

**RECOMMENDED BUDGET 2018-2019**  
**PROJECTED BUDGET 2019-2020**



**Recommended Budget 2018-19  
Projected Budget 2019-20**

**Mayor**

Nancy Vaughan

**Mayor Pro Tem**

Yvonne Johnson

**City Council**

Marikay Abuzuaiter

Sharon Hightower

Nancy Hoffmann

Michelle Kennedy

Justin Outling

Tammi Thurm

Goldie Wells

**Interim City Manager**

David Parrish

**Budget and Evaluation**

Larry M. Davis, Director

Steven Buter

Haywood Cloud

Jon Decker

Karen Kixmiller

Jason Martin

Andrea Turner

Cover Art

***“Thought Forms” by DAAS***

*Cover Art Credit: Brian Talbert with Aerial Access*

*The front cover depicts an 80-foot-tall mural on the north wall of the Bellemeade Street parking deck. This mural and the mural on the south wall of the parking deck comprise the artwork entitled “Thought Forms” by DAAS, an internationally renowned muralist. This project was approved by District 3 residents in the Participatory Budgeting Process.*

# TABLE OF CONTENTS

## Introduction

Introduction .....	1
Budget Process.....	2
City Manager’s Budget Message.....	4
Budget Financial Policies .....	7

## Budget Summaries

Total Budget - Expenditures .....	9
Total Budget - Revenues.....	13
Total Budget - Property Tax Rate.....	17
Total Budget - Position Changes.....	18

## Fund Summary

Budget Fund Structure .....	21
Total Budget.....	22
General Fund .....	25
General Fund Expenditure Highlights.....	27
General Fund Revenue Highlights .....	28

## Community Services

Community Services Summary .....	31
Cemeteries Fund.....	33
Community Development Block Grant Fund.....	34
HOME Investment Fund.....	36
Hotel/Motel Occupancy Tax Fund .....	37
Libraries .....	38
Neighborhood Development.....	40
Non-Departmental Community Services .....	41
Nussbaum Housing Partnership Revolving Fund .....	42
Parks and Recreation.....	44
Workforce Development .....	47

## General Government

General Government Summary.....	49
Budget and Evaluation .....	51
Communications and Marketing .....	52
Economic Development and Business Support.....	53
Economic Development Fund .....	54
Equipment Services Fund .....	55
Executive .....	57
Financial and Administrative Services .....	59
Graphic Services Fund.....	61
Human Relations.....	62
Human Resources .....	64
Information Technology.....	66
Legal .....	69
Legislative .....	70
Network Services/Telecommunications.....	71
Non-Departmental General Government.....	73
Risk Retention Funds .....	74

**Infrastructure**

Infrastructure Summary .....	75
Engineering & Inspections.....	77
Field Operations.....	80
Greensboro Transit Authority .....	83
Municipal Service Districts Fund .....	86
Non-Departmental Infrastructure .....	87
Parking Fund.....	88
Planning.....	90
Solid Waste Management Fund .....	91
State Highway (Powell Bill) Fund .....	93
Stormwater Management Fund .....	94
Transportation.....	96
War Memorial Coliseum Complex .....	98
Water Resources Fund .....	100

**Public Safety**

Public Safety Summary .....	105
Emergency Telephone System Fund .....	106
Fire .....	107
Metro Communications Fund .....	110
Non-Departmental Public Safety .....	112
Police .....	113
Technical Services Fund .....	116

**Debt Service & Capital Improvements Program**

Capital Improvements Program.....	117
Capital Leasing Fund .....	123
Debt Service Fund .....	124

# **INTRODUCTION**

**FY 18-19**

# 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 Service Areas: Community Services, General Government, Infrastructure and Public Safety.

The City of Greensboro Budget is designed to highlight and emphasize service areas and programs, providing descriptions, objectives and summary costs for major activities.

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 2016-2017 through projections for FY 2019-2020.

Each Service 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 16-17 to projections for FY 19-20. Also included is a summary of total positions since FY 17-18; 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:

Larry Davis  
Budget and Evaluation Director  
P. O. Box 3136, Greensboro, NC 27402-3136  
(336) 373-2291  
[www.greensboro-nc.gov/budget/](http://www.greensboro-nc.gov/budget/)

# 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.

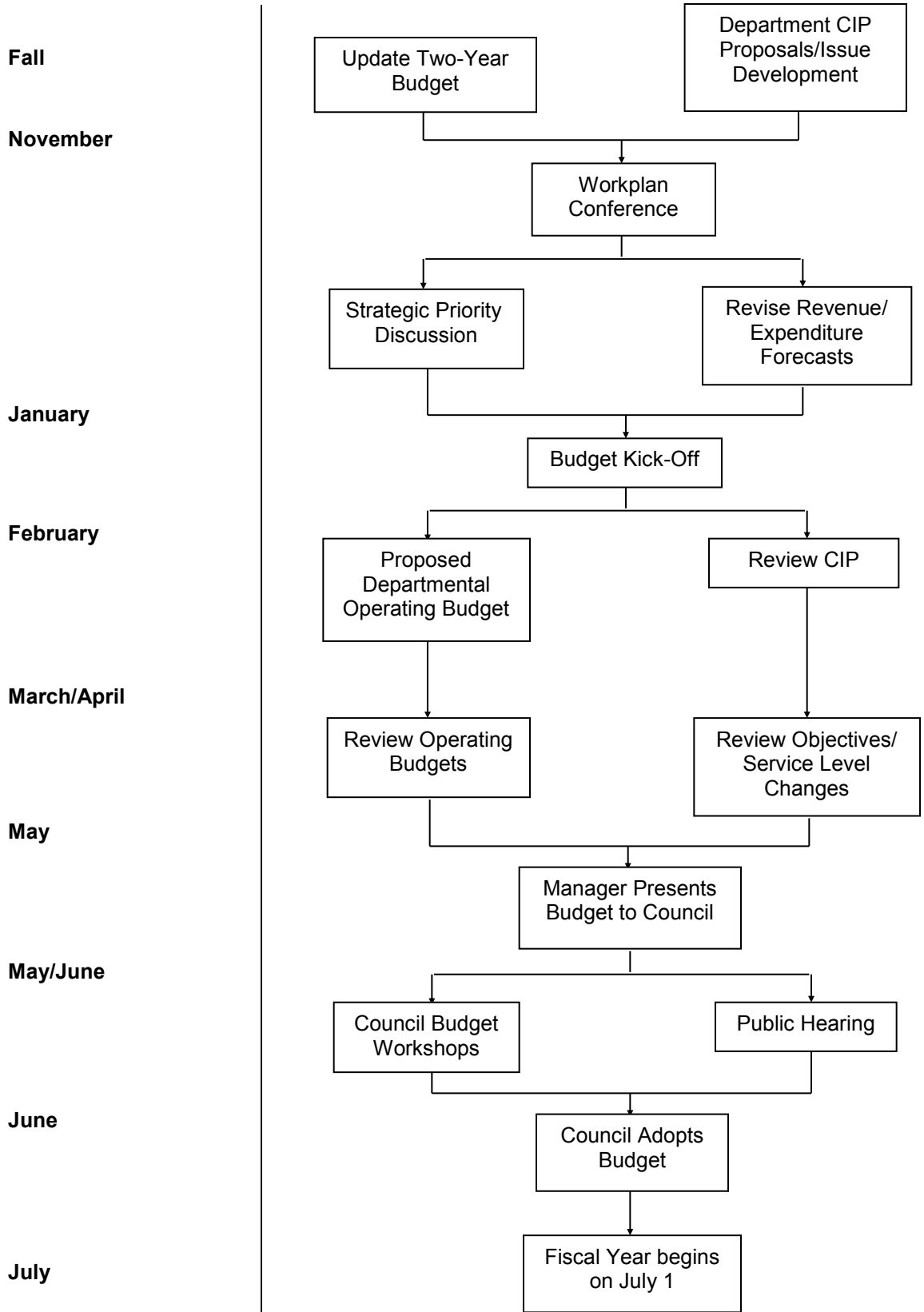
## ***Budget Calendar***

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 15, 2018

Council Members:

This year's budget provides strategic investments in our community and for our employees.

As a City government and team, we continue to work together to create an environment for sustained economic growth and vitality, high quality of life, and exceptional public safety for our citizens, businesses, and visitors. We accomplish this through our daily efforts to provide high quality services, living our core values (honesty, integrity, stewardship, and respect), and through a continuous focus on customer service excellence and improvement. In addition, we continue to monitor both our cost of doing business and the level/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.

For FY 18-19, this budget supports both the Council's and community's top service priorities, while responding to the many operating and capital needs of our organization. Per Council direction on April 18, 2017, the recommended budget fully funds the 2008, 2009 and 2016 bond referenda passed by Greensboro voters. Even while maintaining the current tax rate of 63.25 cents (for the ninth consecutive year) the budget ensures sufficient resources for timely completion on 2008 and 2009 projects, and soon beginning activity on 2016 projects. The recommended budget also includes several Council directed employee compensation items that ensure our salaries remain market competitive, including advancing minimum wage for all benefitted employees to \$15/hour, or \$31,200 annually for full-time employees, as well as pay structure adjustments for all employees.

In addition, this budget provides necessary resources to support several critical outside agency requests, ensures the City organization can continue to properly maintain our existing facilities and infrastructure, necessary technology upgrades to ensure we continue to operate effectively and efficiently, maintains the City's AAA bond rating, and properly values and recognizes the many important contributions of our outstanding City employees.

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. One City, One Team!

## **Strategic Goals**

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

The City of Greensboro's approach to economic development focuses on advancing these key principles: promoting job creation, facilitating private business and expansion in our city, and providing enhanced access to City contracting opportunities through the continued implementation of our enhanced Minority and Women's Business Enterprise (MWBE) program.

In December 2016, City Council adopted an Economic Development Focus Strategy identifying areas of interest and emphasis, such as Piedmont Triad International Airport, Downtown, Revolution Mill, and the Joint School of Nanoscience and Engineering.

In November 2016, Greensboro citizens passed \$126 million in general obligation bonds, \$38.5 million of which are dedicated to economic development efforts. Projects included are downtown streetscape improvements (\$25 million), further development for Union Square (\$4.5 million), additional investments in east Greensboro (\$5 million) and city-wide infill development (\$4 million).

The Economic Development (ED) Fund receives a dedicated one-half cent of the property tax, generating approximately \$1.35 million annually. The ED Fund has previously provided support for the Renaissance Plaza Shopping Center and Community Cooperative Project. The fund also allocates about \$500,000 for various economic development non-profits which request funding through the City's Community Partners process.

The FY 18-19 budget includes economic development incentive payments to HAECO, Ecolab and Charles Aris for existing industry expansion projects that will create at least 581 new jobs and capital investment of \$95.6 million. Incentive payments are also included for Self Help Ventures Fund to support the redevelopment of Revolution Mill that has supported a capital investment of more than \$85 million. City Council has approved economic development incentive support for a Publix regional distribution and manufacturing center with an estimated investment of \$400 million and at least 1,000 new jobs.

Construction is underway for the downtown Steven Tanger Center for the Performing Arts. The 3,000 seat multi-purpose performance venue is funded through a public/private partnership. The Center, which will open in 2020, will be located adjacent to the new privately financed Carolyn and Maurice LeBauer City Park.



"Connections 2025," Greensboro's comprehensive plan is the City's primary growth policy document. The comprehensive plan update process is underway with the completion of a Data Book and Conditions and Trends Report. Next steps include a variety of public discussions, online citizen engagements and focus groups. A comprehensive plan update should be completed by the end of 2018.

The City of Greensboro continues to stay focused on the development of water and sewer infrastructure for the Greensboro-Randolph Megasite project. This regional and public/private project will develop approximately 1,500 acres of land in northern Randolph County with expectations of landing one or more advanced manufacturing companies, creating jobs and significant capital investment.

In continuance of investing in our community and employees, we plan to open an Office of Equity and Inclusion. The goal is that through better alignment of resources, we will continue to enhance efforts to ensure our workforce reflects the community's labor force demographics and improve our culture within the City to be more equitable and inclusive for all. Additionally, this office will continue to improve opportunities for Minority and Women owned businesses to participate in our various procurement activities.

The MWBE program is a critical element of the City's economic development initiatives. Griffin & Strong, PC has completed an updated disparity study analyzing procurement activities from FY 11-12 through FY 15-16. City Council will be asked to consider recommendations for enhancements to the MWBE Program in early FY 18-19.

*"Promote public safety and reduce crime."*

During FY 17-18, the Police Department continued its focus on increasing community collaboration and partnerships to address crime trends, improving police facilities, and ensuring the department remains at the forefront of innovative police initiatives. The department continues to work with community stakeholders on the Safer City Summit initiative, a community grass roots collaborative addressing violent crime. There is also a concerted effort to work with Guilford County partners in addressing the opioid crisis through education and identifying community resources and programs to better assist those experiencing opioid-related addictions and life-threatening overdoses.

The Department launched its first year of the "Students Overcoming Situations" program in partnership with the Greensboro Police Foundation and Guilford County Schools to teach the value of

safety and decision making through social and emotional learning competencies. To date the program has engaged over 850 first and fifth grade students from various schools throughout the city.

Fire Station #63, to be located on Burlington Road, will open during FY 18-19.

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

Greensboro residents passed bond referenda in 2006, 2008 and 2009 authorizing borrowing of more than \$228 million for streets, fire stations, parks and other improvements. Much of these projects are complete with the remainder, mostly street improvements, scheduled for the next two to three years.

The \$25 million construction contract for improvements to Horsepen Creek Road (widening from New Garden Road to Battleground Avenue) was awarded in December 2017. Utilities are being relocated and construction will begin soon on the City's largest roadway improvement project. Major intersection improvements at Battleground Avenue/Cone Boulevard and Battleground Avenue/New Garden Road are nearing completion. Major intersection improvements at Guilford College Road/West Market Street are under construction. Intersection improvements at Battleground Avenue/Westridge Road will begin later this year.

The \$7 million roadway and sidewalk improvements to Holt's Chapel Road and Lowdermilk Street are underway. This year, sidewalk construction projects of \$13.6 million are underway or planned in all five council districts. The City is on schedule to install more than 100 miles of sidewalk and 75 miles of bike lanes over the next ten years.

Progress on the Downtown Greenway continues, with sections from Eugene Street to Martin Luther King, Jr. Boulevard and in the Eugene Street/Smith Street/Fischer Avenue area complete. Phase 2, along Murrow Boulevard, will begin later this year.

Design plans are nearing completion on the \$7.5 million Summit Avenue Streetscape project, the \$4.8 million East Vandalia Road sidewalk/roadway improvement project, and the \$4.3 million Alamance Church Road sidewalk/roadway improvement project.

The 2016 successful bond referendum included \$34.5 million for new parks capital improvements. \$5 million are programmed for the initial development of the Battleground Parks District, an innovative concept that will integrate the current recreation options at the City's Country Park with nearby Guilford Courthouse Military Park and the Greensboro Science Center. \$3 million for city-wide

improvements to the City's many public tennis courts, and \$4.5 million for further development at Gateway Gardens and Barber Park were also included in the successful referendum.

The 2016 bond referendum included \$10 million for new transportation enhancements, appropriating \$4.5 million for new transit buses, \$5 million for new sidewalk and intersection improvements, and \$500,000 for renovations to the Galyon Depot. The infrastructure bonds approved in 2016 provided ongoing funding of \$18 million for resurfacing efforts, some of which are underway in FY 17-18 and will continue next year.

The 2016 bond referendum also addressed the community's need for additional affordable housing and other unique housing challenges. Voters approved \$25 million for various housing efforts, including \$8 million for a Workforce Housing Initiative, designed to make housing more affordable for working families earning income slightly above poverty designations. Funds to support affordable multi-family housing, emergency repair programs, and housing for homeless and disabled veterans were also included in the Housing Bond package.

The proposed FY 2019-2028 Capital Improvements Plan (CIP) totals \$1.39 billion in identified projects and outlines a future financing plan to maintain our current infrastructure and develop new facilities as needed.

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 \$626 million in water and sewer infrastructure projects, nearly 45% of the total capital improvements plan. Water and sewer utility improvements include continued upgrades at the Osborne Wastewater Treatment Plant, major electrical improvements at the Mitchell Pumping Station and system-wide sanitary sewer and water line rehabilitation.

The recommended budget includes a proposed water rate increase of 3.50% for customers both inside and outside the city limits. This modest rate increase translates to about \$1.53 per month for the typical household inside the city and about \$3.82 per month for households outside the city. 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.

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

The recommended budget proposes a competitive compensation and benefits package. The City invests in the health and well being of our employees through funding free annual preventative health screenings, free participation in the City's diabetes management plan, low cost, on the job medical appointments, six weeks of paid parental leave and a variety of other paid leave benefits. The budget continues a variety of employee development initiatives, including *MentorMe* (employee to employee mentoring program), Toastmasters, and development programs, such as Leadership Edge and Leadership Prime, designed for employees wishing to pursue supervisory roles in the organization.

The recommended budget establishes a minimum salary of \$31,200 for all full-time benefitted positions and increases the minimum hourly salary for roster positions (excluding Coliseum) from \$11.50 to \$12.50.

The budget includes an average 3.0% merit increase for all employees, based on performance evaluation. The recommended budget includes funding to advance sworn police and fire personnel to the appropriate next steps in the Public Safety Step Program. Finally, this budget maintains external competitiveness by adjusting general and executive pay structures by 2%.

