b>	80%
<b>Effectiveness Measures</b>	N/A			
• Percent of property inquiries resulting in sale	N/A	95%	<b>95%</b>	95%

## BUDGET SUMMARY

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	551,477	562,255	<b>582,505</b>	602,886
Maintenance & Operations	303,162	276,681	<b>280,575</b>	274,560
Capital Outlay	5,407	0	<b>0</b>	0
Total	860,045	838,936	<b>863,080</b>	877,446
Total FTE Positions	11.442	11.442	<b>11.442</b>	11.442
<b>Revenues:</b>				
User Charges	395,182	378,500	<b>378,500</b>	378,500
Fund Balance	10,012	0	<b>1,493</b>	15,859
All Other	37,099	45,276	<b>45,290</b>	45,290
Subtotal	442,293	423,776	<b>425,283</b>	439,649
General Fund Contribution	451,316	415,160	<b>437,797</b>	437,797
Total	893,609	838,936	<b>863,080</b>	877,446

## BUDGET HIGHLIGHTS

- The FY 16-17 Recommended Budget is increasing by \$24,144, or 2.9%.
- The General Fund contribution increases from \$415,160 to \$437,797.



# COMMUNITY DEVELOPMENT BLOCK GRANT

## PROGRAMS

	2014-15 Actual	2015-16 Budget	2016-17 <b>Recommended</b>	2017-18 Projected
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### Program Administration

Program Administration provides administrative direction and support services for a variety of community renewal and housing programs. The Community Development Block Grant Fund (CDBGF) derives its revenue from a Federal grant program, the amount of which is based upon a formula (entitlement) explicit in the underlying Federal law and regulations. Additional revenues of the CDBGF include program income generated from the sale of land and loan repayments. Following trends in the general economy, program income is projected to be significantly lower than in past years. The CDBGF is one of five operating funds utilized by the Neighborhood Development Department (NDD); each fund, as provided by law, finances, in part, NDD programs and administrative expenses.

This Federal grant program provides funds for housing and infrastructure improvements in low and moderate income neighborhoods, which have been specifically defined as Community Development Target Areas. Also included are housing rehabilitation loans and grants, neighborhood improvement studies, and other special studies as assigned. Staff assistance is also provided to the Redevelopment Commission and the Greensboro Housing Development Partnership.

<i>Appropriation</i>	433,646	393,459	<b>404,464</b>	404,464
<i>Full Time Equivalent Positions</i>	9.375	11.875	<b>10.875</b>	10.875

### Housing Activities

NDD directs a portion of available funds to create affordable housing for beneficiaries eligible under Federal regulation. Affordable housing activities are designed to maintain an inventory of housing available to residents earning low and moderate incomes. A principal current emphasis in this budget are the housing rehabilitation and repair programs. The housing rehabilitation and repair programs offer grants and loans to income-eligible residents to help assure that there is a sufficient stock of decent and affordable housing available to residents.

<i>Appropriation</i>	810,445	457,500	<b>521,417</b>	521,417
<i>Full Time Equivalent Positions</i>	N/A	N/A	<b>N/A</b>	N/A

### Redevelopment Activities

Neighborhood Development provides funding for neighborhood revitalization programs in city areas targeted for infrastructure, social, and economic improvement. CDBG funds budgeted during prior years will be used to continue work in the Ole Asheboro and Willow Oaks neighborhoods. Programmatic costs include property acquisition, disposition, maintenance and other undertakings directly and indirectly associated with neighborhood renewal. A Section 108 loan payment is also included.

<i>Appropriation</i>	1,108,688	910,205	<b>840,310</b>	840,310
<i>Full Time Equivalent Positions</i>	N/A	N/A	<b>N/A</b>	N/A

### Homelessness Prevention

The budget allocates direct funding to Partners Ending Homelessness to support agencies in delivering homelessness prevention services.

<i>Appropriation</i>	150,000	176,130	<b>176,130</b>	176,130
<i>Full Time Equivalent Positions</i>	N/A	N/A	<b>N/A</b>	N/A

### Economic Development

The budget allocates funding to continue implementing South Elm Street development activities.

<i>Appropriation</i>	148,357	180,000	<b>230,000</b>	230,000
<i>Full Time Equivalent Positions</i>	N/A	N/A	<b>N/A</b>	N/A



**Departmental Goals & Objectives**

- Partner with the community to maximize opportunities for job creation/retention through financial incentives, planning and technical assistance to businesses.
- Increase annual number of housing units rehabilitated or repaired that are affordable to owners or renters with moderate income or below.
- Create safe and livable environments in our neighborhoods by working with Continuum of Care lead agency Partners Ending Homelessness.

**PERFORMANCE MEASURES**

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Efficiency Measures</b>				
• Number of Greensboro residents who are homeless, as determined through the annual Point-In-Time Count.	897	807	727	654
• Number of housing units developed or rehabilitated that are affordable to households at or below 80% of area median income.	5	20	20	20

**BUDGET SUMMARY**

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Administration	433,646	393,459	404,464	404,464
Housing Activities	810,445	457,500	521,417	521,417
Redevelopment Activities	1,108,688	910,205	840,310	840,310
Homeless Prevention	150,000	176,130	176,130	176,130
Economic Development	148,357	180,000	230,000	230,000
Total	2,651,136	2,117,294	2,172,321	2,172,321
Total FTE Positions	9.375	11.875	10.875	10.875
<b>Revenues:</b>				
Intergovernmental	2,450,138	1,967,294	2,022,321	2,022,321
All Other	200,998	150,000	150,000	150,000
Total	2,651,136	2,117,294	2,172,321	2,172,321

**BUDGET HIGHLIGHTS**

- This summary page is for information only and is not included as part of the total budget.
- The FY 14-15 actual figures are based on CDBG expenditures through June 30, 2015.



# HOME INVESTMENT FUND

## PROGRAMS

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
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### Administration

Program Administration provides administrative direction and support services primarily for affordable housing development and maintenance. The HOME Investment Fund (HIF) derives its revenue from a Federal grant program, the amount of which is based on a formula (entitlement) explicit in the underlying Federal law and regulations. Additional revenues of the HIF are also derived from those programs within the fund that are income-generating. The HIF is one of five operating funds utilized by the Neighborhood Development Department (NDD).

This Federal grant program provides funds for housing and closely associated housing purposes for low and very low income-eligible citizens.

<i>Appropriation</i>	88,659	71,053	<b>78,277</b>	78,277
<i>Full Time Equivalent Positions</i>	N/A	N/A	<b>N/A</b>	N/A

### Housing Activities

Affordable Housing: The budget allocates \$624,496 in funding to support non-profit housing development and Community Development Housing Organization operations.

Housing Rehabilitation: The budget allocates \$100,000 to support city-wide homeowner housing rehabilitation.

Homebuyer Assistance: The budget allocates \$100,000 to support homebuyer downpayment assistance.

<i>Appropriation</i>	820,930	807,916	<b>824,496</b>	824,496
<i>Full Time Equivalent Positions</i>	N/A	N/A	<b>N/A</b>	N/A

### Departmental Goals & Objectives

- Increase number of housing units rehabilitated or repaired that are affordable to owners or renters with low to moderate income.
- Partner with public and private entities to finance and implement affordable housing programs.
- Provide leadership in promoting sustainable development practices through neighborhood and area planning activities that result in clear visions and strategies for the future.

## PERFORMANCE MEASURES

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
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### Workload Measures

• Number of rental housing units developed that are affordable to households at or below 80% of area median income - includes new construction and rehabilitation	55	100	<b>100</b>	100
• Number of single family units rehabilitated that are affordable to households at or below 80% of area median income	5	2	<b>20</b>	20
• Number of clients served through housing counseling and homebuyer education services	151	120	<b>120</b>	120
• Number of first time homebuyer households at or below 80% of area median income assisted with downpayment assistance	12	20	<b>20</b>	20

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Administration	88,659	71,053	<b>78,277</b>	78,277
Housing Activities	820,930	807,916	<b>824,496</b>	824,496
Total	909,589	878,969	<b>902,773</b>	902,773
<b>Revenues:</b>				
Intergovernmental	836,363	710,534	<b>782,773</b>	782,773
Program Income	73,226	168,435	<b>120,000</b>	120,000
Total	909,589	878,969	<b>902,773</b>	902,773

## BUDGET HIGHLIGHTS

- This summary page is for information only and is not included as part of the total budget.

# HOTEL/MOTEL OCCUPANCY TAX FUND

## PROGRAMS

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b>Hotel/Motel Occupancy Tax</b>				
<p>The City of Greensboro levies a 3% Room Occupancy Tax on all hotel/motel rooms within the city limits. The proceeds of the levy are distributed 80% to the City and 20% to the Greensboro Convention and Visitors Bureau. The City currently uses its proceeds to retire debt service on improvements to the Coliseum Complex. The City also funds certain marketing expenses up to \$200,000 annually.</p>				
<i>Appropriation</i>	4,489,567	8,256,024	<b>15,775,220</b>	4,274,080
<i>Full Time Equivalent Positions</i>	0.00	0.03	<b>0.03</b>	0.03

## BUDGET SUMMARY

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	5,511	5,492	<b>5,798</b>	5,929
Maintenance & Operations	4,484,056	8,250,532	<b>15,769,422</b>	4,268,151
Capital Outlay	0	0	<b>0</b>	0
Total	4,489,567	8,256,024	<b>15,775,220</b>	4,274,080
Total FTE Positions	0.030	0.030	<b>0.030</b>	0.030
<b>Revenues:</b>				
Hotel/Motel Occupancy Tax	3,865,324	3,812,020	<b>4,143,220</b>	4,226,080
Transfers	920,720	0	<b>0</b>	0
Other	9,258	4,444,004	<b>11,632,000</b>	48,000
Fund Balance	847,083	0	<b>0</b>	0
Total	5,642,384	8,256,024	<b>15,775,220</b>	4,274,080

## BUDGET HIGHLIGHTS

- This fund provides debt service payments for existing debt at the Coliseum. FY 16-17 occupancy tax revenues are budgeted to increase \$331,200, or 8.7%.
- The FY 16-17 Recommended Budget includes an \$11.6 million transfer to the Coliseum Improvements Fund for the construction of the Greensboro Swarm Fieldhouse and other improvements.
- A small portion of one Finance Department FTE position is allocated to this fund.



# GREENSBORO PUBLIC LIBRARY

## PROGRAMS

	2014-15 Actual	2015-16 Budget	2016-17 <b>Recommended</b>	2017-18 Projected
<b>Libraries Administration</b>				
Directs all activities of the Library Department and provides administrative leadership and planning.				
<i>Appropriation</i>	2,414,638	2,551,157	<b>2,602,896</b>	2,634,250
<i>Full Time Equivalent Positions</i>	17.75	16.75	<b>16.75</b>	16.75

## Central Library

Maintains the largest materials collection in the system; serves as the central reference, research and Job & Career center, including access to specialized materials for genealogy and small business; provides the largest collection of audio-visual materials, including music CD's, instructional and entertainment DVD's and books on CD; provides library patrons access to the Internet, subscription databases, and downloadable audio and e-books; provides wireless Internet access for patrons using their own computers.

<i>Appropriation</i>	1,529,732	1,731,557	<b>1,826,698</b>	1,883,422
<i>Full Time Equivalent Positions</i>	29.75	29.75	<b>29.75</b>	29.75

## Community Services

Provides seven community branch libraries, some with specialized services such as non-profit information, multicultural, teen programs, environmental materials and children's interactive literacy and art activities; provides library patrons access to the Internet, subscription databases, and downloadable audio and e-books; provides wireless Internet access.

<i>Appropriation</i>	2,599,784	2,772,078	<b>2,828,065</b>	2,914,868
<i>Full Time Equivalent Positions</i>	48.50	48.50	<b>48.50</b>	48.50

## Acquisitions

Selects, acquires and processes all books and other information resources for the entire library system, including new adult, young adult and children's fiction and non-fiction; specialized reference books for subject areas such as business, careers, non-profits, genealogical and local history; music on CD, motion pictures, documentary and educational films on DVD, foreign language materials, searchable Internet databases and downloadable media such as eBooks and audiobooks.

<i>Appropriation</i>	964,170	915,465	<b>922,779</b>	922,859
<i>Full Time Equivalent Positions</i>	0	0	<b>0</b>	0

## Historical Museum

Collects, preserves, exhibits, and interprets objects connected with social, political, economic, and cultural history of the Greensboro region, and presents programs and exhibitions to educate the public.

<i>Appropriation</i>	658,082	712,463	<b>744,779</b>	764,228
<i>Full Time Equivalent Positions</i>	10.5	10.5	<b>10.5</b>	10.5

## Departmental Objectives

- Customers will find the materials they are seeking 75% of the time.
- Achieve a per capita circulation rate of 4.35.
- Provide computer services to 570,000 users.
- Provide 3,700 educational programs and opportunities for children and adults.
- Collect 30% of delinquent accounts in full.
- 99% of pre-school/toddler parents rating service "satisfactory" or above.

**PERFORMANCE MEASURES**

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Workload Measures</b>				
• Number of educational programs for adults and children	3,899	3,677	3,600	3,700
• Number of visits to or from schools	328.00	400.00	325.00	375.00
• Per capita circulation rate achieved	4.39	4.60	4.30	4.35
• Reference transactions achieved per capita	0.80	0.80	0.70	0.80
• Number of computer users	551,682	452,172	570,000	460,000
• Average Daily Attendance at City Libraries	8,471	7,900	10,000	9,000
<b>Efficiency Measures</b>				
• Percentage of delinquent accounts paid in full	32%	30%	30%	30%
• Economic value of Library volunteers	\$320,204	\$368,877	\$325,000	\$350,000
<b>Effectiveness Measures</b>				
• Percentage of computer uptime	99.70%	99%	99%	99%
• Percentage of time customer finds materials day of request	76%	76%	75%	80%
• Percentage pre-school/toddler parents rating service "satisfactory" or above	98.00%	98%	99%	99%
• Percentage increase in use of library cards	0.4%	-5.70%	2.00%	2.00%
• Percentage of customers rating Library and/or Museum Customer Service as satisfactory or above	98%	98%	95%	95%

**BUDGET SUMMARY**

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	5,530,273	6,010,476	6,254,634	6,448,547
Maintenance & Operations	2,622,088	2,672,244	2,670,583	2,671,080
Capital Outlay	14,045	0	0	0
<b>Total</b>	<b>8,166,406</b>	<b>8,682,720</b>	<b>8,925,217</b>	<b>9,119,627</b>
<b>Revenues:</b>				
Intergovernmental	1,360,150	1,362,347	1,362,347	1,362,347
User Charges	196,041	206,425	180,930	180,930
All Other	334,170	337,375	400,304	400,304
Subtotal	1,890,361	1,906,147	1,943,581	1,943,581
General Fund Contribution	6,276,045	6,776,573	6,981,636	7,176,046
<b>Total</b>	<b>8,166,406</b>	<b>8,682,720</b>	<b>8,925,217</b>	<b>9,119,627</b>

**BUDGET HIGHLIGHTS**

- The FY 16-17 Recommended Budget is increasing by \$242,497 or 2.8%.



# NEIGHBORHOOD DEVELOPMENT

## PROGRAMS

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Administration</b>				
Administration provides executive leadership, planning and administrative support for all functions and programs of the Neighborhood Development Department, including activities and programs in the General Fund and other funds.				
Appropriation	72,114	77,241	80,109	82,196
Full Time Equivalent Positions	0.5	0.5	0.5	0.5

## Code Compliance

Protects citizens safety and welfare through enforcement of the City's Housing Ordinances, Nuisance Ordinances, Zoning Ordinances, and Junked/Abandoned Motor Vehicle Ordinances.

Appropriation	1,437,661	1,513,170	1,562,524	1,598,073
Full Time Equivalent Positions	16	16	16	16

## Departmental Goals & Objectives

- Improve, secure and preserve neighborhoods, remove blighted conditions throughout the city and ensure a safe community.
- Remove conditions detrimental to the health and safety of the general public.
- Improve, secure and preserve the housing stock throughout the city and the ensure all housing units are safe for occupancy.

## PERFORMANCE MEASURES

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Efficiency Measures</b>				
• # of junked and abandoned vehicle cases resolved	1,110	1,300	1,300	1,300
• # of cited housing units repaired and in compliance	490	490	490	490
• # of nuisance cases cleared	2,706	3,000	3,000	3,000
• # of zoning cases investigated and resolved	2,647	2,400	2,400	2,400

## BUDGET SUMMARY

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	1,064,394	1,090,076	1,144,421	1,181,917
Maintenance & Operations	445,381	500,335	498,212	498,352
Capital Outlay		0	0	0
Total	1,509,775	1,590,411	1,642,633	1,680,269
Total FTE Positions	16.500	16.500	16.500	16.500
<b>Revenues:</b>				
User Charges	240,549	323,000	288,000	298,000
All Other	70,222	179,000	44,000	44,000
Subtotal	310,771	502,000	332,000	342,000
General Fund Contribution	1,199,004	1,088,411	1,310,633	1,338,269
Total	1,509,775	1,590,411	1,642,633	1,680,269

## BUDGET HIGHLIGHTS

- The FY 16-17 Recommended Budget is increasing by \$52,222, or 3.3%.

# NON-DEPARTMENTAL COMMUNITY SERVICES

## **PROGRAMS**

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b>Agency/Entity Funding</b>				
Provides funding of the Cemeteries Fund and various non-departmental agencies for the provision of cultural and recreational activities in Greensboro.				
<i>Appropriation</i>	1,931,330	1,909,410	<b>2,305,697</b>	1,901,547

## **BUDGET SUMMARY**

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b>Expenditures:</b>				
Cemeteries Fund	451,316	415,160	<b>437,797</b>	437,797
Natural Science Center	1,085,000	1,085,000	<b>1,085,000</b>	1,085,000
Sports Commission	67,500	67,500	<b>85,000</b>	0
Fun Fourth	11,568	9,250	<b>13,000</b>	13,000
Greensboro Children's Museum	75,000	100,000	<b>100,000</b>	0
Blandwood Mansion	16,750	16,750	<b>20,000</b>	0
All Other	224,196	215,750	<b>564,900</b>	365,750
Total	1,931,330	1,909,410	<b>2,305,697</b>	1,901,547
<b>Revenues:</b>				
Natural Science Center Rent	1	0	<b>0</b>	0
General Fund Contribution	1,931,329	1,909,410	<b>2,305,697</b>	1,901,547
Total	1,931,330	1,909,410	<b>2,305,697</b>	1,901,547

## **BUDGET HIGHLIGHTS**

- The FY 16-17 Recommended Budget is increasing by \$396,287, or 20.7%.
- The transfer to the Cemeteries Fund in FY 16-17 increases by \$22,637, or 5.4%.
- Other expenses include support for Center City Park/LeBauer Park, which will increase from \$200,000 to \$350,000.



# NUSSBAUM HOUSING PARTNERSHIP REVOLVING FUND

## PROGRAMS

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Housing Services &amp; Administration</b>				
The Housing Services budget allocates funding to support city-wide housing rehabilitation programs. Administration provides executive leadership, planning and administrative support for all functions and programs within the Nussbaum Fund. The Administration Division includes funds that are combined with federal funds and allocated based on federal funds available and priorities.				
<i>Appropriation</i>	2,318,737	2,633,000	1,277,292	1,347,104
<i>Full Time Equivalent Positions</i>	12.045	12.045	13.175	13.175

## Homeless Prevention

The budget allocates funding to support housing and homelessness prevention programs, including emergency housing, housing information and referral, and funding that is combined with Federal CDBG funds to support city-wide housing rehabilitation.

<i>Appropriation</i>	486,863	518,627	518,627	518,627
<i>Full Time Equivalent Positions</i>	0	0	0	0

## Asset Management

The budget allocates funding to support maintenance of City-owned property.

<i>Appropriation</i>	107,716	200,000	200,000	200,000
<i>Full Time Equivalent Positions</i>	0	0	0	0

## Departmental Goals & Objectives

- Maintain compliance with eligibility requirements for all federal and state funding sources.
- Continue to leverage grant funds from all sources to maximize the impact of City economic and community development activities.
- Require consistent financial tracking and reporting systems amongst partner agencies and contractors.
- Promote greater cooperation and collaboration among homeless service providers.

## PERFORMANCE MEASURES

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Workload Measures</b>				
• Number of housing units developed or rehabilitated that are affordable to households at or below 80% of area median income.	5	20	20	20
<b>Efficiency Measures</b>				
• Percentage of required planning & reporting documents submitted on time to appropriate agencies.	100%	100%	100%	100%
<b>Effectiveness Measures</b>				
• Number of Greensboro residents who are homeless, as determined through the annual Point-In-Time Count.	897	807	727	654



**BUDGET SUMMARY**

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	783,208	938,772	<b>1,091,014</b>	1,125,869
Maintenance & Operations	2,067,354	2,406,245	<b>904,905</b>	939,862
Capital Outlay	62,754	6,610	<b>0</b>	0
Total	2,913,316	3,351,627	<b>1,995,919</b>	2,065,731
Total FTE Positions	12.045	12.045	<b>13.175</b>	13.175
<b>Revenues:</b>				
User Charges	1,294,727	51,000	<b>51,000</b>	51,000
Appropriated Fund Balance	299,368	1,504,867	<b>121,159</b>	161,971
Property Taxes	1,744,380	1,754,000	<b>1,782,000</b>	1,811,000
General Fund Transfer	0	0	<b>0</b>	0
All Other	790,327	41,760	<b>41,760</b>	41,760
Subtotal	4,128,802	3,351,627	<b>1,995,919</b>	2,065,731
Total	4,128,802	3,351,627	<b>1,995,919</b>	2,065,731

**BUDGET HIGHLIGHTS**

- The FY 16-17 Recommended Budget is decreasing by \$1,355,708 or 40.4%.
- In FY 15-16, the appropriation of additional fund balance was used for more housing rehabilitation, housing development, and homebuyer assistance and education programs.
- The FY 16-17 Recommended Budget includes an increase of 0.5 FTE. An Assistant City Attorney position is added, that will be equally funded between the Housing Partnership Fund and the General Fund.
- The Nussbaum Housing Partnership Fund programs and finances will continue to be managed by the Neighborhood Development Department.



# PARKS AND RECREATION

## PROGRAMS

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
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### Parks and Recreation Administration

Oversees executive administrative services for the department in the following areas: budgeting, accounting, human resources, information technology, resource development, and program evaluation. Comprehensive department-wide costs associated with the division include employee development, project development, marketing, Worker's Compensation, and insurance premiums. The division also manages volunteers, internships, scout projects and service learning. Oversight / support, along with contract management to partnership agencies with city-wide impacts such as the Friends of Greensboro Parks and Recreation Foundation, Greensboro Downtown Parks Inc, Greensboro Beautiful INC., the Greensboro Science Center, Out of the Garden Project, The Greensboro Farmers Curb Market, Bryan Park Golf operations, Greensboro College Commission and the Greensboro Parks and Recreation Commission are additional responsibilities.

<i>Appropriation</i>	2,003,347	2,089,380	<b>2,208,665</b>	2,245,671
<i>Full Time Equivalent Positions</i>	14.5	15.5	<b>15.5</b>	15.5

### Planning and Project Management

Leads and coordinates the department's efforts in the following areas: strategic and long-range planning; Capital Improvement Program; Capital Life Cycle Plan; future bond referendums which include, but are not limited to open space, greenways, parkland and facilities. Division services include: design, coordination, and management of master planning; risk management; design and construction of new parks and facilities; and oversight of renovations and improvements to existing parks and facilities.

<i>Appropriation</i>	144,862	164,478	<b>181,817</b>	187,565
<i>Full Time Equivalent Positions</i>	1	2	<b>2</b>	2

### Park Management and Operations

Oversees the day to day operations and management of the department's parks, gardens, and special facilities, which include regional parks, over 100 neighborhood parks; award winning botanical gardens; over 100 miles of trails and greenways; and four cemeteries. The division provides logistical support along with personnel skilled in construction, demolition, repair and heavy equipment operators for the department's programs and facilities. Serves as service critical personnel during emergencies and inclement weather.

<i>Appropriation</i>	7,592,309	7,796,220	<b>7,850,691</b>	8,028,969
<i>Full Time Equivalent Positions</i>	92.503	91.503	<b>91.503</b>	91.503

### Community Recreation Services

Charged with the day to day operations of a variety of recreation programs and facilities, which include: eleven community recreation centers; athletic programming, leagues and tournaments; Greensboro Sportsplex; Simkins Indoor Sports Pavilion; summer camps and playground programs; specialized recreation services; senior adult programs at Smith Senior Center; therapeutic recreation programs for youth and adults; programming and operations of four outdoor pools; environmental education and outdoor adventure programs; the E.C.O. Bus and the operations and programming at the City's lakes (Lakes Brandt, Townsend, and Higgins); The Cultural Center; City Arts (Drama, Music); youth initiatives, advocacy, and programming including the Greensboro Youth Council, youth service provider outreach, and Summer Night Lights (SNL). In partnership with the community, our youth services section strives to provide development opportunities for youth and young adults through leadership, volunteerism, and socialization.

<i>Appropriation</i>	6,083,668	5,729,276	<b>5,726,837</b>	5,822,816
<i>Full Time Equivalent Positions</i>	62.027	58.527	<b>58.527</b>	58.527

### Youth Services and Volunteer Management

During the 2015-2016 fiscal year and prior, this division was charged with the operation of youth services programming and included the Greensboro Youth Council and the Youth Initiatives Coordinator. In partnership with the community, the division provided development opportunities for youth and young adults through leadership, volunteerism, and socialization. The division also managed volunteers, internships, scout projects and service learning projects. During FY 15-16, the division's resources and positions were realigned to provide the same level of service more efficiently within the department (Administration and Community Recreation Services).

<i>Appropriation</i>	423,170	489,133	<b>403,319</b>	412,600
<i>Full Time Equivalent Positions</i>	5.5	5.5	<b>4.5</b>	4.5

## Departmental Objectives

**Department Mission:** *The Greensboro Parks and Recreation Department exists to provide professional and diverse leisure opportunities through inclusive programs, facilities, parks and open space, ensuring that Greensboro is a desirable place to work, live and play.*

**Goal: To create an environment to promote economic development opportunities and job creation.**

Objective: Provide high quality recreational opportunities to make Greensboro an attractive place to live, work and play.

**Goal: Maintain infrastructure and provide sustainable growth opportunities.**

Objective: Provide well-maintained and developed facilities and service outlets to provide equitable service and attract participants and guests.

**Goal: Promote public safety and reduce crime.**

Objective: Maintain and develop diverse programs that target juveniles which provide healthy and safe alternatives to negative influences.

**Goal: Provide exceptional customer service and a diverse government workforce.**

Objective: Ensure the highest level of customer service and responsiveness related to departmental programs and services.

**Goal: Ensure fiscal stewardship, transparency and accountability.**

Objective: Seek and partner with outside organizations to maximize human and financial resources and maintain viability through partnerships, grants, and volunteer efforts.

## PERFORMANCE MEASURES

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b><u>Workload Measures</u></b>				
• Total number of programs and events per year that attract out of town visitors	N/A	20	65	65
• Total number of youth programs offered	N/A	3,500	2,600	2,800
• Average daily attendance of recreation centers	N/A	1,500	1,500	1,500
<b><u>Efficiency Measures</u></b>				
• Total value of P&R grants, sponsorships and donations	N/A	\$135,000	\$135,000	\$135,000
• Total volunteer hours performed in Parks and Recreation	N/A	40,000	40,000	40,000
<b><u>Effectiveness Measures</u></b>				
• Customer Satisfaction rating - % of customers responding positively	N/A	85%	85%	85%
• Percentage of customer comments/concerns responded to within 2 business days	N/A	85%	85%	85%



**BUDGET SUMMARY**

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	10,749,365	10,987,959	<b>11,155,010</b>	11,468,349
Maintenance & Operations	5,438,001	5,233,253	<b>5,216,319</b>	5,229,272
Capital Outlay	59,991	47,275	<b>0</b>	0
Total	16,247,356	16,268,487	<b>16,371,329</b>	16,697,621
Total FTE Positions	175.531	173.031	<b>172.031</b>	172.031
<b>Revenues:</b>				
User Charges	2,335,502	2,060,359	<b>2,099,548</b>	2,102,048
All Other	91,371	139,255	<b>128,460</b>	128,460
Subtotal	2,426,873	2,199,614	<b>2,228,008</b>	2,230,508
General Fund Contribution	13,820,483	14,068,873	<b>14,143,321</b>	14,467,113
Total	16,247,356	16,268,487	<b>16,371,329</b>	16,697,621

**BUDGET HIGHLIGHTS**

- The FY 16-17 Recommended Budget is increasing by \$102,842, or 0.6%.
- The reduction of one (1) FTE from 173.03 to 172.03 is the result of the transfer of the Youth Services Coordinator position to Police. The department has gone through a reorganization that adequately addresses the FTE loss to ensure that the department continues to provide a high level of the service.

# WORKFORCE DEVELOPMENT

The Greensboro/High Point/Guilford County Workforce Development Consortium, through the City's Office of Workforce Development Division, has administrative and program responsibilities for services to assist persons who, because of limited education, technical, or work readiness skills, are unable to obtain and retain employment on their own.

## PROGRAMS

	2014-15 Actual	2015-16 Budget	2016-17 <b>Recommended</b>	2017-18 Projected
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### Workforce Development Services

The Workforce Development Division provides services that maximize the Workforce Innovation and Opportunity Act (WIOA) resources to develop a skilled workforce that supports economic development, improves the quality of life, and creates opportunities for citizens in Greensboro, High Point and Guilford County. These services include:

- Implementation of the first major change in federal workforce legislation in 15 years: the Workforce Innovation and Opportunity Act (WIOA) that replaces the Workforce Investment Act (WIA) and places a new focus on sector strategy approaches, career pathway development, improved services to individuals with disabilities, increased emphasis on work-based learning approaches, streamlined delivery of services in one-stop centers and enhanced services to out of school youth.
- Enhancement of an integrated functional delivery system based in one-stop centers in High Point and Greensboro. In FY 2015-16, four separate service locations merged into a single large center, combining services that were provided by federal resources in FY 2014-15 administered by both the City and the State. A single large center began serving the High Point area in 2011 and continues to do so.
- Provision of resources to assist individuals in accessing training that leads to jobs in high growth occupational clusters, with emphasis on healthcare, advanced manufacturing and transportation & logistics.
- Working with businesses and employers to recruit, assess and screen, and hire skilled workers that meet their workforce needs.
- Provision of comprehensive services and support to jobseekers with barriers who are also dislocated workers, unemployed or under-employed adults, and/or disengaged youth.