### **Property Tax Rate**

The FY 18-19 Recommended Budget is balanced with a proposed tax rate of 63.25 cents per \$100 property valuation, the same as the current tax rate for FY 17-18.

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

Respectfully submitted,



David Parrish, City Manager (Interim)



# BUDGET AND FINANCIAL POLICIES

The City of Greensboro's budget and 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 financial stability.

The policies outlined here are in accordance with the Local Government Budget and Fiscal Control Act. Policies are also developed with guidance from the Government Finance Officers Association (GFOA). These policies are reviewed annually and are updated as needed.

Financial policies that relate to the preparation, adoption and execution of the annual operating budget are listed below:

## ***Principles for Budgeting***

The City of Greensboro prepares 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.

The City of Greensboro develops and manages the annual operating budget through the fund accounting process. A fund is a fiscal and accounting entity with a self balancing set of accounts recording cash and other resources, together with all related liabilities and equities, for the purpose of carrying on specific activities and attaining certain objectives.

The City of Greensboro presents the Two Year Budget plan in a program budget format with program summaries, performance objectives, and performance measures provided for each major program or service.

The City of Greensboro develops the annual budget in accordance with the policies and service priorities set forth in City Council's adopted goals and strategic priorities.

## ***Operating Budget Policies***

In accordance with the North Carolina Local Government Budget and Fiscal Control Act, the City adopts an annual balanced budget ordinance. An annual operating budget is balanced when the sum of net revenues and appropriated fund balances is equal to appropriations.

The City adopts the annual operating budget by July 1, and the budget covers a fiscal year period beginning July 1 and ending June 30.

In accordance with the North Carolina Local Government Budget and Fiscal Control Act, budgeting and expenditure transactions use the modified accrual basis of accounting.

City Council adopts separate grant project ordinances for all grants received by the City from Federal or State Government Agencies for operating or capital purposes. The grant project ordinance includes all estimated revenues to be available from the grant including any local match equal to appropriations for the grant project.

The City Council authorizes the City Manager or designee to transfer appropriations from one account to another within the same fund. Transfers are reported to City Council during regularly scheduled City Council meetings. Transfers greater than \$50,000 require formal City Council approval.

The City Council may amend the budget ordinance at any time after the budget is adopted so long as the amended budget maintains the legal definition of a balanced budget.

## ***General Reserves Policies***

The City shall maintain unassigned fund balance in the General Fund equal to 9% of the following fiscal year's General Fund adopted budget.

For all other operating funds, the City seeks to maintain a minimum fund balance of 8% of working capital.

At the conclusion of the fiscal year, any General Fund unassigned fund balance amount in excess of 9% is assigned to a capital reserve account. A minimum balance of \$10 million is required for appropriation of funds. Once the minimum goal is reached funds can be appropriated by City Council to support "pay-as-you-go" capital expenditures and improvements.

Seven members of City Council must approve any Council action that appropriates Unassigned Fund Balance.

Appropriations to contingency account in any of the City's operating funds shall be limited to no more than 5% of the fund's total budget.

## **Revenue Policy**

Revenue estimates are set at realistic and attainable levels and are updated and revised as needed.

The City periodically reviews specific programs and services 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.

The City's Enterprise operations shall set their enterprise fees at a level sufficient to recover the full costs of enterprise operations.

The City maintains an investment portfolio in which 100% of all idle funds are invested daily.

## **Capital Improvements Projects**

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

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

Operating expenses for all capital projects are estimated and accounted for in the Capital Improvements Program.

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

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**

The City incurs debt only for financing capital assets that, because of their long-term nature or due to budgetary constraints, cannot be acquired from current resources.

Debt financing can include general obligation bonds, revenue bonds, certificates of participation, lease/purchase agreements, special obligation bonds or any other financing instrument allowed under State of North Carolina general statutes.

Interest income is credited to the Debt Service Fund. This will allow interest income to offset debt service costs.

The City maintains a Net Debt Per Capita ratio for all debt at no more than \$3,000 and for general obligation debt at no more than \$1,000.

Net Debt Per Capita measures the burden of debt placed on the size of the population supporting the debt. Net debt per capita is a widely used measure of an issuer's ability to repay debt.

The City maintains a debt as percentage of assessed valuation ratio of no more than 4% for all debt and no more than 2% for net bonded general obligation debt.

Debt as Percentage of Assessed Valuation measures debt levels against the property tax base which generates the tax revenues that are the main source of debt repayment. The State of North Carolina sets a maximum ratio level of 8% of net bonded debt to the assessed valuation for a city or county.

The City monitors the municipal bond market for opportunities to obtain interest savings by refunding outstanding debt. The estimate for net present savings should be, at a minimum, 2.5% to 3.0% of the refunded maturities before a refunding process begins.

## **Water Resources Financial Policies**

The Water Resources Fund maintains a debt service coverage ratio of approximately 2.0.

Debt Service Coverage Ratio compares net income available to service debt to annual debt service requirements.

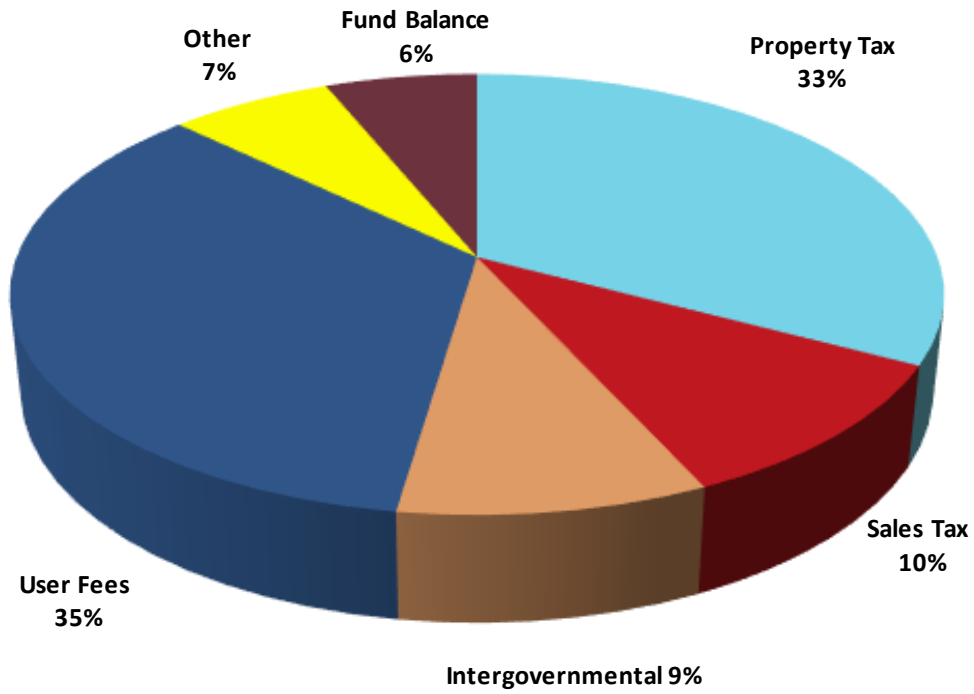
Water Resources Fund balance will be maintained in the range of 35% to 50% of the operating expenses and debt service for the current operating year budget.

"PAYGO," or Pay As You Go, financing will be a consistent strategy for water and sewer infrastructure investment. The City currently includes approximately 35% to 50% of PAYGO funding from water rates and charges.

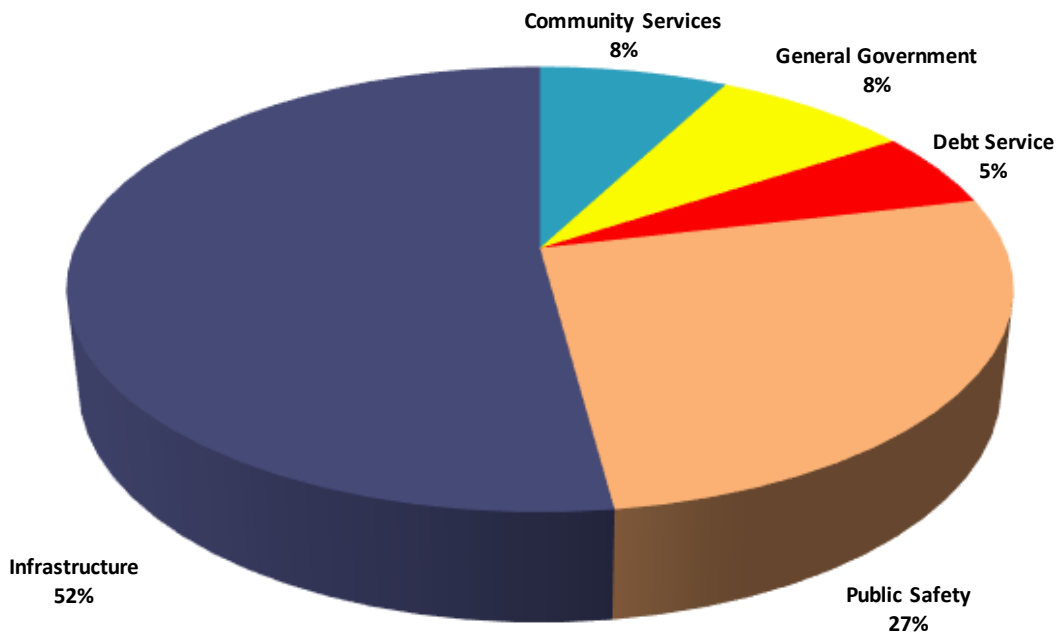


# BUDGET SUMMARY

## WHERE THE MONEY COMES FROM



## WHERE THE MONEY GOES



FY 18-19

# TOTAL BUDGET— EXPENDITURES

The FY 18-19 net recommended budget (all funds) of \$541,863,951 is about \$5.3 million, or 1.0% higher than the revised FY 17-18 budget.

The Infrastructure service area is the largest service area at over \$282.2 million. The recommended budget is \$8.3 million, or 3.0% greater than the revised current year budget. The Water Resources Fund increases from \$127.0 million to \$134.5 million, an increase of \$7.5 million. Debt service costs drive a portion of this overall change, increasing from \$26.5 million to \$29.6 million. Balancing current financing, or “pay-as-you-go” capital project financing with debt financing, Water Resources will increase the transfer to various capital reserve funds from \$29.8 million to \$33.1 million. The Parking Fund will begin accumulating funds for debt service associated with a new downtown parking deck under construction during FY 18-19. Downtown parking deck rates will increase January 1, 2019 to partially support this capital improvement project.

The Public Safety service area increases from \$142.8 million to \$144.2 million. Small increases have been included in the recommended budget to cover increased costs of firefighter physicals and the periodic replacement of firefighter turnout gear.

The Community Services service area decreases from \$45.6 million to \$41.7 million. The current year budget included an \$8 million transfer from the Hotel/Motel Occupancy Fund to the Coliseum Improvements Fund to finance several projects, such as construction of the Greensboro Swarm Fieldhouse. This transfer is reduced to \$5 million for FY 18-19, which is the final transfer associated with these projects.

The FY 19-20 projected budget is 1.3% higher than the FY 18-19 recommended budget. An additional ten positions are planned for the Tanger Center for the Performing Arts, expected to open late in FY 19-20.

## Total Net Expenditures by Expenditure Category

Category	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
Personnel Costs	217,471,272	233,059,918	<b>237,912,620</b>	243,917,233
Maintenance & Operations	201,529,167	223,529,494	<b>218,488,157</b>	215,226,752
Debt Service	45,899,321	62,504,745	<b>68,389,154</b>	75,207,049
Capital Outlay	25,367,673	17,442,233	<b>17,074,020</b>	14,773,500
<b>Total Expenditures</b>	<b>490,267,433</b>	<b>536,536,390</b>	<b>541,863,951</b>	<b>549,124,534</b>

Budgeted personnel costs are 2.1% higher than the current year budget, including a net increase of about twelve (12) full-time equivalent (FTE) positions within the total operating budget. The budget includes a net increase of five (5) FTE positions for the Coliseum, including two related to the Aquatic Center and three related to the Tanger Center for the Performing Arts.

Maintenance and Operations (M/O) costs, which include transfers from operating funds to capital projects or capital reserve funds, are reduced from \$223.5 million in FY 17-18 to \$218.5 million in FY 18-19. The Hotel/Motel Occupancy Fund continues to provide financing for a variety of War Memorial Coliseum Complex improvements, such as the Greensboro Swarm Fieldhouse. A final transfer is budgeted at \$5.0 million for FY 18-19, \$3 million below the current year.

The current year budget includes a \$1.3 million transfer from the Solid Waste Operating Fund to the Solid Waste Capital Reserve Fund for closure

activities at the White Street Landfill. No such transfer is necessary in FY 18-19.

Water Resources Fund will increase its contribution to the Water Resources Capital Reserve Fund from \$29.8 million to \$33.1 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 budgeted debt service expenses are increasing from \$62.5 million to \$68.4 million. This will provide the necessary ongoing support for debt service related to successful referenda in 2008, 2009 and 2016. Water Resources debt service costs will increase from \$26.5 million to \$29.6 million.

Capital outlay expenditures are budgeted at \$17.1 million, about \$368,000 below current year. The Equipment Services Fund is projecting rolling stock replacement needs of \$11.6 million in FY 18-19 as compared to \$11.2 million in the current year.



Total Budget-Expenditures

**Service Areas**

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Community Services</b>				
Cemeteries Fund	876,391	934,389	<b>878,822</b>	881,719
Hotel/Motel Occupancy Tax Fund	12,710,438	12,277,080	<b>9,335,805</b>	5,243,606
Library System	8,283,482	9,230,399	<b>9,293,223</b>	9,444,731
Neighborhood Development	1,441,626	1,662,630	<b>1,648,124</b>	1,674,377
Non-Departmental Community Services	2,126,094	2,376,456	<b>1,987,456</b>	1,987,456
Nussbaum Housing Partnership	2,469,888	2,910,007	<b>2,079,178</b>	2,101,299
Parks and Recreation	16,320,886	16,672,112	<b>16,908,023</b>	17,107,719
Subtotal	44,228,805	46,063,073	<b>42,130,631</b>	38,440,907
Less Transfers and Internal Charges	437,797	435,706	<b>435,706</b>	435,706
Total Culture and Recreation	43,791,008	45,627,367	<b>41,694,925</b>	38,005,201
<b>General Government</b>				
Budget and Evaluation	779,719	793,621	<b>799,842</b>	814,680
Communications and Marketing Department	1,884,308	2,057,358	<b>2,116,228</b>	2,153,762
Economic Development and Business Support	780,153	1,120,143	<b>728,144</b>	731,240
Economic Development Fund	1,621,590	1,501,000	<b>1,627,676</b>	1,623,279
Equipment Services Fund	18,540,714	19,404,549	<b>19,840,881</b>	18,273,515
Executive	1,922,681	1,910,886	<b>1,932,065</b>	1,960,478
Financial and Administrative Services	3,650,358	4,027,751	<b>4,105,002</b>	4,169,692
Graphic Services Fund	999,624	1,013,669	<b>1,008,417</b>	1,015,626
Human Relations	468,129	525,482	<b>531,379</b>	534,294
Human Resources	2,752,545	2,960,554	<b>3,056,258</b>	3,116,412
Information Technology	3,669,541	3,845,426	<b>3,825,167</b>	3,845,016
Legal	1,233,820	1,212,180	<b>1,193,088</b>	1,204,123
Legislative	1,387,934	1,567,486	<b>1,303,351</b>	1,314,696
Network Services/Telecommunications Fund	14,085,615	14,613,625	<b>14,857,686</b>	15,226,864
Non-Departmental General Government	4,455,304	4,318,901	<b>3,965,090</b>	3,935,542
Risk Retention Funds	49,368,060	60,227,071	<b>57,869,221</b>	61,141,403
Subtotal	107,600,095	121,099,702	<b>118,759,495</b>	121,060,622
Less Transfers and Internal Charges	70,764,582	75,139,960	<b>75,044,059</b>	77,393,807
Total General Government	36,835,513	45,959,742	<b>43,715,436</b>	43,666,815



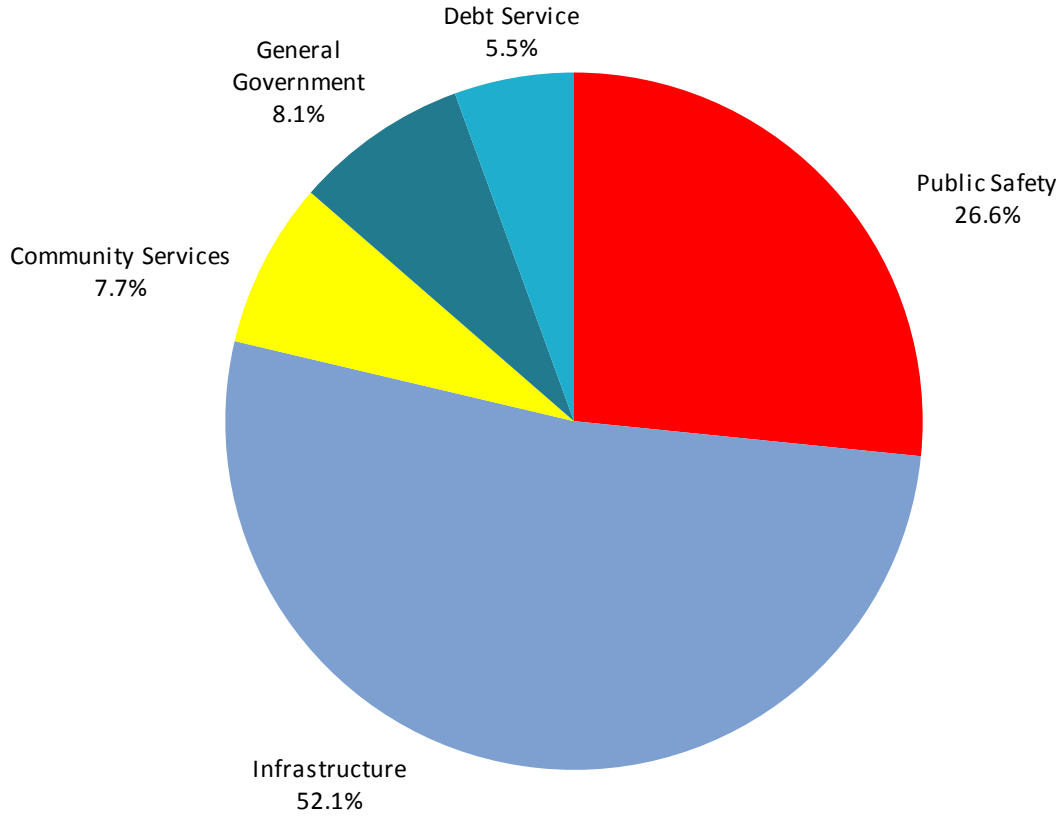
Total Budget-Expenditures

**Service Areas**

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Infrastructure</b>				
Engineering & Inspections	18,284,656	20,059,769	<b>20,655,744</b>	21,847,456
Field Operations	34,962,011	36,031,004	<b>36,825,328</b>	37,706,316
Greensboro Transit Authority	21,449,545	23,608,807	<b>23,543,225</b>	23,189,771
Municipal Service District Fund	771,882	1,574,000	<b>1,062,570</b>	990,000
Non-Departmental Infrastructure	4,597,393	4,816,609	<b>4,926,408</b>	4,926,408
Parking Fund	3,643,326	2,753,000	<b>3,156,282</b>	3,202,872
Planning	1,824,113	2,137,093	<b>2,152,938</b>	2,209,453
Solid Waste Management System Fund	14,151,049	16,847,587	<b>15,783,256</b>	15,884,170
State Highway (Powell Bill) Fund	7,225,000	7,525,000	<b>7,370,000</b>	7,370,000
Stormwater Management Fund	10,279,930	13,013,235	<b>13,623,232</b>	13,667,917
Transportation	9,924,438	10,262,559	<b>10,363,077</b>	10,526,136
War Memorial Coliseum Complex Fund	27,180,388	25,656,587	<b>26,226,459</b>	27,040,654
Water Resources Fund	111,062,606	126,955,700	<b>134,492,798</b>	134,689,234
Subtotal	265,356,337	291,240,950	<b>300,181,317</b>	303,250,387
Less Transfers and Internal Charges	17,051,261	17,313,099	<b>17,942,898</b>	18,953,429
Total Infrastructure	248,305,076	273,927,851	<b>282,238,419</b>	284,296,958
<b>Public Safety</b>				
Emergency Telephone System Fund	2,721,658	3,026,192	<b>3,022,702</b>	3,033,000
Fire	48,325,176	50,308,390	<b>52,530,703</b>	53,728,446
Metro Communications	11,416,689	11,257,908	<b>11,267,186</b>	11,399,400
Non-Departmental Public Safety	8,531,819	8,364,625	<b>8,458,918</b>	8,543,608
Police	70,329,267	74,630,528	<b>75,530,724</b>	77,708,057
Technical Services Fund	13,850,367	5,925,958	<b>6,054,236</b>	6,028,438
Subtotal	155,174,976	153,513,601	<b>156,864,469</b>	160,440,949
Less Transfers and Internal Charges	10,771,137	10,738,060	<b>12,714,324</b>	12,799,014
Total Public Safety	144,403,839	142,775,541	<b>144,150,145</b>	147,641,935
<b>Debt Service</b>				
Capital Equipment Leases	1,750,197	2,863,626	<b>2,770,713</b>	2,954,101
Debt Service Fund	17,253,656	27,482,750	<b>29,424,862</b>	34,721,711
Debt Service Transfer	21,238,110	25,920,000	<b>26,005,610</b>	26,361,000
Subtotal	40,241,963	56,266,376	<b>58,201,185</b>	64,036,812
Less Transfers and Internal Charges	23,309,964	28,020,487	<b>28,136,159</b>	28,523,187
Total Debt Service	16,931,999	28,245,889	<b>30,065,026</b>	35,513,625
<b>Budget Subtotal</b>	612,602,174	668,183,702	<b>676,137,097</b>	687,229,677
<b>Less Transfers and Charges</b>	122,334,741	131,647,312	<b>134,273,146</b>	138,105,143
<b>TOTAL NET BUDGET</b>	490,267,433	536,536,390	<b>541,863,951</b>	549,124,534



***Expenditures By Service Area  
(Recommended FY 18-19 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

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<i>Property Tax</i>	165,603,862	174,713,600	<b>177,389,600</b>	180,069,600
<i>Sales Tax</i>	50,579,558	52,769,000	<b>56,347,000</b>	59,143,000
<i>Intergovernmental Revenue</i>	49,800,499	50,728,795	<b>49,861,564</b>	50,377,764
<i>User Fees/Charges/Licenses</i>	183,499,001	188,286,528	<b>188,587,869</b>	194,208,477
<i>All Other</i>	131,336,231	123,635,658	<b>124,517,071</b>	123,955,820
<i>Interfund Transfers</i>	40,313,237	45,709,098	<b>45,832,305</b>	46,889,756
<i>Appropriated Fund Balance</i>	59,229,922	32,341,023	<b>33,601,688</b>	32,585,260
<i>Total</i>	680,362,311	668,183,702	<b>676,137,097</b>	687,229,677
<i>Less Transfers &amp; Internal Charges</i>	122,334,741	131,647,312	<b>134,273,146</b>	138,105,143
<i>Net Revenues</i>	558,027,570	536,536,390	<b>541,863,951</b>	549,124,534

### 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 18-19 recommended budget is balanced with a property tax rate of 63.25 cents, the same rate as FY 17-18. 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.

Based on information provided by the Guilford County Tax Department, tax base growth is projected at approximately 1.5% for FY 18-19.

The second-year budget is balanced with a 63.25 tax rate, the same as the FY 18-19 recommended 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 18-19 is projected at \$56.3 million, roughly 5.7% higher than revised current year estimates of \$53.3 million. 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 \$49.9 million, about \$800,000 less than the current year budgeted figure of \$50.7 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. Utility sales tax revenue fell from \$16.89 million in FY 15-16 to \$16.18 million in FY 16-17. A further reduction to \$15.99 million is expected for the current year. For FY 18-19, revenue is projected to increase to \$16.23 million, only about 1.5% above revised current year estimates.

Revenues from the Piped Natural Gas sales tax are projected at \$1.09 million for FY 18-19, roughly \$21,000, or 2.0%, above the current year revised estimate.

Powell Bill funds, the City's portion of the state gasoline tax, are budgeted at approximately \$7.3 million for FY 18-19, the same as actually received in 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 18-19 are \$188.6 million, compared to \$188.3 for FY 17-18.

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 \$117.8 million. The budget includes a water rate increase of 3.5% for customers both inside and outside the city limits to be effective July 1, 2018.

### ***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 18-19 at \$124.5 million, about \$900,000 more than the current year. Higher interest rates and continued contributions from the General Fund will produce higher interest income for the Debt Service Fund.

### ***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 18-19 are \$45.8 million, compared to \$45.7 million in FY 17-18.

Most of the significant interfund transfers budgeted for FY 18-19 will mirror the budgeted transfers in the current year budget. The General Fund transfer to the Debt Service Fund will increase slightly from \$25.9 million to \$26.0 million. This transfer continues to provide the necessary support to fund debt service principal and interest expenses associated with successful bond referenda in 2008, 2009 and 2016.

The General Fund contribution to the Solid Waste Management Fund remains at \$1.83 million. The General Fund transfer to the War Memorial Coliseum Fund is \$2.9 million, the same as the current year. The transfer from the Powell Bill Fund

## Total Budget-Revenues

to the General Fund is budgeted at \$5.65 million. 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 increase from \$32.3 million in FY 17-18 to \$33.6 million for FY 18-19.

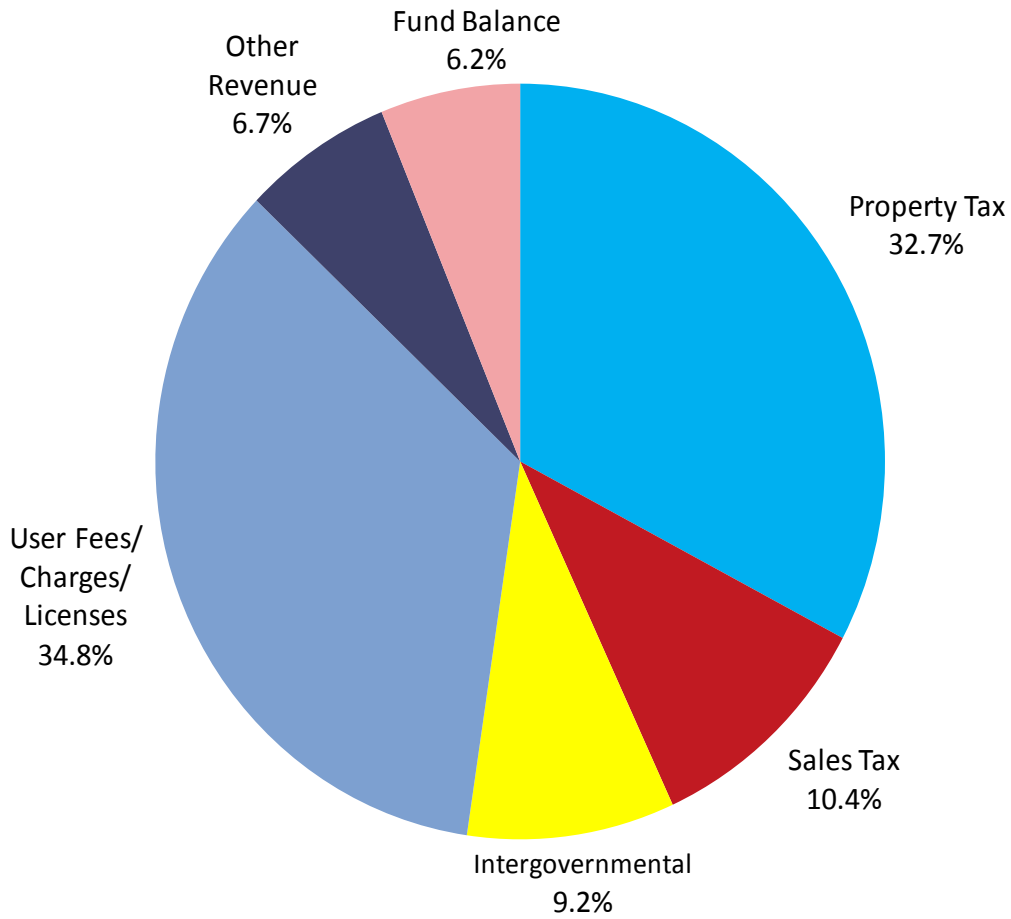
The Water Resources Fund will appropriate \$13.8 million in the FY 18-19 budget, compared to \$8.0 million in fund balance for FY 17-18. Much of this additional appropriation will be transferred to capital reserve funds to support pay-as-you-go financing for various capital improvement projects and investments.

The Technical Services Fund reduces its appropriated fund balance from \$1.80 million in the current year to \$788,000 for FY 18-19. The fund drew down fund balance in the current year to complete funding of the upgraded P25 radio system.

Appropriated fund balance for the General Fund is \$5.87 million, or 2.0%, of the total recommended General Fund budget. The appropriated fund balance percent of total budget is similar to recent years.



**Total Net Revenues by Major Type**  
**(Recommended FY 18-19 Budget)**



# PROPERTY TAX RATE

The property tax rate for the FY 18-19 recommended budget is 63.25 cents per \$100, the same as the adopted FY 17-18 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 1992-93.

## Tax Rates and Valuations

Year	Tax Rate	General Fund	Economic Development	Housing Partnership	Transit Fund	Assessed Valuation
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	25,670,533,471
FY 16-17	.6325	.5856	.0050	.0069	.0350	26,075,817,552
FY 17-18*	.6325	.5856	.0050	.0069	.0350	27,547,731,000
<b>FY 18-19</b>	<b>.6325</b>	<b>.5856</b>	<b>.0050</b>	<b>.0069</b>	<b>.0350</b>	<b>27,968,100,000</b>

### \* Property Revaluation

The FY 18-19 recommended budget includes a property tax rate of 58.56 cents for the General Fund. This is the same as the current General Fund property tax rate.

The recommended budget includes a property tax allocation of 3.50 cents for the Transit Fund, an allocation of 0.69 cents for the Nussbaum Housing Partnership Fund and 0.5 cents (one-half cent) for the Economic Development Fund. These are also the current year tax rates for all three funds.

The FY 19-20 budget is balanced with an overall tax rate of 63.25 cents, the same as the FY 18-19 recommended 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 Aycock 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 service area and by Fund Type for FY 17-18 through FY 19-20

The FY 18-19 recommended budget shows a net increase of about fourteen (14) full-time equivalent (FTE) positions across all operating and non-operating funds.

Three additional positions are recommended for the Tanger Center for the Performing Arts to couple with two positions previously approved. These positions are related to marketing and communications efforts that will begin well before the Center's opening in 2020. Two positions are added at the War Memorial

Coliseum Complex to support expanded programming at the Aquatic Center. Individual position additions include a Principal Analyst position for Finance, partially funded through the Debt Service Fund, and a grant funded Planner position for the Greensboro Transit Authority.

For FY 19-20, an additional ten positions are anticipated for the Tanger Center for the Performing Arts. These positions will be more closely tied to daily operations of the facility and include Event Manager, Custodian, Maintenance Mechanic and Box Office positions.

## Full Time Equivalent Position Changes by Department

SERVICE AREAS	2017-18	New		Mid-Year Changes	2018-19	2019-20
		Issues	Transfers			
<b>Community Services</b>						
Cemeteries Fund	11.442				<b>11.442</b>	11.442
Community Development Fund	8.375			0.625	<b>9.000</b>	9.000
Hotel / Motel Occupancy Tax Fund	0.030				<b>0.030</b>	0.030
Libraries	105.000		1.000	0.125	<b>106.125</b>	106.125
Neighborhood Development	16.500				<b>16.500</b>	16.500
Nussbaum Housing Partnership Fund	12.875		-0.700	0.625	<b>12.800</b>	12.800
Nussbaum Housing Partnership - Grant	1.000				<b>1.000</b>	1.000
Parks & Recreation	170.269				<b>170.269</b>	170.269
Workforce Development Fund	17.297		-0.481		<b>16.816</b>	16.816
Subtotal	342.788	0.000	-0.181	1.375	<b>343.982</b>	343.982
<b>General Government</b>						
Budget and Evaluation	8.000				<b>8.000</b>	8.000
Communications and Marketing Department	24.000		0.000		<b>24.000</b>	24.000
Debt Service Fund	1.550	0.500			<b>2.050</b>	2.050
Economic Development and Business Support	2.000				<b>2.000</b>	2.000
Economic Development Fund	1.000				<b>1.000</b>	1.000
Equipment Services	49.500				<b>49.500</b>	49.500
Executive	13.500		-1.519		<b>11.981</b>	11.981
Financial and Administrative Services	41.420	0.500			<b>41.920</b>	41.920
Graphic Services	8.000				<b>8.000</b>	8.000
Human Relations	4.400				<b>4.400</b>	4.400
Human Relations Grant	0.600				<b>0.600</b>	0.600
Human Resources	27.800		-1.000		<b>26.800</b>	26.800
Information Technology	22.350			0.000	<b>22.350</b>	22.350
Legal	8.000				<b>8.000</b>	8.000
Legislative	7.000		2.000		<b>9.000</b>	9.000
Network Services/Telecommunications	20.650				<b>20.650</b>	20.650
Risk Retention Funds	7.400				<b>7.400</b>	7.400
Subtotal	247.170	1.000	-0.519	0.000	<b>247.651</b>	247.651