<i>Appropriation</i>	3,912,094	3,570,550	<b>3,213,495</b>	3,213,495
<i>Full Time Equivalent Positions</i>	27.816	14.816	<b>15.816</b>	15.816

### Administrative Services

Administrative services are provided through a cost pool of funds available from multiple grant sources to provide management, oversight and compliance for all WIA/WIOA grant activities. Administrative services include fiscal management, participant database management, audit and monitoring, and general supervision and oversight.

<i>Appropriation</i>	434,623	396,727	<b>357,054</b>	357,054
<i>Full Time Equivalent Positions</i>	4	4	<b>4</b>	4

### Discretionary and Special Grants

The Workforce Development Division works closely with partners to pursue grant opportunities and discretionary funds to provide customized services that may not be allowable under the WIA/WIOA formula funds. Other funds are received from the State of North Carolina for rent offsets at the High Point NCWorks Career Center.

<i>Appropriation</i>	356,410	143,013	<b>128,712</b>	128,712
<i>Full Time Equivalent Positions</i>	1.0	0.0	<b>0.0</b>	0.0

### Program Objectives

- **IMPACT:** Maximize the WIOA funded Workforce Development System to provide a skilled workforce to improve the quality of life and create opportunities for individuals in Guilford County.
- **PARTNERSHIP AND COLLABORATION:** Foster collaboration and build relationships with committed workforce development partners and stakeholders in pursuit of common goals such as "one-stop" and integrated services and become a catalyst for positive economic change in Guilford County and the Triad Region.
- **SYSTEMS CAPACITY:** Position the Greensboro/High Point/Guilford County Workforce Development Board (WDB) as the "go-to" place for proactive and responsive workforce development solutions to support regional economic development goals.



**PERFORMANCE MEASURES**

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Effectiveness Measures</b>				
• Percentage of WIA/WIOA customers completing training with a national or industry recognized skill-based credential	67%	65%	65%	65%
• Percentage of high school dropouts enrolled in WIA/WIOA that complete secondary school requirements	76%	50%	60%	60%
• Percentage of WIA/WIOA customers who receive a Career Readiness Credential (CRC) by time of exit	35%	75%	75%	75%
• Percentage of WIA/WIOA customers who exit employed	65%	75%	75%	75%
• Percentage of WIA/WIOA customers who exited employed that remain employed six months after exit date	90%	90%	90%	90%
• Meet or exceed state and federal mandated performance measures	67%	80%	80%	80%

**BUDGET SUMMARY**

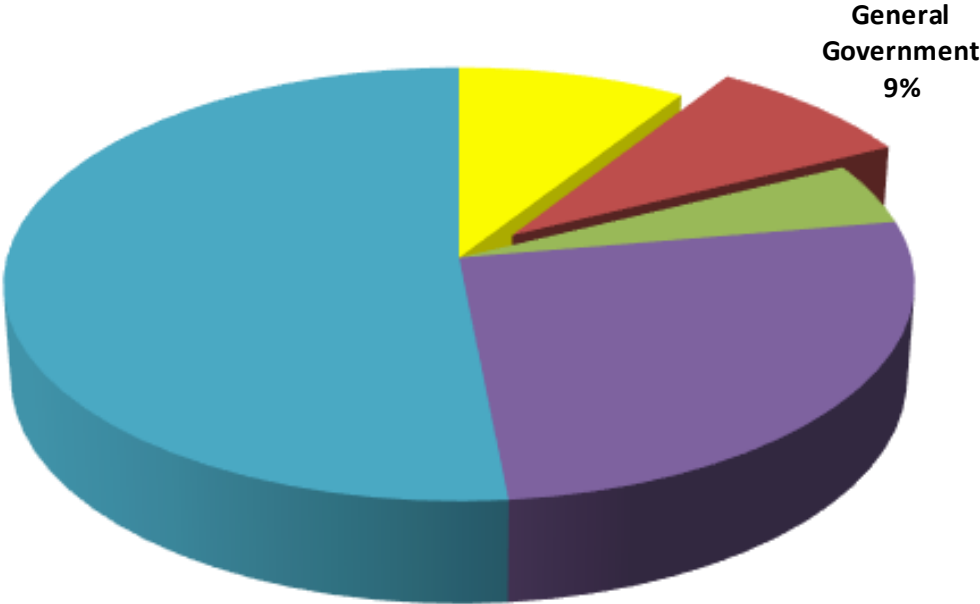
	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	1,286,644	1,188,888	1,188,888	1,188,888
Maintenance & Operations	3,416,483	2,921,402	2,510,373	2,510,373
Capital Outlay	0	0		
Total	4,703,127	4,110,290	3,699,261	3,699,261
Total FTE Positions	32.816	18.816	19.816	19.816
<b>Revenues:</b>				
Intergovernmental	4,703,127	4,110,290	3,699,261	3,699,261
General Fund Contribution	0	0	0	0
Total	4,703,127	4,110,290	3,699,261	3,699,261

**BUDGET HIGHLIGHTS**

- The FY 16-17 Recommended Budget reflects a projected decrease of \$411,029 or 10.0%. Final FY 16-17 Budget allocations have not yet been released.
- This summary page is for information only and is not included as part of the total budget.

# GENERAL GOVERNMENT

- Budget and Evaluation
- Communications and Marketing Department
- Economic Development and Business Support
- Economic Development Fund
- Equipment Services Fund
- Executive
- Financial & Administrative Services
- Graphic Services Fund
- Human Relations
- Human Resources
- Information Technology
- Legal
- Legislative
- Network Services Fund
- Non-Departmental General Government
- Risk Retention Funds



# GENERAL GOVERNMENT RESULT AREA SUMMARY

## BUDGET SUMMARY

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Budget and Evaluation	725,878	762,637	<b>795,998</b>	817,665
Communications & Marketing Department	35,091	1,105,185	<b>1,972,849</b>	2,025,428
Economic Dev and Business Support	525,637	1,278,170	<b>1,411,406</b>	1,966,236
Economic Development Fund	1,639,079	1,602,655	<b>1,378,000</b>	1,388,000
Equipment Services Fund	19,483,374	18,331,214	<b>18,130,737</b>	18,405,871
Executive	3,572,201	2,796,679	<b>2,211,224</b>	2,150,390
Financial and Administrative Services	3,616,308	3,834,086	<b>4,033,657</b>	4,135,079
Graphic Services Fund	1,032,531	987,139	<b>1,010,837</b>	1,028,090
Human Relations	693,845	497,103	<b>512,535</b>	523,102
Human Resources	2,686,199	2,719,111	<b>2,846,902</b>	2,922,257
Information Technology	6,308,352	6,410,619	<b>6,567,472</b>	6,644,884
Legal	975,779	1,076,679	<b>1,111,445</b>	1,133,739
Legislative	653,341	1,331,118	<b>1,208,496</b>	1,356,361
Network Services Fund	10,608,336	12,780,605	<b>13,398,165</b>	13,450,282
Non-Dept. General Government	5,349,931	5,597,583	<b>4,383,386</b>	3,687,536
Risk Retention Funds	47,938,690	50,311,814	<b>55,245,696</b>	55,353,428
Subtotal	105,844,572	111,422,397	<b>116,218,805</b>	116,988,348
Less Transfers/Internal Charges	66,414,552	68,281,061	<b>71,886,306</b>	72,365,037
Total General Government	39,430,020	43,141,336	<b>44,332,499</b>	44,623,311
Total FTE Positions	253.521	252.001	<b>255.501</b>	255.501
<b>Revenues:</b>				
Communications & Marketing Department	220	52,046	<b>32,046</b>	32,046
Financial and Administrative Services	3,236,273	418,710	<b>417,610</b>	417,610
Economic Development Fund	2,017,764	1,602,655	<b>1,378,000</b>	1,388,000
Executive	113,840	45,000	<b>55,000</b>	45,000
Human Relations	16,595	21,000	<b>21,000</b>	21,000
Non-Dept. General Government	464,574	424,050	<b>424,050</b>	424,050
Risk Retention Funds	49,464,422	50,311,814	<b>55,245,696</b>	55,353,428
Internal Service Funds/Other	41,744,476	32,174,043	<b>32,539,739</b>	32,884,243
Subtotal	97,058,164	85,049,318	<b>90,113,141</b>	90,565,377
General Fund Contribution	21,089,240	26,373,079	<b>26,105,664</b>	26,422,971
Less Transfers/Internal Charges	66,414,552	68,281,061	<b>71,886,306</b>	72,365,037
Total General Government	51,732,852	43,141,336	<b>44,332,499</b>	44,623,311





# GENERAL GOVERNMENT RESULT AREA SUMMARY

## ***BUDGET HIGHLIGHTS***

- The Recommended FY 16-17 General Government Result Area Budget is increasing by \$1.2 million, or 2.8%.
- The Recommended FY 16-17 General Government Result Area Budget includes 255.501 FTE positions, a net increase of 3.5 FTE. One additional position (1 FTE) each is added in the Finance, Communications and Legal Departments. The Legal Department addition, an Assistant City Attorney, is funded equally between the Legal Department and the Housing Partnership Fund.
- The Contact Center moves from Executive to the Communications Department for FY 16-17.
- The FY 16-17 Recommended Budget includes service enhancements for technology including a Human Resources video interviewing software and Network Services Office 365 upgrades for the organization.
- The FY 16-17 Economic Development Fund Budget includes support for the National Folk Festival and Triad Stage.
- The FY 16-17 Recommended Budget includes performance based incentive payments to Procter & Gamble, Honda Aircraft Company, and Coilplus for existing industry expansion projects that support the creation of 552 new jobs and new capital investment of \$321,620,692.
- The Employee Risk Retention Fund is increasing by \$4,686,049, or 10.3%, primarily due to increased health care costs.

# BUDGET AND EVALUATION

## PROGRAMS

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
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### Budget and Evaluation

Prepares the City Manager's Adopted Two-Year Operating Budget and Ten-Year Capital Improvements Program (CIP); serves as internal consultant for operations, organizational and productivity efforts and studies; leads and serves the organization in making informed decisions in resource allocation, program evaluation and long-range financial and management planning; supports organizational strategic planning through coordination of the work planning process.

<i>Appropriation</i>	725,878	762,637	795,998	817,665
<i>Full Time Equivalent Positions</i>	7	8	8	8

### Departmental Objectives

- Manage the development of a Capital Improvement Plan that identifies current and future capital needs of the City.
- Be the preferred choice for analytical consultant services for departments by providing excellent customer service including timely and accurate information.
- Maintain and improve the City's general financial condition and ability to respond effectively to changes in community service demands and desires.
- Align resource allocation, organizational structure and service delivery with MAP goals.
- Consistently improve the organization's ability to effectively and efficiently manage its resources.

## PERFORMANCE MEASURES

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Effectiveness Measures</b>				
• Percent of CIP projects with identified funding	65%	65%	65%	65%
• Percentage of service enhancements funded that were high rated	64%	90%	90%	90%
• Ratio of Actual Revenues to Actual Expenditures (GF)	102%	100%	100%	100%

## BUDGET SUMMARY

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	679,326	706,257	738,948	760,481
Maintenance & Operations	46,552	56,380	57,050	57,184
Capital Outlay	0	0	0	
Total	725,878	762,637	795,998	817,665
Total FTE Positions	7.000	8.000	8.000	8.000
<b>Revenues:</b>				
General Fund Contribution	725,878	762,637	795,998	817,665
Total	725,878	762,637	795,998	817,665

## BUDGET HIGHLIGHTS

- The FY 16-17 Recommended Budget is increasing by \$33,361, or 4.4%.



# COMMUNICATIONS AND MARKETING DEPARTMENT

## PROGRAMS

	2014-15	2015-16	2016-17	2017-18
	Actual	Budget	Recommended	Projected

### Communications and Marketing

Offers fully integrated marketing and communications services. Serves as the central point of contact for public and media regarding City information. Develops strategic communications plans, news releases, external newsletters, employee communications, and maintains the City's internal and external Internet presence. Manages public information requests.

Appropriation	35,091	675,616	686,559	703,130
Full Time Equivalent Positions	0	6	6	6

### GTN Television

Greensboro Television Network (GTN) is responsible for the video production and programming of the City's Public Access television station. Example live programming includes City Council meetings, Planning Board meetings and Zoning Commission meetings. GTN produces videos that highlight the people, places and programs that call Greensboro home.

Appropriation	0	429,569	427,867	436,698
Full Time Equivalent Positions	0	4	4	4

### Contact Center

Serves as central citizen request center with one single City phone number (373-CITY) for residents and businesses to report problems, ask questions and request services in one contact, provides up-to-date instant access to information from departments; tracks requests and service responses for maximum trend analysis and performance measurement.

Appropriation	0	0	858,423	885,600
Full Time Equivalent Positions	0	0	13	13

### Departmental Objectives

- Provide strategic communications and marketing support designed to create greater awareness of City programs and opportunities.
- Use communications resources to educate residents and business leaders about the City's efforts to spur economic growth and job creation in the community.
- Provide current news to constituents through City-initiated electronic and print newsletters, and through existing commercial media.
- Provide support and information to City Council, the executive team, special events and community meetings.
- Quickly, courteously, and accurately respond to concerns and requests for information.
- Consolidate multiple departments' advertising and communications efforts into organization-wide marketing plan and brand.

## PERFORMANCE MEASURES

	2014-15	2015-16	2016-17	2017-18
	Actual	Budget	Recommended	Projected

### Workload Measures

- |   |      |      |      |      |
|---|------|------|------|------|
| • % of public record requests responded to within 2 business days | 80%  | 80%  | 80%  | 80%  |
| • Percentage of original daily programming on GTN                 | 90%  | 85%  | 85%  | 85%  |
| • Daily resolution of media inquiries.                            | 100% | 100% | 100% | 100% |
| • Number of Good News stories produced per year                   | 45   | 30   | 30   | 30   |
| • Increase % of social media subscribers city-wide                | 86%  | 25%  | 25%  | 25%  |

## BUDGET SUMMARY

	2014-15	2015-16	2016-17	2017-18
	Actual	Budget	Recommended	Projected

<b>Expenditures:</b>				
Personnel Costs	859	744,479	1,510,050	1,562,466
Maintenance & Operations	34,232	0	462,799	462,962
Capital Outlay	0	360,706	0	0
Total	35,091	1,105,185	1,972,849	2,025,428
Total FTE Positions	0	10	23	23
<b>Revenues:</b>				
Other	220	52,046	32,046	32,046
General Fund Contribution	34,871	1,053,139	1,940,803	1,993,382
Total	35,091	1,105,185	1,972,849	2,025,428

## BUDGET HIGHLIGHTS

- The FY 16-17 Recommended Budget is increasing by \$867,664, or 78.5%.
- The Contact Center Division will move to Communications from the Executive Department in FY 16-17, resulting in a transfer of 12 positions.
- The FY 16-17 Recommended Budget includes the addition of 1 FTE for the Contact Center.

# ECONOMIC DEVELOPMENT AND BUSINESS SUPPORT

## PROGRAMS

2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
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### Economic Development Planning and Business Support

Provides oversight and staffing support of City economic development activities specifically related to business recruitment, business retention and expansion, strategic planning, urban development projects and site readiness, and community partner and small business support services. This budget includes the City's economic development incentive program expense which supports activities towards the creation of new full-time employment, retention of existing jobs, and growth of the tax base in the City of Greensboro.

<i>Appropriation</i>	525,637	1,278,170	<b>1,411,406</b>	1,966,236
<i>Full Time Equivalent Positions</i>	5	4	<b>4</b>	4

### Division Strategies

- Provide individualized assistance and counseling that connects businesses to the resources needed to start, improve or expand operations.
- Collaborate with external stakeholders and partner agencies by sharing expertise on business outreach, assistance, and education.
- Collaborate with departments and community partners on economic development and quality of life initiatives.
- Partner in efforts to recruit new business/business expansion projects.
- Manage requests for utilizing the Economic Development Fund, Bond fund, and Incentive Program.
- Elevate community understanding of City rules and regulations in relation to the creation and operation of a small business.

## PERFORMANCE MEASURES

2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
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### Workload Measures

- Number of requests for business assistance completed
- |  |     |     |            |     |
|--|-----|-----|------------|-----|
|  | 220 | 300 | <b>360</b> | 400 |
|--|-----|-----|------------|-----|

### Effectiveness Measures

- Dollar value ratio of non-City investment initiated as a result of economic development incentives funded
- |  |      |      |             |      |
|--|------|------|-------------|------|
|  | 1:26 | 1:30 | <b>1:30</b> | 1:30 |
|--|------|------|-------------|------|
- Percentage of businesses seeking assistance satisfied with services provided
- |  |      |     |            |     |
|--|------|-----|------------|-----|
|  | 100% | 90% | <b>90%</b> | 95% |
|--|------|-----|------------|-----|

## BUDGET SUMMARY

2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
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### Expenditures:

Personnel Costs	215,179	423,585	<b>432,391</b>	445,681
Maintenance & Operations	310,457	854,585	<b>979,015</b>	1,520,555
Capital Outlay	0	0	<b>0</b>	0
Total	525,636	1,278,170	<b>1,411,406</b>	1,966,236
Total FTE Positions	5.000	4.000	<b>4.000</b>	4.000

### Revenues:

Other	221,098	75,085	<b>0</b>	0
General Fund Contribution	304,538	1,203,085	<b>1,411,406</b>	1,966,236
Total	525,636	1,278,170	<b>1,411,406</b>	1,966,236

## BUDGET HIGHLIGHTS

- The FY 16-17 Recommended Budget is increasing by \$133,236, or 10.4%.
- The FY 16-17 Recommended Budget includes performance based incentive payments to Procter & Gamble, Honda Aircraft Company, and Coilplus for existing industry expansion projects that supported the creation of 552 new jobs and new capital investment of \$321,620,692.



# ECONOMIC DEVELOPMENT FUND

## PROGRAMS

2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
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### Economic Development Fund

The Economic Development Fund was established by City Council. The one-half cent is set aside from Ad Valorem (Property) Tax revenues to support Fund activities. The Office of Economic Development and Business Support, established in the FY 11-12 budget, administers the ED fund in support of a variety of City Council directed economic development initiatives. The primary purpose of the fund is to support economic development efforts that create jobs and increase capital investment that result in a higher quality of life. Funds set aside for Economic Development will be used to support the following programs:

- Promote City Council's continuing focus on a more formalized approach to small and emerging businesses in partnership with the local assistance community.
- Respond to economic development opportunities that arise during the year.
- Provide on-going support of outside non-profit agencies in an effort to stimulate the local economy.

<i>Appropriation</i>	1,639,079	1,602,655	<b>1,378,000</b>	1,388,000
<i>Full Time Equivalent Positions</i>	0	0	<b>0</b>	0

## BUDGET SUMMARY

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	23,706	0	<b>0</b>	0
Maintenance & Operations	1,615,373	1,602,655	<b>1,378,000</b>	1,388,000
Capital Outlay	0	0	<b>0</b>	0
Total	1,639,079	1,602,655	<b>1,378,000</b>	1,388,000
Total FTE Positions	0.000	0.000	<b>0.000</b>	0.000
<b>Revenues:</b>				
Property Taxes	1,260,981	1,271,000	<b>1,292,000</b>	1,312,000
Other Revenue	756,783	331,655	<b>86,000</b>	76,000
Total	2,017,764	1,602,655	<b>1,378,000</b>	1,388,000

## BUDGET HIGHLIGHTS

- The FY 16-17 Recommended Budget is decreasing by \$224,655, or 14.0%. During FY 15-16, the ED Fund appropriated \$255,000 in fund balance as part of the fund's overall support for Renaissance Plaza.
- The FY 16-17 Recommended Budget includes support for the Triad Stage and the National Folk Festival.

# EQUIPMENT SERVICES FUND

## PROGRAMS

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Administration</b>				
Responsible for Equipment Services operations; coordinates all fuel and repair billing and maintains all repair and performance histories on City owned vehicles and equipment.				
<i>Appropriation</i>	977,855	1,057,018	1,065,135	1,077,990
<i>Full Time Equivalent Positions</i>	6.25	6.50	6.50	6.50

## Mechanical

Performs maintenance and repairs to all automotive and related equipment operated by the City, except Fire Department vehicles, Landfill equipment and Parks and Recreation non-licensed equipment; includes Preventive Maintenance Programs, oil changes and lubrication, tire repairs, fuel system cleaning and adjustments, washing equipment and parts supply. The division is operated from 7:00 a.m. until 2:00 a.m. five days a week. In cases of community emergencies, inclement weather, natural disasters, etc. the division is open 24 hours a day. Operating departments budget annual lease payments to pay for the use of equipment, including cars and trucks. These lease payments offset maintenance, insurance and replacement costs incurred by Equipment Services.

<i>Appropriation</i>	3,085,926	3,150,671	3,443,077	3,305,356
<i>Full Time Equivalent Positions</i>	43	43	43	43

## Capital Replacement

Equipment Services budgets for the replacement of all licensed equipment including Administrative and Police Line vehicles, Fire equipment, medium to heavy-duty trucks, Solid Waste trucks, and all non-licensed power equipment including air compressors, welders, mowers, forklifts, leaf vacuums, bulldozers, etc. Operating departments budget annual lease payments to pay for the replacement of the equipment. These lease payments offset replacement costs incurred by Equipment Services.

<i>Appropriation</i>	15,419,593	14,123,525	13,622,525	14,022,525
<i>Full Time Equivalent Positions</i>	0	0	0	0

## Departmental Strategies

- Identify and replace all equipment within 6 months of its estimated economic life cycle.
- Analyze sustainable alternatives for current and future Fleet needs.
- Refine shop procedures as needed to result in more vehicle uptime.
- Identify and resolve problems with vehicle usage or possible part failures to eliminate repeat repairs.

## PERFORMANCE MEASURES

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Effectiveness Measures</b>				
• Percentage of Fleet replaced at estimated economic life cycle	77%	80%	80%	80%
• Percentage of fleet availability	92%	96%	96%	96%
• Percentage of vehicles requiring same repairs within 30 days of service	0.3%	0.5%	0.5%	0.5%
• Percentage of Non-Administrative Police fleet available	92%	95%	95%	95%
• Percentage of shop Technicians with 1 or more ASE certifications	38%	60%	60%	60%



## ***BUDGET SUMMARY***

	2014-15 Actual	2015-16 Budget	2016-17 <b>Recommended</b>	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	3,245,813	3,365,665	<b>3,539,276</b>	3,624,241
Maintenance & Operations	4,330,767	4,285,549	<b>4,462,461</b>	4,387,630
Capital Outlay	11,906,794	10,680,000	<b>10,129,000</b>	10,394,000
Total	19,483,374	18,331,214	<b>18,130,737</b>	18,405,871
Total FTE Positions	49.250	49.500	<b>49.500</b>	49.500
<b>Revenues:</b>				
Internal Charges	15,044,935	14,428,213	<b>14,918,956</b>	15,257,992
Fund Balance	13,080,172	2,611,342	<b>2,072,281</b>	2,008,379
Inter-Fund Transfers	0	0	<b>0</b>	0
User Charges	8,366	10,000	<b>9,000</b>	9,000
All Other	1,022,397	1,281,659	<b>1,130,500</b>	1,130,500
Total	29,155,870	18,331,214	<b>18,130,737</b>	18,405,871

## ***BUDGET HIGHLIGHTS***

- The FY 16-17 Recommended Budget is decreasing by \$200,477, or 1.1%.

# EXECUTIVE

## PROGRAMS

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
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### City Manager's Office

Provides administrative leadership to City Government, carrying out the policies, programs, ordinances and resolutions approved by City Council; manages municipal services, departments and positions created by City Charter; informs City Council of the City's financial condition and future financial needs; prepares reports for the City Council concerning the affairs of the City.

<i>Appropriation</i>	1,488,508	1,468,815	<b>1,465,205</b>	1,495,319
<i>Full Time Equivalent Positions</i>	9.481	8.481	<b>8.481</b>	8.481

### Communications & GTN

Serves as contact for public and media regarding City information, develops strategic communications plans, news releases, external newsletters, employee communications, and maintains the City's internal and external Internet presence. Greensboro Television Network (GTN) airs live and taped meetings, departmental messages, and general programs concerning City services and activities, maintains the bulletin board and airs traffic cameras.

<i>Appropriation</i>	925,591	0	<b>0</b>	0
<i>Full Time Equivalent Positions</i>	10	0	<b>0</b>	0

### M/WBE

Provides oversight and support for the implementation of the Minority/Women Business Enterprise Program Plan through internal and external education and advocacy; facilitate business development training programs to enhance the ability of M/WBEs to effectively compete for City contracts; reports the City's progress towards achieving the goals and objectives of the M/WBE Program Plan.

<i>Appropriation</i>	74,455	206,284	<b>342,483</b>	239,282
<i>Full Time Equivalent Positions</i>	0.0	1.5	<b>2.5</b>	2.5

### Contact Center

Serves as central citizen request center with one single City phone number (373-CITY) for residents and businesses to report problems, ask questions and request services in one contact, provides up-to-date instant access to information from departments; tracks requests and service responses for maximum trend analysis and performance measurement.

<i>Appropriation</i>	715,471	761,184	<b>0</b>	0
<i>Full Time Equivalent Positions</i>	12	12	<b>0</b>	0

### Internal Audit

Conducts Reviews of City Operations to ensure Compliance with City policies, Local Tax Dollars, State and Federal Statutes and Generally Accepted Accounting Principles. Also monitors Federal and State grants to ensure compliance with Grant Regulations.

<i>Appropriation</i>	368,176	360,396	<b>403,536</b>	415,789
<i>Full Time Equivalent Positions</i>	4	4	<b>4</b>	4

### Departmental Objectives

- Provide oversight and support for the implementation of the Minority/Women Business Enterprise Program.
- Provide timely, detailed, and accurate responses to assist City departments with the promotion of their mission.
- Develop and maintain a diverse and well-trained workforce.
- Maintain and improve the City's financial condition.
- Develop a process to hold employees accountable and reward for exceptional performance.





**PERFORMANCE MEASURES**

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
• % of Internal Audit audit/review findings resolved	98%	98%	95%	95%
• % of Non-departmental Grants reviewed for compliance.	100%	100%	100%	100%
• % of public record requests organization-wide responded to within 2 business days	95%	95%	95%	95%
• % increase for M/WBE utilization within each contracting program	--	3%	3%	3%
• Average # of days to complete a public record requests	2 days	2 days	2 days	2 days

**BUDGET SUMMARY**

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	2,871,665	2,252,077	1,705,052	1,755,062
Maintenance & Operations	700,536	544,602	506,172	395,328
Capital Outlay	0	0	0	0
Total	3,572,201	2,796,679	2,211,224	2,150,390
Total FTE Positions	35.481	25.981	14.981	14.981
<b>Revenues:</b>				
User Charges	55,947	45,000	45,000	45,000
Other	57,893	0	10,000	0
Subtotal	113,840	45,000	55,000	45,000
General Fund Contribution	3,458,361	2,751,679	2,156,224	2,105,390
Total	3,572,201	2,796,679	2,211,224	2,150,390

**BUDGET HIGHLIGHTS**

- The FY 16-17 Recommended Budget is decreasing by \$585,455, or 20.9%.
- The FY 16-17 Recommended Budget includes a transfer of 1 FTE to MWBE from Field Operations.
- The Contact Center Division moves under the Communications Department from Executive in FY 16-17, resulting in a transfer of 12 FTE positions.

# FINANCIAL AND ADMINISTRATIVE SERVICES

## PROGRAMS

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Administration</b>				
Provides financial management for all City funds and transactions; administers debt policies; develops long range financial plans and oversees internal controls, financial policies and procedures.				
<i>Appropriation</i>	708,763	687,886	732,867	746,965
<i>Full Time Equivalent Positions</i>	4.17	4.17	4.17	4.17
<b>Accounting</b>				
Maintains an accounting system in accordance with generally accepted accounting principles; provides payroll and related services along with capital asset and contract management.				
<i>Appropriation</i>	543,207	598,652	663,604	680,910
<i>Full Time Equivalent Positions</i>	7	7	8	8
<b>Central Contracting</b>				
Supports bidding and contracting functions for professional and other services across the organization. Services include bid specification development, conducting bids and requests for proposals, contract development, contract execution, grants management and certain functions of M/WBE Program compliance.				
<i>Appropriation</i>	101,975	104,359	105,636	108,175
<i>Full Time Equivalent Positions</i>	1.5	1.0	1.0	1.0
<b>Collections</b>				
Prepares all required notices/invoices and collects all City revenues including business permits, parking tickets, assessments, user fees and utility payments, including Stormwater, Water and Sewer and Solid Waste payments.				
<i>Appropriation</i>	1,229,780	1,300,882	1,343,705	1,374,135
<i>Full Time Equivalent Positions</i>	15.5	15.0	15.0	15.0
<b>Financial Reporting</b>				
Prepares reports on the financial condition of the City, including the Comprehensive Annual Financial Report and reports for State agencies; Provides grant management assistance, monitoring of the City's debt portfolio and coordinates the risk management program. Coordinates the audit function.				
<i>Appropriation</i>	248,569	256,524	269,428	278,248
<i>Full Time Equivalent Positions</i>	3.35	3.20	3.20	3.20
<b>Purchasing</b>				
Purchases materials, supplies and equipment for all City departments; awards purchase and service agreements; conducts the bidding process for all contracts except construction contracts; arranges and conducts the sale of surplus property.				
<i>Appropriation</i>	304,371	392,433	400,404	414,583
<i>Full Time Equivalent Positions</i>	5	6	6	6
<b>Treasury</b>				
Provides cash and investment management to meet the City's liquidity needs along with preservation of principal balances; provides accounts payable and accounts receivable services and supports electronic commerce initiatives for banking and cash receipts/disbursements.				
<i>Appropriation</i>	479,643	493,350	518,013	532,063
<i>Full Time Equivalent Positions</i>	6.92	7.05	7.05	7.05



### Departmental Objectives

- Provide quality and timely financial reports, services and products to all customers and partners.
- Partner with the community by effectively informing citizens of financial information and maintaining good community relations.
- Process mission critical services timely.
- Ensure department staff is adequately trained and strive to match the department staff to the overall City population diversity.
- Utilize available technology to improve processing of services and disseminating financial information.
- Maintain or improve the City's financial environment by enhancing the ability to fund service and budget priorities and manage financial resources in an efficient manner while promoting accountability for resource usage.