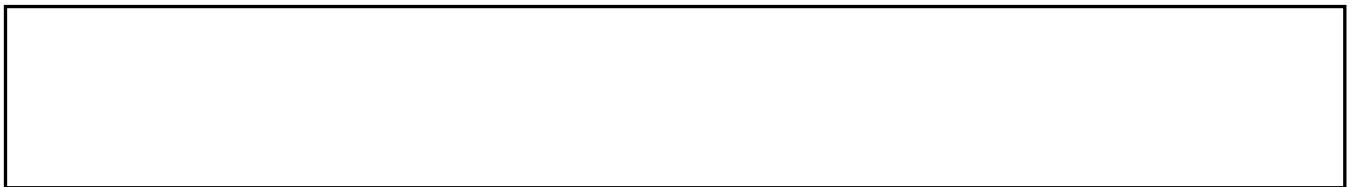


Total Budget-Position Changes

SERVICE AREAS	2017-18	New Issues	Transfers	Mid-Year Changes	2018-19	2019-20
<b>Infrastructure</b>						
Bond Issue & Engineering Costs	0.000			2.000	<b>2.000</b>	2.000
Engineering & Inspections	165.500				<b>165.500</b>	165.500
Engineering & Inspections Bond	1.000				<b>1.000</b>	1.000
Field Operations	254.151				<b>254.151</b>	254.151
Greensboro Transit Authority	12.000			1.000	<b>13.000</b>	13.000
Greensboro Transit Authority Grant Fund	0.000	1.000			<b>1.000</b>	1.000
Parking Facilities Fund	13.750				<b>13.750</b>	13.750
Performing Arts Fund	2.000	3.000			<b>5.000</b>	15.750
Planning	18.700		0.700		<b>19.400</b>	19.400
Solid Waste Management	35.330				<b>35.330</b>	35.330
Stormwater Management	80.000	1.000			<b>81.000</b>	81.000
Transportation	58.926				<b>58.926</b>	58.926
Transportation - Grant	3.000				<b>3.000</b>	3.000
War Memorial Coliseum Complex	79.500	2.000		0.250	<b>81.750</b>	81.750
Water Resources Enterprise	340.175	2.000			<b>342.175</b>	342.175
Subtotal	1064.032	9.000	0.700	3.250	<b>1,076.982</b>	1,087.732
<b>Public Safety</b>						
Emergency Telephone System Fund	2.200				<b>2.200</b>	2.200
Fire	584.000				<b>584.000</b>	584.000
Guilford Metro Communications	108.800				<b>108.800</b>	108.800
Police	799.938	-0.563			<b>799.375</b>	799.375
Technical Services	9.000				<b>9.000</b>	9.000
Subtotal	1503.938	-0.563	0.000	0.000	<b>1,503.375</b>	1,503.375
<b>TOTAL</b>	3157.927408	9.437	0.000	4.625	<b>3,171.990</b>	3,182.740

Full Time Equivalent Position Changes by Fund

Fund	2017-18	New Issues	Transfers	Mid-Year Changes	2018-18	2019-20
General Fund	2,331.453	-0.063	1.181	0.125	<b>2,332.697</b>	2,332.697
Special Revenue Funds	58.819	1.000	-1.181	3.250	<b>61.888</b>	61.888
Debt Service Fund	1.550	0.500	0.000	0.000	<b>2.050</b>	2.050
Enterprise Funds	562.755	8.000	0.000	1.250	<b>572.005</b>	582.755
Internal Service Funds	203.350	0.000	0.000	0.000	<b>203.350</b>	203.350
<b>TOTAL</b>	3,157.927	9.437	0.000	4.625	<b>3,171.990</b>	3,182.740

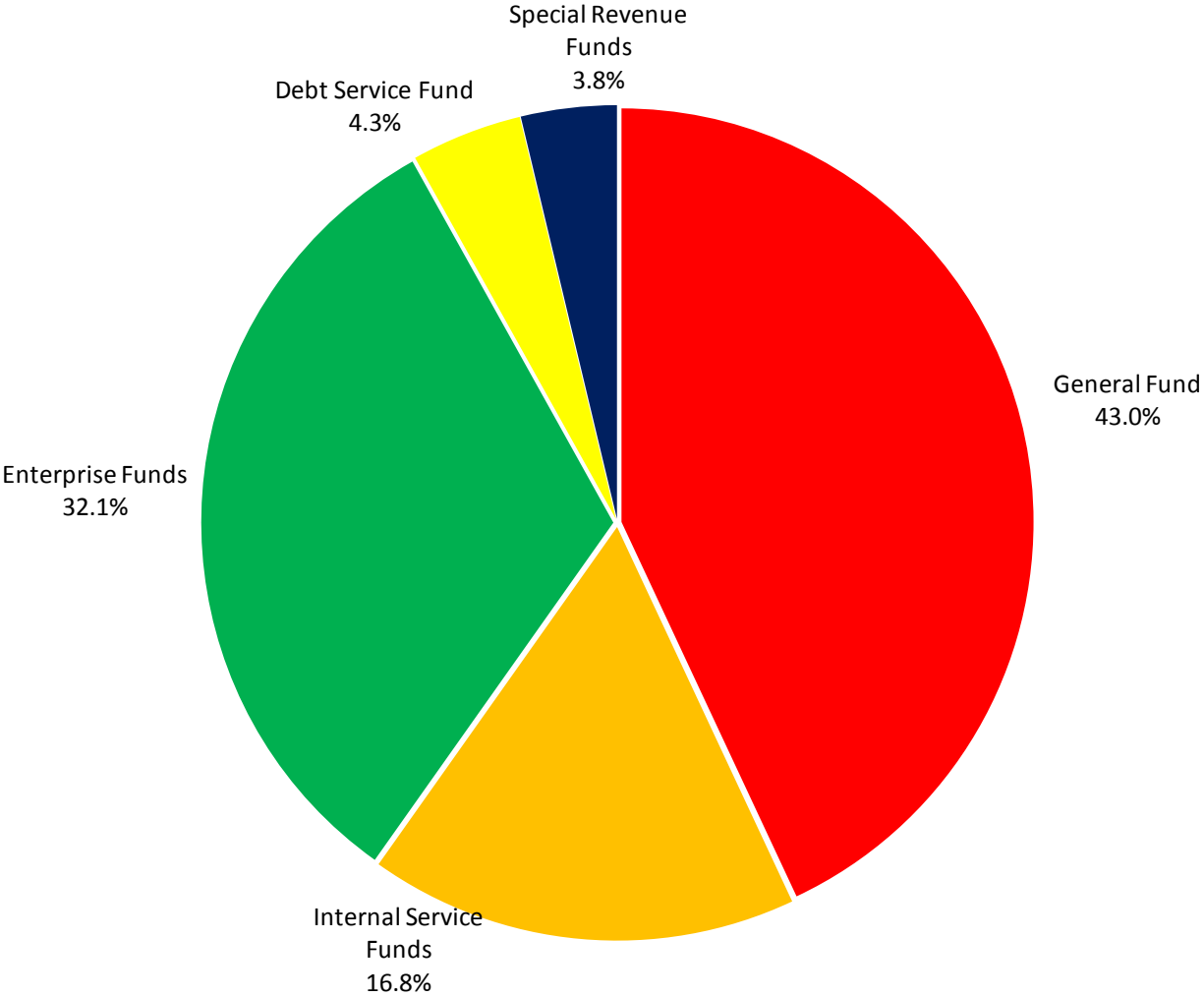


Positions funded with grant or bond funds are included for informational purposes and are grouped under the Special Revenue Funds, even though they are not included in the Annual Budget Ordinance or in the total expenditure columns contained in this budget.



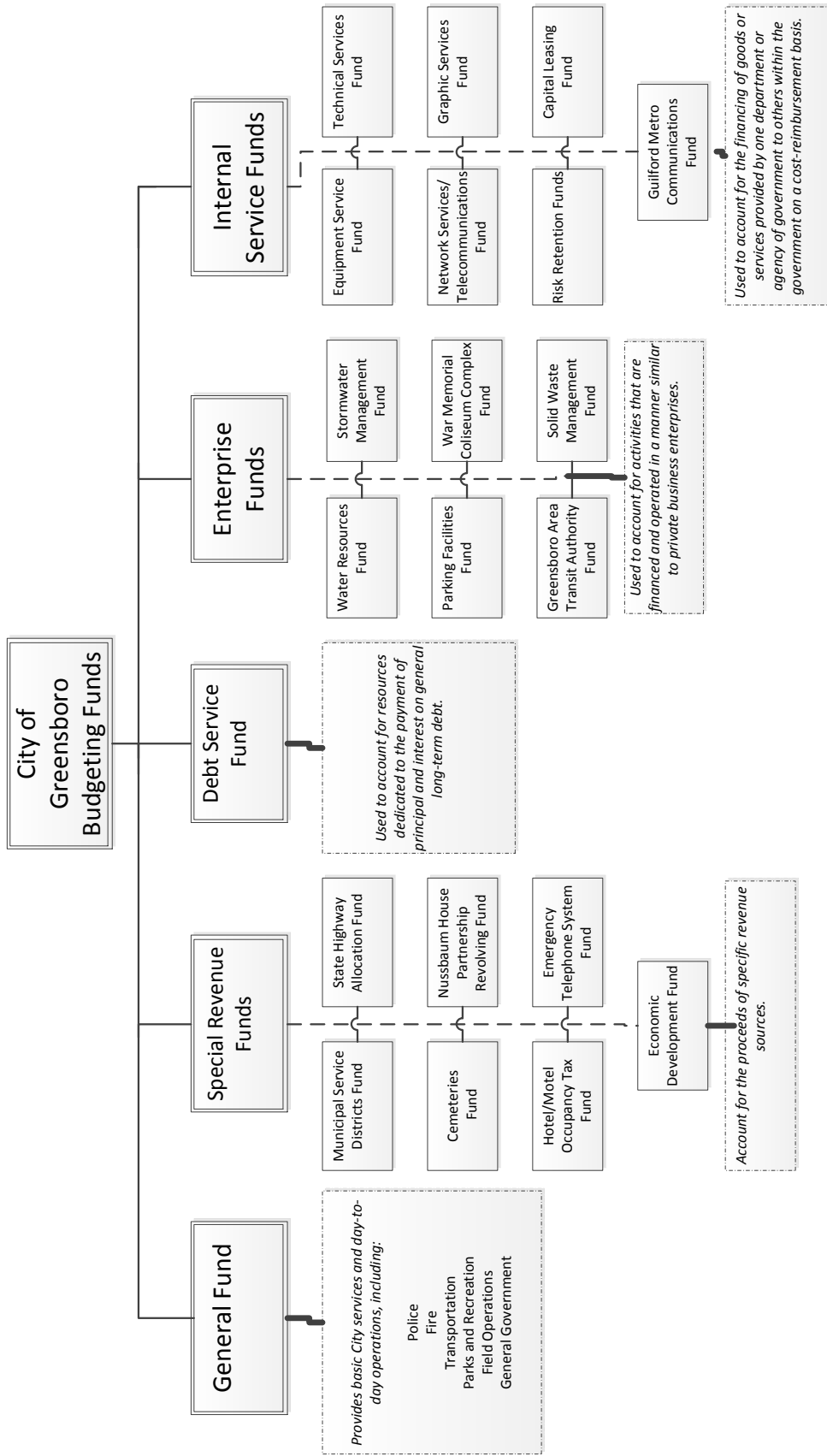
This page intentionally left blank.

# FUND SUMMARY



**FY 18-19**

# BUDGET FUND STRUCTURE



**MAJOR FUND DESCRIPTIONS:**

**General Fund** – The General Fund is used to provide for basic City services and day to day operations. Major activities include police, fire, transportation, parks and recreation and field operations (refuse collection). The General Fund accounts for all resources not otherwise required by state law or local ordinance to be accounted for in a separate fund. General Fund revenues primarily consist of property taxes, sales taxes, intergovernmental revenue and various licenses, permits and other user fees.

**Water Resources Fund** – The Water Resources Fund is used to account for the provision of water and sewer services to customers in the available service area. All activities necessary to provide these services are accounted for in this fund, including water treatment and distribution, wastewater treatment and discharge, infrastructure maintenance and debt service.

**Solid Waste Management Fund** – The Solid Waste Management Fund is used to account for the provision of waste disposal and recycling operations of the City, including the Burnt Poplar Road Waste Transfer Station and the White Street Landfill.

**War Memorial Coliseum Complex Fund** – The War Memorial Coliseum Complex Fund is used to account for the operation of the Coliseum entertainment complex, including the Arena, Special Events Center, Pavilion, Fieldhouse, White Oak Amphitheatre and Greensboro Aquatic Center.



# 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:

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

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

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

The charts on the following pages show actual operating expenditures for each fund in FY 16-17, the amended FY 17-18 budget, the recommended FY 18-19 budget and the projected FY 19-20 budget.

**Total Expenditures by Fund**

<b>FUND TYPE</b>	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
<b>GENERAL FUND</b>	269,173,561	286,811,962	<b>290,841,890</b>	297,551,098
<b>SPECIAL REVENUE FUNDS</b>				
Cemeteries Fund	876,391	934,389	<b>878,822</b>	881,719
Economic Development Fund	1,621,590	1,501,000	<b>1,627,676</b>	1,623,279
Emergency Telephone System Fund	2,721,658	3,026,192	<b>3,022,702</b>	3,033,000
Hotel/Motel Occupancy Tax	12,710,438	12,277,080	<b>9,335,805</b>	5,243,606
Municipal Service Districts Fund	771,882	1,574,000	<b>1,062,570</b>	990,000
Nussbaum Housing Partnership	2,469,888	2,910,007	<b>2,079,178</b>	2,101,299
State Highway Allocation	7,225,000	7,525,000	<b>7,370,000</b>	7,370,000
Subtotal	28,396,847	29,747,668	<b>25,376,753</b>	21,242,903
<b>DEBT SERVICE FUND</b>	17,253,656	27,482,750	<b>29,424,862</b>	34,721,711
<b>ENTERPRISE FUNDS</b>				
Greensboro Area Transit Authority	21,449,545	23,608,807	<b>23,543,225</b>	23,189,771
Parking Facilities Fund	3,643,326	2,753,000	<b>3,156,282</b>	3,202,872
Solid Waste Management	14,151,049	16,847,587	<b>15,783,256</b>	15,884,170
Stormwater Management	10,279,930	13,013,235	<b>13,623,232</b>	13,667,917
War Memorial Coliseum	27,180,388	25,656,587	<b>26,226,459</b>	27,040,654
Water Resources Enterprise	111,062,606	126,955,700	<b>134,492,798</b>	134,689,234
Subtotal	187,766,844	208,834,916	<b>216,825,252</b>	217,674,618
<b>INTERNAL SERVICE FUNDS</b>				
Capital Leasing	1,750,197	2,863,626	<b>2,770,713</b>	2,954,101
Equipment Services	18,540,714	19,404,549	<b>19,840,881</b>	18,273,515
Graphic Services	999,624	1,013,669	<b>1,008,417</b>	1,015,626
Guilford Metro Communications	11,416,689	11,257,908	<b>11,267,186</b>	11,399,400
Network Svcs/Telecommunications	14,085,615	14,613,625	<b>14,857,686</b>	15,226,864
Technical Services	13,850,367	5,925,958	<b>6,054,236</b>	6,028,438
Risk Retention Funds	49,368,060	60,227,071	<b>57,869,221</b>	61,141,403
Subtotal	110,011,266	115,306,406	<b>113,668,340</b>	116,039,347
Total Expenditures	612,602,174	668,183,702	<b>676,137,097</b>	687,229,677
Less Transfers and Internal Charges	122,334,741	131,647,312	<b>134,273,146</b>	138,105,143
Net Expenditures	490,267,433	536,536,390	<b>541,863,951</b>	549,124,534



**Total Expenditures by Service Area**

<b>FUND TYPE</b>	2016-17	2017-18	2018-19	2019-20
<b>Service Area</b>	Actual	Budget	Recommended	Projected
<b>GENERAL FUND</b>				
Community Services	28,172,088	29,941,597	<b>29,836,826</b>	30,214,283
Debt Service	21,238,110	25,920,000	<b>26,005,610</b>	26,361,000
General Government	22,984,492	24,339,788	<b>23,555,614</b>	23,779,935
Infrastructure	69,592,611	73,307,034	<b>74,923,495</b>	77,215,769
Public Safety	127,186,262	133,303,543	<b>136,520,345</b>	139,980,111
Subtotal	269,173,561	286,811,962	<b>290,841,890</b>	297,551,098
<b>SPECIAL REVENUE FUNDS</b>				
Community Services	16,056,717	16,121,476	<b>12,293,805</b>	8,226,624
General Government	1,621,590	1,501,000	<b>1,627,676</b>	1,623,279
Infrastructure	7,996,882	9,099,000	<b>8,432,570</b>	8,360,000
Public Safety	2,721,658	3,026,192	<b>3,022,702</b>	3,033,000
Subtotal	28,396,847	29,747,668	<b>25,376,753</b>	21,242,903
<b>DEBT SERVICE FUND</b>				
Debt Service	17,253,656	27,482,750	<b>29,424,862</b>	34,721,711
<b>ENTERPRISE FUNDS</b>				
Infrastructure	187,766,844	208,834,916	<b>216,825,252</b>	217,674,618
Subtotal	187,766,844	208,834,916	<b>216,825,252</b>	217,674,618
<b>INTERNAL SERVICE FUNDS</b>				
General Government	84,744,210	98,122,540	<b>96,346,918</b>	98,611,509
Public Safety	25,267,056	17,183,866	<b>17,321,422</b>	17,427,838
Subtotal	110,011,266	115,306,406	<b>113,668,340</b>	116,039,347
Total Expenditures	612,602,174	668,183,702	<b>676,137,097</b>	687,229,677
Less Transfers and Internal Charges	122,334,741	131,647,312	<b>134,273,146</b>	138,105,143
Net Expenditures	490,267,433	536,536,390	<b>541,863,951</b>	549,124,534

# GENERAL FUND

**Expenditures by Service Area**

The chart below shows a service area comparison of General Fund expenditures for FY 16-17 actual expenditures, the FY 17-18 amended budget, the FY 18-19 recommended budget and the FY 19-20 projected budget. The FY 18-19 recommended budget of \$290,841,890, is \$4.0 million, or 1.4%, higher than the amended FY 17-18 budget.