### PERFORMANCE MEASURES

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Effectiveness Measures</b>				
• Tax-supported debt per capita	\$587	<\$1,000	<\$1,000	<\$1,000
• % of minimum General Fund undesignated Fund	9%	9%	9%	9%
• City general obligation bond rating	AAA/AAA/AAA	AAA/AAA/AAA	AAA/AAA/AAA	AAA/AAA/AAA
• Revenue bond rating	AAA/AA1/AAA	AAA/AA1/AAA	AAA/AA1/AAA	AAA/AA1/AAA
• Certificate of participation rating	AA+/AA2/AA	AA+/AA1/AA+	AA+/AA1/AA+	AA+/AA1/AA+
• % Parking tickets collected	75%	75%	75%	75%
• % Miscellaneous billing collected	99%	99%	99%	99%
• % Assessments collected	80%	75%	75%	75%
• % Stormwater/Solid Waste (Cycle 8) Collected	99%	95%	95%	95%
• GFOA financial reporting standard met	Yes	Yes	Yes	Yes

### BUDGET SUMMARY

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	2,894,726	3,060,788	<b>3,246,641</b>	3,347,277
Maintenance & Operations	721,582	773,298	<b>787,016</b>	787,802
Capital Outlay	0	0	<b>0</b>	0
<b>Total</b>	<b>3,616,308</b>	<b>3,834,086</b>	<b>4,033,657</b>	<b>4,135,079</b>
Total FTE Positions	43.440	43.420	<b>44.420</b>	44.420
<b>Revenues:</b>				
Licenses/Permits	2,858,465	20,100	<b>23,000</b>	23,000
Internal Charges	128,311	130,110	<b>130,110</b>	130,110
All Other	249,496	268,500	<b>264,500</b>	264,500
Subtotal	3,236,273	418,710	<b>417,610</b>	417,610
General Fund Contribution	380,035	3,415,376	<b>3,616,047</b>	3,717,469
<b>Total</b>	<b>3,616,308</b>	<b>3,834,086</b>	<b>4,033,657</b>	<b>4,135,079</b>

### BUDGET HIGHLIGHTS

- The FY 16-17 Recommended Budget is increasing by \$199,571, or 5.2%.
- The FY 16-17 Recommended Budget includes an additional FTE position for the Payroll Management function.

# GRAPHIC SERVICES

## PROGRAMS

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Printing/Mailroom</b>				
Provides graphic services and printing for departments of the City of Greensboro and Guilford County. Also provides mail services for all City departments.				
<i>Appropriation</i>	1,032,531	987,139	1,010,837	1,028,090
<i>Full Time Equivalent Positions</i>	9.25	8.00	8.00	8.00

### Departmental Strategies

- Maintain customer satisfaction rating of no less than 90%.
- Maintain cost of waste and re-runs due to errors at no more than 2% of monthly billings.
- Ensure that all deadlines in Print Shop and Mail Room are met.
- Produce 30% or more of jobs on recycled paper when cost effective.

## PERFORMANCE MEASURES

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Workload Measure</b>				
• Number of printed images	6,246,469	6,300,000	6,500,000	7,000,000
<b>Efficiency Measures</b>				
• Percent of waste and reprints	1%	1%	2%	2%
• Percent of deadlines met	99%	99%	99%	99%
<b>Effectiveness Measures</b>				
• Percent of customer satisfaction	99%	99%	98%	98%
• Percent of jobs on recycled paper	42%	30%	30%	30%

## BUDGET SUMMARY

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	515,042	490,224	516,356	531,522
Maintenance & Operations	510,173	496,915	494,481	496,568
Capital Outlay	7,316	0	0	0
Total	1,032,531	987,139	1,010,837	1,028,090
Total FTE Positions	9.250	8.000	8.000	8.000
<b>Revenues:</b>				
User Charges	202,967	190,966	183,580	187,500
Internal Charges	822,379	796,173	826,535	839,730
Fund Balance	2,189	0	722	860
All Other	253	0	0	0
Total	1,027,788	987,139	1,010,837	1,028,090

## BUDGET HIGHLIGHTS

- The FY 16-17 Recommended Budget is increasing by \$23,698, or 2.4%.



# HUMAN RELATIONS

## PROGRAMS

	2014-15	2015-16	<b>2016-17</b>	2017-18
	Actual	Budget	<b>Recommended</b>	Projected

### Human Relations

The Human Relations Department promotes mutual understanding, respect, and fair treatment of all Greensboro residents without regard to race, color, national origin, religion, gender, age, disability or familial status. Through the enforcement of the City’s Code of Ordinances, the Department works to ensure all residents enjoy fair and equal treatment in housing and public accommodations, and employs conciliation and mediation techniques to resolve differences among Greensboro residents involving illegal discrimination and/or unfair treatment in employment, housing and public accommodations. The Department promotes and fosters economic development, community development, and public safety through training, consultation, and facilitation of cross-cultural understanding and communication between diverse individuals and groups.

<i>Appropriation</i>	407,545	497,103	<b>512,535</b>	523,102
<i>Full Time Equivalent Positions</i>	3.9	4.9	<b>4.4</b>	4.4

### Community Relations

Resolves issues involving multiple departments or conflicts between residents and departments, coordinates City ADA issues and inquiries, makes recommendations for ADA compliance, and supports and initiates outreach to traditionally under-served populations, neighborhoods and businesses, including City Academy, special projects and public meetings.

<i>Appropriation</i>	286,300	0	<b>0</b>	0
<i>Full Time Equivalent Positions</i>	4	0	<b>0</b>	0

### Departmental Strategies

- Respond to all inquiries and requests for technical assistance within 48 hours.
- Investigate complaints of discrimination and respond to residents’ concerns in accordance with the City’s ordinance.
- Promote access to City services and programs for individuals with limited English proficiency through the City’s Language Access Plan.
- Offer cultural and educational programs/events, independently and in collaboration with other City departments and external organizations which meet diverse community needs.
- Provide advisory and consulting services to businesses through departmental programs in support of economic development.
- Participate in and support youth programs that provide progressive core value and character development activities.
- Provide assistance to the Human Relations Commission and the Commission on the Status of Women.
- Ensure all departmental programs support City MAP Goals.

**PERFORMANCE MEASURES**

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Workload Measures</b>				
• Number of complaints conciliated	7	5	5	5
• Number of requests for assistance received	2,299	3,000	3,000	3,000
• Number of programs affirmatively furthering fair housing	12	10	10	10
• Number of participants served through youth-based programs annually	120	120	120	120
<b>Efficiency Measures</b>				
• Percent of programs conducted yearly without general fund expenditures	80%	85%	85%	85%
• Percent of requests for technical assistance responded to within 48 hours	100%	100%	100%	100%
• Percent of complaints requiring full investigating yearly	80%	83%	83%	85%

**BUDGET SUMMARY**

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	583,143	387,360	377,011	387,459
Maintenance & Operations	110,702	109,743	135,524	135,643
Capital Outlay	0	0	0	0
Total	693,845	497,103	512,535	523,102
Total FTE Positions	7.900	4.900	4.400	4.400
<b>Revenues:</b>				
All Other	16,595	21,000	21,000	21,000
General Fund Contribution	677,250	476,103	491,535	502,102
Total	693,845	497,103	512,535	523,102

**BUDGET HIGHLIGHTS**

- The FY 16-17 Recommended Budget is increasing by \$15,432, or 3.1%.
- The FY 16-17 Recommended Budget includes a reduction of 0.5 FTE through the elimination of a part-time (20 hour) Administrative Support position.



# HUMAN RESOURCES

## PROGRAMS

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b>Administration</b>				
Responsible for overall department administration, policy interpretation, unemployment insurance, technical assistance to client departments and employees. Provides support to departmental staff and consulting services to the organization for human resources' cross-functional initiatives and special projects.				
<i>Appropriation</i>	839,147	556,262	<b>446,987</b>	455,475
<i>Full Time Equivalent Positions</i>	8.0	4.0	<b>2.8</b>	2.8
<b>Employee Safety &amp; Health</b>				
Administers an organizational safety program and a medical services program. Provides treatment of occupational injuries and illnesses, employee health counseling, pre-employment and periodic physicals, and OSHA and SARA mandated surveillance services.				
<i>Appropriation</i>	83,702	0	<b>0</b>	0
<i>Full Time Equivalent Positions</i>	1	0	<b>0</b>	0
<b>Workforce Strategies and Analytics</b>				
Develops, manages, and audits compensation programs, analyzes labor market trends, performs position classification/management; researches laws/regulations, creates and interprets policies; delivers training programs; manages HRIS functions including: Lawson table maintenance, system testing, data/transactional integrity, Lawson queries and Crystal reports, form design, user training, employee communications, and liaison to ES and Payroll. Develops, implements, and administers employment systems, policies, practices and applicant data; oversees the processes and systems related to job postings, applicant tracking, E-verifications, and background checks, including vendor relations and contract administration; determines effective recruitment strategies and recommends employment branding and outreach initiatives; analyzes success and costs associated with past and ongoing initiatives, as well as trends in quality and diversity of applicant pools and achievement of goals. Manages electronic, physical and imaged personnel records, as well as regulatory reporting. Responds to employment verification and public information requests. Develops and maintains a multi-faceted benefits program including health, life, dental and vision insurance programs, retirement systems, leave, wellness and other benefit programs for City employees. Serves as the advisors and subject matter experts on all areas of employment, recruiting, and advertising/marketing.				
<i>Appropriation</i>	952,080	1,165,255	<b>1,344,352</b>	1,380,926
<i>Full Time Equivalent Positions</i>	13	13	<b>14</b>	14
<b>Learning &amp; Development, Employee Relations, and Law/Compliance/EEO/AA</b>				
Provides leadership, personal development, management, supervisory policy, legal and diversity education for the organization. Provides organizational development through workgroup intervention, coaching and mediation. Provides technical assistance and facilitation of employee relations issues including mediation and the formal complaint process. The Learning Center also hosts executive assessments and other major City events in addition to the regular services offered. Conducts compliance audits, and HR Legal Counsel that works on DOL, EEOC, ER, and Unemployment issues.				
<i>Appropriation</i>	811,270	997,594	<b>1,055,563</b>	1,085,856
<i>Full Time Equivalent Positions</i>	7	11	<b>11</b>	11

**Departmental Objectives**

- Improve service delivery.
- Ensure fiscal stewardship, transparency, and accountability.
- Develop and maintain a diverse and well-trained workforce.
- Reduce the City's exposure to compliance related issues.
- Develop a process to hold employees accountable and reward exceptional performance.

**PERFORMANCE MEASURES**

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Effectiveness Measures</b>				
• Job Posting Referral Date within 10 days	90%	90%	90%	90%
• Background checks to hiring managers within 5	95%	90%	90%	90%
• Percent of Supervisors attending Foundations of Supervision Training	79%	20%	20%	20%
• Percent of Second Level Managers attending Foundations of Management Training	58%	20%	20%	20%
• Percent FLSA payroll errors corrected within 90	95%	95%	95%	95%
• Percent of employee evaluations completed on time	95%	95%	95%	95%

**BUDGET SUMMARY**

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	2,312,583	2,310,136	2,408,502	2,483,612
Maintenance & Operations	373,616	408,975	438,400	438,645
Capital Outlay	0	0	0	0
Total	2,686,199	2,719,111	2,846,902	2,922,257
Total FTE Positions	29.000	28.000	27.800	27.800
<b>Revenues:</b>				
User Charges	0	0	0	0
Other	0	0	0	0
General Fund Contribution	2,686,199	2,719,111	2,846,902	2,922,257
Total	2,686,199	2,719,111	2,846,902	2,922,257

**BUDGET HIGHLIGHTS**

- The FY 16-17 Recommended Budget is increasing by \$127,791, or 4.7%.
- The FY 16-17 Recommended Budget includes a decrease of 0.20 FTE through a partial allocation of the department director position to the Risk Retention (Employee Insurance) Fund.
- The FY 16-17 Recommended Budget includes a Service Enhancement for video interviewing software.





# INFORMATION TECHNOLOGY

## **PROGRAMS**

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
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### **Administration**

Provides executive management to the department including budget and personnel management, contract and contract payment processing and administration of the City's technology-related equipment leases for all departments.

<i>Appropriation</i>	437,455	440,752	<b>380,553</b>	390,980
<i>Full Time Equivalent Positions</i>	4.00	4.00	<b>3.35</b>	3.35

### **IT Public Safety**

This division within IT focuses on the complex issues of compliance and leverages technology that can be used within both the Police and Fire Departments while ensuring the technical standards are consistent with that of the organization's best practice.

<i>Appropriation</i>	2,949,925	2,891,111	<b>2,962,763</b>	2,979,904
<i>Full Time Equivalent Positions</i>	6.75	5.75	<b>7.00</b>	7.00

### **Computer Operations and Billing**

Processes production batch applications in Lawson, enQuesta, Miscellaneous Billing, Parking, and Building Inspections which includes posting of all cash entries from Collections, Accounts Payable and all cash receivable systems throughout the organization. Ensures that delinquent bills and penalties are processed monthly as well as generation of various output reports whether in printed or exported file format.

<i>Appropriation</i>	184,058	190,865	<b>196,902</b>	202,053
<i>Full Time Equivalent Positions</i>	3	3	<b>3</b>	3

### **Application Services**

Provides application development services and database support for departments; proprietary applications include the Building Permit System, Contract Tracking, Leasing Administration, Parking Management, Privilege License, Shelter Reservations, Local Ordinance Enforcement and the City Contact Center. Also responsible for Interface support for all E-commerce payments and other vendor-provided systems. Standard deliverables in support of citizen and Council request are provided on demand.

<i>Appropriation</i>	492,186	570,521	<b>624,320</b>	642,496
<i>Full Time Equivalent Positions</i>	6	6	<b>6</b>	6

### **Enterprise Business Services**

The Enterprise Business Services Division focuses on the Lawson ERP Solution and consists of application analysts and system administration for Lawson. The division evaluates current and future software implementations against one standard and creates a consistent support plan for testing, upgrading, downtime, documentation and vendor negotiations for all software solutions.

<i>Appropriation</i>	1,715,970	1,761,306	<b>1,805,416</b>	1,817,169
<i>Full Time Equivalent Positions</i>	4	4	<b>4</b>	4

### **Geographic Information Systems (GIS)**

Provides system integrated, computerized maps and spatially related information to enhance the delivery of public safety, environmental protection, transportation and other services. Provides a centralized map foundation that other departments can build upon as necessary. Layers that can be added to the foundation include streets, water and sewer infrastructure, lakes, parks and recreation facilities, treatment facilities, population, council districts, bus routes and trash collection routes. Responsible for support of Enterprise Asset Management System that feeds City Contact Center and which houses assets for a number of City departments.

<i>Appropriation</i>	528,758	556,064	<b>597,518</b>	612,282
<i>Full Time Equivalent Positions</i>	5	5	<b>5</b>	5

### *Departmental Objectives*

- Provide a superior level of technical support and customer service to end-users and departments.
- Provide high level customer service to deploy leased hardware and maintain all related leasing, financial and contractual documents.
- Implement and maintain software applications that provide efficiencies to the organization that are aligned with our business needs or organizational objectives.
- Evaluate and re-engineer business processes which allows the organization to be as effective and efficient as possible.
- Develop and implement network security and retention policies.
- Meet Payment Card Industry (PCI) Compliance.
- Provide accurate and timely billing, financial reporting and financial processing in support of enterprise systems.
- Deliver complex technical support services for Public Safety (Police and Fire).
- Educate employees on deployed technologies, network policies and public retention laws.
- Deliver analyst services that allow departments to deliver accurate quality information in a timely manner.
- Provide a wide complement of e-learning tools to satisfy demand for flexible training opportunities.
- Provide support and implement GIS solutions and maps for internal and external customers.
- Maintain and support server, network, and application environment.

### **PERFORMANCE MEASURES**

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b><u>Workload Measures</u></b>				
• Average number of hardware devices deployed	741	950	<b>950</b>	950
• Number of PSIT Service Desk Calls Closed	2993	4500	<b>4500</b>	6000
• Number of enforced IT Security Policies and Standards to the organization	11	11	<b>11</b>	11
• % of in house applications migrated to current Visual Basic software release	30%	75%	<b>75%</b>	100%
<b><u>Efficiency Measures</u></b>				
• Customer satisfaction rating on deployments	99%	97%	<b>97%</b>	97%
• Successful completion of citizen requests for statistical information within promised timeframe	95%	97%	<b>97%</b>	97%
• Percentage of service requests responded to within 24 hours	50%	80%	<b>80%</b>	85%
• Percentage of service requests successfully fulfilled within promised timeframe	84%	80%	<b>80%</b>	85%
• # of new application development/modification requests	50	65	<b>65</b>	70



General Government-Information Technology

**Effectiveness Measures**

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
• Percent of deployments within 30 days of hardware receipt	85%	99%	99%	99%
• Percentage of service requests closed within 3 days	84%	85%	85%	90%
• Percent of customers rating service received as "good" or "excellent"	99%	98%	98%	98%
• Respond to and correct application errors within 24 hours	99%	100%	100%	100%
• Percentage of uptime availability of systems, servers and network	95%	98%	98%	98%
• Average response time to application development requests or modifications	2.5 days	3 days	3 days	3 days
• Percentage of GIS based data requests from economic development agencies that are responded to within 2 days	100%	100%	100%	100%

**BUDGET SUMMARY**

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	2,382,896	2,437,872	2,536,056	2,612,899
Maintenance & Operations	3,925,456	3,972,747	4,031,416	4,031,985
Capital Outlay	0	0	0	0
Total	6,308,352	6,410,619	6,567,472	6,644,884
Total FTE Positions	28.750	27.750	28.350	28.350
<b>Revenues:</b>				
Internal Charges	0	0	0	0
All Other	0	0	0	0
Subtotal	0	0	0	0
General Fund Contribution	6,308,352	6,410,619	6,567,472	6,644,884
Total	6,308,352	6,410,619	6,567,472	6,644,884

**BUDGET HIGHLIGHTS**

- The FY 16-17 Recommended Budget is increasing by \$156,853, or 2.4%.
- The FY 16-17 Recommended Budget includes a net increase of 0.60 FTE. An additional Help Desk Support Analyst was added during FY 15-16. A part-time (30 hours) Help Desk Support Analyst position was also upgraded to full-time. A portion of the department director position is now allocated to the Network Services Fund, which is administered by the Information Systems Department.

# LEGAL

## PROGRAMS

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Legal Services</b>				
Provides legal advice to the Mayor, City Council, City Manager, Boards and Commissions and City Departments; represents the City and its officers in civil cases; prepares the legislative program for City Council; drafts and approves legal opinions, ordinances, resolutions, contracts and other legal documents.				
<i>Appropriation</i>	975,779	1,076,679	1,111,445	1,133,739
<i>Full Time Equivalent Positions</i>	7.5	7.5	8.0	8.0

### Departmental Objectives

- Provide effective and efficient legal services for the organization.
- Improve the communication and decision-making processes related to legal matters.
- Monitor changes to the annexation and eminent domain laws.
- Reduce the City's exposure to compliance related issues.
- Advocate for legislation that will provide additional funds for transportation needs.
- Provide advice, counsel and representation to the City in civil cases.
- Provide legal counsel to ensure law enforcement and fire protection effectiveness.
- Increase the ability of the City to control and eliminate criminal offenses.
- Provide legal support for bond funding and other debt financing.

<b>PERFORMANCE MEASURES</b>	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Efficiency Measures</b>				
• Percent of resolutions and ED contracts drafted or approved within 2 work weeks of request	90%	95%	95%	95%
• Average time it takes to complete ED contract review	4 days	5 days	5 days	5 days
• Turnaround time to prepare paperwork for property nuisance and fire code violation litigation	21 days	30 days	30 days	30 days
• Percent of requests for legal advice responded to in no more than 5 days	90%	95%	95%	95%
• Percent PIRT requests responded to in 2 days or less	70%	80%	80%	85%
<b>Effectiveness Measures</b>				
• Percent City condemnation actions successfully settled or resolved	90%	95%	95%	95%

## BUDGET SUMMARY

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	792,361	887,114	928,996	951,195
Maintenance & Operations	183,418	189,565	182,449	182,544
Capital Outlay	0	0	0	0
Total	975,779	1,076,679	1,111,445	1,133,739
Total FTE Positions	7.500	7.500	8.000	8.000
<b>Revenues:</b>				
All Other	0	0	0	0
General Fund Contribution	975,779	1,076,679	1,111,445	1,133,739
Total	975,779	1,076,679	1,111,445	1,133,739

### BUDGET HIGHLIGHTS

- The FY 16-17 Recommended Budget is increasing by \$34,766, or 3.2%.
- The FY 16-17 Recommended Budget includes an increase of 0.5 FTE. An additional Assistant City Attorney position is added, to be funded equally between the General Fund and the Housing Partnership Fund.



# LEGISLATIVE

## PROGRAMS

	2014-15 Actual	2015-16 Budget	2016-17 <b>Recommended</b>	2017-18 Projected
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**Governing Body**  
Composed of the Mayor and eight City Council members; exercises all corporate and legislative powers of the City; levies taxes and fees and appropriates funds for services.

Appropriation	305,231	319,323	<b>313,332</b>	317,704
Full Time Equivalent Positions	0	0	<b>0</b>	0

### City Clerk

Custodian of all minute books, ordinance books, contracts, and Greensboro Code of Ordinances; records all official actions taken by City Council; prepares agenda and provides administrative support to City Council.

Appropriation	348,110	381,923	<b>438,237</b>	449,615
Full Time Equivalent Positions	4	4	<b>4</b>	4

### Elections

Provides funding for council elections and anticipated special elections.

Appropriation	0	351,900	<b>175,000</b>	300,000
Full Time Equivalent Positions	0	0	<b>0</b>	0

### Community Relations

Resolves issues involving multiple departments or conflicts between residents and departments, coordinates City ADA issues and inquiries, makes recommendations for ADA compliance, and supports and initiates outreach to traditionally under-served populations, neighborhoods and businesses, including City Academy, special projects and public meetings.

Appropriation	0	277,972	<b>281,927</b>	289,042
Full Time Equivalent Positions	0	3	<b>3</b>	3

### Departmental Goals & Objectives

- Maintain and index a record of adopted ordinances, resolutions, and Council actions for public.
- Respond timely to external and internal inquiries.
- Promote access to City services and programs for individuals with limited English proficiency through the City's Language Access Plan.
- Offer cultural and educational programs/events, independently and in collaboration with other City departments and external organizations which meet diverse community needs.
- Ensure contract review and records maintenance are completed within 48 hours.
- Ensure communication of any new processes to employees using all forms of communication.

## PERFORMANCE MEASURES

	2014-15 Actual	2015-16 Budget	2016-17 <b>Recommended</b>	2017-18 Projected
<b>Efficiency Measures</b>				
• Percentage of Council meeting summaries distributed within 48 hours of meeting	100%	95%	<b>95%</b>	95%
• Turnaround time to issue Solicitation permits	24 Hours	24 Hours	<b>24 Hours</b>	24 Hours
• Agenda packets posted to in-site 3 days prior to meeting	95%	95%	<b>95%</b>	95%
• Contracts reviewed, attested and filed within 48 hours of receipt	98%	95%	<b>95%</b>	95%

## BUDGET SUMMARY

	2014-15 Actual	2015-16 Budget	2016-17 <b>Recommended</b>	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	443,506	705,871	<b>762,711</b>	785,548
Maintenance & Operations	209,835	625,247	<b>445,785</b>	570,813
Capital Outlay	0	0	<b>0</b>	0
Total	653,341	1,331,118	<b>1,208,496</b>	1,356,361
Total FTE Positions	4.000	7.000	<b>7.000</b>	7.000
<b>Revenues:</b>				
All Other	721	0	<b>0</b>	0
General Fund Contribution	652,620	1,331,118	<b>1,208,496</b>	1,356,361
Total	653,341	1,331,118	<b>1,208,496</b>	1,356,361

## BUDGET HIGHLIGHTS

- The FY 16-17 Recommended Budget is decreasing by \$122,622, or 9.2%.
- The FY 16-17 Recommended Budget includes funding for a potential local referendum.

# NETWORK SERVICES FUND

## PROGRAMS

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
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### Network Services

Provides support for all networked workstations including hardware, operating systems and application software. Installs and maintains critical servers and systems including applications, ERP, anti-virus, email, file sharing and Intranet, as well as network security and the network infrastructure. Also provides user training for computer applications such as Microsoft Office. Designs and delivers technical training courses for both desktop and enterprise software solutions in a classroom setting and creates e-learning tutorials. Collaborates with other departments within the organization to develop curriculums and delivery mechanisms that meet each workforce group's distinct needs.

<i>Appropriation</i>	9,274,985	11,074,719	<b>11,743,761</b>	11,782,486
<i>Full Time Equivalent Positions</i>	17.75	17.75	<b>15.65</b>	15.65

### Security

Provides information security governance to the organization through policies, standards, baselines, guidelines and procedures. Ensures confidentiality, integrity and availability of data residing on, or transmitted to/from/through, enterprise workstations, servers and other databases/repositories maintained by IT and Enterprise Solutions.

<i>Appropriation</i>	416,386	526,742	<b>530,152</b>	533,091
<i>Full Time Equivalent Positions</i>	1	1	<b>1</b>	1

### Telecommunications

Provides Voice Over Internet Protocol (VOIP) telephone services to all City of Greensboro departments including installation of various telecommunications systems, installation of digital signage, IP video implementations, and support for mobile devices.

<i>Appropriation</i>	785,148	1,050,005	<b>988,918</b>	996,773
<i>Full Time Equivalent Positions</i>	0	1	<b>3</b>	3

### Web Development

This division provides support and management over the City's external and internal website. The goal of this division is to enhance the City of Greensboro's web presence by providing an updated, compelling visual design and information architecture, while meeting the needs of internal users and residents and businesses.

<i>Appropriation</i>	131,817	129,139	<b>135,334</b>	137,932
<i>Full Time Equivalent Positions</i>	1	1	<b>1</b>	1

### Departmental Objectives

- Provide "good" or "excellent" service as rated by our customers with ratings of 98% or higher.
- Install 96% all telephones within 5 working days of request.
- Perform 96% of all telephone repairs within 3 working days of request.
- Have 90% or more of all customers rate Network Services as "good" or "excellent".
- Provide City network access to 95% of all identified remote sites.
- Respond to 90% of Network Services Helpdesk requests and questions within the timeframes of the Service Level Agreement (SLA).

## PERFORMANCE MEASURES

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Workload Measures</b>				
• Help Desk calls closed	7,875	9,000	<b>9,000</b>	9,000
• % of public records requests responded to within 2 business days	82%	95%	<b>95%</b>	95%
• Telecom work orders closed	1,800	2,000	<b>2,300</b>	2,400



General Government - Network Services Fund

**Efficiency Measures**

• Percent of Telecom work orders closed within 3	96%	96%	<b>96%</b>	96%
• Percent of Help Desk calls completed within 3 days	84%	87%	<b>87%</b>	87%
• Average response time to critical systems and applications problems	1 hour or less	1 hour or less	<b>1 hour or less</b>	1 hour or less
• % uptime on critical servers to include Lawson, Kronos, SQL, Web, Exchange, Apps1, etc	92%	98%	<b>98%</b>	98%
• % of virtual servers as compared to physical servers	94%	98%	<b>98%</b>	98%
• Average response time to helpdesk, systems and service requests	3 hours	3 hours	<b>3 hours</b>	3 hours

**Effectiveness Measures**

• Percentage of customers rating Network Services as "good" or "excellent"	99%	98%	<b>98%</b>	98%
• Percentage of identified remote sites with network access	98%	98%	<b>98%</b>	98%

**BUDGET SUMMARY**

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	1,450,160	1,617,976	<b>1,819,861</b>	1,871,978
Maintenance & Operations	7,653,699	8,312,629	<b>8,728,304</b>	8,728,304
Capital Outlay	1,504,477	2,850,000	<b>2,850,000</b>	2,850,000
Total	10,608,336	12,780,605	<b>13,398,165</b>	13,450,282
Total FTE Positions	19.750	20.750	<b>20.650</b>	20.650
<b>Revenues:</b>				
Internal Charges	9,525,844	9,714,943	<b>10,040,808</b>	10,040,808
Fund Balance	382,537	113,907	<b>615,792</b>	667,909
All Other	1,430,618	2,951,755	<b>2,741,565</b>	2,741,565
Total	11,338,999	12,780,605	<b>13,398,165</b>	13,450,282

**BUDGET HIGHLIGHTS**

- The FY 16-17 Recommended Budget is increasing by \$617,560, or 4.8%.
- The FY 16-17 Recommended Budget includes \$300,000 for an upgrade to the City's computer desktop platform from Microsoft Office 2007 to Microsoft Office 365.

# NON-DEPARTMENTAL GENERAL GOVERNMENT

## PROGRAMS

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Agency/Entity Funding</b>				
Provides funding of non-departmental agencies and specific fund entities for the purpose of various general government activities.				
<i>Appropriation</i>	23,393,011	23,870,153	<b>25,621,496</b>	25,141,906

## BUDGET SUMMARY

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Architectural Salvage	14,850	14,850	<b>14,850</b>	0
Downtown/Infill Development	290,000	290,000	<b>0</b>	0
East Market Street Development Corporation	32,400	50,000	<b>0</b>	0
Employee Benefit Fund	33,645	93,125	<b>93,125</b>	93,125
Education Assistance Program	789	0	<b>0</b>	0
General Insurance	15,160	16,195	<b>16,195</b>	16,195
Greensboro Economic Development Partnership	130,500	130,500	<b>130,500</b>	130,500
Guilford County Tax Collection	1,296,483	1,325,000	<b>1,325,000</b>	1,325,000
Police & Staff Parking	105,628	131,340	<b>133,190</b>	133,190
Postage	145,960	142,000	<b>142,000</b>	142,000
Prior Year Corrections	668,540	45,000	<b>45,000</b>	45,000
Pride in Performance Program	0	4,000	<b>4,000</b>	4,000
Public & Educational Cable TV Access	251,712	259,185	<b>259,185</b>	259,185
Special Planning Activities/Service	44,923	74,000	<b>60,000</b>	60,000
Transfer to Debt Service/Capital Lease	18,043,080	18,272,570	<b>21,238,110</b>	21,454,370
Transfers to Other Funds	16,727	3,800	<b>0</b>	0
Unemployment Insurance	172,130	185,704	<b>185,704</b>	185,704
Capital Reserve	893,648	2,360,347	<b>1,700,000</b>	600,000
Other Expenses	1,236,836	472,537	<b>274,637</b>	693,637
<b>Total</b>	<b>23,393,011</b>	<b>23,870,153</b>	<b>25,621,496</b>	<b>25,141,906</b>
<b>Revenues:</b>				
Transfers/Internal Charges	0	0	<b>0</b>	0
User Charges/Fees	36,448	68,500	<b>68,500</b>	68,500
Miscellaneous Revenues	428,126	355,550	<b>355,550</b>	355,550
Subtotal	464,574	424,050	<b>424,050</b>	424,050
General Fund Contribution	22,928,437	23,446,103	<b>25,197,446</b>	24,717,856
<b>Total</b>	<b>23,393,011</b>	<b>23,870,153</b>	<b>25,621,496</b>	<b>25,141,906</b>

## BUDGET HIGHLIGHTS

- General Fund support previously allocated to Downtown Greensboro Inc. will directly underwrite the City's downtown cleaning and maintenance crew managed by Field Operations.
- In FY 16-17 support for East Market Street Development Corporation moves to the Economic Development Fund.
- The capital reserve account includes \$1.1 million for replacement of the MMOB roof and skylight.