The Public Safety service area, which includes Police, Fire and the General Fund support for the Guilford Metro 911 Fund, is the largest service area in the General Fund. The total service area budget is \$136.5 million, which is about 47% of the total General Fund. The recommended budget is about \$3.2 million, or 2.4%, higher than the current year budget.

The budgeted contribution to the Debt Service Fund will increase from \$25.9 million to \$26.0 million. This increase is necessary to support principal and interest payments related to further borrowing of funds approved by the voters in 2008, 2009 and 2016.

The Infrastructure service area, which includes Field Operations, Transportation, Engineering and Inspections, Planning, and contributions to Solid Waste Management and the Coliseum Funds, is the second largest service area at \$74.9 million. The recommended budget increases by \$1.6 million, or 2.2%. The recommended budget includes funding to replace and upgrade the HVAC system at the Central Library and for the Greensboro Science Center Garden Building roof replacement.

The recommended General Fund transfer to the Coliseum Fund is \$2.90 million, the same as the current year. The General Fund will contribute \$190,000 to the Performing Arts Center Fund to support the hiring of five positions during FY 18-19. Two positions were previously approved; three additional positions are recommended in this budget.

The Community Services service area recommended budget, which includes the Library, Neighborhood Development and Parks and Recreation Departments, is reduced slightly from \$29.9 million to \$29.8 million.

The General Government service area recommended budget is \$23.6 million, about \$784,000 below the current year budget of \$24.3 million. Several capital reserve projects, totaling \$1.27 million, were included in the current year budget. There are no capital reserve projects included in the recommended FY 18-19 budget.

The recommended budget includes \$500,000 to implement Participatory Budgeting projects approved by citizens in November 2017. For budgeting purposes, approximately \$330,000 is included in this service area to fund planned increases in the minimum wage for both benefitted and roster employees. Actual expenditures will be distributed throughout the General Fund.

The FY 19-20 projected budget is \$6.7 million, or 2.3%, higher than the recommended FY 18-19 budget. The contribution to the Debt Service Fund will increase from \$26.0 million to \$26.4 million.

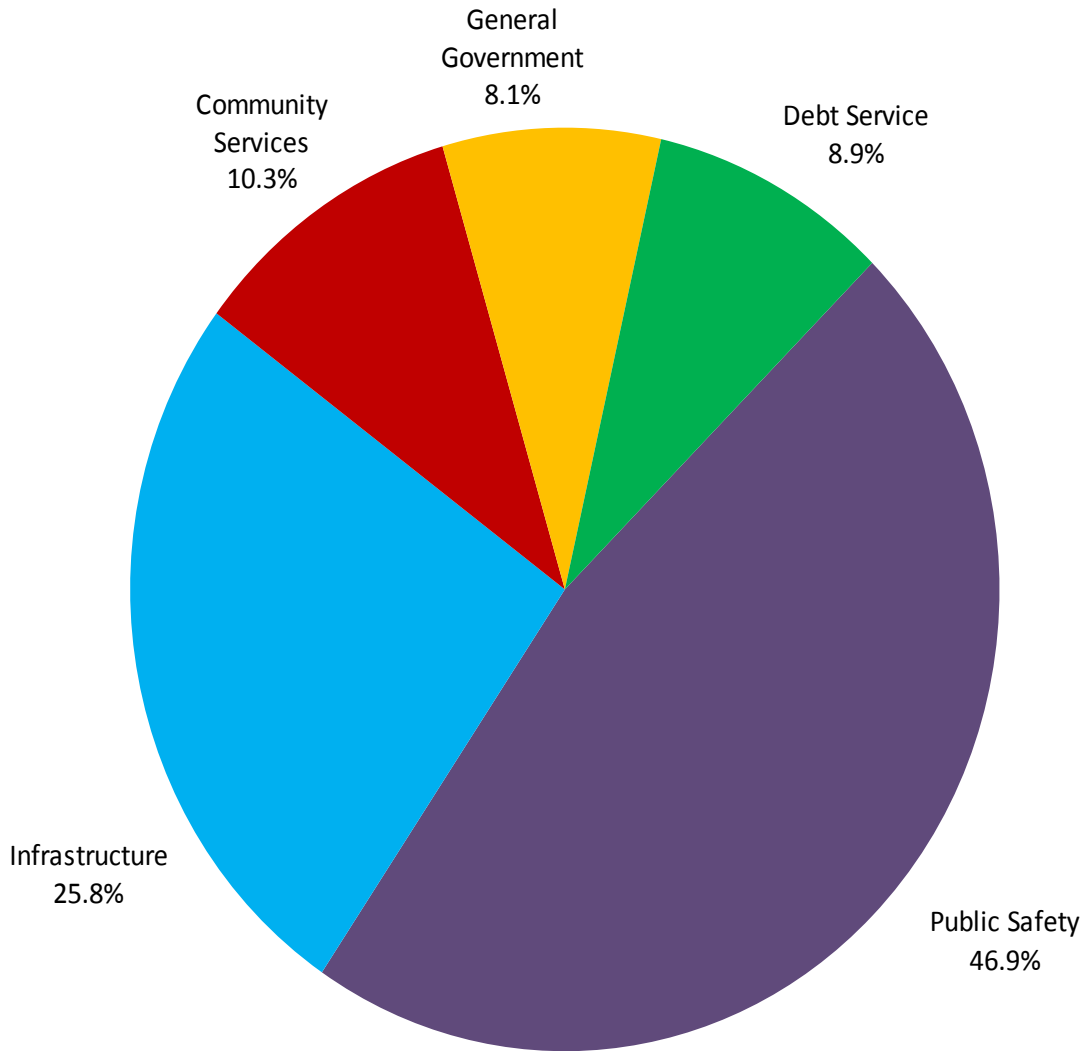
**General Fund Expenditures by Service Area**

Service Area	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
Community Services	28,172,088	29,941,597	<b>29,836,826</b>	30,214,283
General Government	22,984,492	24,339,788	<b>23,555,614</b>	23,779,935
Infrastructure	69,592,611	73,307,034	<b>74,923,495</b>	77,215,769
Public Safety	127,186,262	133,303,543	<b>136,520,345</b>	139,980,111
Debt Service	21,238,110	25,920,000	<b>26,005,610</b>	26,361,000
<b>Total</b>	<b>269,173,561</b>	<b>286,811,962</b>	<b>290,841,890</b>	<b>297,551,098</b>





**General Fund Expenditures by Service Area  
Recommended FY 18-19 Budget**



**Highlights**

**Expenditures By Category:**

The chart below shows a comparison of General Fund expenditures by expenditure category for FY 16-17 actual expenditures, the FY 17-18 amended budget, the FY 18-19 recommended and FY 19-20 projected budgets.

**General Fund Expenditures by Expenditure Category**

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
Personnel Costs	164,226,217	174,817,207	<b>178,881,596</b>	182,895,728
Maintenance & Operations	83,573,969	86,004,141	<b>85,811,684</b>	88,294,370
Debt Service	21,238,110	25,920,000	<b>26,005,610</b>	26,361,000
Capital Outlay	135,266	70,614	<b>143,000</b>	0
Total	269,173,561	286,811,962	<b>290,841,890</b>	297,551,098

The FY 18-19 General Fund recommended budget includes personnel costs of \$178.9 million, \$4.1 million, or 2.3%, higher than the current revised budget. The fund shows a net increase of only about one (1) FTE position. An additional Analyst position is recommended for the Finance Department to assist with the increasing number and complexity of various debt management issues.

The budget includes funds for the continuation of the Police and Fire step program for appropriate ranks and an average merit pay adjustment of 3.0% for all other employees.

The recommended budget includes approximately \$330,000 to fund adjustments to the City's minimum wage to be effective during FY 18-19. A \$31,200 annual minimum salary will be established for all benefitted positions. Minimum wage for roster positions in the General Fund will increase from \$11.50/hour to \$12.50/hour and will continue movement to \$15/hour in future years.

Maintenance and Operations (M/O) expenditures, including transfers to other funds, are budgeted at \$85.8 million, roughly \$200,000 below the current year budget. The recommended budget does

include \$300,000 for major HVAC maintenance at the Central Library and \$220,000 for roof replacement for a building at the Greensboro Science Center. However, there are no projected uses from capital reserve funds for FY 18-19, compared to \$1.27 million in the current year.

The General Fund contribution to the Coliseum Fund will remain at \$2.90 million. The General Fund contribution to the Solid Waste Management Fund will remain at \$1,830,537.

General Fund contributions to the Debt Service Fund will increase from \$25.9 million in FY 17-18 to \$26.0 million in FY 18-19. This contribution to the Debt Service Fund supports additional borrowing stemming from voter-approved referenda in 2008, 2009 and 2016. The portion of the property tax dedicated to debt service is approximately 9.50 cents.

Capital outlay expenditures are budgeted at \$143,000. New cameras for the council chambers are included in this recommendation.

The FY 19-20 projected budget is \$6.7 million, or 2.3%, higher than the recommended FY 18-19 budget. Contributions for debt service expenses will increase from \$26.0 million in FY 18-19 to \$26.4 million in FY 19-20.



Fund Summary-General Fund

**Highlights**

**Revenues:**

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

<b>Major General Fund Revenues</b>				
	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
Property Tax	152,705,277	161,212,000	<b>163,632,000</b>	166,115,000
Sales Tax	50,414,735	52,629,000	<b>56,187,000</b>	58,983,000
State Collected Local Revenues	24,649,501	25,555,476	<b>24,315,321</b>	24,624,021
ABC Profit Distribution	3,773,528	3,680,925	<b>4,024,900</b>	4,145,600
Building Permit Revenue	3,029,965	3,282,355	<b>3,267,250</b>	3,428,610
All Other	27,218,248	26,831,375	<b>26,930,744</b>	26,993,008
Transfers from Other Funds	6,119,000	6,419,000	<b>6,612,160</b>	6,419,000
Appropriated Fund Balance	16,795,127	7,201,831	<b>5,872,515</b>	6,842,859
Total	284,705,381	286,811,962	<b>290,841,890</b>	297,551,098

**Property Tax**

The recommended FY 18-19 General Fund budget is balanced with a 58.56 cent tax rate. This rate is the same as the rate for the adopted FY 17-18 budget.

Tax base growth is projected at 1.5% for FY 18-19 based on projections provided by the Guilford County Tax Department.

The second year General Fund budget is balanced with the same tax rate as the recommended FY 18-19 budget.

**Sales Tax**

Sales tax revenue grew by 5.9% in FY 16-17 and continued growth near this level is expected both in the current year and FY 18-19. Based on receipts for the first half of the year, current year sales tax revenues are projected at \$53.2 million, about 5.5% over the last year's actuals. For FY

18-19, sales tax revenue is projected at about 5.6% above current year revised estimates.

**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 18-19 recommended budget projects revenues of \$24.3 million, about \$334,000 below FY 16-17 actual revenues and about \$1.2 million, or 4.8% lower than the current year budget.

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. Revenue from the electric sales tax has fallen consistently during the past three years, from \$16.9 million in FY 15-16 to an estimated \$16.0 million in the current year. For FY 18-19, utility sales tax is projected at \$16.2 million, only a slight increase of 1.5% over the revised current year

estimate, in line with recommendations from the North Carolina League of Municipalities.

Revenues from the Piped Natural Gas sales tax are projected at \$1.09 million for FY 18-19, roughly \$21,000, or 2.0%, above the current year revised estimate.

### ***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: 91.8% is distributed to Greensboro, 1.7% is distributed to Summerfield with the remaining 6.5% distributed among Guilford County and municipalities without ABC outlets. ABC Profit Distribution Revenues of \$4.02 million are estimated for FY 18-19, which are about 3% higher than the current year estimate of \$3.91 million.

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

Building development fee revenue continues to gradually improve. Current year revised estimates are approximately \$3.1 million, or about 3% over last year's actual revenue.

For FY 18-19, building permit fee revenue is projected at \$3.27 million, about 4.5% above the revised current year estimate.

### ***Other Revenues***

Other revenues in the General Fund include departmental charges, user fees, fines, licenses and other miscellaneous revenues. These revenues are estimated at \$26.9 million, just slightly above the \$26.8 million budgeted in the current year.

Commercial refuse collection fees are budgeted at \$4.72 million, about the same as revised current year estimates.

The FY 18-19 recommended budget includes an increase in the monthly household hazardous fee from \$0.40 to \$0.60, or 20 cents per month. This fee increase will allow the current household hazardous waste collection program, which operates Wednesday through Saturday, to also open on Mondays and Tuesdays. The additional fee plus anticipated increased proportional support from Guilford County increases budget program revenues by about \$278,000.

Admissions and Charges and related revenue projections in Parks and Recreation are reduced slightly from \$1.32 million to \$1.25 million to more closely match current revenue activity.

### ***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 (Powell Bill) Fund is budgeted at \$5.65 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***

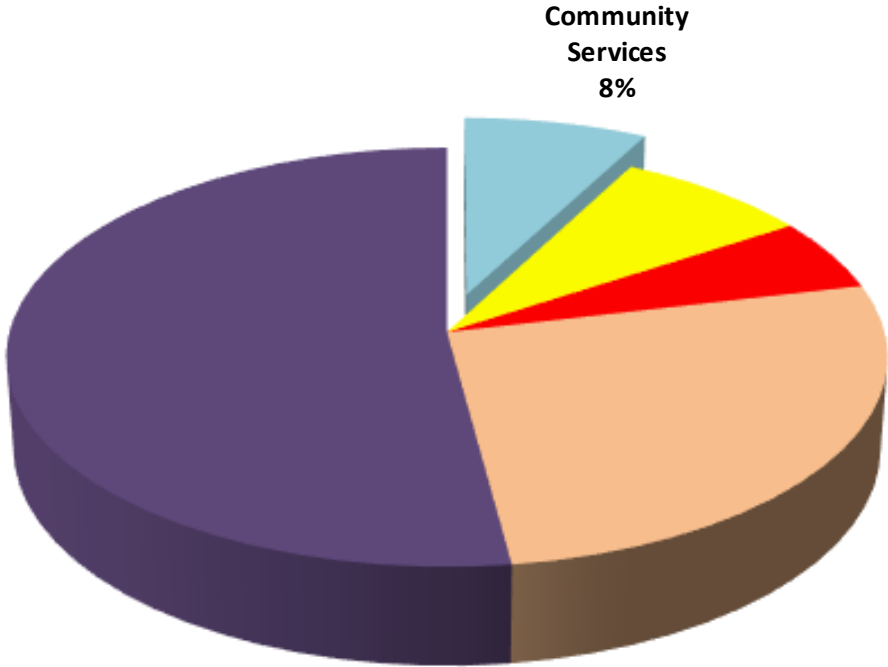
The fund balance appropriation for the FY 18-19 General Fund budget is \$5.87 million, or 2.0%, of the total budget. The total amount does not include additional fund balance appropriations that will be necessary to carry forward outstanding purchase orders at the end of FY 17-18.



This page intentionally left blank.

# 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 18-19

# COMMUNITY SERVICES SERVICE AREA SUMMARY

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Cemeteries	876,391	934,389	<b>878,822</b>	881,719
Hotel/Motel Occupancy Tax Fund	12,710,438	12,277,080	<b>9,335,805</b>	5,243,606
Libraries	8,283,482	9,230,399	<b>9,293,223</b>	9,444,731
Neighborhood Development	1,441,626	1,662,630	<b>1,648,124</b>	1,674,377
Non-Departmental Community Services	2,126,094	2,376,456	<b>1,987,456</b>	1,987,456
Nussbaum Housing Partnership	2,469,888	2,910,007	<b>2,079,178</b>	2,101,299
Parks and Recreation	16,320,886	16,672,112	<b>16,908,023</b>	17,107,719
Subtotal	44,228,805	46,063,073	<b>42,130,631</b>	38,440,907
Less Transfers/Internal Charges	437,797	435,706	<b>435,706</b>	435,706
Total Community Services	43,791,008	45,627,367	<b>41,694,925</b>	38,005,201
Total FTE Positions	318.677	316.116	<b>317.166</b>	317.166
<b>Revenues:</b>				
Cemeteries	464,120	498,683	<b>443,116</b>	446,013
Hotel/Motel Occupancy Tax Fund	14,375,386	12,277,080	<b>9,335,805</b>	5,243,606
Libraries	1,954,502	1,938,873	<b>1,933,599</b>	1,933,599
Neighborhood Development	323,961	342,000	<b>342,000</b>	342,000
Non-Departmental Community Services	1	0	<b>0</b>	0
Nussbaum Housing Partnership	3,024,393	2,910,007	<b>2,079,178</b>	2,101,299
Parks and Recreation	2,363,082	2,341,858	<b>2,346,021</b>	2,346,021
Subtotal	22,505,445	20,308,501	<b>16,479,719</b>	12,412,538
General Fund Contribution	23,968,339	25,754,572	<b>25,650,912</b>	26,028,369
Less Transfers/Internal Charges	437,797	435,706	<b>435,706</b>	435,706
Total Community Services	46,035,987	45,627,367	<b>41,694,925</b>	38,005,201

## GRANT FUNDED PROGRAMS

<b>Expenditures:</b>				
Community Dev. Block Grant Fund	1,786,654	2,122,442	<b>2,311,061</b>	2,311,061
HOME Investment Fund	1,615,064	943,715	<b>1,300,158</b>	1,300,158
Workforce Development	4,917,359	4,455,630	<b>4,066,456</b>	4,066,456
Total Grants	8,319,077	7,521,787	<b>7,677,675</b>	7,677,675
Total FTE Positions	30.691	25.672	<b>25.816</b>	25.816
<b>Revenues:</b>				
Community Dev. Block Grant Fund	1,786,654	2,122,442	<b>2,311,061</b>	2,311,061
HOME Investment Fund	1,615,064	943,715	<b>1,300,158</b>	1,300,158
Workforce Development	4,917,359	4,455,630	<b>4,066,456</b>	4,066,456
Total Grants	8,319,077	7,521,787	<b>7,677,675</b>	7,677,675



# COMMUNITY SERVICES SERVICE AREA SUMMARY

## BUDGET HIGHLIGHTS

- The FY 18-19 Community Services Service Area Budget is decreasing by \$3,932,442, or 8.6%.
- The FY 18-19 Hotel/Motel Occupancy Tax Fund Budget includes a \$5 million transfer to the Coliseum Improvements Fund for the construction of the Greensboro Swarm Fieldhouse and other improvements.
- The FY 18-19 General Fund contribution to the Cemeteries Fund is budgeted the same as in FY 17-18 at \$435,706.
- FY 18-19 funding support for Center City Park/LeBauer Park will remain at \$400,000.
- The Community Services Service area has a total net increase of 1.05 FTEs for the following positions:

### Libraries

- ◆ Transfer of a Public Information Specialist position to Libraries from Communications, (1 FTE).
- ◆ Programs Assistant position increasing from Part-time 20 hours to Part-time 30 hours, (0.125 FTE).