# RISK RETENTION FUNDS

## PROGRAMS

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>General Risk Retention Fund</b>				
This fund was established to accumulate claim reserves and to pay claims and administrative fees for general liability, vehicle liability, and public official and law enforcement liability.				
<i>Appropriation</i>	2,149,192	4,902,706	5,150,539	5,232,284
<i>Full Time Equivalent Positions</i>	0.2	0.2	0.2	0.2

## Employee Risk Retention Fund

This fund was established for employee dental, health, and workers' compensation coverage. The employee's premiums and the City's contribution are deposited in this fund. Payments for health coverage are made for the payment of claims and administrative expenses.

<i>Appropriation</i>	45,789,498	45,409,108	50,095,157	50,121,144
<i>Full Time Equivalent Positions</i>	7.0	7.0	7.2	7.2

## BUDGET SUMMARY

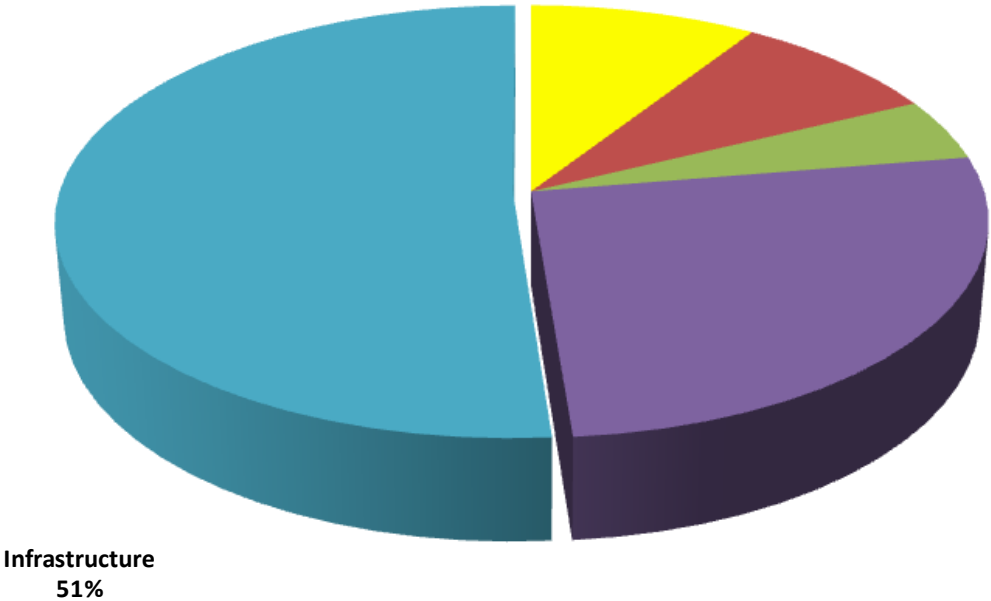
	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	415,027	587,849	700,999	720,836
Maintenance & Operations	47,523,663	49,723,965	54,544,697	54,632,592
Capital Outlay	0	0	0	0
Total	47,938,690	50,311,814	55,245,696	55,353,428
Total FTE Positions	7.200	7.200	7.400	7.400
<b>Revenues:</b>				
Internal Charges	43,663,889	45,587,229	50,098,545	50,271,045
Fund Balance	4,112,316	3,715,085	3,523,651	3,458,777
User Charges	1,121,297	980,000	1,445,000	1,445,000
All Other	566,920	29,500	178,500	178,606
Subtotal	49,464,422	50,311,814	55,245,696	55,353,428
General Fund Transfer	0	0	0	0
Total	49,464,422	50,311,814	55,245,696	55,353,428

## BUDGET HIGHLIGHTS

- The FY 16-17 Recommended Budget for the General and Employee Risk Retention Funds is increasing by \$4,933,822, or 9.8%.
- The General Risk Retention Fund is increasing by \$247,833, or 5.1%.
- The Employee Risk Retention Fund is increasing by \$4,686,049, or 10.3%, primarily due to increased health care costs.
- The Recommended FY 16-17 Budget includes an FTE increase of 0.2 from FY 15-16, allocating a portion of the Human Resources Director from the General Fund.

# INFRASTRUCTURE

- Engineering & Inspections
- Field Operations
- Greensboro Transit Authority
- Municipal Service Districts Fund
- Non-Departmental Infrastructure
- Parking Fund
- Planning
- Solid Waste Management Fund
- State Highway (Powell Bill) Fund
- Stormwater Management Fund
- Street and Sidewalk Revolving Fund
- Transportation
- War Memorial Coliseum Complex Fund
- Water Resources Fund



FY 16-17

# INFRASTRUCTURE RESULT AREA SUMMARY

## BUDGET SUMMARY

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Engineering & Inspections	16,902,557	19,356,938	<b>19,527,861</b>	20,353,369
Field Operations	33,788,483	34,784,740	<b>35,538,030</b>	36,161,165
Greensboro Transit Authority	21,785,289	22,962,237	<b>23,312,333</b>	23,975,598
Municipal Service Districts Fund	857,505	1,117,000	<b>1,034,000</b>	1,034,000
Non-Departmental Infrastructure	4,202,793	4,311,277	<b>4,602,893</b>	4,639,653
Parking Fund	1,986,569	2,927,681	<b>2,709,325</b>	2,709,658
Planning	1,744,355	1,769,171	<b>1,895,511</b>	1,942,473
Solid Waste Management Fund	12,545,964	16,061,476	<b>16,154,192</b>	16,259,167
State Highway (Powell Bill) Fund	7,604,000	7,835,000	<b>11,410,000</b>	11,410,000
Street and Sidewalk Fund	774,144	0	<b>0</b>	0
Stormwater Management Fund	9,523,777	11,128,474	<b>11,177,296</b>	11,176,580
Transportation	9,271,139	9,485,953	<b>9,664,053</b>	9,800,854
War Memorial Coliseum Complex Fund	30,942,201	25,085,867	<b>25,701,015</b>	25,737,775
Water Resources Fund	93,730,244	121,986,396	<b>122,531,848</b>	120,804,112
Subtotal	245,659,020	278,812,210	<b>285,258,357</b>	286,004,404
Less Transfers/Internal Charges	16,856,335	17,387,419	<b>17,193,393</b>	17,355,559
Total Infrastructure	228,802,685	261,424,791	<b>268,064,964</b>	268,648,845
Total FTE Positions	1,041.902	1,042.112	<b>1,047.982</b>	1,052.982
<b>Revenues:</b>				
Engineering & Inspections	6,242,463	5,775,861	<b>6,166,119</b>	6,311,275
Field Operations	13,520,058	13,488,310	<b>13,443,560</b>	13,443,560
Greensboro Transit Authority	22,372,865	22,962,237	<b>23,312,333</b>	23,975,598
Municipal Service Districts Fund	1,058,466	1,117,000	<b>1,034,000</b>	1,034,000
Parking Fund	3,049,834	2,927,681	<b>2,709,325</b>	2,709,658
Planning	269,994	224,634	<b>333,369</b>	333,369
Solid Waste Management Fund	16,698,916	14,255,699	<b>14,256,799</b>	14,361,774
State Highway (Powell Bill) Fund	7,812,830	7,835,000	<b>11,410,000</b>	11,410,000
Street and Sidewalk Fund	774,144	0	<b>0</b>	0
Stormwater Management Fund	10,944,235	11,128,474	<b>11,177,296</b>	11,176,580
Transportation	1,853,314	2,076,800	<b>1,781,800</b>	1,781,800
War Memorial Coliseum Complex Fund	29,716,591	22,585,867	<b>23,001,015</b>	23,001,015
Water Resources Fund	116,076,969	121,986,396	<b>122,531,848</b>	120,804,112
Subtotal	230,390,679	226,363,959	<b>231,157,464</b>	230,342,741
General Fund Contribution	48,146,182	52,448,251	<b>54,100,893</b>	55,661,663
Less Transfers/Internal Charges	16,856,335	17,387,419	<b>17,193,393</b>	17,355,559
Total Infrastructure	261,680,526	261,424,791	<b>268,064,964</b>	268,648,845



# INFRASTRUCTURE RESULT AREA SUMMARY

## ***BUDGET HIGHLIGHTS***

- The FY 16-17 Infrastructure Result Area Recommended Budget increases by just over \$6.6 million, or 2.5% from FY 15-16. The increase includes a \$3.6 million increase in the State Highway (Powell Bill) Fund to support additional resurfacing and street maintenance.
- The FY 16-17 Transit Fund Recommended Budget increases the property tax allocation for the Transit Fund from 3.34 cents to 3.50 cents. Annually, this will generate an approximate \$413,000 in additional revenue. The GTA Board is continuing to review opportunities to improve the long-term financial sustainability of GTA, including through service modifications.
- The General Fund contribution to the War Memorial Coliseum Fund is increasing by \$200,000 to \$2.7 million in FY 16-17.
- The FY 16-17 Parking Fund Recommended Budget includes \$250,000 in Church Street Deck elevator maintenance.
- The 16-17 Planning Department Recommended Budget includes the fourth increase of a multi-year phased increase to planning development fees. The fee increases are budgeted to increase revenue by just over \$38,000.
- The FY 16-17 Recommended Budget includes an increase of almost \$100,000 in the General Fund transfer to the Solid Waste Fund from the previous year. The Solid Waste Budget includes a \$250,000 transfer to the Solid Waste Capital Reserve Fund to continue preparing for future post-closure landfill costs and \$775,000 for the replacement of major equipment at the Landfill and Compost Facilities.
- The FY 16-17 Recommended Budget for the State Highway (Powell Bill) Allocation Fund increases by \$3,575,000, or 45.6%. The FY 16-17 Net Total Recommended Budget includes an increase in the Motor Vehicle License Fee from \$10 to \$30. \$18.50 of this increase will be credited to the State Highway Fund to support increased street resurfacing.
- An enhancement of \$75,000 was added to the GDOT Street Lighting budget in FY 16-17 to cover increasing utility costs.
- The FY 16-17 Water Resources Recommended Budget includes a rate increase of 4.5% for residents inside city limits and 4.5% for residents outside city limits. This rate increase will result in a \$1.83 increase per month for city residents and a \$4.46 increase per month for non-city residents.

# ENGINEERING AND INSPECTIONS

## PROGRAMS

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Business &amp; Technology</b>				
Manages the Department's budget, provides human resources, administrative and contract support, manages infrastructure records, administers the City's cable franchises, cell towers and assessments program, coordinates departmental technology needs and provides applications development and GIS support.				
<i>Appropriation</i>	1,220,193	1,212,754	<b>1,230,694</b>	1,255,220
<i>Full Time Equivalent Positions</i>	10	10	<b>10</b>	10
<b>Engineering Design</b>				
Provides engineering design and management for City roadway, sidewalk, bridge structures, water and sewer infrastructure projects and conducts horizontal and vertical control surveys; provides plan review; utility coordination and contract management services.				
<i>Appropriation</i>	2,381,569	2,610,270	<b>2,714,133</b>	2,779,169
<i>Full Time Equivalent Positions</i>	29	31	<b>31</b>	31
<b>Property Management</b>				
Researches, acquires, manages and sells City real estate properties.				
<i>Appropriation</i>	497,721	401,274	<b>396,804</b>	411,104
<i>Full Time Equivalent Positions</i>	9	6	<b>6</b>	6
<b>Construction Inspections</b>				
Inspects all improvements and additions made to the City's street and utility systems.				
<i>Appropriation</i>	1,207,937	1,256,750	<b>1,211,984</b>	1,244,180
<i>Full Time Equivalent Positions</i>	14	14	<b>14</b>	14
<b>Facilities Maintenance</b>				
Provides all mechanical, electrical, plumbing, structural, and custodial maintenance for City owned buildings and structures. Manages the City's general fund energy budget.				
<i>Appropriation</i>	8,662,310	10,659,237	<b>10,618,677</b>	11,277,758
<i>Full Time Equivalent Positions</i>	66.50	65.50	<b>65.75</b>	65.75
<b>Facilities Construction</b>				
Manages the design and oversees the construction and renovations of City buildings and facilities.				
<i>Appropriation</i>	546,043	499,497	<b>391,547</b>	402,300
<i>Full Time Equivalent Positions</i>	6	4	<b>3</b>	3
<b>Development Services</b>				
Protects the lives, health and property of Greensboro citizens through enforcement of the North Carolina State Building Code (general construction, plumbing, heating and electrical).				
<i>Appropriation</i>	2,386,784	2,717,156	<b>2,964,022</b>	2,983,638
<i>Full Time Equivalent Positions</i>	29	32	<b>33</b>	33



**Departmental Objectives**

- Promote a collaborative, efficient and responsive organizational environment that supports the needs of citizens, businesses and developers in the Greensboro area.
- Provide for the construction of City resources to support desired growth or a quality of life that is attractive to economic development.
- Maintain City assets and resources to provide efficient and effective municipal services.
- Take measures to ensure regulatory compliance standards are met.
- Provide a safe transportation system that ensures mobility for all users.
- Develop and implement strategies to promote environmentally sound practices.
- Provide support to public safety personnel and residents.
- Provide training and certification opportunities to employees.
- Complete work orders and mission critical functions within departmental adopted standards.
- Support and promote City services and communicate effectively with both internal and external customers.
- Identify and implement cost saving measures and increase revenue generating opportunities.
- Provide cost efficient inspection services as compared with other North Carolina jurisdictions.
- Develop and manage departmental budgets that efficiently provides for quality service to meet the demands of the community.
- Promote and educate employees on workplace safety.

**PERFORMANCE MEASURES**

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b><u>Workload Measures</u></b>				
• # of plan reviews conducted	1,479	1,600	<b>1,600</b>	1,600
• # of work orders completed	76,075	80,942	<b>80,942</b>	80,942
• # of City facility audits performed	83	88	<b>88</b>	88
• # of roadway footage inspected	139,987	140,000	<b>140,000</b>	140,000
• # of linear feet of new sidewalk installed	123,594	100,000	<b>100,000</b>	100,000
<b><u>Efficiency Measures</u></b>				
• Average cost per plan review	\$358	\$349	<b>\$349</b>	\$349
• % of major facilities audited	98%	100%	<b>100%</b>	100%
• % of City of Greensboro inspection costs compared to other jurisdictions	53.7%	57.4%	<b>57.4%</b>	57.4%
• Average # of inspections per day per inspector	17.8	18.3	<b>18.3</b>	18.3
<b><u>Effectiveness Measures</u></b>				
• % of plan reviews completed within time commitments	100%	98%	<b>98%</b>	98%
• % of work orders completed on time	83%	84%	<b>84%</b>	84%
• % of construction projects completed within targeted timeline	90%	100%	<b>100%</b>	100%
• % of trades inspections completed within targeted time frame	87%	88%	<b>88%</b>	88%
• Average grade for facilities capital renewal maintenance	C	C	<b>C</b>	C

**BUDGET SUMMARY**

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	10,451,300	10,952,410	<b>11,413,356</b>	11,757,437
Maintenance & Operations	6,451,256	8,374,028	<b>8,089,305</b>	8,570,732
Capital Outlay	0	30,500	<b>25,200</b>	25,200
Total	16,902,557	19,356,938	<b>19,527,861</b>	20,353,369
Total FTE Positions	163.500	162.500	<b>162.750</b>	162.750
<b>Revenues:</b>				
User Charges	819,153	712,290	<b>744,510</b>	749,510
Internal Charges	1,416,000	1,416,000	<b>1,416,000</b>	1,416,000
Licenses/Permits	3,059,941	2,715,541	<b>3,079,529</b>	3,219,685
Transfers	850,000	850,000	<b>850,000</b>	850,000
All Other	97,369	82,030	<b>76,080</b>	76,080
Subtotal	6,242,463	5,775,861	<b>6,166,119</b>	6,311,275
General Fund Contribution	10,660,094	13,581,077	<b>13,361,742</b>	14,042,094
Total	16,902,557	19,356,938	<b>19,527,861</b>	20,353,369

**BUDGET HIGHLIGHTS**

- The FY 16-17 Recommended Budget is increasing by \$170,923, or 0.9%.
- A 0.25 FTE increase is due to the upgrade of a part-time (30 hours per week) position to full-time for Project Management Coordination.



# FIELD OPERATIONS

## PROGRAMS

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Field Operations Administration</b>				
Responsible for overall department administration, including fiscal procedures, management of operations, human resource information, employee training and development, communications, and planning processes that support the department.				
<i>Appropriation</i>	1,985,402	1,992,929	2,081,353	2,127,499
<i>Full Time Equivalent Positions</i>	11.67	11.67	11.67	11.67
<b>Work Management &amp; Support Operations</b>				
Responsible for customer service and billing administration as well as the management, tracking, and costing of the various departmental operations. Also responsible for creation and maintenance of GIS routing applications for solid waste collections and other departmental sections. Manages resources that are necessary to ensure the safety of employees, equipment, and day-to-day operations. Provides training and recordkeeping of departmental safety procedures in accordance with OSHA standards. Staff is also responsible for the purchase, storage, and inventory of all supplies, departmental uniforms, office furniture, small tools, and additional equipment.				
<i>Appropriation</i>	1,483,626	1,628,522	1,644,507	1,658,751
<i>Full Time Equivalent Positions</i>	7	7	7	7
<b>Solid Waste &amp; Recycling Collection</b>				
Responsible for the collection of solid waste and recyclables generated by residents and commercial establishments within the city. Commercial collection services are fee-based. Customers include commercial businesses, institutions, restaurants, and multi-family complexes. Also conducts routine inspections of waste and works to educate customers to reduce contamination. Administers recycling contract and coordinates event participation, field trips, recycling education, and FCR facility tours.				
<i>Appropriation</i>	12,315,675	12,622,676	12,980,726	13,147,936
<i>Full Time Equivalent Positions</i>	64	64	64	64
<b>Yard Waste &amp; Bulk Collection</b>				
Responsible for the manual curbside collection of containerized and/or bundled yard waste debris (grass clippings, leaves, tree limbs) and bulky materials (furniture) from residential properties. Some limited yard waste and bulky material collection services are provided to multi-family residential complexes and businesses.				
<i>Appropriation</i>	3,238,390	3,520,853	3,545,898	3,641,415
<i>Full Time Equivalent Positions</i>	36	36	36	36
<b>Special Services</b>				
Responsible for manual curbside solid waste collection in areas where automated collection is not possible with current equipment. Provides for the initial delivery and necessary maintenance of municipally-provided containers. Additional services provided in this section are appliance pick-up, collection of ABC glass at businesses, and Central Business District collection.				
<i>Appropriation</i>	1,361,246	1,294,570	1,343,213	1,386,695
<i>Full Time Equivalent Positions</i>	16	16	16	16
<b>Downtown Cleaning and Maintenance</b>				
Responsible for cleaning and providing maintenance to the Central Business District which also consists of special events cleanup tree maintenance, landscaping services, litter collection, graffiti removal, and coordination of other service needs for the CBD.				
<i>Appropriation</i>	250,091	342,828	363,569	373,952
<i>Full Time Equivalent Positions</i>	0.000	5.481	5.481	5.481
<b>Landscape Maintenance</b>				
Program provides mowing, tree maintenance, and landscaping services for city street rights-of-way, city parks, gateway facilities, and open spaces. Staff in this program is also responsible for administrative oversight of contracted mowing services.				
<i>Appropriation</i>	3,479,077	3,870,267	3,881,523	3,987,693
<i>Full Time Equivalent Positions</i>	54.321	48.000	48.000	48.000



**Leaf Collection**

Responsible for the curbside collection of loose leaves for city residents. Loose leaf collection services are provided to residents from November thru February. Leaves are transported to the White Street Landfill.

<i>Appropriation</i>	721,853	798,093	<b>794,125</b>	804,646
<i>Full Time Equivalent Positions</i>	0	0	<b>0</b>	0

**Street Maintenance**

Responsible for maintaining city streets, thoroughfares, sidewalks, curb and gutter, and storm sewer. Additionally, these sections remove snow, ice, and debris from city streets and thoroughfares. Included in the program is the utility fee paid by the General Fund to the Stormwater Management Fund, based on the impervious area of city streets. **(Note: Those positions supported by Stormwater Utility fees are shown with the Stormwater Management Fund.)**

<i>Appropriation</i>	7,924,363	7,688,050	<b>7,907,219</b>	8,029,602
<i>Full Time Equivalent Positions</i>	63	63	<b>62</b>	62

**Technical Planning & Support**

The Technical & Planning Support Division provides for the management of the Household Hazardous Waste collection facility and assists with the management and disposal of municipally-generated hazardous materials. The Division also coordinates regulatory reporting activities, provides OSHA safety and environmental regulatory training to employees, educates the community on environmental issues, assesses municipal operations for environmental compliance and provides environmental engineering services.

<i>Appropriation</i>	1,028,760	1,025,952	<b>995,897</b>	1,002,976
<i>Full Time Equivalent Positions</i>	4	4	<b>4</b>	4

**Departmental Objectives**

- Conduct plan reviews, operational studies and event coordination and planning in a timely manner to serve citizens, businesses and visitors to the Greensboro area.
- Provide for the construction or maintenance of City resources to support desired growth or a quality of life that is attractive to economic development.
- Maintain and support the development of identified reinvestment corridors.
- Maintain City assets and resources to provide efficient and effective municipal services.
- Provide a safe transportation system that ensures mobility for all users.
- Develop and implement strategies to promote environmentally sound practices.
- Provide support to public safety personnel and residents.
- Provide training and certification opportunities to employees.
- Complete work orders and mission critical functions within departmental adopted standards.
- Support and promote City services and communicate effectively with both internal and external customers.
- Identify and implement cost saving measures and increased revenue generating opportunities.
- Identify and secure outside funding.
- Promote and educate employees in workplace safety and wellness.

**PERFORMANCE MEASURES**

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b><u>Workload Measures</u></b>				
• # Residential refuse tons collected (including yard waste and bulk collections)	73,441	74,000	<b>75,000</b>	75,000
• # Residential recycling tons collected	17,782	18,000	<b>18,000</b>	18,000
• Number of lane miles maintained	3,624	3,624	<b>3,624</b>	3,624
• Number of acres mowed	1,342	1,360	<b>1,360</b>	1,360



## Infrastructure - Field Operations

### Efficiency Measures

• Residential refuse tons collected per collection FTE (including yard waste and bulk collections)	1,266	1,300	<b>1,200</b>	1,200
• Leaf tons collected cost per collection point	\$28	\$35	<b>\$35</b>	\$35
• Snow removal cost per lane mile (Priority 1 and 2)	\$90	\$100	<b>\$100</b>	\$100
• Cost per lane mile resurfaced	\$86,100	\$90,000	<b>\$90,000</b>	\$90,000

### Effectiveness Measures

• Percent of Street Segments Rated 85 or Above on Standard Rating System	32.0%	32.0%	<b>32.0%</b>	32.0%
• Household recycling tons as a % of total household disposal tons	23%	23%	<b>23%</b>	23%
• % of potholes repaired within 24 hours	55%	75%	<b>75%</b>	75%

## ***BUDGET SUMMARY***

	2014-15 Actual	2015-16 Budget	2016-17 <b>Recommended</b>	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	13,554,493	14,358,000	<b>14,799,416</b>	15,302,244
Maintenance & Operations	20,233,990	20,426,740	<b>20,738,614</b>	20,858,921
Capital Outlay	0	0	<b>0</b>	0
 Total	 33,788,483	 34,784,740	 <b>35,538,030</b>	 36,161,165
Total FTE Positions	255.991	255.151	<b>254.151</b>	254.151
 <b>Revenues:</b>				
User Charges	6,082,368	6,102,310	<b>6,132,560</b>	6,132,560
Transfers From Other Funds	5,716,000	5,716,000	<b>5,716,000</b>	5,716,000
Intergovernmental	194,132	145,000	<b>145,000</b>	145,000
All Other	1,527,558	1,525,000	<b>1,450,000</b>	1,450,000
Subtotal	13,520,058	13,488,310	<b>13,443,560</b>	13,443,560
General Fund Contribution	20,268,425	21,296,430	<b>22,094,470</b>	22,717,605
 Total	 33,788,483	 34,784,740	 <b>35,538,030</b>	 36,161,165

## ***BUDGET HIGHLIGHTS***

- The FY 16-17 Recommended Budget is increasing by \$753,290, or 2.2%.
- The transfer of one full-time time position to Executive/MWBE Office results in a 1.0 reduction in total FTEs.



## PROGRAMS

	2014-15	2015-16	<b>2016-17</b>	2017-18
	Actual	Budget	<b>Recommended</b>	Projected

### Transit Administration

The GDOT-Public Transportation Division is responsible for the oversight of the public transportation programs sponsored by the City. GTA has served the Greensboro community as the public transportation provider since 1991. More specifically, GTA operates within the city limits which comprise 131 square miles, serving over 280,000 citizens. The sole destination served outside of the Greensboro city limits is the Jamestown campus of the Guilford Technical Community College. GTA also works in partnership with the Piedmont Authority for Regional Transportation (PART) to provide transportation access throughout the Triad. The GDOT-Public Transportation Division staff is responsible for the oversight of transit operations, service planning and monitoring, marketing and communications, and Federal and State compliance. In addition, the GDOT-Public Transportation Division staff oversees the ADA Paratransit Program known as SCAT, and the Higher Education Area Transit Service, known as HEAT, vehicle maintenance, service planning, marketing and communications, procurement, passenger amenities, pass sales, program administration, Federal and State compliance, and transit facilities (J. Douglas Galyon Depot and the GTA Transit Operations and Maintenance Facility & Administrative Offices). The Public Transportation Division also serves as the support staff to the Greensboro Transit Authority Board.

<i>Appropriation</i>	2,615,358	3,258,352	<b>2,908,375</b>	2,877,007
<i>Full Time Equivalent Positions</i>	11.75	10.75	<b>10.75</b>	10.75

### Fixed Route Service

GTA operates (16) Weekday, (15) Saturday/Evening routes and (7) Sunday routes. In addition, 1 Connector service (South Town) is offered on weekdays and on Saturday to enhance the on-time performance of the fixed-route service in the area. Fixed-route services are available from 5:15 AM until 11:30 PM Monday through Friday, from 6:00 AM to 10:00 PM Saturday, and from 6:00 AM to 6:00 PM Sunday. GTA operates a reduced level of service on holidays; Martin Luther King, Jr., Memorial Day, July 4th, Labor Day and Good Friday.

<i>Appropriation</i>	11,813,739	11,500,741	<b>11,363,759</b>	11,746,387
<i>Full Time Equivalent Positions</i>	0	0	<b>0</b>	0

### SCAT Service

Specialized Community Area Transportation Service (SCAT) is an ADA complementary paratransit service providing door-to-door and curb-to-curb service. SCAT services are available to individuals that have a disability that prevents them from using GTA's fixed-route bus services. To be considered eligible, individuals must complete a written application, submit supporting information from a professional able to certify their disability and must undergo an in-person interview with eligibility staff. SCAT services are available from 5:15 AM until 11:30 PM Monday through Friday, from 6:00 AM to 10:00 PM Saturday, and from 6:00 AM to 6:00 PM Sunday. Service is also provided on Easter, Memorial Day, July Fourth, Labor Day, and Good Friday.

<i>Appropriation</i>	6,502,464	6,448,045	<b>7,262,511</b>	7,542,731
<i>Full Time Equivalent Positions</i>	0	0	<b>0</b>	0

### HEAT Service

HEAT (Higher Education Area Transit) service is GTA's university pass program developed jointly by Greensboro Transit Authority (GTA) and local colleges and universities to foster the use of public transportation by college students. HEAT operates 39 weeks a year, between August and May, utilizing four (4) routes providing transit services between member campuses and other select locations.

<i>Appropriation</i>	0	885,197	<b>902,310</b>	927,863
<i>Full Time Equivalent Positions</i>	0	0	<b>0</b>	0



**J. Douglas Galyon Depot**

The J. Douglas Galyon Depot, former “Southern Railway Passenger Train Depot” was originally built in 1927 as the train depot for Greensboro and surrounding area. The renovated Depot provides a covered, climate-controlled central transfer center for GTA routes merging downtown. In addition to a central transfer hub for GTA, the Depot offers access to PART Express, a Triad-wide transit service operated by the Piedmont Authority for Regional Transportation, and Greyhound and Carolina Trailways Intercity Bus Service, and taxicabs. The Depot houses GTA’s customer service call center and the operators’ break room. The Depot also serves as the local Amtrak Passenger Rail Station. The Depot currently operates as a 24-hour facility. The Depot makes many public transportation providers accessible from one downtown location which makes the choice to use public transportation even easier for local and interstate commuters. The Depot is owned and maintained by the City of Greensboro and funded through Transit Operations.