### Nussbaum Partnership Fund

- ◆ Paralegal position increasing from part-time to full-time, (0.625 FTE).
- ◆ Transferred 70% of a Planner position to Planning, (-0.7 FTE).



# CEMETERIES FUND

## PROGRAMS

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 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.				
Appropriation	876,391	934,389	<b>878,822</b>	881,719
Full Time Equivalent Positions	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

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b><u>Workload Measure</u></b>				
• Number of markers installed	N/A	100	<b>100</b>	100
<b><u>Efficiency Measures</u></b>				
• 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><u>Effectiveness Measures</u></b>				
• Percent of property inquiries resulting in sale	N/A	95%	<b>95%</b>	95%

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	615,100	609,505	<b>598,802</b>	597,343
Maintenance & Operations	261,291	324,884	<b>280,020</b>	284,376
Capital Outlay	0	0	<b>0</b>	0
Total	876,391	934,389	<b>878,822</b>	881,719
Total FTE Positions	11.442	11.442	<b>11.442</b>	11.442
<b>Revenues:</b>				
User Charges	450,920	378,500	<b>378,500</b>	378,500
Fund Balance	1,583	74,893	<b>19,326</b>	22,223
All Other	11,617	45,290	<b>45,290</b>	45,290
Subtotal	464,120	498,683	<b>443,116</b>	446,013
General Fund Contribution	437,797	435,706	<b>435,706</b>	435,706
Total	901,917	934,389	<b>878,822</b>	881,719

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget is decreasing by \$55,567, or 5.9%.
- The reduction in the budget is due to \$50,000 of cemetery pavement repairs that were budgeted in the current year.
- The General Fund contribution is \$435,706.



# COMMUNITY DEVELOPMENT BLOCK GRANT

## PROGRAMS

	2016-17	2017-18	<b>2018-19</b>	2019-20
	Actual	Budget	<b>Recommended</b>	Projected

### 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.

Appropriation	356,559	394,489	<b>432,212</b>	432,212
Full Time Equivalent Positions	10.875	8.375	<b>9.000</b>	9.000

### 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.

Appropriation	229,139	486,790	<b>565,010</b>	565,010
Full Time Equivalent Positions	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.

Appropriation	903,616	885,033	<b>957,709</b>	957,709
Full Time Equivalent Positions	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.

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

### Economic Development

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

Appropriation	121,210	180,000	<b>180,000</b>	180,000
Full Time Equivalent Positions	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

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Efficiency Measures</b>				
• Number of Greensboro residents who are homeless, as determined through the annual Point-In-Time Count	573	516	464	418
• Number of housing units developed or rehabilitated that are affordable to households at or below 80% of area median income	8	20	20	20

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Administration	356,559	394,489	432,212	432,212
Housing Activities	229,139	486,790	565,010	565,010
Redevelopment Activities	903,616	885,033	957,709	957,709
Homeless Prevention	176,130	176,130	176,130	176,130
Economic Development	121,210	180,000	180,000	180,000
<b>Total</b>	<b>1,786,654</b>	<b>2,122,442</b>	<b>2,311,061</b>	<b>2,311,061</b>
Total FTE Positions	10.875	8.375	9.000	9.000
<b>Revenues:</b>				
Intergovernmental	1,684,154	1,972,442	2,161,061	2,161,061
All Other	102,500	150,000	150,000	150,000
<b>Total</b>	<b>1,786,654</b>	<b>2,122,442</b>	<b>2,311,061</b>	<b>2,311,061</b>

## BUDGET HIGHLIGHTS

- This summary page is for information only and is not included as part of the total budget.
- The totals listed are estimates and will be updated when authorization is provided by the Federal Government for those funds.
- The FY 18-19 budget reflects a mid-year change of additional 0.625 FTE.
- The FY 16-17 actual figures are based on CDBG expenditures through June 30, 2017.
- The net gain of 0.625 FTE in FY 18-19 is the result of the addition of a Rehabilitation Specialist position (+ 1.0 FTE) and the deletion of a part-time paralegal position (-0.375 FTE).



# HOME INVESTMENT FUND

## PROGRAMS

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Administration</b>				
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.

Appropriation	111,452	84,371	<b>120,015</b>	120,015
Full Time Equivalent Positions	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.

Appropriation	1,503,612	859,344	<b>1,180,143</b>	1,180,143
Full Time Equivalent Positions	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.

## PERFORMANCE MEASURES

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Workload Measures</b>				
• Number of rental housing units developed that are affordable to households at or below 80% of area median income - includes new construction and rehabilitation	N/A	25	<b>40</b>	40
• Number of single family units rehabilitated that are affordable to households at or below 80% of area median income	N/A	2	<b>0</b>	0
• Number of first time homebuyer households at or below 80% of area median income assisted with downpayment assistance	N/A	20	<b>0</b>	0

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Administration	111,452	84,371	<b>120,015</b>	120,015
Housing Activities	1,503,612	859,344	<b>1,180,143</b>	1,180,143
Total	1,615,064	943,715	<b>1,300,158</b>	1,300,158
<b>Revenues:</b>				
Intergovernmental	1,366,107	843,715	<b>1,200,158</b>	1,200,158
Program Income	248,957	100,000	<b>100,000</b>	100,000
Total	1,615,064	943,715	<b>1,300,158</b>	1,300,158

## BUDGET HIGHLIGHTS

- This summary page is for information only and is not included as part of the total budget.
- The totals listed are estimates only and they will be updated as soon as authorization is given by the Federal Government for those funds.

# HOTEL/MOTEL OCCUPANCY TAX FUND

## PROGRAMS

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
<b>Hotel/Motel Occupancy Tax</b>				
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 these proceeds to retire debt service on improvements to the Coliseum Complex. The City also funds certain marketing expenses up to \$200,000 annually.				
Appropriation	12,710,438	12,277,080	<b>9,335,805</b>	5,243,606
Full Time Equivalent Positions	0.030	0.030	<b>0.030</b>	0.030

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	5,972	6,016	<b>6,129</b>	6,185
Maintenance & Operations	12,704,466	12,271,064	<b>9,329,676</b>	5,237,421
Capital Outlay	0	0	<b>0</b>	0
Total	12,710,438	12,277,080	<b>9,335,805</b>	5,243,606
Total FTE Positions	0.030	0.030	<b>0.030</b>	0.030
 <b>Revenues:</b>				
Hotel/Motel Occupancy Tax	4,075,209	4,226,080	<b>4,239,840</b>	4,324,640
Transfers	0	0	<b>0</b>	0
Other	10,295,377	8,051,000	<b>5,095,965</b>	108,435
Fund Balance	4,800	0	<b>0</b>	810,531
Total	14,375,386	12,277,080	<b>9,335,805</b>	5,243,606

## BUDGET HIGHLIGHTS

- This fund provides debt service payments for existing debt at the Coliseum.
- The FY 18-19 Hotel/Motel Occupancy Tax fund is decreasing by \$2,941,275, or 24.0%
- FY 18-19 occupancy tax revenues are budgeted to increase \$13,760, or 0.3%.
- The FY 17-18 Budget included an \$8.0 million transfer to the Coliseum Improvements Fund related to the construction of the Greensboro Swarm Fieldhouse and other improvements. A similar \$5.0 million transfer is included in FY 18-19.
- A small portion of one Finance Department FTE position is allocated to this fund.



# GREENSBORO PUBLIC LIBRARY

## PROGRAMS

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
<b>Libraries Administration</b>				
Directs all activities of the Library Department and provides administrative leadership and planning.				
Appropriation	2,219,749	2,671,172	<b>2,715,463</b>	2,752,378
Full Time Equivalent Positions	16.75	16.75	<b>17.75</b>	17.75

## 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.

Appropriation	1,722,754	1,935,432	<b>1,931,563</b>	1,970,966
Full Time Equivalent Positions	29.750	30.750	<b>30.750</b>	30.750

## Community Services

Provides seven community branch libraries, some with specialized services such as non-profit information, multicultural services, 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.

Appropriation	2,745,862	2,938,921	<b>2,953,995</b>	3,016,002
Full Time Equivalent Positions	48.500	47.500	<b>47.625</b>	47.625

## 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.

Appropriation	946,513	948,391	<b>924,867</b>	925,269
Full Time Equivalent Positions	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.

Appropriation	648,604	736,483	<b>767,335</b>	780,116
Full Time Equivalent Positions	10.5	10.0	<b>10.0</b>	10.0

## Departmental Objectives

- Customers will find the materials they are seeking 75% of the time.
- Achieve a per capita circulation rate of 4.
- Provide computer services to 325,000 users.
- Provide 4,000 educational programs and opportunities for children and adults.
- Collect 35% of delinquent accounts in full.
- 99% of pre-school/toddler parents rating service "satisfactory" or above.

**PERFORMANCE MEASURES**

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Workload Measures</b>				
• Number of educational programs for adults and children	4,783	3,677	<b>4,000</b>	3,700
• Number of visits to or from schools	280.00	400.00	<b>325.00</b>	375.00
• Per capita circulation rate achieved	3.30	4.60	<b>4.00</b>	4.35
• Reference transactions achieved per capita	0.34	0.40	<b>0.50</b>	0.50
• Number of computer users	351,983	350,000	<b>325,000</b>	460,000
• Average Daily Attendance at City Libraries	7,863	7,900	<b>8,000</b>	8,000
<b>Efficiency Measures</b>				
• Percentage of delinquent accounts paid in full	32%	35%	<b>35%</b>	35%
• Economic value of Library volunteers	\$325,014	\$325,000	<b>\$325,000</b>	\$350,000
<b>Effectiveness Measures</b>				
• Percentage of computer uptime	99.92%	99%	<b>99%</b>	99%
• Percentage of time customer finds materials day of request	67%	70%	<b>70%</b>	70%
• Percentage pre-school/toddler parents rating service "satisfactory" or above	100.00%	98%	<b>99%</b>	99%
• Percentage of customers rating Library and/or Museum Customer Service as satisfactory or above	98%	95%	<b>95%</b>	95%

**BUDGET SUMMARY**

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	5,674,389	6,434,144	<b>6,499,816</b>	6,646,454
Maintenance & Operations	2,609,093	2,796,255	<b>2,793,407</b>	2,798,277
Capital Outlay	0	0	<b>0</b>	0
Total	8,283,482	9,230,399	<b>9,293,223</b>	9,444,731
Total FTE Positions	105.500	105.000	<b>106.125</b>	106.125
<b>Revenues:</b>				
Intergovernmental	1,356,847	1,356,847	<b>1,356,847</b>	1,356,847
User Charges	181,102	182,975	<b>165,950</b>	165,950
All Other	416,553	399,051	<b>410,802</b>	410,802
Subtotal	1,954,502	1,938,873	<b>1,933,599</b>	1,933,599
General Fund Contribution	6,328,980	7,291,526	<b>7,359,624</b>	7,511,132
Total	8,283,482	9,230,399	<b>9,293,223</b>	9,444,731

**BUDGET HIGHLIGHTS**

- The FY 18-19 Budget is increasing by \$62,824, or 0.7%.
- The net gain of 1.125 FTE in FY 18-19 is the result of a Public Information Specialist position transfer from the Communications department, and a Programs Assistant position increasing from Part-time 20 hours to Part-time 30 hours.



# NEIGHBORHOOD DEVELOPMENT

## PROGRAMS

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 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	42,258	69,444	<b>76,432</b>	77,798
Full Time Equivalent Positions	0.5	0.5	<b>0.5</b>	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	1,399,368	1,593,186	<b>1,571,692</b>	1,596,579
Full Time Equivalent Positions	16	16	<b>16</b>	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 ensure all housing units are safe for occupancy.

## PERFORMANCE MEASURES

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Efficiency Measures</b>				
• Number of junked and abandoned vehicle cases resolved	N/A	1,300	<b>1,300</b>	1,300
• Number of cited housing units repaired and in compliance	N/A	490	<b>490</b>	490
• Number of nuisance cases cleared	N/A	3,000	<b>3,000</b>	3,000
• Number of zoning cases investigated and resolved	N/A	2,400	<b>2,400</b>	2,400

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	1,063,415	1,143,341	<b>1,160,374</b>	1,184,134
Maintenance & Operations	378,211	519,289	<b>487,750</b>	490,243
Capital Outlay	0	0	<b>0</b>	0
Total	1,441,626	1,662,630	<b>1,648,124</b>	1,674,377
Total FTE Positions	16.500	16.500	<b>16.500</b>	16.500
<b>Revenues:</b>				
User Charges	267,191	298,000	<b>298,000</b>	298,000
All Other	56,770	44,000	<b>44,000</b>	44,000
Subtotal	323,961	342,000	<b>342,000</b>	342,000
General Fund Contribution	1,117,665	1,320,630	<b>1,306,124</b>	1,332,377
Total	1,441,626	1,662,630	<b>1,648,124</b>	1,674,377

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget is decreasing by \$14,506, or 0.9%.



# NON-DEPARTMENTAL COMMUNITY SERVICES

## PROGRAMS

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 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.				
Appropriation	2,126,094	2,376,456	<b>1,987,456</b>	1,987,456

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
<b>Expenditures:</b>				
Cemeteries Fund	437,797	435,706	<b>435,706</b>	435,706
Natural Science Center	1,085,000	1,085,000	<b>1,085,000</b>	1,085,000
Fun Fourth	22,478	25,000	<b>25,000</b>	25,000
All Other	580,819	830,750	<b>441,750</b>	441,750
Total	2,126,094	2,376,456	<b>1,987,456</b>	1,987,456
<b>Revenues:</b>				
Natural Science Center Rent	1	0	<b>0</b>	0
General Fund Contribution	2,126,093	2,376,456	<b>1,987,456</b>	1,987,456
Total	2,126,094	2,376,456	<b>1,987,456</b>	1,987,456

## BUDGET HIGHLIGHTS

- The FY 18-19 budget is decreasing by \$389,000, or 16.4%.
- The FY 18-19 transfer to the Cemeteries Fund is \$435,706.
- Other expenses in FY 18-19 include support for LeBauer Park (\$400,000) and Festival of Lights (\$30,750).



# NUSSBAUM HOUSING PARTNERSHIP REVOLVING FUND

## PROGRAMS

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 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.				
Appropriation	1,727,492	2,161,368	<b>1,380,539</b>	1,402,660
Full Time Equivalent Positions	13.175	12.875	<b>12.800</b>	12.800

## Homeless Prevention

The Homelessness Prevention budget allocates funding to support homelessness prevention activities including emergency and transitional shelter, rapid re-housing and housing information and referral services for persons experiencing homelessness or at risk of becoming homeless. Funding is combined with Federal CDBG and ESG funds.

Appropriation	590,384	558,639	<b>558,639</b>	558,639
Full Time Equivalent Positions	0	0	<b>0</b>	0

## Asset Management

The Asset Management budget allocates funding to support maintenance and disposition of City-owned property in active redevelopment areas.