<i>Appropriation</i>	853,727	869,902	<b>875,378</b>	881,610
<i>Full Time Equivalent Positions</i>	0.00	2.75	<b>2.75</b>	2.75

***Greensboro Transit Authority Strategies***

- Continue to provide the citizens of Greensboro with efficient, reliable and affordable transit service.
- Continue to protect the quality of life of users by increasing the accessibility of services.
- Continue the partnership with local colleges and universities through the Higher Education Area Transit Service that will continue to introduce the college population to public transportation, reducing student traffic and parking congestion.
- Continue GTA’s sustainability efforts by reducing GTA’s “carbon footprint” through the use of solar lighting in bus shelters, operating transit vehicles at optimum efficiency, reducing emissions and maximizing fuel mileage, recycling of tires, operating Hybrid Electric Vehicles (HEVs) and maintaining GTA’s new Operations and Maintenance Transit Facility & Administrative Offices (the city’s first LEED Gold certified building).
- Continue to improve the efficiency and effectiveness of GTA’s transit services.
- Work with businesses and civic community organizations to secure funding to support and promote transportation alternatives to all potential riders of the service.
- Continue the effective use of advanced technologies to enhance the efficiency, effectiveness, and quality of public transportation services provided by GTA.
- Improve customer satisfaction by meeting customer service criteria as defined in the GTA Policy and Implementing Procedures Manual as adopted by the GTA Board.
- Continue to improve community relations through participation in community and charitable events, educational programs, and joint promotions.
- Develop and implement a comprehensive information assessment to enhance the effectiveness of GTA’s current customer information methods, to include telecommunications and customer relations, bus stop signage, upgrade of website communications, promotional print material and multi-media presentations to the general public, as well as community focus groups.
- Continue to develop joint development opportunities with the private sector at the J. Douglas Galyon Depot.
- Effectively promote fixed-route service to agencies with focus on Low English Proficiency (LEP) users.
- Increase the efficiency and effectiveness of GTA’s ADA Paratransit Service through the implementation of the ADA Operational Plan as approved by the GTA Board.

## PERFORMANCE MEASURES

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Workload Measures</b>				
• Number of passengers (in millions)	4.5	4.8	4.5	4.5
<b>Efficiency Measures</b>				
• Average cost per fixed route passenger	\$2.69	\$2.90	\$2.90	\$2.95
• Average cost per SCAT passenger	31.67	30.00	31.00	32.00
• Passengers per service hour	27.22	28.00	28.00	28.00
• Percent of customer service requests completed within timeframe	87%	92%	95%	95%
<b>Effectiveness Measures</b>				
• Percent of fixed routes that operated on time	88%	90%	95%	95%
• Percent of fare cost recovery for fixed route service	22%	22%	22%	22%
• Percent of fare cost recovery for SCAT service	5%	5%	4%	4%

## BUDGET SUMMARY

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	730,850	911,350	912,742	937,764
Maintenance & Operations	21,036,427	21,620,587	22,399,591	23,037,834
Capital Outlay	18,012	430,300	0.0	0
<b>Total</b>	<b>21,785,289</b>	<b>22,962,237</b>	<b>23,312,333</b>	<b>23,975,598</b>
Total FTE Positions	11.750	13.500	13.500	13.500
<b>Revenues:</b>				
User Charges	2,951,456	3,060,553	3,153,988	3,153,988
Federal & State Grants	6,065,051	6,462,719	6,102,988	6,102,988
Duke Power Contribution	1,007,805	963,754	915,759	900,000
Ad Valorem Tax	8,427,014	8,510,000	9,061,000	9,205,000
Appropriated Fund Balance	1,023,234	1,271,736	1,244,153	1,779,177
Licenses and Permits	1,330,658	1,265,025	1,365,000	1,365,000
All Other	1,567,647	1,428,450	1,469,445	1,469,445
Subtotal	22,372,865	22,962,237	23,312,333	23,975,598
General Fund Contribution	0	0	0	0
<b>Total</b>	<b>22,372,865</b>	<b>22,962,237</b>	<b>23,312,333</b>	<b>23,975,598</b>

## BUDGET HIGHLIGHTS

- The FY 16-17 Recommended Budget is increasing by \$350,096, or 1.5%.
- The FY 16-17 Recommended Budget increases the property tax allocation for the Transit Fund from 3.34 cents to 3.50 cents. Annually, this will generate an approximate \$413,000 in additional revenue.
- The GTA Board is continuing to review opportunities to improve the long-term financial sustainability of GTA, including through service modifications.



# MUNICIPAL SERVICE DISTRICTS FUND

## PROGRAMS

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Historic Tax Districts</b>				
In 1989, the College Hill and Charles B. Aycock Historic Districts became special taxation districts under North Carolina Municipal Service District legislation with each district paying 5 cents per \$100 in assessed valuation. Property owners in Charles B. Aycock Historic District still pay 5 cents per \$100 in assessed valuation. Property owners in College Hill pay 1 cent per \$100 in assessed valuation after the rate was reduced from 5 cents to 1 cent in FY 11-12. The property tax funds from these districts go to fund projects that enhance the special character of these neighborhoods. Projects are identified and prioritized by the district property owners. In the College Hill Historic District, Municipal Service District funds have been used most recently to improve landscaping, replace trash receptacles and conduct a tree inventory and management plan. In the Charles B. Aycock Historic District, Municipal Service District funds have most recently been used to install sign-toppers, conduct planning projects, and install trash receptacles in the neighborhood.				
Appropriation	162,655	225,000	225,000	225,000
Full Time Equivalent Positions	0	0	0	0

## Business Improvement District (Downtown)

Beginning in FY 04-05, an additional tax of 9 cents per \$100 of property value was levied on the downtown district as a Business Improvement District for enhanced services and programming. These services are aimed at efforts to revitalize the district through economic development initiatives. Funds received through this levy are maintained in a separate reserve account, and are available exclusively for downtown district purposes as approved by business owners and residents. Due to a property revaluation that took affect in FY 12-13, the current tax rate is 8 cents per \$100 of property value.

Appropriation	694,851	892,000	809,000	809,000
Full Time Equivalent Positions	0	0	0	0

## BUDGET SUMMARY

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	0	0	0	0
Maintenance & Operations	857,505	1,117,000	1,034,000	1,034,000
Capital Outlay	0	0	0	0
Total	857,505	1,117,000	1,034,000	1,034,000
Total FTE Positions	0.000	0.000	0.000	0.000
<b>Revenues:</b>				
Special District Property Tax	682,512	719,600	719,600	719,600
Fund Balance	211,095	268,400	185,400	185,400
All Other	164,859	129,000	129,000	129,000
Subtotal	1,058,466	1,117,000	1,034,000	1,034,000
General Fund Contribution	0	0	0	0
Total	1,058,466	1,117,000	1,034,000	1,034,000

## BUDGET HIGHLIGHTS

- The FY 16-17 Recommended Budget for the Municipal Service District Fund is decreasing by \$83,000, or 7.4%.
- The Historic Tax District funds are typically used for projects such as maintenance and repair of signs, fences, trash receptacles, landscaping and streetscape enhancements.

# NON-DEPARTMENTAL INFRASTRUCTURE

## **PROGRAMS**

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b>Agency/Entity Funding</b>				
Provides appropriations for non-departmental agencies and special fund entities for the purpose of infrastructure related activities.				
<i>Appropriation</i>	4,202,793	4,311,277	<b>4,602,893</b>	4,639,653

## **BUDGET SUMMARY**

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b>Expenditures:</b>				
Environmental Health Control	0	5,500	<b>5,500</b>	5,500
Transfer to Coliseum Operations	2,340,474	2,500,000	<b>2,700,000</b>	2,736,760
Coliseum Operations Support	0	0	<b>0</b>	0
Transfer to Street and Sidewalk Fund	80,109	0	<b>0.0</b>	0
Transfer to Solid Waste Management System Fund	1,782,210	1,805,777	<b>1,897,393</b>	1,897,393
Total	4,202,793	4,311,277	<b>4,602,893</b>	4,639,653
<b>Revenues:</b>				
General Fund Contribution	4,202,793	4,311,277	<b>4,602,893</b>	4,639,653
Total	4,202,793	4,311,277	<b>4,602,893</b>	4,639,653

## **BUDGET HIGHLIGHTS**

- The General Fund contribution to Non-Departmental Infrastructure programs is increasing by \$291,616, or 6.8% in FY 16-17.
- The General Fund contribution to the War Memorial Coliseum Fund is increasing by \$200,000 to \$2.7 million in FY 16-17.



# PARKING FUND

## PROGRAMS

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b>Parking Operations</b>				
Transportation staff manages all City-owned parking facilities, including on- and off-street facilities, spaces, etc. Staff collects and accounts for revenue, installs and maintains traffic counting devices, coordinates monthly parking contracts and maintains parking facilities and equipment. The current inventory of off-street parking includes the Davie, Greene, Church and Bellemeade parking decks and 6 surface lots.				
<i>Appropriation</i>	1,986,569	2,927,681	<b>2,709,325</b>	2,709,658
<i>Full Time Equivalent Positions</i>	13.00	13.75	<b>13.75</b>	13.75

## Departmental Objectives & Strategies

- Operate an effective and efficient Downtown Parking System.
- Enhance economic development efforts by being responsive to the needs of businesses in the CBD.
- Improve safety and accessibility of City owned parking facilities.
- Maintain parking infrastructure as required to provide an effective parking system.
- Provide quality customer service.
- Administer development plan review process within the department.

## PERFORMANCE MEASURES

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b>Workload Measures</b>				
• Monthly average of hourly daytime vehicle visits to deck	17,806	19,500	<b>18,000</b>	18,000
• Number of tickets issued to on-street vehicles in CBD	29,278	32,000	<b>29,000</b>	29,000
• Number of tickets issued to off-street vehicles in CBD	8,450	12,000	<b>8,500</b>	8,500
<b>Efficiency Measures</b>				
• Percent of parking facilities utilized by monthly parkers	74%	75%	<b>80%</b>	80%
• Average cost per City-owned space (does not include enforcement)	\$363.00	\$320.00	<b>\$320.00</b>	\$320.00
• Percent Parking Operations cost recovery from parking revenue	110%	112%	<b>112%</b>	112%
• Percent ticket appeals completed within 5 days	43%	45%	<b>50%</b>	55%
<b>Effectiveness Measure</b>				
• Percent of parking meters repaired within 48 hours	96%	85%	<b>95%</b>	95%
• Percent of tickets appealed vs. issued (yearly)	8%	9%	<b>9%</b>	8%
• Percent of boots/tows vs. parking violations (yearly)	<1%	<1%	<b>&lt;1%</b>	<1%



Infrastructure - Parking Fund

**BUDGET SUMMARY**

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	645,491	759,169	<b>808,449</b>	832,902
Maintenance & Operations	1,341,078	2,091,376	<b>1,900,876</b>	1,876,756
Capital Outlay	0	77,136	<b>0</b>	0
Total	1,986,569	2,927,681	<b>2,709,325</b>	2,709,658
Total FTE Positions	13.000	13.750	<b>13.750</b>	13.750
<b>Revenues:</b>				
Parking Fees	2,359,434	2,644,535	<b>2,696,185</b>	2,696,185
All Other	26,859	12,000	<b>12,000</b>	12,000
Appropriated Fund Balance	663,541	271,146	<b>1,140</b>	1,473
Subtotal	3,049,834	2,927,681	<b>2,709,325</b>	2,709,658
General Fund Contribution	0	0	<b>0</b>	0
Total	3,049,834	2,927,681	<b>2,709,325</b>	2,709,658

**BUDGET HIGHLIGHTS**

- The FY 16-17 Recommended Budget is decreasing by \$218,356, or 7.5%.
- The FY 16-17 Recommended Budget includes \$250,000 in Church Street Deck elevator maintenance.



# PLANNING

## PROGRAMS

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
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### Planning

Provides assistance to the community in development and permit review processes; develops and carries out plans in strategic locations and provides general information to decision makers and the public to support quality growth throughout the City. Carries out the adopted Comprehensive Plan, redevelopment plans, and other small area plans to ensure high quality growth and focused development for the community. Administers, enforces, interprets, and amends land development codes and the local Historic Preservation Program. Processes subdivisions, annexation petitions, street closings and other actions as requested. Provides necessary staff support for the Zoning Commission, Planning Board, Board of Adjustment, Historic Preservation Commission, Redevelopment Commission, and other appointed bodies. This program also includes the administration of two Municipal Service Districts.

<i>Appropriation</i>	1,743,093	1,769,171	1,895,511	1,942,473
<i>Full Time Equivalent Positions</i>	16.0	16.0	17.4	17.4

### Local Ordinance Inspections

Protects citizen safety and welfare through enforcement of the Local Housing Ordinance, the Junked/Abandoned Vehicle Ordinances, and Property Cleanliness Ordinances. In FY 2015-16 Local Ordinance Inspections was moved to the newly created Neighborhood Development Department in the Community Services Result Area.

<i>Appropriation</i>	1,262	0	0	0
<i>Full Time Equivalent Positions</i>	0	0	0	0

### Departmental Goals & Objectives

- Provide leadership in promoting sound development practices through the effective application of land development codes, identification of best practices, and engagement of the public in future land use planning activities that result in clear visions and implementation strategies.
- Provide excellent customer service and problem solving approaches that promote quality growth and development throughout the City.
- Collect, maintain, and share data, information and analysis regarding Greensboro's growth and development trends.
- Ensure public access and transparency throughout the development process, including the operation of Boards and Commission supported by Department Staff.

## PERFORMANCE MEASURES

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
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### Efficiency Measures

• Number of area plan or comprehensive plan implementation tasks initiated or completed.	35	5	5	5
• Percentage of Plans Reviewed within the Established Goal of 5 Business Days (High Priority) and 10 Business Days (Normal), respectively.	94.7%	95%	95%	95%

## BUDGET SUMMARY

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	1,261,689	1,311,124	<b>1,458,842</b>	1,484,100
Maintenance & Operations	482,666	458,047	<b>436,669</b>	458,373
Capital Outlay	0	0	<b>0</b>	0
Total	1,744,355	1,769,171	<b>1,895,511</b>	1,942,473
Total FTE Positions	16.000	16.000	<b>17.400</b>	17.400
<b>Revenues:</b>				
Licenses/Permits	40,960	38,515	<b>25,371</b>	25,371
User Charges	228,358	183,619	<b>303,833</b>	303,833
All Other	676	2,500	<b>4,165</b>	4,165
Subtotal	269,994	224,634	<b>333,369</b>	333,369
General Fund Contribution	1,474,361	1,544,537	<b>1,562,142</b>	1,609,104
Total	1,744,355	1,769,171	<b>1,895,511</b>	1,942,473

## BUDGET HIGHLIGHTS

- The FY 16-17 Recommended Budget is increasing by \$126,340, or 7.1%.
- The budget includes the fourth increase of a multi-year phased increase to planning development fees. The fees had not been increased since 2007 and were part of a broad user fee cost recovery evaluation. The fee increases are budgeted to increase revenue by just over \$38,000.
- The transfer of 1.37 FTE from the Nussbaum Housing Partnership Fund and .03 FTE redistribution of an administrative position from Transportation result in a 1.4 increase in total FTEs.



# SOLID WASTE MANAGEMENT FUND

## PROGRAMS

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Waste Disposal Administration &amp; Operations</b>				
Responsible for the proper and safe disposal of waste generated within the City and the immediately surrounding Piedmont Triad counties allowed within the Transfer Station permit. Waste disposal operations include the landfilling and transferring of municipal solid waste, the landfilling of construction/demolition material, and the composting of yard waste, including grass clippings, leaves, limbs and branches.				
<i>Appropriation</i>	11,950,698	15,083,631	15,172,436	15,273,133
<i>Full Time Equivalent Positions</i>	33.58	33.58	33.58	33.58

## Waste Disposal Monitoring & Regulatory Compliance

Responsible for testing and monitoring to ensure that landfill operations remain compliant with regulations administered by the City of Greensboro, Guilford County, the NC Department of Environment and Natural Resources, and the U. S. Environmental Protection Agency. Specific areas of environmental compliance include air emissions, wastewater, groundwater, and surface water monitoring, and maintenance of air quality, land quality, disposal, and composting permits.

<i>Appropriation</i>	595,267	977,845	981,756	986,034
<i>Full Time Equivalent Positions</i>	2	2	2	2

## Departmental Strategies

- Manage contracts with disposal and transportation contractors for the solid waste transfer station.
- Develop a consistent compost/mulch product for market distribution.
- Provide a safe environment for the community and for Solid Waste Management employees.
- Implement groundwater remediation project.
- Maintain compliance with the Clean Air Act. Properly operate the air control devices installed in Phases II and III.
- Screen waste receipts to ensure compliance with the disposal regulations and prohibitive bans. A 1% minimum inspection rate is required. Maintain logs of prohibited materials.

## PERFORMANCE MEASURES

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Workload Measures</b>				
• Tons of solid waste and C&D debris received at the solid waste transfer station (Includes Yard Waste & Bulk)	202,536	205,000	210,000	210,000
• Tons of solid waste received at the landfill	6,545	7,000	7,000	7,000
• Tons of yardwaste received at the landfill	29,657	30,000	31,000	31,000
• Tons of C&D debris received at the landfill	36,613	38,000	40,000	40,000
<b>Efficiency Measures</b>				
• Average Transfer Station tons per load processed	23.50	23.50	23.50	23.50
<b>Effectiveness Measures</b>				
• % regulatory reports submitted to NCDENR	100%	100%	100%	100%

## BUDGET SUMMARY

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	2,135,503	2,209,068	<b>2,290,415</b>	2,365,352
Maintenance & Operations	10,262,211	13,774,408	<b>13,863,777</b>	13,893,815
Capital Outlay	148,250	78,000	<b>0</b>	0
Total	12,545,964	16,061,476	<b>16,154,192</b>	16,259,167
Total FTE Positions	35.580	35.580	<b>35.580</b>	35.580
<b>Revenues:</b>				
User Charges	11,493,834	11,435,000	<b>11,615,000</b>	11,615,000
Fund Balance	4,676,245	2,510,699	<b>2,286,799</b>	2,391,774
All Other	528,837	310,000	<b>355,000</b>	355,000
Subtotal	16,698,916	14,255,699	<b>14,256,799</b>	14,361,774
General Fund Transfer	1,782,210	1,805,777	<b>1,897,393</b>	1,897,393
Total	18,481,126	16,061,476	<b>16,154,192</b>	16,259,167

## BUDGET HIGHLIGHTS

- The FY 16-17 Recommended Budget is increasing by \$92,716, or 0.6%.
- The FY 16-17 Recommended Budget includes a General Fund Transfer of \$1.9 million, an increase of almost \$100,000 over FY 15-16.
- The FY 16-17 Recommended Budget includes a \$250,000 transfer to the Solid Waste Capital Reserve Fund to continue preparing for future post-closure phase III expenses at the Landfill.
- The FY 16-17 Recommended Budget includes \$775,000 for the replacement of major equipment at the Landfill and Compost Facilities. Additional equipment replacement needs are expected over the next decade as existing equipment ages.



# STATE HIGHWAY (POWELL BILL) FUND

## PROGRAMS

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b>Local Street System Construction and Maintenance</b>				
This source provides funding for a variety of local street maintenance activities including asphalt patching and concrete repairs, maintenance of roadway shoulders and ditches, and maintenance of traffic control devices including traffic signal and sign repair. Other applicable expenditures include acquiring rights-of-way and making improvements to public streets not included in the state system of roads, with certain expectations defined by state law. Also provides funding for bridge construction and maintenance on non-state system roadways, enabling the City to adhere to applicable safety standards and requirements.				
<i>Appropriation</i>	5,846,000	5,846,000	<b>5,846,000</b>	5,846,000
<i>Full Time Equivalent Positions</i>	0	0	0	0

## Capital Improvement Program (CIP)

Provides funds for Capital Improvement Program. These projects typically include: resurfacing of various streets as identified through the Field Operations Pavement Management Program; bridge preservation projects identified through the National Bridge Inspection System; and repair of sidewalks to improve pedestrian safety and mobility.

<i>Appropriation</i>	1,758,000	1,989,000	<b>5,564,000</b>	5,564,000
<i>Full Time Equivalent Positions</i>	0	0	0	0

## BUDGET SUMMARY

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	0	0	<b>0</b>	0
Maintenance & Operations	7,604,000	7,835,000	<b>11,410,000</b>	11,410,000
Capital Outlay	0	0	<b>0</b>	0
Total	7,604,000	7,835,000	<b>11,410,000</b>	11,410,000
Total FTE Positions	0.000	0.000	<b>0.000</b>	0.000
<b>Revenues:</b>				
Intergovernmental	7,419,483	7,475,000	<b>7,475,000</b>	7,475,000
User Charges	1,410	0	<b>3,885,000</b>	3,885,000
Fund Balance	310,000	310,000	<b>0</b>	0
All Other	81,937	50,000	<b>50,000</b>	50,000
Total	7,812,830	7,835,000	<b>11,410,000</b>	11,410,000

## BUDGET HIGHLIGHTS

- The FY 16-17 Recommended Budget for the State Highway Fund increases by \$3,575,000, or 45.6%.
- The Recommended Budget includes an increase in the Motor Vehicle License Fee from \$10 to \$30. \$18.50 of this increase will be dedicated to increased street resurfacing.

# STORMWATER MANAGEMENT FUND

## PROGRAMS

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Stormwater Administration</b>				
The Stormwater Management Fund, administered by the Stormwater Management Division of the Water Resources Department, was created in FY 93-94 to manage the City of Greensboro's stormwater system and the National Pollutant Discharge Elimination System Municipal Stormwater Discharge permit. The Stormwater program monitors and manages the quality and quantity of stormwater runoff and helps protect limited water resources throughout the City. Appropriations in the Administration section fund the management and overall operations of the Stormwater Utility.				
<i>Appropriation</i>	778,692	802,157	795,817	803,692
<i>Full Time Equivalent Positions</i>	3.25	3.25	3.25	3.25
<b>Stormwater System Operations &amp; Maintenance</b>				
Responsible for operation and maintenance of stormwater infrastructure and drainage conveyance system. Provides and/or directs the provision of associated services that enhance and ensure the effectiveness of the stormwater system, including storm drain inventory, drainage maintenance, storm sewer construction, street cleaning, litter collection and seasonal leaf collection. Most of these activities are carried out by staff assigned to the Greensboro Field Operations Department. Field Operations staff occupies the positions listed and funded in this section. This section also contains the ongoing capital funding for the Stormwater Program.				
<i>Appropriation</i>	7,446,038	8,687,376	8,709,357	8,663,693
<i>Full Time Equivalent Positions</i>	62	62	62	62
<b>Operations Management</b>				
Responsible for coordination and oversight of stormwater system construction and maintenance services provided by Field Operations, as well as private contractors. This section also interacts with the development community to ensure that future private stormwater systems are designed to minimize flooding and pollution impacts on the public stormwater system and local receiving waters. This section is also responsible for managing implementation of the Stormwater Improvement Program (SIP) designed to reduce public drainage problems in residential areas of the City. Also includes technical support for special stormwater projects such as stream restoration, pond inspections, and environmental permitting/mitigation for stormwater-related projects.				
<i>Appropriation</i>	355,141	458,795	480,209	492,065
<i>Full Time Equivalent Positions</i>	5	5	5	5
<b>Water Quality &amp; Monitoring</b>				
Monitors stormwater run-off and local receiving streams to ensure compliance with State and Federal water quality standards and regulatory requirements. This section also includes sampling the quality of physical, chemical and biological attributes of streams and lakes. Technical staff in this area also routinely inspect 300+ stormwater ponds and other structural best management practices to help ensure functionality and water quality protection of Greensboro's drinking water supplies.				
<i>Appropriation</i>	500,659	667,210	694,607	708,542
<i>Full Time Equivalent Positions</i>	6	6	6	6
<b>Planning &amp; Engineering</b>				
Designs, develops, implements and maintains stormwater management databases and drainage basin information that assists the division in evaluating the effectiveness of current policies and practices to support recommendations for future changes in those practices. Responsible for all long-range master planning with regards to stormwater infrastructure and drainage basins. Reviews all site plans for new development or redevelopment including the administration of the FEMA delegated floodplain administration responsibilities.				
<i>Appropriation</i>	382,859	419,936	404,222	415,496
<i>Full Time Equivalent Positions</i>	4	4	4	4
<b>Public Education &amp; Awareness</b>				
Designs, develops, implements and maintains a stormwater public awareness campaign to inform citizens and businesses of stormwater and water quality programs. Public awareness is essential in helping improve local water quality by promoting knowledge of each person's impact upon water pollution prevention.				
<i>Appropriation</i>	60,388	93,000	93,084	93,092
<i>Full Time Equivalent Positions</i>	0	0	0	0



**Departmental Objectives**

- Implement stormwater management measures that meet compliance standards and protect and improve the quality of surface water, and minimize impacts of flooding.

**Departmental Strategies**

- Provide efficient and effective customer service for storm drainage system and flood-related inquiries.
- Collect and analyze stormwater system data as well as quality and quantity data that supports pollution prevention initiatives (i.e., inspecting non-point pollutant sources) and other master plan activities.
- Review and coordinate stormwater-related activities performed by the City to ensure effectiveness and efficiency in the management of stormwater quality and quantity.
- Help protect surface water resources including limited local drinking water supplies through effective planning and watershed management.
- Develop stormwater infrastructure asset management program through use of GIS and database tools.

**PERFORMANCE MEASURES**

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Workload Measures</b>				
• Best Management Practices Inspections	452	300	300	300
• Stream sites monitored per month	20	20	20	20
<b>Efficiency Measures</b>				
• Percent of stormwater plan review completed within mandated timeframe	100%	100%	100%	100%

**BUDGET SUMMARY**

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	4,096,661	4,520,174	4,626,619	4,791,259
Maintenance & Operations	5,427,117	6,593,800	6,550,677	6,385,321
Capital Outlay	0	14,500	0	0
Total	9,523,777	11,128,474	11,177,296	11,176,580
Total FTE Positions	80.250	80.250	80.250	80.250
<b>Revenues:</b>				
User Charges	9,820,485	9,670,817	9,885,615	9,915,242
Fund Balance	966,937	1,335,757	1,144,781	1,104,438
All Other	156,813	121,900	146,900	156,900
Total	10,944,235	11,128,474	11,177,296	11,176,580

**BUDGET HIGHLIGHTS**

- The FY 16-17 Recommended Budget is increasing by \$48,822, or 0.4%.
- The FY 16-17 Recommended Budget includes a transfer from the Stormwater Management Fund to the Stormwater Capital Projects Fund of \$3 million, and the use of just over \$1.1 million in fund balance.



# STREET AND SIDEWALK REVOLVING FUND

## PROGRAMS

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b>Street Construction</b>				
Provides funds for various roadway improvements throughout the City.				
<i>Appropriation</i>	774,144	0	0	0
<i>Full Time Equivalent Positions</i>	0	0	0	0
<b>Bridge Construction</b>				
Provides funds for bridge construction and maintenance, thereby enabling the City to adhere to Federal Bridge Safety requirements.				
<i>Appropriation</i>	0	0	0	0
<i>Full Time Equivalent Positions</i>	0	0	0	0
<b>Red Light Photo Program</b>				
Costs associated with program expenses are offset by revenue from civil citations. <u>See Budget Highlights.</u>				
<i>Appropriation</i>	0	0	0	0
<i>Full Time Equivalent Positions</i>	0	0	0	0

## BUDGET SUMMARY

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	0	0	0	0
Maintenance & Operations	774,144	0	0	0
Capital Outlay	0	0	0	0
Total	774,144	0	0	0
Total FTE Positions	0.000	0.000	<b>0.000</b>	0.000
<b>Revenues:</b>				
Licenses/Permits	0	0	0	0
User Charges	0	0	0	0
Fund Balance	774,144	0	0	0
All Other	0	0	0	0
Total	774,144	0	<b>0</b>	0

## BUDGET HIGHLIGHTS

- In prior years, most of this fund's expenditures for street and sidewalk construction were financed through appropriations from fund balance (generated through prior year assessments to property owners and revenues from a portion of the Motor Vehicle License Tax that was previously recorded in this fund). There is no longer sufficient fund balance available to continue financing significant projects from this fund. Therefore, FY 14-15 was the final year for the Street and Sidewalk Revolving Fund. The remaining revenues and expenses from this fund were appropriated to the Engineering and Inspections Department and the Street and Sidewalk Capital Project Fund.



# TRANSPORTATION

## PROGRAMS

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b>Transportation Administration</b>				
Allocates and manages resources that are necessary to ensure the safe, efficient and convenient movement of vehicles and pedestrians over Greensboro streets, thoroughfares and sidewalks. The Parking Enforcement section of GDOT is also housed under Administration. This section is responsible for enforcing traffic regulations throughout the city, however, the primary enforcement area is the Central Business District and areas around NC A&T University and UNC-Greensboro.				
<i>Appropriation</i>	1,362,251	1,442,363	<b>1,460,645</b>	1,482,349
<i>Full Time Equivalent Positions</i>	12.83	11.33	<b>11.30</b>	11.30

## Engineering

Responsible for developing a transportation system that provides safe and efficient movement of pedestrians and vehicles along Greensboro's street system. Responsible for the City's traffic signal system, developing new traffic signal plans, and operating the traffic signal system in a safe and efficient manner. Responsible for operation of the Greensboro Traffic Management Center (TMC) in conjunction with the NCDOT and the Police Department, including the live broadcast of traffic information over Channel 13 during rush hours and over the City's "real-time" traffic information web page. Responsible for ensuring that proposed developments are established in harmony with our existing transportation system. Responsible for determining deficiencies in our transportation system and developing projects/programs to enhance safety and mobility. Responsible for managing the City's streetlight program and developing plans to light thoroughfares as well as residential streets. Responsible for investigating and responding to citizens concerns about Greensboro traffic. Responsible for evaluating existing and projected traffic patterns and developing plans to alleviate congestion in Greensboro including the use of Intelligent Transportation Systems.

<i>Appropriation</i>	1,085,228	1,093,867	<b>1,135,579</b>	1,166,272
<i>Full Time Equivalent Positions</i>	12.126	12.126	<b>12.126</b>	12.126

## Street Lighting

The majority of the program covers the cost of electricity for street lights, and is paid to Duke Energy. Other expenses may include City owned and maintained lighting under some bridges, some conduit costs, and other miscellaneous street light expenses.

<i>Appropriation</i>	3,359,895	3,350,000	<b>3,425,000</b>	3,430,000
<i>Full Time Equivalent Positions</i>	0	0	<b>0</b>	0

## Traffic Operations

Constructs and maintains all traffic signals and related equipment. Builds and installs traffic signs and all painted traffic markings.

<i>Appropriation</i>	3,204,196	3,335,004	<b>3,364,017</b>	3,435,798
<i>Full Time Equivalent Positions</i>	32	32	<b>32</b>	32

## Planning

Plans for thoroughfares, streets, sidewalks, and bicycle facilities; participates in project development and coordinates needed roadway and sidewalk improvements with new developments. Responsible for Metropolitan Planning Organization functions including long-range transportation planning and programming, air quality conformity, and regional transportation planning efforts.