Appropriation	152,012	190,000	<b>140,000</b>	140,000
Full Time Equivalent Positions	0	0	<b>0</b>	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

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 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	N/A	166	<b>60</b>	60
• Number of clients served through housing counseling and homebuyer education services	N/A	100	<b>100</b>	100
<b>Efficiency Measures</b>				
• Percentage of required planning & reporting documents submitted on time to appropriate agencies	100%	100%	<b>100%</b>	100%
<b>Effectiveness Measures</b>				
• Number of Greensboro residents who are homeless, as determined through the annual Point-In-Time Count.	573	516	<b>464</b>	418

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	1,015,459	1,143,321	<b>1,148,983</b>	1,169,847
Maintenance & Operations	1,454,429	1,766,686	<b>930,195</b>	931,452
Capital Outlay	0	0	<b>0</b>	0
Total	2,469,888	2,910,007	<b>2,079,178</b>	2,101,299
Total FTE Positions	13.175	12.875	<b>12.800</b>	12.800
<b>Revenues:</b>				
User Charges	91,576	60,000	<b>75,000</b>	75,000
Appropriated Fund Balance	1,124,025	553,592	<b>35,418</b>	28,539
Property Taxes	1,796,641	1,882,000	<b>1,912,000</b>	1,941,000
Transfer from Other Funds	0	362,655	<b>0</b>	0
All Other	12,151	51,760	<b>56,760</b>	56,760
Subtotal	3,024,393	2,910,007	<b>2,079,178</b>	2,101,299
Total	3,024,393	2,910,007	<b>2,079,178</b>	2,101,299

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget is decreasing by \$830,829, or 28.5%.
- The FY 18-19 appropriated fund balance need is expected to be lower than FY 17-18, which was greater due to the City's support for the new Housing Hub.
- The Neighborhood Development Department will continue to manage the Nussbaum Housing Partnership Fund's programs and finances.



# PARKS AND RECREATION

## PROGRAMS

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
--	-------------------	-------------------	------------------------	----------------------

### 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.

Appropriation	2,168,941	2,066,448	<b>2,009,098</b>	1,967,809
Full Time Equivalent Positions	16.5	14.5	<b>14.5</b>	14.5

### Planning and Project Development

Leads and coordinates the department's efforts in the following areas: strategic and long-range planning, Capital Improvement Program, Capital Life Cycle Plan, and 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.

Appropriation	149,071	187,527	<b>202,125</b>	205,544
Full Time Equivalent Positions	2	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, including 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.

Appropriation	7,476,945	7,985,683	<b>8,181,916</b>	8,338,858
Full Time Equivalent Positions	91.503	90.503	<b>90.503</b>	90.503

### Community Recreation Services

Charged with the day-to-day operations of a variety of recreation programs and facilities, which include: 11 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, the youth services section strives to provide development opportunities for youth and young adults through leadership, volunteerism, and socialization.

Appropriation	6,525,929	6,432,454	<b>6,514,884</b>	6,595,508
Full Time Equivalent Positions	62.027	63.266	<b>63.266</b>	63.266

## 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 for juveniles to 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 for 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

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b><u>Workload Measures</u></b>				
• Total number of programs and events per year that attract out of town visitors	75	75	<b>75</b>	65
• Total number of youth programs offered	679	680	<b>680</b>	68-0
• Average daily attendance of recreation centers	1,260	1,100	<b>1,100</b>	1,100
<b><u>Efficiency Measures</u></b>				
• Total value of P&R grants, sponsorships and donations	148,774	\$106,000	<b>\$106,000</b>	\$106,000
• Total volunteer hours performed in Parks and Recreation	54,573	43,000	<b>44,000</b>	44,000
<b><u>Effectiveness Measures</u></b>				
• Customer Satisfaction rating - percent of customers responding positively	N/A	85%	<b>85%</b>	85%
• Percentage of customer comments/concerns responded to within two business days	N/A	85%	<b>85%</b>	85%



**BUDGET SUMMARY**

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	10,627,024	11,304,362	<b>11,420,354</b>	11,554,935
Maintenance & Operations	5,688,822	5,357,267	<b>5,487,669</b>	5,552,784
Capital Outlay	5,040	10,483	<b>0</b>	0
Total	16,320,886	16,672,112	<b>16,908,023</b>	17,107,719
Total FTE Positions	172.030	170.269	<b>170.269</b>	170.269
<b>Revenues:</b>				
User Charges	2,301,501	2,241,258	<b>2,245,421</b>	2,245,421
All Other	61,581	100,600	<b>100,600</b>	100,600
Subtotal	2,363,082	2,341,858	<b>2,346,021</b>	2,346,021
General Fund Contribution	13,957,804	14,330,254	<b>14,562,002</b>	14,761,698
Total	16,320,886	16,672,112	<b>16,908,023</b>	17,107,719

**BUDGET HIGHLIGHTS**

- The FY 18-19 Budget is increasing by \$235,911, or 1.4%.

# 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

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
--	-------------------	-------------------	------------------------	----------------------

### 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 since 2011.
- 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 and 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.

Appropriation	4,299,012	3,807,745	<b>3,617,357</b>	3,617,357
Full Time Equivalent Positions	15.816	11.816	<b>11.816</b>	11.816

### 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.

Appropriation	436,902	393,788	<b>374,099</b>	374,099
Full Time Equivalent Positions	4.000	5.481	<b>5.000</b>	5.000

### 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.

Appropriation	181,445	254,097	<b>75,000</b>	75,000
Full Time Equivalent Positions	0	0	<b>0</b>	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, to 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

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Effectiveness Measures</b>				
• Percentage of WIA/WIOA customers completing training with a national or industry recognized skill-based credential	56%	65%	<b>55%</b>	55%
• Percentage of high school dropouts enrolled in WIA/WIOA that complete secondary school requirements	45%	50%	<b>50%</b>	50%
• Percentage of WIA/WIOA customers who receive a Career Readiness Credential (CRC) by time of exit	55%	75%	<b>75%</b>	75%
• Percentage of WIA/WIOA customers who exit employed	74%	75%	<b>75%</b>	75%
• Percentage of WIA/WIOA customers who exit employed that remain employed six months after exit date	74%	90%	<b>80%</b>	80%
• Meet or exceed state and federal mandated performance measures	73%	80%	<b>80%</b>	80%

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	818,414	1,188,888	<b>928,706</b>	1,032,419
Maintenance & Operations	4,098,945	3,266,742	<b>3,137,750</b>	3,034,037
Capital Outlay	0	0		
Total	4,917,359	4,455,630	<b>4,066,456</b>	4,066,456
Total FTE Positions	19.816	17.297	<b>16.816</b>	16.816
<b>Revenues:</b>				
Intergovernmental	4,917,359	4,455,630	<b>4,066,456</b>	4,066,456
General Fund Contribution	0	0	<b>0</b>	0
Total	4,917,359	4,455,630	<b>4,066,456</b>	4,066,456

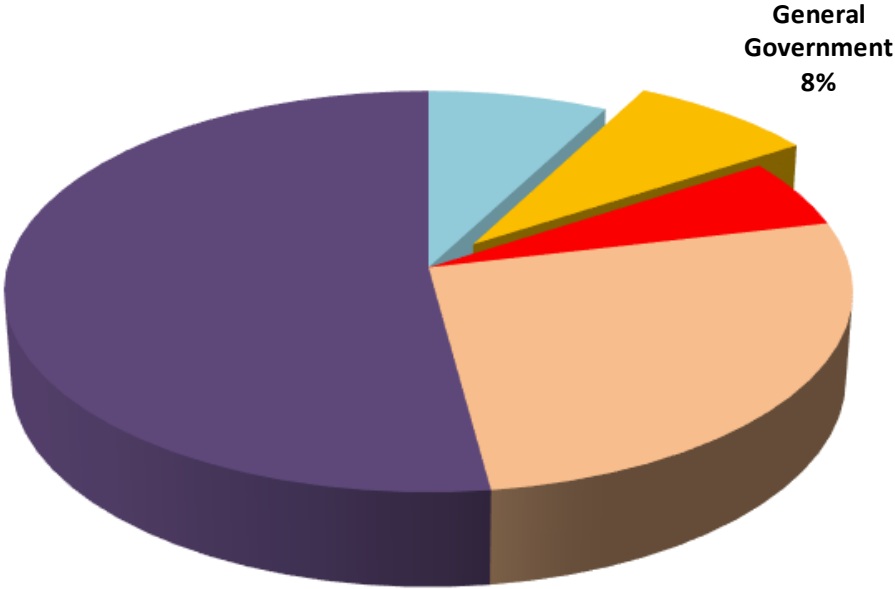
## BUDGET HIGHLIGHTS

- The FY 18-19 Budget reflects a decrease of \$389,174 or 8.7%. The totals listed are estimates only and will be updated as soon as authorization is given by the Federal Government for those funds.
- 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



FY 18-19

# GENERAL GOVERNMENT SERVICE AREA SUMMARY

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Budget and Evaluation	779,719	793,621	<b>799,842</b>	814,680
Communications & Marketing Department	1,884,308	2,057,358	<b>2,116,228</b>	2,153,762
Economic Dev and Business Support	780,153	1,120,143	<b>728,144</b>	731,240
Economic Development Fund	1,621,590	1,501,000	<b>1,627,676</b>	1,623,279
Equipment Services Fund	18,540,714	19,404,549	<b>19,840,881</b>	18,273,515
Executive	1,922,681	1,910,886	<b>1,932,065</b>	1,960,478
Financial and Administrative Services	3,650,358	4,027,751	<b>4,105,002</b>	4,169,692
Graphic Services Fund	999,624	1,013,669	<b>1,008,417</b>	1,015,626
Human Relations	468,129	525,482	<b>531,379</b>	534,294
Human Resources	2,752,545	2,960,554	<b>3,056,258</b>	3,116,412
Information Technology	3,669,541	3,845,426	<b>3,825,167</b>	3,845,016
Legal	1,233,820	1,212,180	<b>1,193,088</b>	1,204,123
Legislative	1,387,934	1,567,486	<b>1,303,351</b>	1,314,696
Network Services Fund	14,085,615	14,613,625	<b>14,857,686</b>	15,226,864
Non-Dept. General Government	4,455,304	4,318,901	<b>3,965,090</b>	3,935,542
Risk Retention Funds	49,368,060	60,227,071	<b>57,869,221</b>	61,141,403
Subtotal	107,600,094	121,099,702	<b>118,759,495</b>	121,060,622
Less Transfers/Internal Charges	70,764,582	75,139,960	<b>75,044,059</b>	77,393,807
Total General Government	36,835,512	45,959,742	<b>43,715,436</b>	43,666,815
Total FTE Positions	256.501	245.020	<b>245.001</b>	245.001
<b>Revenues:</b>				
Communications & Marketing Department	48,522	32,096	<b>32,046</b>	32,046
Economic Dev and Business Support	0	0	<b>193,160</b>	0
Economic Development Fund	2,224,249	1,501,000	<b>1,627,676</b>	1,623,279
Executive	72,127	55,000	<b>65,000</b>	65,000
Financial and Administrative Services	399,452	434,960	<b>428,110</b>	428,110
Human Relations	21,430	16,000	<b>16,000</b>	16,000
Information Technology	444,860	441,800	<b>447,600</b>	447,600
Non-Dept. General Government	1,046,322	476,550	<b>481,550</b>	481,550
Risk Retention Funds	58,575,334	60,227,071	<b>57,869,221</b>	61,141,403
Internal Service Funds/Other	40,189,598	35,031,843	<b>35,706,984</b>	34,516,005
Subtotal	103,021,894	98,216,320	<b>96,867,347</b>	98,750,993
General Fund Contribution	20,949,551	22,883,382	<b>21,892,148</b>	22,309,629
Less Transfers/Internal Charges	70,764,582	75,139,960	<b>75,044,059</b>	77,393,807
Total General Government	53,206,863	45,959,742	<b>43,715,436</b>	43,666,815



# GENERAL GOVERNMENT SERVICE AREA SUMMARY

## BUDGET HIGHLIGHTS

- The FY 18-19 General Government Service Area Budget is decreasing by \$2,244,306, or 4.9%.
- The FY 18-19 General Government Service Area Budget includes a net increase of 0.481 FTE.
- The FY 18-19 Budget includes a service enhancement of one FTE for a Principal Analyst position, cost shared by Finance and Administrative Services and Debt Service.
- The FY 18-19 Budget includes the decrease of one FTE transferred from the General Government Service Area to Community Services. A 0.481 FTE seasonal temporary position was transferred from Workforce Development to the Executive Department.
- The FY 18-19 Budget includes projected economic development incentives for Ecolab/Kay Chemical and HAECO/TIMCO.
- The FY 18-19 Economic Development Fund Budget includes support for the NC A&T Track Event and regional economic development initiatives through the Guilford County Economic Development Alliance.
- The FY 18-19 Economic Development Fund Budget includes \$600,000 to support Economic Development programs identified through the Community Partners Board process.
- Specific recommendations for funding Community Partners Board outside agency requests for FY 18-19 will be shared with Council during budget deliberations.
- The FY 18-19 Budget for the General and Employee Risk Retention Funds is decreasing by \$2,357,850, or 3.9% in part due to changes in the health insurance plan implemented in 2016 and greater efforts to encourage employees to take advantage of preventative screenings and other health benefits.

# BUDGET AND EVALUATION

## PROGRAMS

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Budget and Evaluation</b>				
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.				
Appropriation	779,719	793,621	<b>799,842</b>	814,680
Full Time Equivalent Positions	8	8	<b>8</b>	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

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Effectiveness Measures</b>				
• Percent of CIP projects with identified funding	76%	65%	<b>65%</b>	65%
• Percentage of service enhancements funded that were high rated	80%	90%	<b>90%</b>	90%
• Ratio of Actual Revenues to Actual Expenditures (GF)	99.4%	100%	<b>100%</b>	100%

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	724,733	736,922	<b>743,478</b>	757,981
Maintenance & Operations	54,985	56,699	<b>56,364</b>	56,699
Capital Outlay	0	0	<b>0</b>	0
Total	779,719	793,621	<b>799,842</b>	814,680
Total FTE Positions	8.000	8.000	<b>8.000</b>	8.000
<b>Revenues:</b>				
Other	2,228	0	<b>0</b>	0
General Fund Contribution	777,491	793,621	<b>799,842</b>	814,680
Total	779,719	793,621	<b>799,842</b>	814,680

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget is increasing by \$6,211, or 0.8%.



# COMMUNICATIONS AND MARKETING DEPARTMENT

## PROGRAMS

2016-17	2017-18	<b>2018-19</b>	2019-20
Actual	Budget	<b>Recommended</b>	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	709,482	769,721	<b>788,485</b>	811,308
Full Time Equivalent Positions	6	7	<b>7</b>	7

### 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	454,425	453,314	<b>475,735</b>	476,327
Full Time Equivalent Positions	4	4	<b>4</b>	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	720,401	834,323	<b>852,008</b>	866,127
Full Time Equivalent Positions	13	13	<b>13</b>	13

## Departmental Objectives

- Provide strategic communications and marketing support to create greater awareness of City programs and opportunities.
- Provide current news to constituents through City-initiated electronic and print newsletters, and through commercial media.
- 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

2016-17	2017-18	<b>2018-19</b>	2019-20
Actual	Budget	<b>Recommended</b>	Projected

### Workload Measures

- |  |     |     |            |     |
|--|-----|-----|------------|-----|
| • Percentage of original daily programming on GTN        | 85% | 89% | <b>90%</b> | 90% |
| • Number of Good News stories produced per year          | 45  | 30  | <b>30</b>  | 30  |
| • Increase percent of social media subscribers city-wide | 14% | 25% | <b>20%</b> | 15% |

## BUDGET SUMMARY

2016-17	2017-18	<b>2018-19</b>	2019-20
Actual	Budget	<b>Recommended</b>	Projected

<b>Expenditures:</b>				
Personnel Costs	1,489,520	1,609,506	<b>1,645,719</b>	1,681,084
Maintenance & Operations	394,788	437,857	<b>405,509</b>	472,678
Capital Outlay	0	9,995	<b>65,000</b>	0
Total	1,884,308	2,057,358	<b>2,116,228</b>	2,153,762
Total FTE Positions	23.000	24.000	<b>24.000</b>	24.000
<b>Revenues:</b>				
Other	48,522	32,096	<b>32,046</b>	32,046
General Fund Contribution	1,835,786	2,025,262	<b>2,084,182</b>	2,121,716
Total	1,884,308	2,057,358	<b>2,116,228</b>	2,153,762

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget is increasing by \$58,870, or 2.9%.
- The FY 18-19 Budget includes the transfer in of one FTE, a Communications Specialist, from Human Resources and a transfer out of one FTE, a Public Information Specialist, to the Library System.

# ECONOMIC DEVELOPMENT AND BUSINESS SUPPORT

## PROGRAMS

2016-17  
Actual

2017-18  
Budget

**2018-19  
Recommended**

2019-20  
Projected

### 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.

Appropriation	780,153	1,120,143	<b>728,144</b>	731,240
Full Time Equivalent Positions	4	2	<b>2</b>	2

### 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
- 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

2016-17  
Actual

2017-18  
Budget

**2018-19  
Recommended**

2019-20  
Projected

### Workload Measures

- Number of requests for business assistance
- |  |     |     |            |     |
|--|-----|-----|------------|-----|
|  | 188 | 200 | <b>250</b> | 250 |
|--|-----|-----|------------|-----|

### Effectiveness Measures

- Dollar value ratio projected investment to be initiated as a result of economic development incentives awarded
- |  |      |      |             |      |
|--|------|------|-------------|------|
|  | 1:18 | 1:20 | <b>1:30</b> | 1:30 |
|--|------|------|-------------|------|
- Percentage of businesses seeking assistance satisfied with services provided
- |  |     |     |            |     |
|--|-----|-----|------------|-----|
|  | 95% | 90% | <b>90%</b> | 90% |
|--|-----|-----|------------|-----|

## BUDGET SUMMARY

2016-17  
Actual

2017-18  
Budget

**2018-19  
Recommended**

2019-20  
Projected

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	259,007	136,971	<b>131,238</b>	133,681
Maintenance & Operations	521,146	983,172	<b>596,906</b>	597,559
Capital Outlay	0	0	<b>0</b>	0
Total	780,153	1,120,143	<b>728,144</b>	731,240
Total FTE Positions	4.000	2.000	<b>2.000</b>	2.000
<b>Revenues:</b>				
Other	0	0	<b>193,160</b>	0
General Fund Contribution	780,153	1,120,143	<b>534,984</b>	731,240
Total	780,153	1,120,143	<b>728,144</b>	731,240

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget is decreasing by \$391,999, or 35.0% due in part to contract revisions and incentive expirations.
- The FY 18-19 Budget includes projected economic development incentives for Ecolab/Kay Chemical and HAECO.