<i>Appropriation</i>	259,568	264,719	<b>278,812</b>	286,435
<i>Full Time Equivalent Positions</i>	3	3	<b>3</b>	3

## Departmental Objectives

- Conduct transportation planning activities which support economic development focus areas.
- Develop and maintain a safe transportation system.
- Provide a safe transportation system that is effective to all users.
- Provide quality customer service.
- Administer development plan review process within the department.
- Conduct departmental services in a manner that ensures fiscal stewardship.
- Provide training and certification opportunities to employees.
- Complete work orders and mission critical functions within departmental adopted standards.
- Support and promote City services and communicate effectively with both internal and external customers.
- Identify and implement cost saving measures and increased revenue generating opportunities.
- Identify and secure outside funding.
- Promote and educate employees in workplace safety and wellness.

## PERFORMANCE MEASURES

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Workload Measures</b>				
• Number of High Accident Locations studied	48	40	45	45
• Number of Streetlights inspected along major travel corridors	5,450	5,400	5,400	5,400
• Number of linear feet of new sidewalk installed	30,505	15,000	15,000	15,000
• Number of plan reviews conducted	899	850	900	900
• Number of special events requiring Transportation maintenance services	121	75	120	120
<b>Efficiency Measures</b>				
• Average cost per plan review	\$243	\$240	\$240	\$235
<b>Effectiveness Measure</b>				
• Percent of GDOT workorders completed on time	90%	90%	92%	93%
• Percent of GDOT maintenance completed on schedule	85%	95%	92%	92%
• Percent Public Information Requests completed within 2 days	77%	85%	85%	85%

## BUDGET SUMMARY

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	3,966,506	3,961,811	4,086,304	4,212,822
Maintenance & Operations	5,304,633	5,524,142	5,577,749	5,588,032
Capital Outlay	0	0	0	0
Total	9,271,139	9,485,953	9,664,053	9,800,854
Total FTE Positions	59.956	58.456	58.426	58.426
<b>Revenues:</b>				
Fines and Forfeitures	1,009,074	1,235,000	950,000	950,000
State Maint. Fees	723,253	707,000	707,000	707,000
License & Permits	49,085	77,000	60,000	60,000
All Other	71,902	57,800	64,800	64,800
Subtotal	1,853,314	2,076,800	1,781,800	1,781,800
General Fund Contribution	7,417,825	7,409,153	7,882,253	8,019,054
Total	9,271,139	9,485,953	9,664,053	9,800,854

## BUDGET HIGHLIGHTS

- The FY 16-17 Recommended Budget is increasing by \$178,100, or 1.9%.
- An enhancement of \$75,000 was added to the GDOT Street Lighting budget in FY 16-17 to cover increasing utility costs and the additional cost of LED lighting as Mercury Vapor lights are replaced by Duke Energy.
- The reduction of 0.03 FTEs is due to the cost reallocation of an Office Assistant position that is shared between three departments.



# WAR MEMORIAL COLISEUM COMPLEX FUND

## PROGRAMS

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b>Administration</b>				
Provides executive management for the Coliseum Complex, including management of the Box Office and vaults, marketing, event advertising, and sales.				
<i>Appropriation</i>	3,019,724	2,941,359	<b>3,197,827</b>	3,263,345
<i>Full Time Equivalent Positions</i>	18.25	18.25	<b>19.25</b>	19.25

## Events/Parking/Catering

Operates the Coliseum Complex, includes the Arena, the Greensboro Aquatics Center, the Special Events Center, the Pavilion, the White Oak Amphitheater, and the Parking Lot. Includes the maintenance of all of these facilities, grounds, and associated technical systems. Also includes the contracted catering operation.

<i>Appropriation</i>	27,922,477	22,144,508	<b>22,503,188</b>	22,474,430
<i>Full Time Equivalent Positions</i>	56.00	57.00	<b>59.25</b>	64.25

## Departmental Strategies

- Continue to work closely with the Greensboro Area Convention & Visitors Bureau on soliciting statewide, regional and national conventions and the Greensboro Sports Commission and Tournament Host Committee on soliciting youth, amateur, and professional sporting events and ACC and NCAA women's and men's basketball tournaments.
- Continue to host a wide variety of events at all Coliseum Complex facilities that appeal to all segments of the diverse Greensboro community.
- Coliseum Parking Department Manager will coordinate with GPD and GDOT in pre-planning for traffic operations for upcoming major events.
- Continue to promote recycling at all Coliseum Complex events through a variety of public service announcements, signage, and electronic messaging systems.
- Continue to closely monitor and scrutinize all expenses.

## PERFORMANCE MEASURES

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b>Workload Measures</b>				
• Total event attendance	1,619,781	1,292,885	<b>1,353,944</b>	N/A
• Total number of performances	1,177	947	<b>1,027</b>	N/A

## BUDGET SUMMARY

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	7,416,808	7,275,534	<b>7,636,137</b>	7,965,959
Maintenance & Operations	23,445,133	17,291,236	<b>18,064,878</b>	17,771,816
Capital Outlay	80,260	519,097	<b>0.0</b>	0.0
Total	30,942,201	25,085,867	<b>25,701,015</b>	25,737,775
Total FTE Positions	74.250	75.250	<b>78.500</b>	83.500
<b>Revenues:</b>				
Concession Revenues	2,153,436	1,449,889	<b>1,750,037</b>	1,750,037
Admissions and Charges	16,333,098	12,480,000	<b>12,380,000</b>	12,380,000
Other Revenues	11,230,057	8,655,978	<b>8,870,978</b>	8,870,978
Subtotal	29,716,591	22,585,867	<b>23,001,015</b>	23,001,015
General Fund Contribution	2,340,474	2,500,000	<b>2,700,000</b>	2,736,760
Total	32,057,065	25,085,867	<b>25,701,015</b>	25,737,775

## **BUDGET HIGHLIGHTS**

- The FY 16-17 Recommended Budget for the Coliseum increases \$615,148, or 2.5%.
- A General Fund contribution of \$2.7 million is included to support operations in FY 16-17, an increase of \$200,000, or 8.0%. This transfer is necessary to support the War Memorial Coliseum Complex operations not otherwise offset by user fees.
- The War Memorial Coliseum Fund had mid-year additions of 3.25 FTEs. Four (4) positions were added mid-year; a Maintenance Mechanic I, a Maintenance Mechanic II, an Assistant Parking Manager, and an Advertising Specialist; a total of 4 FTEs. A part-time Lifeguard Supervisor, 0.75 FTE, was also eliminated during FY 15-16.
- A service enhancement is included for FY 17-18 for the operation the new Steven Tanger Center for the Performing Arts, anticipated to open during the summer of 2018. The enhancement includes five (5) FTEs for operations and planning as the center opens beginning in the second half of FY 17-18.
- The Greensboro Coliseum will host the home season for UNCG Men's Basketball and the return of the 1st and 2nd rounds of the 2017 NCAA Men's Basketball Tournament.
- The New NBA D-League Greensboro Swarm will include a 24 game home schedule November through April.
- Upcoming family show highlights include the Ringling Brothers and Barnum & Bailey Circus, Disney on Ice, Sesame Street Live, Monster Truck Jam, and Marvel Universe Live.
- Trade show and convention highlights include the International Market America Convention, the NC Nursery and Landscapers Association Conference, the NC Coaches Clinic Convention and Trade Show and many other trade and consumer shows.



# WATER RESOURCES FUND

## PROGRAMS

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b>Water Resources Administration</b>				
Water Resources Administration directs, plans, and coordinates all water and sewer operations including billing, engineering, and operations of plants and infrastructure systems, as well as the same functions of the stormwater utility (within a separate fund). It is also this area's responsibility to plan for long term utility needs of the city and seek alignment of utility plans and policies with the overall goals of the City of Greensboro. This area serves the human resources, public education, and technology needs of the department as well.				
<i>Appropriation</i>	9,366,875	10,892,829	<b>9,835,230</b>	9,915,713
<i>Full Time Equivalent Positions</i>	17.25	18.3	<b>19.3</b>	19.3
<b>Billing and Customer Information</b>				
The Billing and Customer Information Division is responsible for capturing data and maintaining over 100,000 water meters and each year generating over one million bills for customers on both a monthly and quarterly basis. This division maintains customer information such that accurate and timely billing information is available to all water and sewer utility customers.				
<i>Appropriation</i>	4,111,554	6,006,785	<b>6,789,846</b>	6,882,163
<i>Full Time Equivalent Positions</i>	44	44	<b>44</b>	44
<b>Engineering</b>				
The Engineering Division manages the long range capital plan of the water and sewer utility and executes the engineering and construction of projects that support the maintenance, expansion, and compliance strategies of these systems. The current capital plan of major projects spans several years; roughly \$25 million annually is actually spent as these projects are constructed over multiple years.				
<i>Appropriation</i>	23,933,758	29,120,676	<b>31,431,598</b>	28,728,620
<i>Full Time Equivalent Positions</i>	11	11	<b>11</b>	11
<b>Water Supply</b>				
The Water Supply Division is responsible for maintenance and operation of the reservoir system, two water production facilities, and delivery of quality water through the transmission system that meets or exceeds all standards for drinking water. The division includes laboratory facilities to assure quality of product. As interconnections to other city's water supplies have become a part of the Greensboro supply strategy, Water Supply also manages the delivery of these supplies to the Greensboro system.				
<i>Appropriation</i>	14,519,753	20,004,375	<b>20,011,614</b>	19,913,235
<i>Full Time Equivalent Positions</i>	54.625	54.625	<b>54.625</b>	54.625
<b>Water Reclamation</b>				
The Water Reclamation Division accepts all liquid wastes generated by the residential and commercial community, treats that waste and releases it into the environment in a manner that is consistent with the requirements of environmental law. Facilities include two water reclamation plants and one biosolids incineration facility.				
<i>Appropriation</i>	11,994,947	14,012,186	<b>14,757,485</b>	14,723,239
<i>Full Time Equivalent Positions</i>	55	54	<b>55</b>	55
<b>Construction and Maintenance</b>				
This division constructs, maintains and repairs the water & sewer pipes, and sewage pump stations. It also houses the 24/7 dispatch function for the department.				
<i>Appropriation</i>	11,586,354	14,320,607	<b>15,416,382</b>	14,958,860
<i>Full Time Equivalent Positions</i>	149.75	149.75	<b>149.75</b>	149.75
<b>Debt Service</b>				
Funding used to make debt principal and interest payments is derived from operating revenues.				
<i>Appropriation</i>	18,217,003	27,628,938	<b>24,289,693</b>	25,682,282

**Departmental Objectives**

- Invest in capital improvements that increase water and sewer capacity and availability.
- Conduct water, sewer, and stormwater plan reviews and feasibility studies in a timely manner.
- Study water, sewer, and stormwater infrastructure within identified reinvestment corridors to determine needed improvements.
- Maintain water, sewer, and stormwater infrastructure to ensure that customers' needs are met.
- Take measures to ensure regulatory compliance standards are met for water and sewer.
- Work to improve fire flow capacity in the water distribution system.
- Provide accurate bills, billing conveniences, and timely service to customers.
- Provide training and certification opportunities to employees for professional growth and to ensure regulatory compliance and succession planning.
- Complete work orders and mission critical functions within departmental adopted standards.
- Support and promote City services and communicate effectively with both internal and external customers.
- Develop and manage Water Resources budgets to efficiently provide quality water, sewer, and stormwater services that meet the demands of the community.
- Identify and implement cost saving measures and increased revenue generating opportunities.
- Identify and secure outside funding.
- Promote and educate employees in workplace safety and wellness.

**PERFORMANCE MEASURES**

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b><u>Workload Measures</u></b>				
• Number of water customer accounts	103,563	104,081	<b>104,601</b>	105,124
• Average water MGD treated daily	33.0	34.4	<b>34.4</b>	34.4
• Average wastewater MGD treated daily	32.0	28.5	<b>28.5</b>	28.5
<b><u>Efficiency Measures</u></b>				
• Maintenance personnel per 100 miles of sewer line	2.68	2.70	<b>2.70</b>	2.70
• Maintenance personnel per 100 miles of water line	2.15	2.20	<b>2.20</b>	2.20
• Peak day water demand- % of capacity	70%	70%	<b>70%</b>	70%
• % of wastewater system capacity utilized	57%	49%	<b>49%</b>	49%
<b><u>Effectiveness Measures</u></b>				
• Billed water as a percentage of finished water or "excellent"	86%	85%	<b>85%</b>	85%
• Percent of water main breaks repaired within 24 hours	64%	70%	<b>70%</b>	70%
• Percent of weeks compliant with NPDES Permit at T.Z. Osborne Wastewater Plant	97.0%	98.0%	<b>98.0%</b>	98.0%
• Percent of weeks compliant with NPDES Permit at North Buffalo Wastewater Plant	100.0%	99.0%	<b>99.0%</b>	99.0%



## BUDGET SUMMARY

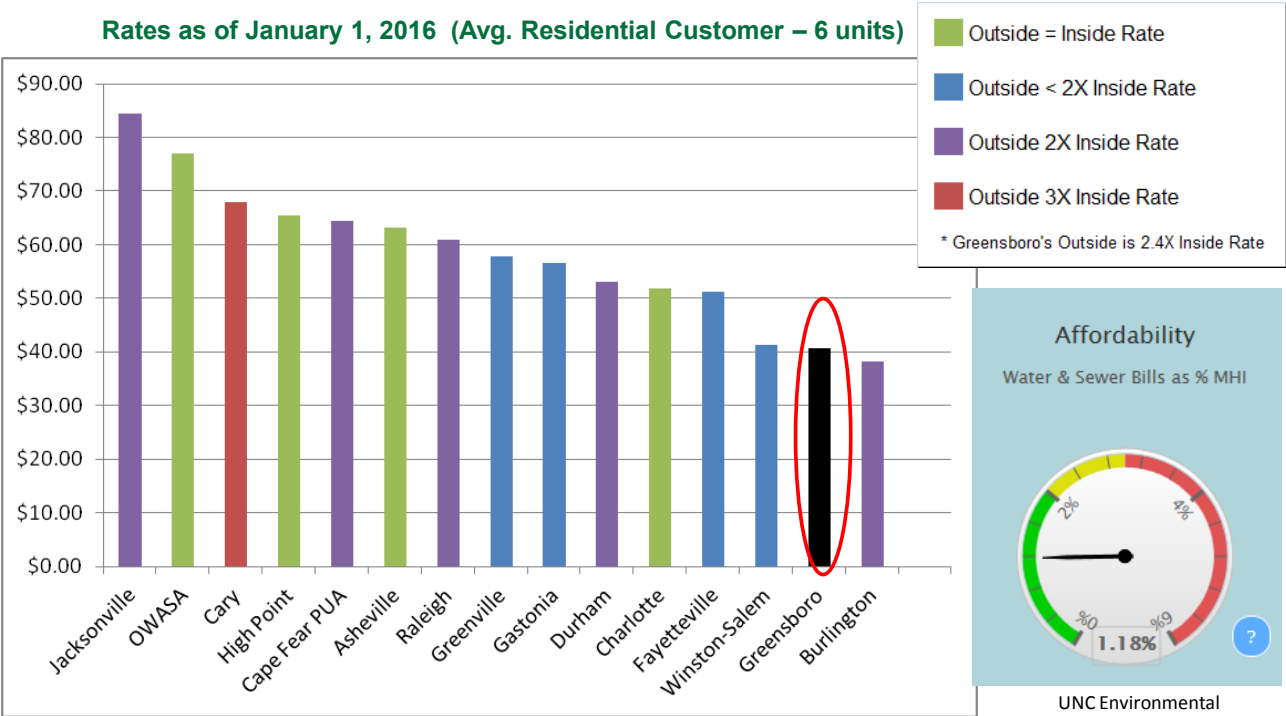
	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	19,565,254	21,348,807	<b>22,413,579</b>	23,067,640
Maintenance & Operations	73,709,610	99,728,999	<b>98,788,769</b>	96,727,972
Capital Outlay	455,380	908,590	<b>1,329,500</b>	1,008,500
Total	93,730,244	121,986,396	<b>122,531,848</b>	120,804,112
Total FTE Positions	331.625	331.675	<b>333.675</b>	333.675
<b>Revenues:</b>				
Water and Sewer Services	94,658,197	101,754,104	<b>107,423,470</b>	112,526,085
Assessments	475,450	50,000	<b>50,000</b>	50,000
Capacity Use Fees	1,743,132	2,000,000	<b>2,000,000</b>	2,000,000
Industrial Waste Control	1,263,227	1,100,000	<b>1,100,000</b>	1,100,000
Water Line Connections	151,785	150,000	<b>150,000</b>	150,000
All Other	3,531,849	2,582,519	<b>2,722,519</b>	2,822,519
Appropriated Fund Balance	14,253,329	14,349,773	<b>9,085,859</b>	2,155,508
Total	116,076,969	121,986,396	<b>122,531,848</b>	120,804,112

## BUDGET HIGHLIGHTS

- The FY 16-17 Recommended Budget is increasing by \$545,452, or 0.4%.
- The FY 16-17 Recommended Budget does include a rate increase for Water Resources. The rate increases by 4.5% for residents inside city limits and 4.5% for residents outside city limits. This rate increase will result in a \$1.83 increase per month for city residents and a \$4.46 increase per month for non-city residents (average residential bill is calculated at 6 units; 1 unit = 748 gallons).
- The FY 16-17 Recommended Budget includes an increase of 2 FTEs in the Water Resources Fund. One is the addition of a Paralegal to support water related legal work. A second addition, which is added as a service enhancement request, is a Laboratory Specialist to support the work required due to new regulatory requirements related to dental facilities.
- Please see the graph on the next page for average rate comparisons with comparable water/sewer utilities in the State of North Carolina. In addition, the graph shows a comparison of each North Carolina city/regional utility's outside city rate vs. inside city rate. The graph legend explains the shades of the graph bars when it comes to its relationship between outside city rates vs. inside city rates. A dial is also included showing affordability of the rates based on the Median Household Income (MHI) and percentage spent annually on water bills for 5,000 gallons.



# Rate Comparison to Other NC Cities



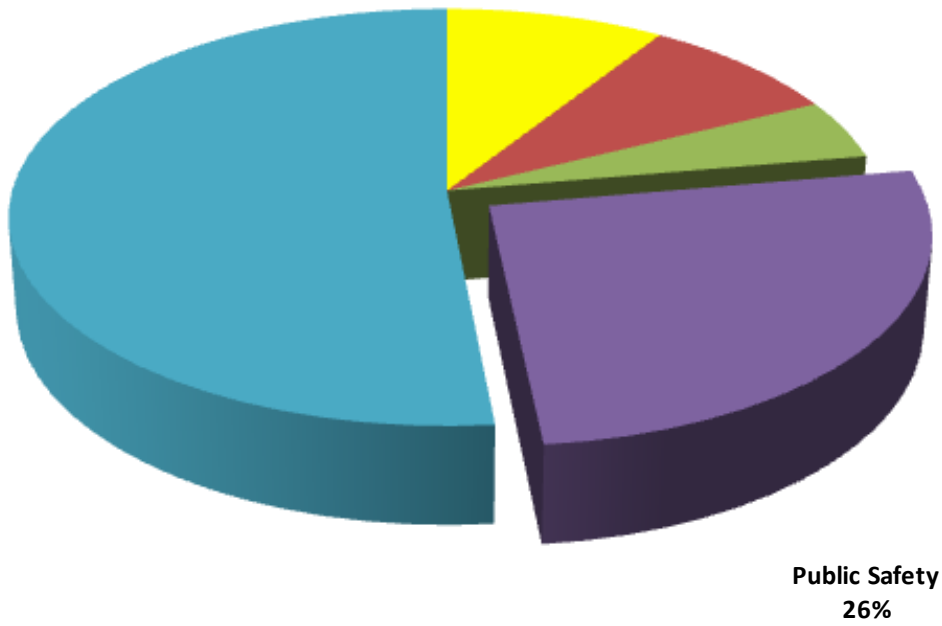
OWASA provides water to Carrboro-Chapel Hill Community; Cape Fear is in Wilmington.



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# PUBLIC SAFETY

- Fire
- Police
- Emergency Telephone System Fund
- Metro Communications Fund
- Technical Services Fund
- Non-Departmental Public Safety



FY 16-17

# PUBLIC SAFETY RESULT AREA SUMMARY

## ***BUDGET SUMMARY***

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Fire	45,337,968	47,380,669	<b>48,709,253</b>	49,956,634
Police	68,940,782	70,166,403	<b>72,058,780</b>	74,180,963
Emergency Telephone System Fund	2,735,952	2,914,722	<b>2,870,499</b>	2,875,803
Metro Communications Fund	6,881,020	7,521,030	<b>7,860,237</b>	8,073,195
Technical Services Fund	3,428,008	4,078,667	<b>4,268,636</b>	4,387,267
Non-Departmental	4,997,721	5,336,044	<b>5,514,816</b>	5,514,816
Subtotal	132,321,451	137,397,535	<b>141,282,221</b>	144,988,678
Less Transfers/Internal Charges	4,474,697	4,775,517	<b>4,954,289</b>	4,954,289
Total Public Safety	127,846,754	132,622,018	<b>136,327,932</b>	140,034,389
Total FTE Positions	1,479.893	1,491.893	<b>1,498.893</b>	1,498.893
<b>Revenues:</b>				
Fire	1,557,996	1,486,991	<b>1,626,146</b>	1,631,646
Police	2,742,167	2,796,932	<b>2,801,901</b>	2,901,901
Emergency Telephone System Fund	3,898,549	2,914,722	<b>2,870,499</b>	2,875,803
Metro Communications Fund	2,995,407	2,801,016	<b>2,961,451</b>	3,174,409
Technical Services Fund	4,382,048	4,078,667	<b>4,268,636</b>	4,387,267
Subtotal	15,576,167	14,078,328	<b>14,528,633</b>	14,971,026
General Fund Contribution	119,395,502	123,319,207	<b>126,753,588</b>	130,017,652
Less Transfers/Internal Charges	4,474,697	4,775,517	<b>4,954,289</b>	4,954,289
Total Public Safety	130,496,972	132,622,018	<b>136,327,932</b>	140,034,389

## ***BUDGET HIGHLIGHTS***

- The FY 16-17 Recommended Budget for the Public Safety Result Area is increasing by \$3,705,914, or 2.8%.
- The FY 16-17 Recommended Budget for the Fire Department is increasing by \$1,328,584, or 2.8%.
- The FY 16-17 Recommended Budget for Fire includes an additional six (6) firefighter positions which will fully staff all Ladder Companies.
- In FY 15-16, the Fire Department began preparations for construction of a new Fire Station on Burlington Road. The anticipated completion date is June of 2017.
- The FY 16-17 Recommended Budget for Police is increasing by \$1,892,377, or approximately 2.7%.
- The FY 16-17 Recommended Budget for Police reflects a service enhancement for new body-worn cameras to outfit sworn officers. Costs for the first year of implementation have been partially supported by federal funds.
- The FY 16-17 Recommended Budget for Metro Communications is increasing by \$339,207, or 4.5%.
- According to the consolidation agreement, Guilford County pays a percentage of the cost of the consolidated department, net user charges and appropriated fund balance, based on the percentage of County calls dispatched. For FY 16-17, Guilford County's share is approximately 37%, or \$2,876,576. This is higher than 35%, or \$2,541,546, in FY 15-16.



# FIRE

## PROGRAMS

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b>Fire Administration</b>				
Provides executive leadership, planning and resource management functions for the Fire Department.				
<i>Appropriation</i>	1,662,183	1,925,244	<b>1,886,977</b>	1,920,286
<i>Full Time Equivalent Positions</i>	11	11	<b>11</b>	11
<b>Training</b>				
Provides firefighting, career and professional development training as well as recruit firefighter training. Offers curriculum for all Federal and State mandated certifications required for specialized job responsibilities within fire service.				
<i>Appropriation</i>	1,570,760	1,227,483	<b>1,246,529</b>	1,268,374
<i>Full Time Equivalent Positions</i>	8	9	<b>9</b>	9
<b>Fire and Life Safety</b>				
Takes pro-active steps such as inspections, investigations and public education to minimize the chance of damage to life and property which may be caused by fire or hazardous conditions.				
<i>Appropriation</i>	1,705,263	1,736,697	<b>1,849,253</b>	1,904,460
<i>Full Time Equivalent Positions</i>	22	22	<b>22</b>	22
<b>Emergency Services</b>				
Trains for and responds to emergency situations involving fire, hazardous material accidents, emergency medical/rescue and disasters to minimize damage to the lives and property of Greensboro Citizens.				
<i>Appropriation</i>	34,856,549	37,112,564	<b>38,640,434</b>	39,711,859
<i>Full Time Equivalent Positions</i>	513	525	<b>531</b>	531
<b>Regulatory and Fleet Services</b>				
Assures departmental compliance with all State and Federal regulatory mandates; tracks injuries and accidents involving fire personnel; supplies all necessary fire apparatus, other equipment and supplies; and repairs and maintains all fire equipment.				
<i>Appropriation</i>	4,870,538	5,020,004	<b>4,728,202</b>	4,771,359
<i>Full Time Equivalent Positions</i>	12	11	<b>11</b>	11
<b>Stations</b>				
Maintenance and Operations cost for 25 fire stations.				
<i>Appropriation</i>	672,674	358,677	<b>357,858</b>	380,296
<i>Full Time Equivalent Positions</i>	0	0	<b>0</b>	0

## Departmental Objectives

- Provide property fire protection to reduce fire loss and to minimize the dollar amount of property value lost to fire damage in commercial structures.
- Structure fire containment to reduce civilian and firefighter injuries and/or death and to meet or exceed the industry or adopted benchmark of 75%.
- To meet or exceed City Council adopted Standard of Coverage benchmark\* for alarm handling, turnout, and travel time (total response time) for first due unit arrival on the emergency scene. To meet or exceed the industry standard and adopted benchmark of a total response time of 6 minutes or less 90% of the time.
- Maintain emergency response effectiveness to meet or exceed industry or adopted benchmark of 15% and improve cardiac survival rate.
- Maintain accredited agency status through the Commission of Fire Accreditation International to achieve organizational excellence through the process of accreditation.
- To achieve the highest and best ISO Public Protection Classification (PPC) thereby reducing fire loss and providing safe occupancies.
- Support economic development by providing timely review of building/fire suppression system plans and through providing specialized emergency services.
- To meet or exceed required training and drills in accordance with departmental General Operating Guidelines (GOG).
- To minimize the number of fires and injury through achieving compliance with the NC State Fire Prevention Code.
- To minimize the cost per fire inspection.
- To manage growth by updating annually and utilizing the Fire Department Assessment and Planning Matrix.
- To meet or exceed the Standard of Coverage for response to moderate hazard-structure fire emergency calls and medical emergency calls.
- To minimize the dollar amount of property value lost to fire damage.
- To reduce or eliminate the reoccurrence of fires and minimize the crime of arson.
- To provide proper tools, equipment, training and policy to reduce injuries and accidents of firefighters and to properly test safety equipment in accordance with OSHA/NFPA standards.

## PERFORMANCE MEASURES

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Workload Measures</b>				
• Total number of Fires	1,079	1,100	1,000	1,100
• Total number of Residential Structure Fires	211	200	210	210
• Total number of Commercial Structure Fires	72	45	42	42
• Total number of Medical Events	23,186	24,577	26,051	27,614
• Total number of Cardiac Arrest Patients	175	155	163	163
• Total number of General Fire Inspections	6,570	6,200	6,500	6,500
• Total number of Fire Investigations	207	300	300	300
<b>Efficiency Measures</b>				
• Percentage of first due unit arrival in 6 minutes or less (medical)*	66.11%	70.00%	70.00%	70.00%
• Percentage of first due unit arrival in 6 minutes 20 seconds or less (fires)	93.82%	94.00%	94.00%	94.00%
• Percentage of cardiac arrest patients that regain a pulse before being turned over to a higher level of medical care	24.00%	25.00%	25.00%	25.00%
• Percentage of compliance with the state mandated minimum inspection frequency for all occupancies	76.66%	80.00%	80.00%	80.00%
• Percent of when 9-1-1 call processing was 60 seconds or less (Metro 911 function) (Moderate Fire Hazard)	72.72%	40.00%	40.00%	40.00%
• Percent where turn out time was 80 seconds or less. (Moderate Fire Hazard)	45.45%	50.00%	50.00%	50.00%
• Percent where travel time for first arriving unit was 4 minutes or less (Moderate Fire Hazard)	90.90%	90.00%	90.00%	90.00%
• Percent where 17 persons arrived on scene in 11 minutes 35 seconds or less. (Moderate Fire Hazard)	100.00%	95.00%	95.00%	95.00%
• Percent where entire first alarm complement arrived in 10 minutes, 20 sec or less (Moderate Fire Hazard)	94.55%	92.00%	92.00%	92.00%



Public Safety - Fire

**Effectiveness Measures**

• Percentage of actual residential structure fires that are contained to the room of origin	69.05%	70.00%	<b>70.00%</b>	70.00%
• Percentage of total number of fires that were commercial structures	20.15%	20.00%	<b>20.00%</b>	20.00%
• Percentage of total dollar loss that were commercial structures	12.28%	7.00%	<b>3.00%</b>	3.00%
• Percentage of dollar loss based on total value of commercial property where fires occurred	1.51%	1.00%	<b>1.00%</b>	1.00%
• Number/Percentage of fire deaths inside of the room of origin	(0) 0%	25.0%	<b>0.00%</b>	25.00%
• Number/Percentage of fire deaths outside of the room of origin	(1) 100%	75.0%	<b>75.00%</b>	75.00%
• Percent of property value saved by fire protection services	99.00%	85.00%	<b>95.00%</b>	95.00%
• Cost per inspection	\$90.80	\$85.00	<b>\$85.00</b>	\$85.00

**BUDGET SUMMARY**

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	38,888,115	41,207,234	<b>42,894,353</b>	44,104,836
Maintenance & Operations	6,442,929	6,173,435	<b>5,814,900</b>	5,851,798
Capital Outlay	6,924	0	<b>0</b>	0
 Total	 45,337,968	 47,380,669	 <b>48,709,253</b>	 49,956,634
Total FTE Positions	566.000	578.000	<b>584.000</b>	584.000
<b>Revenues:</b>				
Intergovernmental	399,944	401,746	<b>401,746</b>	401,746
User Charges	211,178	245,675	<b>258,920</b>	259,420
All Other	946,874	839,570	<b>965,480</b>	970,480
Subtotal	1,557,996	1,486,991	<b>1,626,146</b>	1,631,646
General Fund Contribution	43,779,972	45,893,678	<b>47,083,107</b>	48,324,988
 Total	 45,337,968	 47,380,669	 <b>48,709,253</b>	 49,956,634

**BUDGET HIGHLIGHTS**

- The FY 16-17 Recommended Budget is increasing by \$1,328,584, or 2.8%.
- The FY 16-17 Recommended Budget includes an additional six (6) firefighter positions which will fully staff all Ladder Companies.
- In FY 15-16, the Fire Department began preparations for construction of a new Fire Station on Burlington Road. The anticipated completion date is June of 2017.

# POLICE

## PROGRAMS

	2014-15 Actual	2015-16 Budget	2016-17 <b>Recommended</b>	2017-18 Projected
<b>Police Administration</b>				
Police Administration includes Chief of Police, four Assistant Chiefs of Police, Executive Officer to the Chief of Police, Police Attorney, Professional Standards, Public Information Officer, and Community Outreach. Police Administration creates and manages departmental goals and objectives; it also directs and provides oversight to all departmental activities. Administration also provides administrative and legal support to the Police Department in a variety of areas. Professional Standards is responsible for managing all aspects of internal employee investigations, conducts administrative investigations of misconduct allegations against Police employees, and produces a comprehensive annual report on all aspects of the department's internal investigations.				
<i>Appropriation</i>	3,454,318	3,411,384	<b>3,699,953</b>	3,766,467
<i>Full Time Equivalent Positions</i>	22	21	<b>23</b>	23
<b>Management Bureau</b>				
The Management Bureau includes the Divisions of Resource Management, Training, Research and Planning, and Information Services. Resource Management is responsible for budget preparation and oversight, grant agreements and grant documentation. It oversees the hiring process for Police employees and manages/coordinates the training and evaluation program that is provided to all police officers. Research and Planning conducts internal inspection and audits of department functions, equipment, policies, procedures and personnel through the Staff Inspections Section. CALEA is responsible for ongoing compliance with the standards of the Commission on Accreditation of Law Enforcement Agencies. The Division is also responsible for research projects, development of policy and procedures. Records Division provides support services through record management of all case files and related documents including processing investigative and supplementary reports. It also provides the Crime Analysis function, Watch Operations and Telephone Response Unit.				
<i>Appropriation</i>	14,490,805	13,082,936	<b>13,586,478</b>	14,161,108
<i>Full Time Equivalent Positions</i>	64	64	<b>68</b>	68
<b>Investigative Bureau</b>				
The Investigative Bureau includes Criminal Investigations and Vice/Narcotics. The Investigative Bureau provides support services to field units on a city-wide basis. Criminal investigations provide investigative services for crimes against persons and crimes against property. It also includes a Family Victims Unit that manages investigations of sexual assault, domestic violence and youth crimes and victimization. The Crimestoppers Program is also managed through CID. Vice/Narcotics Division investigates criminal activity related to the sale/distribution of narcotics, prostitution, gambling, and ABC violations. They also house the intelligence and task force squads.				
<i>Appropriation</i>	11,141,425	11,521,838	<b>12,571,146</b>	12,885,366
<i>Full Time Equivalent Positions</i>	141	141	<b>151</b>	151
<b>Support Bureau</b>				
The Support Bureau includes Operational Support, Special Operations and Forensic Services. Operation Support includes Watch Operations, Neighborhood-Oriented Policing, Police Neighborhood Resource Centers and School Resource Officer Programs. Special Operations manages all special teams as well as Traffic Safety Team and Crash Reconstruction. Forensic Services manages the Crime Scene Investigators and the Department's Evidence/Property section.				
<i>Appropriation</i>	8,932,015	9,357,339	<b>9,441,713</b>	9,670,256
<i>Full Time Equivalent Positions</i>	117.893	117.893	<b>115.893</b>	115.893
<b>Patrol Bureau</b>				
The Patrol Bureau includes four geographic divisions: Eastern, Western, Southern and Central. Patrol divisions provide continuous police coverage to respond to citizen initiated calls for service and for proactive law enforcement activities. Additional support units assigned to Patrol Bureau are Patrol Operations Division which houses Canine, Building Security and Police Reserves. Satellite facilities have administrative personnel that assist in the delivery of police services at each location from 8:00 am-5:00 pm Monday through Friday. Each division also includes Community Resource Teams (CRT), which are proactive patrol units created under the department reorganization March, 2011. CRTs are neighborhood based and focused on problem-solving and crime prevention.				
<i>Appropriation</i>	30,922,220	32,792,906	<b>32,759,490</b>	33,697,766
<i>Full Time Equivalent Positions</i>	456	457	<b>444</b>	444





**Departmental Objectives**

- Create Priority Offender Strategy to enhance management of repeat and priority offenders.
- Reduce Part I criminal offenses by 10% annually for the time period FY 2014-15 compared to FY 2013-14 (per capita).
- Reduce juvenile felony offenses.
- Reduce Part I and Part II criminal offenses committed by youth under the age of 16 by 10% annually for the time period FY 2014-15 compared to FY 2013-14 (per capita).
- Reduce response times to calls for service.
- Improve the delivery of service externally and internally.

**PERFORMANCE MEASURES**

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b><u>Workload Measures</u></b>				
• Felony Offenses Reported (Part I Crimes)	11,273	15,236	<b>15,236</b>	15,236
• Offenses Reported-15 years of age and under	4,750	4,500	<b>4,500</b>	4,500
• Number of Priority Offenders managed under electronic monitoring	279	200	<b>200</b>	200
• Number of Part I Crimes cleared by arrest, exception or unfounded	5,372	4,200	<b>4,200</b>	4,200
<b><u>Efficiency Measures</u></b>				
• Average Police Response Time to High Priority Calls (in minutes)	6:51	6:00	<b>6:00</b>	6:00
• First due GPD unit arrival to Priority I Calls in 7 minutes or less	64%	90%	<b>90%</b>	90%
• First due GPD unit arrival to Priority II Calls within 12 minutes	76%	90%	<b>90%</b>	90%
• GPD Average Training Hours (Patrol Personnel)	40	40	<b>40</b>	40
<b><u>Effectiveness Measures</u></b>				
• Percent of Felony cases cleared	31%	30%	<b>30%</b>	30%
• Reduce the UCR Part I Crime rate	-9%	-10%	<b>-10%</b>	-10%
• Reduce case closure suspense time for homicides, aggravated assaults and robberies	31%	-15%	<b>-15%</b>	-15%
• Percent of citizens satisfaction survey indicating a positive impression/perception of GPD	72%	75%	<b>75%</b>	75%

**BUDGET SUMMARY**

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	58,690,486	59,572,091	<b>61,467,689</b>	63,165,420
Maintenance & Operations	10,250,296	10,549,103	<b>10,591,091</b>	11,015,543
Capital Outlay	0	45,209	<b>0</b>	0
<b>Total</b>	<b>68,940,782</b>	<b>70,166,403</b>	<b>72,058,780</b>	<b>74,180,963</b>
Total FTE Positions	800.893	800.893	<b>801.893</b>	801.893
<b>Revenues:</b>				
Intergovernmental	1,061,054	1,064,054	<b>1,064,051</b>	1,064,051
Licenses/Permits	7,654	6,000	<b>6,000</b>	6,000
User Charges	635,421	556,608	<b>639,580</b>	639,580
All Other	1,038,038	1,170,270	<b>1,092,270</b>	1,192,270
Subtotal	2,742,167	2,796,932	<b>2,801,901</b>	2,901,901
General Fund Contribution	66,198,615	67,369,471	<b>69,256,879</b>	71,279,062
<b>Total</b>	<b>68,940,782</b>	<b>70,166,403</b>	<b>72,058,780</b>	<b>74,180,963</b>

**BUDGET HIGHLIGHTS**

- The FY 16-17 Recommended Budget is increasing by \$1,892,377, or approximately 2.7%.
- The FY 16-17 Recommended Budget reflects a service enhancement for new body-worn cameras to outfit sworn officers. Costs for the first year of implementation have been partially supported by federal funds.



# EMERGENCY TELEPHONE SYSTEM FUND

## PROGRAMS

	2014-15 Actual	2015-16 Budget	2016-17 <b>Recommended</b>	2017-18 Projected
<b>911 Wireless</b>				
<p>This accounting division handles funding provided directly from the State of North Carolina for 911 services. 911 Board funding can only be used for eligible 911 system and equipment expenses, as well as other authorized functions as outlined by NCGS 62A.</p>				
<i>Appropriation</i>	2,735,952	2,914,722	<b>2,870,499</b>	2,875,803
<i>Full Time Equivalent Positions</i>	2.2	2.2	<b>2.2</b>	2.2

### Departmental Objectives

- Collaborate and partner with State 911 Board officials to comply with eligible expenditure rules and State Law 62A.
- Conduct continuous monitoring of expenses paid for with 911 surcharge revenues.
- Decrease call processing time for emergency responders.
- Increase responsiveness for timely processing of public information requests.
- Provide exceptional customer service via EMD and EFD protocol compliance per year.

## PERFORMANCE MEASURES

	2014-15 Actual	2015-16 Budget	2016-17 <b>Recommended</b>	2017-18 Projected
<b><u>Workload Measures</u></b>				
• Number of monthly educational contacts	4	7.0	<b>7.0</b>	7.0
• Number of people contacted via educational events	278	400	<b>400</b>	400
• Total calls dispatched	438,446	440,235	<b>440,235</b>	430,028
• Number of in-service training sessions	6	6	<b>6</b>	6
<b><u>Efficiency Measures</u></b>				
• Seconds to dispatch law high priority calls (120 seconds goal)	118 sec	118 sec	<b>118 sec</b>	117 sec
<b><u>Effectiveness Measures</u></b>				
• Percentage of 911 calls answered within 10 seconds or less	99%	98%	<b>98%</b>	98%
• Percentage of non-emergency calls answered within 15 seconds or less	97%	97%	<b>97%</b>	97%
• Percentage of Fire calls dispatched within 60 seconds	88%	85%	<b>85%</b>	86%
• Percentage of public record requests processed within 2 days or less of initial request	99%	99%	<b>99%</b>	99%
• Percentage of EMD (Medical) protocol compliance met by 911	98%	96%	<b>96%</b>	97%
• Percentage of EFD (Fire) protocol compliance met by 911	99%	96%	<b>96%</b>	97%

**BUDGET SUMMARY**

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	145,719	171,957	<b>158,575</b>	164,125
Maintenance & Operations	2,590,233	2,742,765	<b>2,711,924</b>	2,711,678
Capital Outlay	0	0	<b>0</b>	0
Total	2,735,952	2,914,722	<b>2,870,499</b>	2,875,803
Total FTE Positions	2.200	2.200	<b>2.200</b>	2.200
<b>Revenues:</b>				
User Charges	2,760,822	1,798,811	<b>2,679,153</b>	2,679,153
All Other	18,181	7,500	<b>11,331</b>	12,611
Appropriated Fund Balance	1,119,546	1,108,411	<b>180,015</b>	184,039
Subtotal	3,898,549	2,914,722	<b>2,870,499</b>	2,875,803
General Fund Contribution	0	0	<b>0</b>	0
Total	3,898,549	2,914,722	<b>2,870,499</b>	2,875,803

**BUDGET HIGHLIGHTS**

- The FY 16-17 Recommended Budget is decreasing by \$44,223, or 1.5%.
- In the FY 15-16 budget, a significant amount of fund balance was appropriated in response to the State 911 Board's directive to lower the fund balance for Fund 281. No additional State funding could be received until the fund balance was dropped below 20%. As a result of this action, the City will receive more State funding this year.



# METRO COMMUNICATIONS FUND

## PROGRAMS

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b>Metro Communications Administration</b>				
Administration section includes the Metro Communications Director who creates and manages the department goals and objectives. This section also provides executive management for Guilford Metro Emergency Communications, Training/Quality Assurance, 911 Information Systems, and Technical Services including budget, planning and personnel management.				
<i>Appropriation</i>	613,374	953,137	<b>973,778</b>	990,689
<i>Full Time Equivalent Positions</i>	6	6	<b>6</b>	6

## Emergency Communications

This division is the first point of contact for the citizens to reach public safety emergency responders 24 hours a day 7 days a week throughout Greensboro and Guilford County. The division provides dispatch services for the Greensboro Police, Greensboro Fire, Guilford County EMS, Guilford County Sheriff, and Guilford County Fire. This division also provides after-hour emergency contact for multiple City departments and is involved in city-wide emergency coordination.

<i>Appropriation</i>	5,767,531	6,056,776	<b>6,350,886</b>	6,538,668
<i>Full Time Equivalent Positions</i>	93	93	<b>93</b>	93

## Support Services

The Support Services Division is responsible for the acquisition, configuration and maintenance of computer, server and network equipment and all information technology equipment and services. These systems include network, CAD and mobile data network, and all associated software systems. This group is also responsible for the CPE, automated call distribution system, and logging recorder systems. This division provides after hour on call duties for the department.

<i>Appropriation</i>	500,116	511,117	<b>535,573</b>	543,838
<i>Full Time Equivalent Positions</i>	2.8	2.8	<b>2.8</b>	2.8

## Departmental Objectives

- Decrease call processing time for emergency responders.
- Increase responsiveness for timely processing of public information requests.
- Maintain or exceed standards for accrediting agencies such as CAAS, CALEA, Priority Dispatch, ISO.
- Maintain and/or exceed national standards for employee training.
- Provide exceptional customer service via EMD and EFD protocol compliance per year.

## PERFORMANCE MEASURES

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b><u>Workload Measures</u></b>				
• Number of monthly educational contacts	4.2	7.0	<b>7.0</b>	7.0
• Number of people contacted via educational events	278	400	<b>400</b>	400
• Total calls dispatched	438,446	440,235	<b>440,235</b>	430,028
• Number of in-service training sessions	6	6	<b>6</b>	6
<b><u>Efficiency Measures</u></b>				
• Seconds to dispatch law high priority calls (120 seconds goal)	118 sec	118 sec	<b>118 sec</b>	117 sec

Public Safety - Metro Communications Fund

**Effectiveness Measures**

• Percentage of 911 calls answered within 10 seconds or less	99%	98%	98%	98%
• Percentage of non-emergency calls answered within 15 seconds or less	97%	97%	97%	97%
• Percentage of Fire calls dispatched within 60 seconds	88%	85%	85%	86%
• Percentage of public record requests processed within 2 days or less of initial request	99%	99%	99%	99%
• Percentage of EMD (Medical) protocol compliance met by 911	98%	96%	96%	97%
• Percentage of EFD (Fire) protocol compliance met by 911	99%	96%	96%	97%

**BUDGET SUMMARY**

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	6,133,698	6,528,127	<b>6,861,655</b>	7,073,468
Maintenance & Operations	747,322	992,903	<b>998,582</b>	999,727
Capital Outlay	0	0	<b>0</b>	0
<b>Total</b>	<b>6,881,020</b>	<b>7,521,030</b>	<b>7,860,237</b>	<b>8,073,195</b>
Total FTE Positions	101.800	101.800	<b>101.800</b>	101.800
<b>Revenues:</b>				
Cost Recovery - Guilford Co.	2,276,554	2,541,546	<b>2,876,576</b>	2,896,646
User Charges	6,033	13,131	<b>13,131</b>	13,131
All Other	61,271	59,003	<b>57,995</b>	92,542
Appropriated Fund Balance	651,549	187,336	<b>13,749</b>	172,090
Subtotal	2,995,407	2,801,016	<b>2,961,451</b>	3,174,409
General Fund Contribution	4,419,194	4,720,014	<b>4,898,786</b>	4,898,786
<b>Total</b>	<b>7,414,601</b>	<b>7,521,030</b>	<b>7,860,237</b>	<b>8,073,195</b>

**BUDGET HIGHLIGHTS**

- The FY 16-17 Recommended Budget is increasing by \$339,207, or 4.5%.
- According to the consolidation agreement, Guilford County pays a percentage of the cost of the consolidated department, net user charges and appropriated fund balance, based on the percentage of County calls dispatched. For FY 16-17, Guilford County's share is approximately 37%, or \$2,876,576. This is higher than 35%, or \$2,541,546, in FY 15-16.



# TECHNICAL SERVICES FUND

## PROGRAMS

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Technical Services</b>				
Designs, installs, maintains and develops specifications of communications and security equipment systems for the City; reviews all systems, monitors growth patterns, and projects future electronic equipment needs for all City departments. Technical Services also provides services to Guilford County, the Town of Gibsonville, the City of Burlington, Town of Elon, State Universities and other public safety and general government agencies.				
<i>Appropriation</i>	3,428,008	4,078,667	<b>4,268,636</b>	4,387,267
<i>Full Time Equivalent Positions</i>	9	9	9	9

## Departmental Objectives

- Maintain 99.99% radio system availability.
- Complete 90% of all system service requests within 24 hours.
- Be on site for 90% of all dispatched calls for service within one hour.

## PERFORMANCE MEASURES

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Workload Measures</b>				
• Number of work orders completed	2,009	<b>3,200</b>	<b>3,200</b>	3,300
• Number of preventative maintenance checks performed on system	36	<b>36</b>	<b>36</b>	36
<b>Effectiveness Measures</b>				
• Complete 90% of all system service requests within 24 hours	90%	<b>90%</b>	<b>90%</b>	90%
• Be on site for 90% of all dispatched calls for service within one hour	90%	<b>90%</b>	<b>90%</b>	90%
• Maintain 99.99% radio system availability	99.99%	<b>99.99%</b>	<b>99.99%</b>	99.99%

## BUDGET SUMMARY

	2014-15 Actual	2015-16 Budget	2016-17 Recommended	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	692,422	820,685	<b>839,077</b>	857,870
Maintenance & Operations	2,641,586	3,257,982	<b>3,429,559</b>	3,529,397
Capital Outlay	94,000	0	<b>0</b>	0
Total	3,428,008	4,078,667	<b>4,268,636</b>	4,387,267
Total FTE Positions	9.000	9.000	<b>9.000</b>	9.000
<b>Revenues:</b>				
User Charges	858,417	1,018,212	<b>1,111,751</b>	1,138,559
Internal Charges	2,342,722	2,292,370	<b>2,297,988</b>	2,297,988
Appropriated Fund Balance	792,424	739,085	<b>819,977</b>	907,406
All Other	388,485	29,000	<b>38,920</b>	43,314
Total	4,382,048	4,078,667	<b>4,268,636</b>	4,387,267

## BUDGET HIGHLIGHTS

- The FY 16-17 Recommended Budget is increasing by \$189,969, or 4.6%.

# NON-DEPARTMENTAL PUBLIC SAFETY

## **PROGRAMS**

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
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### **Transfer to Metro Communications**

In FY 04-05, Emergency Communications was broken out from within the Police Department and became an independent City department budgeted in a separate fund. In FY 06-07 the Emergency Communications Departments of the City of Greensboro and Guilford County Emergency consolidated. In FY 11-12 in accordance with the requirements of NCGS 62A pertaining to required financial reporting to the State Public Safety Answering Point (PSAP) Board for Emergency Telephone Service funding, the City established the "Guilford Metro Communications Fund" and now reports all emergency communications revenues, expenditures and fund balance in the "Guilford Metro Communications Fund." The funding budgeted in Non-Departmental Public Safety represents the portion of Guilford Metro Communications operations that continues to be supported by the General Fund. In FY 2016-17 the City's contribution is 63%.

<i>Appropriation</i>	4,419,194	4,720,014	<b>4,898,786</b>	4,898,786
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### **Agency/Entity Funding**

This program allocates funding for Animal Control in order to provide care for animals which are lost or unwanted, or must be impounded due to local ordinance violations. The City of Greensboro contracts with Guilford County for the provision of animal control services.

<i>Appropriation</i>	578,527	616,030	<b>616,030</b>	616,030
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## **BUDGET SUMMARY**

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b>Expenditures:</b>				
Transfer to Metro Communications	4,419,194	4,720,014	<b>4,898,786</b>	4,898,786
Animal Control	578,527	616,030	<b>616,030</b>	616,030
All Other	0	0	<b>0</b>	0
Total	4,997,721	5,336,044	<b>5,514,816</b>	5,514,816
<b>Revenues:</b>				
General Fund Contribution	4,997,721	5,336,044	<b>5,514,816</b>	5,514,816
Total	4,997,721	5,336,044	<b>5,514,816</b>	5,514,816

## **BUDGET HIGHLIGHTS**

- The FY 16-17 General Fund contribution to Guilford Metro Communications is increasing by \$178,772, or 3.4%.

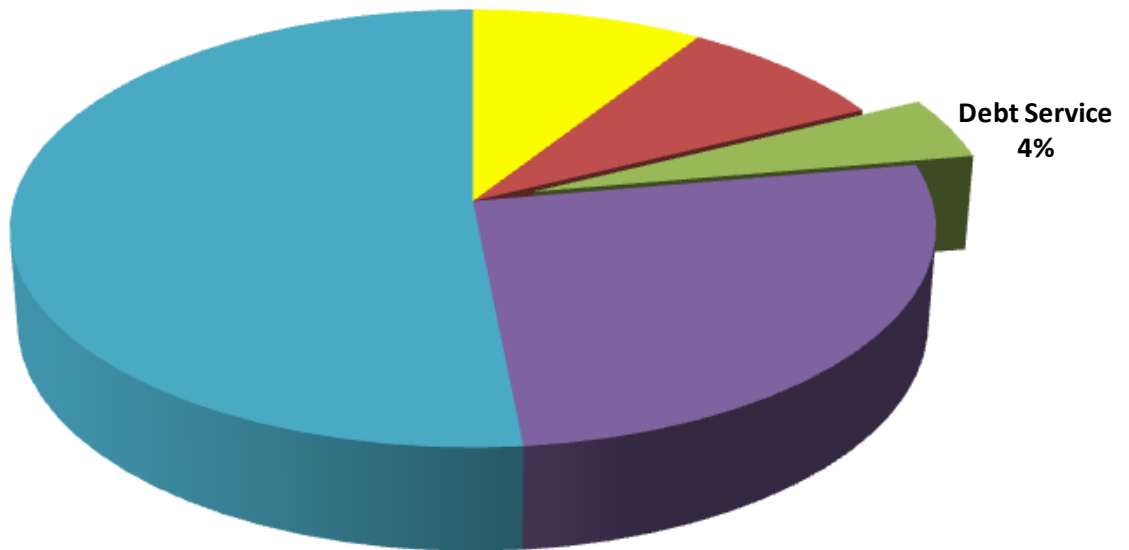




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# DEBT SERVICE & CAPITAL IMPROVEMENTS PROGRAM

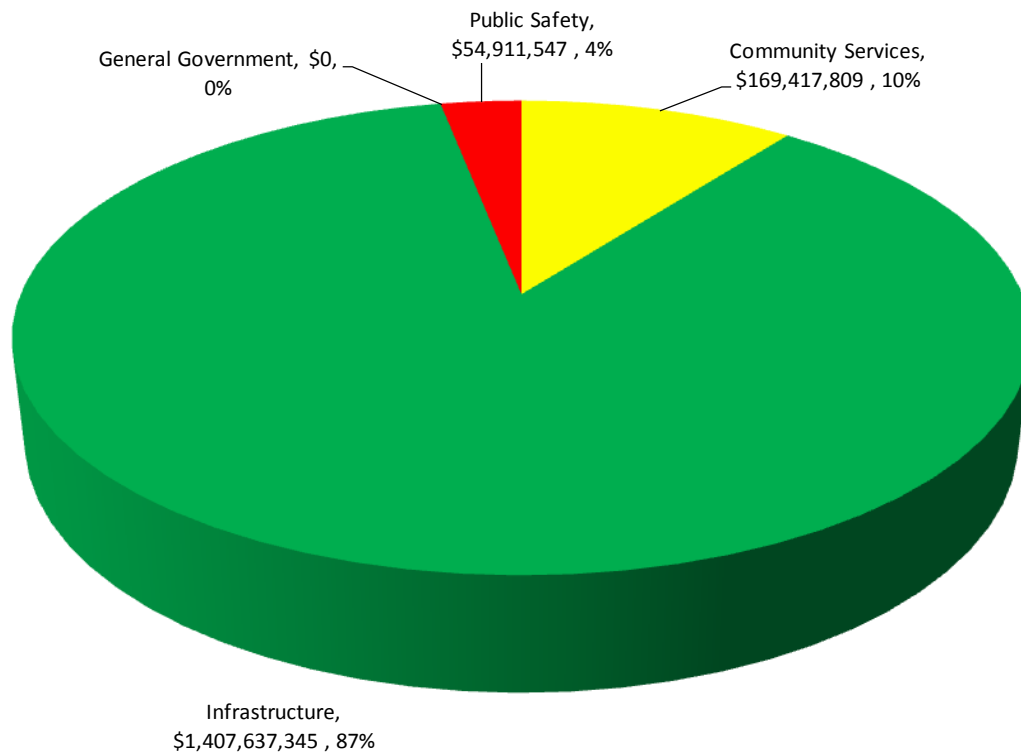
Debt Service Fund  
Capital Leasing Fund  
Capital Improvements Program



FY 16-17

# CAPITAL IMPROVEMENTS PROGRAM 2017-2026

Community Services  
General Government  
Infrastructure  
Public Safety



**FY 16-17**

# DEBT SERVICE FUND

## PROGRAMS

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
The Debt Service Fund is an accounting entity established to record the retirement of the City's general obligation bonded indebtedness. Expenditures in this fund include principal and interest payments on the City's debt as well as administrative costs associated with selling bonds.				
<i>Appropriation</i>	16,816,491	19,399,408	<b>23,402,892</b>	23,369,799
<i>Full Time Equivalent Positions</i>	1.58	1.55	<b>1.55</b>	1.55

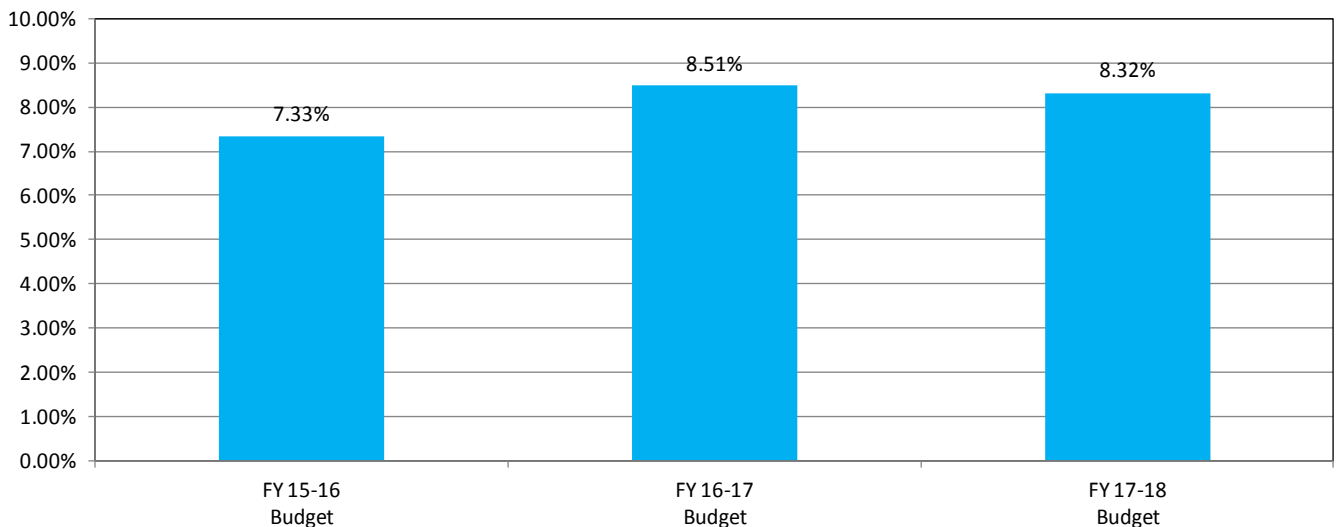
## BUDGET SUMMARY

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b>Expenditures:</b>				
General Obligation Bond Retirement	16,816,491	19,399,408	<b>23,402,892</b>	23,369,799
Hotel/Motel Debt Retirement	0	0	<b>0</b>	0
Installment Financing Agreements	0	0	<b>0</b>	0
Total	16,816,491	19,399,408	<b>23,402,892</b>	23,369,799
Total FTE Positions	1.580	1.550	<b>1.550</b>	1.550
<b>Revenues:</b>				
Transfer	18,043,080	18,272,570	<b>21,238,110</b>	21,454,370
All Other	1,429,895	1,126,838	<b>2,164,782</b>	1,507,750
Fund Balance	424,000	0	<b>0</b>	407,679
Total	19,896,975	19,399,408	<b>23,402,892</b>	23,369,799

## BUDGET HIGHLIGHTS

- The FY 16-17 Recommended Budget is increasing by \$4,003,484, or 20.6%.
- Property tax revenue allocation for debt service will increase from 7.25 cents to 8.25 cents. This increase is being absorbed within the General Fund with no actual property tax rate adjustment.

### Annual General Obligation Debt as a Percentage of General Fund Budget



Capital Improvements/Debt Service-Debt Service Fund

SUMMARY OF OUTSTANDING DEBT ISSUES  
AS OF JUNE 30, 2016

<u>ISSUE</u>	<u>PURPOSE</u>	<u>AMOUNT ISSUED</u>	<u>ISSUE DATE</u>	<u>AMOUNT OUTSTANDING</u>
<b><sup>1</sup> BOND ANTICIPATION NOTES</b>				
<sup>2</sup> BAN - Public Improvement Projects (GC Public Improvement Projects		\$24,302,835	2014	\$24,302,835
<sup>3</sup> BAN - Performing Arts Center (LOB)	Performing Arts Center	12,011,585	2014	12,011,585
<sup>4</sup> BAN - Coliseum Improvements (LOB)	Coliseum Improvements	439,913	2016	439,913
<b>LIMITED OBLIGATION BONDS</b>				
Limited Obligation Bonds	Coliseum Improvements	24,450,000	2014	23,860,000
<b>GENERAL OBLIGATION BONDS</b>				
Streets	Street Improvements	5,179,400	2014	4,658,800
Public Safety	Fire Stations	1,476,583	2014	1,328,166
Library Facilities	Library Facilities	2,271,667	2014	2,043,334
Parks & Recreation	Parks & Recreation Facilities-Gateway Gardens	545,200	2014	490,400
Parks & Recreation	Greensboro Science Center	4,157,150	2014	3,739,300
Parks & Recreation	Parks & Recreation Facilities	6,000,000	2012	4,800,000
Greensboro Science Center	Greensboro Science Center	4,000,000	2012	3,200,000
Street Improvements	Street Improvements	18,240,000	2010	13,680,000
Transportation	Public Transportation	500,000	2010	375,000
Public Safety	Fire Stations	345,000	2010	258,750
Neighborhood Redevelopment	Neighborhood Redevelopment	1,300,000	2010	975,000
Library Facilities	Library Facilities	300,000	2010	225,000
Economic Development	Economic Development	4,000,000	2010	3,000,000
Parks & Recreation	Parks & Recreation Facilities-Aquatics/Hilltop Rd.	15,315,000	2010	11,486,250
Street Improvements	Street Improvements	24,920,000	2008	15,531,581
Transportation	Public Transportation	500,000	2008	311,629
Public Safety	Fire Stations	10,200,000	2008	6,357,228
Greensboro Historical Musuem	Greensboro Historical Musuem	5,300,000	2008	3,303,266
Library Facilities	Library Facilities	4,800,000	2008	2,991,637
Economic Development	Economic Development	2,000,000	2008	1,246,515
Public Buildings	Public Buildings	1,000,000	2008	623,258
Parks & Recreation	Parks & Recreation Facilities-War Memorial Stadium	1,500,000	2008	934,886
Streets	Street Improvements	14,000,000	2006	4,015,570
Housing & Redevelopment	Neighborhood Redevelopment	1,500,000	2006	2,049,644
Parks & Recreation	Parks & Recreation Facilities	6,500,000	2006	8,884,785
Transportation	Public Transportation System	500,000	2005	176,097
Parks & Recreation	Parks & Recreation Facilities	4,500,000	2005	1,584,877
Library Facilities	Library Facilities	1,700,000	2005	598,732
Public Safety	Fire Stations	4,380,000	2005	1,542,613
Parks & Recreation	Greensboro Science Center	3,500,000	2005	1,232,682
Streets	Street Improvements	17,330,000	2003	6,524,745
Transportation	Public Transportation	500,000	2003	188,250
Parks & Recreation	Parks & Recreation Facilities	16,600,000	2003	6,249,900
Public Safety	Fire Station	5,170,000	2003	1,946,505
Public Buildings	Law Enforcement Facilities	7,080,000	2003	2,665,620
Public Buildings	Library Facilities	3,320,000	2003	1,249,980
Streets	Street & Bridge Construction	13,500,000	1998	4,538,077
Public Safety	Communications System	6,500,000	1998	2,185,000
Public Safety	Training Facilities	14,500,000	1998	4,874,231
Public Safety	Construction of Fire Station	1,500,000	1998	504,231
Public Buildings	Construction of Public Facilities	6,000,000	1998	2,016,923
Housing & Redevelopment	Low Income Housing Projects	10,000,000	1998	3,361,538
<b>TOTAL GENERAL OBLIGATION BONDS</b>		<b>252,430,000</b>		<b>137,950,000</b>
<b>TOTAL GENERAL DEBT</b>		<b>\$313,634,333</b>		<b>\$198,564,333</b>

<sup>1</sup> Bond Anticipation Note (BAN) is a three-year term note issued for the temporary financing of capital project expenditures until the permanent financing is issued.

<sup>2</sup> BAN (GO) authorized up to \$50 million.

<sup>3</sup> BAN (LOB) authorized up to \$30 million.

<sup>4</sup> BAN (LOB) authorized up to \$20 million.

**ANNUAL GENERAL AND LIMITED OBLIGATION DEBT SERVICE REQUIREMENTS  
CURRENT OUTSTANDING ISSUES**

**GENERAL OBLIGATION BONDS**

<u>FISCAL</u> <u>YEAR</u>	<u>Principal</u>	<u>Interest</u>	<u>TOTAL</u> <u>Prin. &amp; Int.</u>	<u>FISCAL</u> <u>YEAR</u>	<u>Principal</u>	<u>Interest</u>	<u>TOTAL</u> <u>Prin. &amp; Int.</u>
16/17	\$12,060,000	\$6,443,570	\$ 18,503,570	25/26	\$ 8,370,000	\$ 1,564,580	\$ 9,934,580
17/18	12,205,000	5,866,420	18,071,420	26/27	6,995,000	1,160,146	8,155,146
18/19	12,645,000	5,276,020	17,921,020	27/28	6,995,000	832,486	7,827,486
19/20	12,760,000	4,686,015	17,446,015	28/29	3,180,000	500,200	3,680,200
20/21	13,195,000	4,109,380	17,304,380	29/30	3,180,000	355,540	3,535,540
21/22	13,340,000	3,471,370	16,811,370	30/31	3,180,000	216,580	3,396,580
22/23	10,565,000	2,820,857	13,385,857	31/32	1,180,000	117,000	1,297,000
23/24	8,370,000	2,349,200	10,719,200	32/33	680,000	68,000	748,000
24/25	8,370,000	1,965,190	10,335,190	33/34	680,000	34,000	714,000
					<u>\$137,950,000</u> <u>\$41,836,554</u> <u>\$179,786,554</u>		

The table above lists the City's annual principal and interest obligations through fiscal year 2034 on the City's general obligation bonded debt outstanding.

**LIMITED OBLIGATION BONDS**

<u>FISCAL</u> <u>YEAR</u>	<u>Principal</u>	<u>Interest</u>	<u>TOTAL</u> <u>Prin. &amp; Int.</u>	<u>FISCAL</u> <u>YEAR</u>	<u>Principal</u>	<u>Interest</u>	<u>TOTAL</u> <u>Prin. &amp; Int.</u>
16/17	\$ 610,000	\$ 957,768	\$ 1,567,768	28/29	\$ 980,000	\$ 583,618	\$ 1,563,618
17/18	630,000	933,368	1,563,368	29/30	1,030,000	534,618	1,564,618
18/19	655,000	908,168	1,563,168	30/31	1,065,000	502,432	1,567,432
19/20	685,000	881,968	1,566,968	31/32	1,095,000	467,818	1,562,818
20/21	720,000	847,718	1,567,718	32/33	1,135,000	432,232	1,567,232
21/22	745,000	818,918	1,563,918	33/34	1,170,000	393,926	1,563,926
22/23	760,000	804,018	1,564,018	34/35	1,210,000	354,438	1,564,438
23/24	800,000	766,018	1,566,018	35/36	1,270,000	293,938	1,563,938
24/25	840,000	726,018	1,566,018	36/37	1,335,000	230,438	1,565,438
25/26	880,000	684,018	1,564,018	37/38	1,400,000	163,688	1,563,688
26/27	925,000	640,018	1,565,018	38/39	1,455,000	111,188	1,566,188
27/28	955,000	612,268	1,567,268	39/40	1,510,000	56,632	1,566,632
					<u>\$23,860,000</u> <u>\$13,705,232</u> <u>\$37,565,232</u>		

The table above lists the City's annual principal and interest obligations through fiscal year 2040 on the City's limited obligation bonded debt outstanding. This debt currently supports Coliseum improvements and is funded by the Hotel/Motel Tax Occupancy Fund.



**Summary of Outstanding Debt Issues  
As of June 30, 2016**

<u>Issue</u>	<u>Purpose</u>	<u>Amount Issued</u>	<u>Issue Date</u>	<u>Amount Outstanding</u>
<b>SPECIAL OBLIGATION BONDS</b>				
Solid Waste Disposal Facilities	Solid Waste Transfer Station & Improvements	\$8,400,000	2005	\$2,930,000

The special obligation debt is funding the 2005 construction of the Solid Waste Transfer Station and various improvement therein.

**CERTIFICATES OF PARTICIPATION**

Coliseum	Aquatic Center	\$7,000,000	2010	\$5,930,000
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Certificates of participation issued for Coliseum expansion, including the Aquatic Center, will be repaid with Hotel/Motel Tax revenues.

**ANNUAL SPECIAL OBLIGATION DEBT SERVICE REQUIREMENTS**

Fiscal Year	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
16-17	\$ 680,000	\$ 146,500	\$ 826,500
17-18	715,000	112,500	827,500
18-19	750,000	76,750	826,750
19-20	785,000	39,250	824,250
<b>TOTAL</b>	<b>\$2,930,000</b>	<b>\$375,000</b>	<b>\$3,305,000</b>

**ANNUAL CERTIFICATES OF PARTICIPATION DEBT SERVICE**

Fiscal Year	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
16-17	\$ 290,000	\$ 270,775	\$ 560,775
17-18	305,000	259,175	564,175
18-19	315,000	246,975	561,975
19-20	330,000	234,375	564,375
20-21	340,000	221,175	561,175
21-22	355,000	207,575	562,575
22-23	370,000	193,375	563,375
23-24	385,000	178,575	563,575
24-25	400,000	165,100	565,100
25-26	415,000	149,100	564,100
26-27	435,000	127,313	562,313
27-28	460,000	104,475	564,475
28-29	485,000	80,325	565,325
29-30	510,000	54,863	564,863
30-31	535,000	28,088	563,088
<b>TOTAL</b>	<b>\$5,930,000</b>	<b>\$2,521,264</b>	<b>\$8,451,264</b>

Capital Improvements/Debt Service-Debt Service Fund

As of June 30, 2016

**COMBINED ENTERPRISE SYSTEM REVENUE BONDS**

<u>ISSUE</u>	<u>PURPOSE</u>	<u>AMOUNT ISSUED</u>	<u>ISSUE DATE</u>	<u>AMOUNT OUTSTANDING</u>
Water Resources	Water & Wastewater	\$49,480,000	2006	\$37,465,000
Water Resources	Water & Wastewater	38,040,000	2007	1,605,000
Water Resources	Water & Wastewater	43,180,000	2009	34,745,000
Water Resources	Water & Wastewater	35,185,000	2012	26,855,000
Water Resources	Water & Wastewater	70,665,000	2014	60,665,000
Water Resources	Water & Wastewater	33,985,000	2015	33,985,000
Water Resources	Water & Wastewater	29,310,000	2016	29,310,000
Total Revenue Bonds		299,845,000		224,630,000

**BOND ANTICIPATION NOTES <sup>3</sup>**

<sup>1</sup> Water Resources	Water & Wastewater	11,629,342	2016	11,629,342
Total		\$311,474,342		\$236,259,342

<u>FISCAL YEAR</u>	<u>WATER REVENUE <sup>2</sup></u>		<u>SEWER REVENUE <sup>2</sup></u>		<b>TOTAL W&amp;S REVENUE BOND <sup>2</sup></b>	
	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Prin. &amp; Int.</u>
16/17	\$ 6,426,800	\$ 4,839,718	\$ 7,213,200	\$ 4,800,726	\$ 13,640,000	\$ 23,280,444
17/18	6,733,150	4,529,462	7,561,850	4,443,339	14,295,000	23,267,801
18/19	7,068,100	4,193,140	7,926,900	4,075,861	14,995,000	23,264,001
19/20	7,171,350	3,833,647	7,408,650	3,673,972	14,580,000	22,087,619
20/21	7,542,300	3,477,829	7,782,700	3,318,328	15,325,000	22,121,157
21/22	8,206,200	3,099,733	8,558,800	2,929,668	16,765,000	22,794,401
22/23	6,891,250	2,745,737	6,903,750	2,556,202	13,795,000	19,096,939
23/24	7,119,850	2,418,726	7,365,150	2,235,777	14,485,000	19,139,503
24/25	6,363,250	2,104,607	6,506,750	1,934,364	12,870,000	16,908,971
25/26	6,708,100	1,831,517	6,981,900	1,679,821	13,690,000	17,201,338
26/27	5,875,500	1,553,908	5,204,500	1,396,305	11,080,000	14,030,213
27/28	6,266,250	1,311,830	5,493,750	1,199,325	11,760,000	14,271,155
28/29	5,300,200	1,054,022	3,904,800	999,416	9,205,000	11,258,438
29/30	5,811,950	833,312	3,953,050	863,488	9,765,000	11,461,800
30/31	4,813,750	593,994	2,451,250	728,381	7,265,000	8,587,375
31/32	3,111,250	388,281	4,363,750	646,426	7,475,000	8,509,707
32/33	1,798,900	280,528	2,631,100	496,403	4,430,000	5,206,931
33/34	1,883,550	219,506	2,751,450	408,119	4,635,000	5,262,625
34/35	371,250	155,389	753,750	315,486	1,125,000	1,595,875
35/36	382,800	144,251	777,200	292,874	1,160,000	1,597,125
36/37	396,000	131,810	804,000	267,615	1,200,000	1,599,425
37/38	407,550	118,940	827,450	241,485	1,235,000	1,595,425
38/39	420,750	105,695	854,250	214,593	1,275,000	1,595,288
39/40	435,600	92,020	884,400	186,830	1,320,000	1,598,850
40/41	448,800	77,863	911,200	158,087	1,360,000	1,595,950
41/42	463,650	63,277	941,350	128,473	1,405,000	1,596,750
42/43	478,500	48,209	971,500	97,879	1,450,000	1,596,088
43/44	495,000	32,658	1,005,000	66,305	1,500,000	1,598,963
44/45	509,850	16,571	1,035,150	33,642	1,545,000	1,595,213
<b>TOTAL</b>	<b>\$109,901,450</b>	<b>\$40,296,180</b>	<b>\$114,728,550</b>	<b>\$40,389,190</b>	<b>\$224,630,000</b>	<b>\$305,315,370</b>

<sup>1</sup> Bond Anticipation Note (BAN) is a short term note issued for the temporary financing of capital project expenditures until the permanent financing is issued.

<sup>2</sup> Excludes BAN

<sup>3</sup> Authorized up to \$50 million





# CAPITAL LEASING FUND

## PROGRAMS

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b>Capital Leasing Fund</b>				
The Capital Leasing Fund accounts for installment lease payments on capital property, including equipment, computers and improved real property.				
<i>Appropriation</i>	2,517,346	2,726,361	<b>2,649,493</b>	2,780,126
<i>Full Time Equivalent Positions</i>	0	0	<b>0</b>	0

## BUDGET SUMMARY

	2014-15 Actual	2015-16 Budget	<b>2016-17 Recommended</b>	2017-18 Projected
<b>Expenditures:</b>				
Personnel Costs	0	0	<b>0</b>	0
Maintenance & Operations	2,517,346	2,336,289	<b>2,012,709</b>	1,955,897
Capital Outlay	0	390,072	<b>636,784</b>	824,229
Total	2,517,346	2,726,361	<b>2,649,493</b>	2,780,126
<b>Revenues:</b>				
Internal Charges	2,193,787	2,140,361	<b>2,072,493</b>	2,101,126
All Other	614,180	85,000	<b>77,000</b>	79,000
Fund Balance	837,404	501,000	<b>500,000</b>	600,000
Total	3,645,371	2,726,361	<b>2,649,493</b>	2,780,126

## BUDGET HIGHLIGHTS

- The FY 16-17 Recommended Budget is decreasing by \$76,868, or 2.8%.
- Funds appropriated for Capital Leasing are typically used to finance equipment needs for City departments.

# CAPITAL IMPROVEMENTS PROGRAM

## Introduction

The Capital Improvements Program, or CIP, is a financing and construction/acquisition plan for projects that require significant capital investment. The CIP, which is updated annually and submitted for adoption by City Council, specifies and describes the City's capital project schedule and priorities for the ten years immediately following Council adoption.

For each capital project, the CIP includes a variety of information, including a project description and the service need it addresses, a proposed timetable, proposed funding levels and sources and, if applicable, estimated ongoing operating costs. For projects already underway, the description also notes the remaining portion of the project's budget.

Generally, capital improvements projects consist of purchasing, constructing, or renovating structures and/or acquiring land that have a total cost of at least \$100,000 and an estimated useful life of at least ten years. Common CIP projects include new or improved sidewalks, roads, neighborhood renewal projects and new City facilities, such as recreation centers, fire stations, and water treatment facilities.

Departments annually submit capital projects for consideration and inclusion in the CIP. A preliminary CIP is prepared as part of the annual budget review. A Final CIP is presented to the City Council in June and is adopted concurrently with the Annual Operating Budget.

## Relationship to Annual Operating Budget

The CIP and Annual Operating Budget are linked in three main ways. First, some CIP projects are funded through annual operating funds, such as the General Fund (Capital Reserve Fund) and the Water Resources Fund. In these cases, the projects become authorized through the adoption of the Annual Operating Budget. Second, projects funded through debt financing (typically voter authorized bonds) impact the operating budget through ongoing debt service expense. Third, some CIP projects, such as new facilities, require ongoing expenses for staff and other operating costs, directly impact the operating budget.



**Expenditure Overview**

The FY 2017-2026 Capital Improvements Program (CIP) totals **\$1,626,845,931**.

**Highlights**

The Infrastructure Result Area equals approximately \$1.4 billion or 86.5% of the total proposed CIP spending over the next ten years. The result area consists of Engineering & Inspections, Field Operations, Planning, Transportation, Coliseum, and the Water Resources departments.

Projected Transportation capital expenditures over the next ten years total just over \$618 million, which accounts for 44% of the Infrastructure Result Area and 38% of the total proposed CIP. Projects planned for FY 16-17 include work on the Cone Boulevard/Nealtown Road Extensions, Horse Pen Creek Rd., the Battleground/Benjamin/Cone Intersection Improvements, and the Downtown Greenway. The CIP also includes match funding for various sidewalk improvements.

Water Resources projects totaling just over \$580 million make up 41% of the Infrastructure Result Area and 36% of the total proposed CIP. Water and Sewer projects in FY 16-17 includes continued work at the TZ Osborne Water Reclamation Facility; it also includes ongoing water and sewer line rehabilitation, expansion and renovations, and various projects at the water and wastewater treatment plants and smaller facilities.

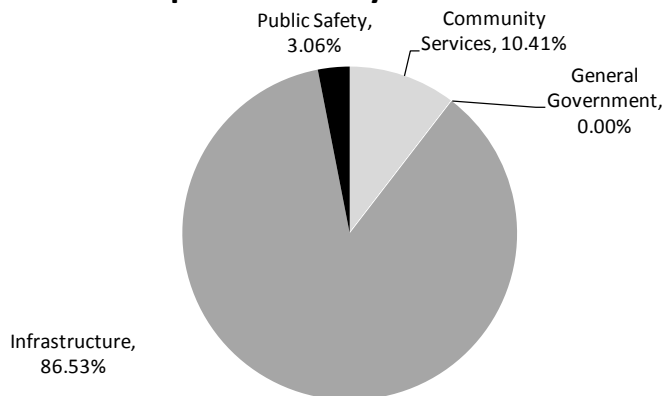
The Field Operations Department has projects totaling \$96.4 million, which equates to 7% of the Infrastructure Result Area and 6% of the total proposed CIP. Proposed Field Operations projects include ongoing street resurfacing and bridge maintenance as well as the continued closure of the landfill in various phases.

Projects that fall within the Community Services Result Area account for the second largest project total of the four Result Areas, including \$169.4 million in Parks and Recreation and Neighborhood Development projects, or 10.4% of all projects over the next 10 years. Community Services projects

planned for FY 16-17 include a number of projects previously approved by City Council, such as the Barber Park Phase II project and Keeley Park Phase II development. Neighborhood Development includes a variety of housing projects, including revolving loan funds, many targeting at-risk or disadvantaged groups and areas within Greensboro. Neighborhood Development projects total \$37 million.

The Public Safety Result Area includes \$50 million in projects making up 3% of the total CIP. The construction of new and replacement of aging Fire Stations is the most common Public Safety project. Construction of a Burlington Road – East Greensboro (Station #63) station is planned to be completed over the next year. Another major Public Safety project is the replacement of 800MHZ radios for Guilford Metro 911.

**Expenditures by Result Area**



## Funding Overview

The Capital Improvements Program relies on a variety of funding sources to accomplish its many efforts. These include debt financing; enterprise funding; general fund revenues; state shared revenues; and grants from the state government, federal government, or private sources.

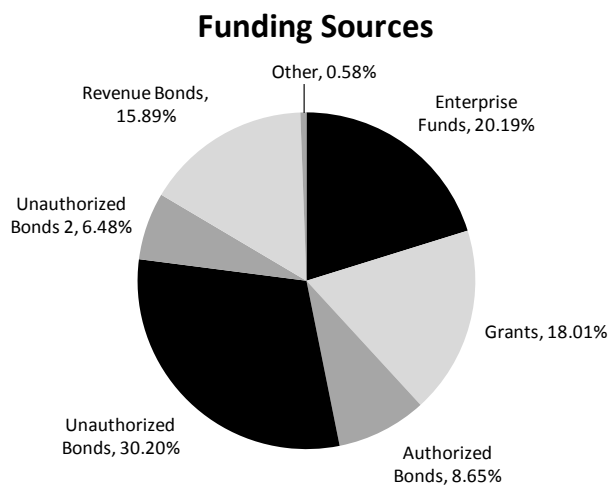
## Highlights

Through the 2006, 2008 and 2009 bond referenda, the City was authorized to issue 228.4 million in General Obligation bonds. The City also occasionally utilizes Special Obligation bonds, such as those being used to fund the City's contribution to the Tanger Performing Arts Center.

There is just over \$140 million of authorized bond funding included in the CIP, including approximately \$12 million of funding for completing Parks & Recreation projects, \$96 million for Transportation projects, just under \$4 million for Fire, and \$28 million for the Tanger Performing Arts Center. Of this authorized bond funding, only approximately \$65 million of General Obligation bond funding has not yet been issued, and will be issued to fund Transportation projects as outlined in the CIP. As directed by City Council, current plans are for these bonds to be issued over the next six years. Beginning in FY 16-17, an additional 1 cent of the property tax rate is being used to support debt service payment. The total property tax rate will not be impacted, but the debt service costs are increasing in FY 16-17 from about \$19.3 million per year to \$23.4 million, requiring that funding be reallocated from General Fund expenditures to cover the additional payments.

The CIP includes approximately \$597 million of Unauthorized Bond funded projects. These projects include projected needs to replace aging infrastructure, facilities, and major equipment, targeted programs to support disadvantaged or at-risk groups, new facilities based on future demand and growth, and other capital needs identified by departments for planning purposes.

Over the next ten years, the City will continue its efforts to fund a significant portion of Water Resources projects using Pay-As-You-Go funding (using Enterprise Funds). Water Resources expects to fund \$328 million of projects through Enterprise Funds, allowing the department to save on interest expenses and maintain a strong position with bond rating agencies. In addition, Water Resources estimates spending \$259 million in Revenue bonds over the next 10 years.



The City continues to seek grant funding to provide additional funding for CIP projects as opportunities allow. Total Grants funding in the CIP equates to \$293 million. Grants are defined to include any funding received from the State or Federal Government that often require a local match from the City. During the 10 year planning period, Grants are projected to be available to support a variety of Transportation projects, including sidewalk construction, road projects, and transit improvements.

Finally this CIP includes \$9.4 million categorized as Other Revenue. Examples of Other Revenue include private donations and financing through Certificates of Participation, such as in the South Elm Redevelopment project.



**CITY OF GREENSBORO  
CAPITAL IMPROVEMENTS PROGRAM SUMMARY  
FY 2017-2026**

<b>EXPENDITURES</b>	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>FY 19-20</b>	<b>FY 20-21</b>	<b>FY 21-26</b>	<b>TOTAL</b>
<b>Community Services</b>	13,862,330	13,850,000	14,850,000	14,350,000	7,900,000	104,605,479	169,417,809
<b>General Government</b>	0	0	0	0	0	0	0
<b>Infrastructure</b>	221,789,091	140,714,806	106,743,450	64,453,815	134,250,597	739,685,586	1,407,637,345
<b>Public Safety</b>	3,942,592	8,000,000	0	0	0	37,848,185	49,790,777
<b>TOTAL</b>	<b>239,594,013</b>	<b>162,564,806</b>	<b>121,593,450</b>	<b>78,803,815</b>	<b>142,150,597</b>	<b>882,139,250</b>	<b>1,626,845,931</b>

<b>FUNDING SOURCES</b>	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>FY 19-20</b>	<b>FY 20-21</b>	<b>FY 21-26</b>	<b>TOTAL</b>
<b>General Fund</b>	0	0	0	0	0	0	0
<b>Enterprise Funds</b>	37,176,759	47,691,310	30,126,000	25,166,000	36,177,701	152,114,604	328,452,374
<b>Grants</b>	64,095,322	21,700,308	19,539,560	12,296,852	64,997,434	110,309,000	292,938,476
<b>Authorized Bonds</b>	81,927,877	25,732,077	24,539,890	6,687,963	631,108	1,246,000	140,764,915
<b>Unauthorized Bonds</b>	0	8,000,000	0	0	10,160,000	473,103,230	491,263,230
<b>Unauthorized Bonds 2</b>	5,400,000	22,125,000	26,825,000	17,925,000	9,775,000	23,450,000	105,500,000
<b>Revenue Bonds</b>	48,694,055	31,206,111	20,563,000	16,728,000	20,409,354	120,916,416	258,516,936
<b>Other</b>	2,300,000	6,110,000	0	0	0	1,000,000	9,410,000
<b>TOTAL</b>	<b>239,594,013</b>	<b>162,564,806</b>	<b>121,593,450</b>	<b>78,803,815</b>	<b>142,150,597</b>	<b>882,139,250</b>	<b>1,626,845,931</b>

## Capital Improvements Program

### CAPITAL PROJECT STATUS REPORT - as of March 31, 2016

The following information is provided by the City's Financial and Administrative Services Department and provides a status for various capital projects that have active appropriations.

	<u>APPROPRIATIONS (AS AMENDED)</u>	<u>TOTALS</u>	<u>UNCOLLECTED/ UNENCUMBERED BALANCE</u>
Street & Sidewalk Capital Project (401):			
Receipts	\$ 57,951,658	\$ 18,092,441	\$ 39,859,217
Disbursements/Obligations	57,951,658	22,956,757	34,994,901
State Highway Capital Project (402)			
Receipts	15,555,542	14,929,668	625,874
Disbursements/Obligations	15,555,542	11,541,043	4,014,499
General Capital Improvements (410)			
Receipts	7,300,156	7,218,346	81,810
Disbursements/Obligations	7,300,156	6,504,619	795,537
General Capital Improvements Fd2 (411)			
Receipts	3,610,347	3,565,763	44,584
Disbursements/Obligations	3,610,347	418,688	3,191,659
Public Improvement Bond Series 03 (441) Streets			
Receipts	78,313,905	77,526,824	787,081
Disbursements/Obligations	78,313,905	74,376,164	3,937,741
Public Improvement Bond Series 03 (442) Public Transp.			
Receipts	2,041,280	2,043,136	(1,856)
Disbursements/Obligations	2,041,280	2,021,765	19,515
Public Improvement Bond Series 03 (443) P&R			
Receipts	34,252,729	34,256,441	(3,712)
Disbursements/Obligations	34,252,729	34,139,366	113,363
Public Improvement Bond Series 05 (448) Redevelopment			
Receipts	3,639,862	3,639,940	(78)
Disbursements/Obligations	3,639,862	3,639,861	1
Library Facilities Bond Fund Series 08 (451)			
Receipts	9,008,288	8,516,957	491,331
Disbursements/Obligations	9,008,288	8,525,554	482,734
Historical Museum Bond Fund Series 08 (452)			
Receipts	5,737,568	5,753,555	(15,987)
Disbursements/Obligations	5,737,568	5,566,649	170,919
Parks & Recreation Bond Fund Series 08 (453)			
Receipts	5,000,000	46,309	4,953,691
Disbursements/Obligations	5,000,000	332,378	4,667,622
Economic Development Bond Fund Series 08 (454)			
Receipts	10,165,120	6,166,351	3,998,769
Disbursements/Obligations	10,165,120	5,265,918	4,899,202
Fire Station Bond Fund Series 08 (455)			
Receipts	25,226,992	18,463,594	6,763,398
Disbursements/Obligations	25,226,992	18,644,632	6,582,360
War Memorial Stadium Bond Fund Series 08 (462)			
Receipts	1,624,770	1,625,771	(1,001)
Disbursements/Obligations	1,624,770	304,032	1,320,738
Street Improvements Bond Fund Series 10 (471)			
Receipts	134,000,000	24,294,927	109,705,073
Disbursements/Obligations	134,000,000	45,699,452	88,300,548



Capital Improvements Program

**CAPITAL PROJECT STATUS REPORT - as of March 31, 2016** (Continued)

Parks & Recreation Bond Fund Series 10 (472)			
Receipts	8,190,000	2,871,142	5,318,858
Disbursements/Obligations	8,190,000	3,731,680	4,458,320
Housing Bond Fund Series 10 (473)			
Receipts	1,000,000	336,735	663,265
Disbursements/Obligations	1,000,000	336,735	663,265
Greensboro Science Ctr Bond Fund Series 10 (474)			
Receipts	20,000,000	11,861,103	8,138,897
Disbursements/Obligations	20,000,000	15,076,516	4,923,484
Water Resources Capital Improvements Fund (503)			
Receipts	117,684,039	113,341,518	4,342,521
Disbursements/Obligations	117,684,039	104,958,845	12,725,194
County Construction Projects (504)			
Receipts	21,046,190	20,564,975	481,215
Disbursements/Obligations	21,046,190	20,006,605	1,039,585
Stormwater Capital Improvements (506)			
Receipts	17,965,301	18,563,553	(598,252)
Disbursements/Obligations	17,965,301	11,779,119	6,186,182
Water and Sewer Extension Fund (507)			
Receipts	21,006,878	21,134,611	(127,733)
Disbursements/Obligations	21,006,878	7,352,197	13,654,681
Water Resources Bond Series 2007 (512)			
Receipts	49,500,000	49,731,764	(231,764)
Disbursements/Obligations	49,500,000	49,246,367	253,633
Water Resources Bond Series 2009 (513)			
Receipts	55,202,620	55,201,290	1,330
Disbursements/Obligations	55,202,620	55,199,755	2,865
Water Resources Bond Series 14 (515)			
Receipts	79,022,279	30,000,000	49,022,279
Disbursements/Obligations	79,022,279	78,739,078	283,201
Coliseum Improvement Bnd Fund (526)			
Receipts	28,550,720	28,198,712	352,008
Disbursements/Obligations	28,550,720	28,481,019	69,701
Performing Arts Center Fund (527)			
Receipts	18,066,000	25,766,074	(7,700,074)
Disbursements/Obligations	18,066,000	29,028,793	(10,962,793)
Coliseum Improvement Bnd Fund 2015 (528)			
Receipts	4,400,000	138	4,399,862
Disbursements/Obligations	4,400,000	1,529,646	2,870,354
Coliseum Improvements Fund (529)			
Receipts		2,000,000	(2,000,000)
Disbursements/Obligations			
Parking Facilities Cap Project Fund (545)			
Receipts	500,998	506,695	(5,697)
Disbursements/Obligations	500,998	227,050	273,948
Solid Waste Capital Improvement (554)			
Receipts	8,329,433	8,506,221	(176,788)
Disbursements/Obligations	8,329,433	7,764,140	565,293