# ECONOMIC DEVELOPMENT FUND

## PROGRAMS

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
--	-------------------	-------------------	------------------------	----------------------

### 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.

Appropriation	1,621,590	1,501,000	<b>1,627,676</b>	1,623,279
Full Time Equivalent Positions	0	1	<b>1</b>	1

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	0	130,492	<b>133,592</b>	136,663
Maintenance & Operations	1,621,590	1,370,508	<b>1,494,084</b>	1,486,616
Capital Outlay	0	0	<b>0</b>	0
Total	1,621,590	1,501,000	<b>1,627,676</b>	1,623,279
Total FTE Positions	0.000	1.000	<b>1.000</b>	1.000
<b>Revenues:</b>				
Property Taxes	1,300,820	1,365,000	<b>1,386,000</b>	1,406,000
Fund Balance	829,194	50,000	<b>24,397</b>	0
Other Revenue	94,235	86,000	<b>217,279</b>	217,279
Total	2,224,249	1,501,000	<b>1,627,676</b>	1,623,279

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget is increasing by \$126,676, or 8.4%.
- The FY 18-19 Budget includes support for the NC A&T Track Event and regional economic development initiatives through the Guilford County Economic Development Alliance.
- The FY 18-19 Budget includes \$500,000 to support Economic Development programs identified through the Community Partners Board process. Specific recommendations for funding Community Partners Board outside agency requests for FY 18-19 will be shared with Council during budget deliberations.

# EQUIPMENT SERVICES FUND

## PROGRAMS

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 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.				
Appropriation	1,052,090	1,096,993	<b>1,122,154</b>	1,130,314
Full Time Equivalent Positions	6.5	6.5	<b>6.5</b>	6.5

## 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 12:00 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.

Appropriation	3,156,112	3,435,489	<b>3,354,630</b>	3,349,210
Full Time Equivalent Positions	43	43	<b>43</b>	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.

Appropriation	14,332,512	14,872,067	<b>15,364,097</b>	13,793,991
Full Time Equivalent Positions	0	0	<b>0</b>	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

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Effectiveness Measures</b>				
• Percentage of Fleet replaced at estimated economic life cycle	78%	80%	<b>80%</b>	<b>80%</b>
• Percentage of Fleet availability	93%	96%	<b>96%</b>	96%
• Percentage of vehicles requiring same repairs within 30 days of service	0.4%	0.5%	<b>0.5%</b>	0.5%
• Percentage of Non-Administrative Police fleet available	93%	95%	<b>95%</b>	95%
• Percentage of shop Technicians with one or more ASE certifications	30%	60%	<b>60%</b>	60%

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	3,456,511	3,600,926	<b>3,635,032</b>	3,684,057
Maintenance & Operations	4,463,789	4,437,423	<b>4,594,829</b>	4,589,458
Capital Outlay	10,620,414	11,366,200	<b>11,611,020</b>	10,000,000
Total	18,540,714	19,404,549	<b>19,840,881</b>	18,273,515
Total FTE Positions	49.500	49.500	<b>49.500</b>	49.500
<b>Revenues:</b>				
Internal Charges	16,407,389	16,763,600	<b>17,774,900</b>	17,195,015
Fund Balance	6,192,084	1,512,799	<b>1,009,963</b>	0
Inter-Fund Transfers	0	0	<b>0</b>	0
User Charges	65,920	26,500	<b>30,018</b>	52,500
All Other	1,441,129	1,101,650	<b>1,026,000</b>	1,026,000
Total	24,106,522	19,404,549	<b>19,840,881</b>	18,273,515

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget is increasing by \$463,332 or 2.3%.
- The FY 18-19 Budget includes funding for solid waste vehicle replacements.

# EXECUTIVE

## PROGRAMS

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>City Manager's Office</b>				
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.				
Appropriation	1,183,893	1,237,782	<b>1,225,433</b>	1,239,877
Full Time Equivalent Positions	8.481	7.000	<b>5.481</b>	5.481

### MWBE

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

Appropriation	349,737	255,283	<b>279,116</b>	284,397
Full Time Equivalent Positions	2.5	2.5	<b>2.5</b>	2.5

### 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

Appropriation	389,051	417,821	<b>427,516</b>	436,204
Full Time Equivalent Positions	4	4	<b>4</b>	4

### Departmental Objectives

- Provide oversight and support for the implementation of the Minority and Women's 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 recognize for exceptional performance.

## PERFORMANCE MEASURES

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Internal Audit</b>				
• Percent of Internal Audit audit/review findings resolved	97%	98%	<b>95%</b>	95%
• Percent of Non-departmental Grants reviewed for compliance	100%	100%	<b>100%</b>	100%
• Percent of public record requests organization-wide responded to within 2 business days	100%	95%	<b>95%</b>	95%



## PERFORMANCE MEASURES

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>M/WBE</b>				
• Percent increase for MWBE utilization within each contracting program	4%	3%	<b>3%</b>	3%
• Number of business networking and public education outreach sessions hosted	n/a	n/a	<b>10</b>	15
• Percentage of contracts audited for M/WBE compliance	n/a	n/a	<b>50%</b>	75%

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	1,476,423	1,515,754	<b>1,517,242</b>	1,543,348
Maintenance & Operations	446,258	395,132	<b>414,823</b>	417,130
Capital Outlay	0	0	<b>0</b>	0
Total	1,922,681	1,910,886	<b>1,932,065</b>	1,960,478
Total FTE Positions	14.981	13.500	<b>11.981</b>	11.981
<b>Revenues:</b>				
User Charges	53,307	45,000	<b>45,000</b>	45,000
Other	18,820	10,000	<b>20,000</b>	20,000
Subtotal	72,127	55,000	<b>65,000</b>	65,000
General Fund Contribution	1,850,554	1,855,886	<b>1,867,065</b>	1,895,478
Total	1,922,681	1,910,886	<b>1,932,065</b>	1,960,478

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget is increasing by \$21,179, or 1.1%.
- The FY 18-19 Budget includes a net decrease of 1.519 FTEs.
- The FY 18-19 Budget includes the transfer of two FTEs to the Legislative Department. A 0.481 FTE seasonal temporary position was transferred from Workforce Development to Executive.

# FINANCIAL AND ADMINISTRATIVE SERVICES

## PROGRAMS

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 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.				
Appropriation	682,001	743,214	<b>781,385</b>	788,508
Full Time Equivalent Positions	4.17	4.17	<b>4.67</b>	4.67
<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.				
Appropriation	552,992	680,463	<b>693,581</b>	706,004
Full Time Equivalent Positions	8	8	<b>8</b>	8
<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.				
Appropriation	1,092,694	1,210,125	<b>1,234,032</b>	1,251,039
Full Time Equivalent Positions	15	12	<b>12</b>	12
<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.				
Appropriation	269,291	285,189	<b>296,173</b>	302,345
Full Time Equivalent Positions	3.2	3.2	<b>3.2</b>	3.2
<b>Procurement Services Division</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. 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 MWBE Program compliance.				
Appropriation	548,657	570,588	<b>571,719</b>	583,246
Full Time Equivalent Positions	7	7	<b>7</b>	7
<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.				
Appropriation	504,723	538,172	<b>528,112</b>	538,550
Full Time Equivalent Positions	7.05	7.05	<b>7.05</b>	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

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Effectiveness Measures</b>				
• Tax-supported debt per capita	n/a	<\$1,000	<\$1,000	<\$1,000
• Percent of minimum General Fund unassigned Fund Balance	9%	9%	9%	9%
• City general obligation bond rating	Aaa/AAA/AAA	AAA/Aaa/AAA	<b>AAA/Aaa/AAA</b>	AAA/Aaa/AAA
• Revenue bond rating	AAA/Aa1/AAA	AAA/Aa1/AAA	<b>AAA/Aaa/AAA</b>	AAA/Aaa/AAA
• Certificate of participation rating	AA+/Aa2/AA+	AA+/Aa1/AA+	<b>AA+/Aa1/AA+</b>	AA+/Aa1/AA+
• Percent parking tickets collected	n/a	75%	<b>75%</b>	75%
• Percent miscellaneous billing collected	n/a	99%	<b>99%</b>	99%
• Percent assessments collected	n/a	75%	<b>75%</b>	75%
• Percent Stormwater/Solid Waste (Cycle 8) Collected	n/a	95%	<b>95%</b>	95%
• GFOA financial reporting standard met	Yes	Yes	<b>Yes</b>	Yes

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	2,972,649	3,249,894	<b>3,320,108</b>	3,382,683
Maintenance & Operations	677,709	777,857	<b>784,894</b>	787,009
Capital Outlay	0	0	<b>0</b>	0
Total	3,650,358	4,027,751	<b>4,105,002</b>	4,169,692
Total FTE Positions	44.420	41.420	<b>41.920</b>	41.920
<b>Revenues:</b>				
Licenses/Permits	28,281	23,750	<b>24,000</b>	24,000
Internal Charges	126,675	127,610	<b>127,610</b>	127,610
All Other	244,496	283,600	<b>276,500</b>	276,500
Subtotal	399,452	434,960	<b>428,110</b>	428,110
General Fund Contribution	3,250,906	3,592,791	<b>3,676,892</b>	3,741,582
Total	3,650,358	4,027,751	<b>4,105,002</b>	4,169,692

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget is increasing by \$77,251, or 1.9%.
- The FY 18-19 Budget includes an increase of 0.5 FTE related to a service enhancement for a full-time Principal Analyst position, cost-shared with the Debt Service Fund.

# GRAPHIC SERVICES

## PROGRAMS

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 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.				
Appropriation	999,624	1,013,669	<b>1,008,417</b>	1,015,626
Full Time Equivalent Positions	8	8	<b>8</b>	8

## 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

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Workload Measure</b>				
• Number of printed images	5,919,821	6,000,000	<b>6,000,000</b>	6,200,000
<b>Efficiency Measures</b>				
• Percent of waste and reprints	<1%	<1%	<b>1%</b>	1%
• Percent of deadlines met	99%	99%	<b>99%</b>	99%
<b>Effectiveness Measures</b>				
• Percent of customer satisfaction	99%	98%	<b>98%</b>	98%
• Percent of jobs on recycled paper	31%	30%	<b>30%</b>	30%

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	499,517	516,194	<b>520,586</b>	525,115
Maintenance & Operations	500,107	497,475	<b>487,831</b>	490,511
Capital Outlay	0	0	<b>0</b>	0
Total	999,624	1,013,669	<b>1,008,417</b>	1,015,626
Total FTE Positions	8.000	8.000	<b>8.000</b>	8.000
<b>Revenues:</b>				
User Charges	244,554	201,500	<b>180,000</b>	185,000
Internal Charges	757,085	812,169	<b>828,417</b>	830,626
Fund Balance	6,722	0	<b>0</b>	0
All Other	841	0	<b>0</b>	0
Total	1,009,202	1,013,669	<b>1,008,417</b>	1,015,626

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget is decreasing by \$5,252, or 0.5%.



# HUMAN RELATIONS

## PROGRAMS

	2016-17 Actual	2017-18 Budget	2018-19 <b>Recommended</b>	2019-20 Projected
<b>Human Relations</b>				
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.				
Appropriation	468,129	525,482	<b>531,379</b>	534,294
Full Time Equivalent Positions	4.4	4.4	<b>4.4</b>	4.4

## 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.

## PERFORMANCE MEASURES

	2016-17 Actual	2017-18 Budget	2018-19 <b>Recommended</b>	2019-20 Projected
<b><u>Workload Measures</u></b>				
• Number of complaints conciliated	2	5	<b>5</b>	5
• Number of requests for assistance received	1,130	3,000	<b>3,000</b>	3,000
• Number of programs affirmatively furthering fair housing	17	10	<b>10</b>	10
• Number of participants served through youth-based programs annually	N/A	120	<b>120</b>	120
<b><u>Efficiency Measures</u></b>				
• Percent of programs conducted yearly without general fund expenditures	85%	85%	<b>85%</b>	85%
• Percent of requests for technical assistance responded to within 48 hours	98%	100%	<b>100%</b>	100%
• Percent of complaints requiring full investigating yearly	81%	83%	<b>83%</b>	85%

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	357,903	391,630	<b>397,745</b>	400,354
Maintenance & Operations	110,226	133,852	<b>133,634</b>	133,940
Capital Outlay	0	0	<b>0</b>	0
Total	468,129	525,482	<b>531,379</b>	534,294
Total FTE Positions	4.400	4.400	<b>4.400</b>	4.400
<b>Revenues:</b>				
All Other	21,430	16,000	<b>16,000</b>	16,000
General Fund Contribution	446,699	509,482	<b>515,379</b>	518,294
Total	468,129	525,482	<b>531,379</b>	534,294

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget is increasing by \$5,897 or 1.1%





# HUMAN RESOURCES

## PROGRAMS

	2016-17 Actual	2017-18 Budget	2018-19 <b>Recommended</b>	2019-20 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. Responsible for HR data/transactional integrity in support of management reporting, regulatory reporting, and public information requests. Manages physical and imaged personnel records.				
Appropriation	440,222	805,957	<b>857,896</b>	875,997
Full Time Equivalent Positions	2.8	5.8	<b>4.8</b>	4.8

## Workforce Strategies and Analytics

Determines cost-effective workforce strategies around total compensation, recruitment, retention, and employee wellness; conducts ongoing market research, analyzes trends and emerging practices impacting compensation, benefits, employment, workforce engagement, and organizational competitiveness; advises executive and division management on policy/program design, development, and administration; audits data, processes, program utilization, and costs to ensure continued alignment with organizational philosophy/goals, budgets, and compliance with applicable laws, regulations and policies affecting applicants, employees and retirees; manages the processes and systems related to: job postings, applicant tracking, E-verifications, criminal background checks, position management, position classification, salary market pricing, salary structure design, and benefits plan design and administration; manages vendor relations; negotiates and administers multiple, high dollar professional services contracts; manages workforce analytics and HRIS functions.

Appropriation	1,321,413	1,191,427	<b>1,251,865</b>	1,276,919
Full Time Equivalent Positions	14.0	12.0	<b>12.0</b>	12.0

## Organizational and Employee Development and Compliance

This division proactively mitigates legal risk for the organization through legal, policy, compliance and diversity education. The team advances the organization by providing leadership, personal and organizational development through workgroup interventions, coaching and mediation. This division provides technical assistance and facilitation of employee relations issues including performance management and the formal complaint process. The Learning Center also hosts executive assessments and other major City events. The division audits the organization's policies and procedures for compliance with federal and state laws.

Appropriation	990,910	963,170	<b>946,497</b>	963,496
Full Time Equivalent Positions	11.0	10.0	<b>10.0</b>	10.0

## Departmental Objectives

- Demonstrate commitment to exceptional 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.
- Attract, develop, and retain a diverse workforce.

## PERFORMANCE MEASURES

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Effectiveness Measures</b>				
• Job Posting end date to referral date within 10 days	85%	90%	<b>90%</b>	90%
• Background checks to hiring managers within five days	90%	90%	<b>90%</b>	90%
• Percent of supervisors successfully completing Foundations of Supervision Training	n/a	33%	<b>33%</b>	33%
• Percent of supervisors and managers successfully completing Foundations of Management Training	n/a	33%	<b>33%</b>	33%
• Percent FLSA payroll errors corrected within 90 days	n/a	95%	<b>95%</b>	95%
• Referrals that include minorities, women, disabled, and/or veterans	71%	50%	<b>50%</b>	50%
• Percent of discrimination charges dismissed by the EEOC	n/a	95%	<b>95%</b>	95%

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	2,398,147	2,528,015	<b>2,624,922</b>	2,683,873
Maintenance & Operations	354,398	432,539	<b>431,336</b>	432,539
Capital Outlay	0	0	<b>0</b>	0
Total	2,752,545	2,960,554	<b>3,056,258</b>	3,116,412
Total FTE Positions	27.800	27.800	<b>26.800</b>	26.800
<b>Revenues:</b>				
General Fund Contribution	2,752,545	2,960,554	<b>3,056,258</b>	3,116,412
Total	2,752,545	2,960,554	<b>3,056,258</b>	3,116,412

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget is increasing by \$95,704, or 3.2%
- The FY 18-19 Budget includes a decrease of one FTE. A Communications Specialist position was transferred to the Communications and Marketing Department.



# INFORMATION TECHNOLOGY

## PROGRAMS

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
--	-------------------	-------------------	--------------------------------	----------------------

### 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.

Appropriation	483,167	540,241	<b>534,967</b>	537,034
Full Time Equivalent Positions	11.35	4.35	<b>4.35</b>	4.35

### 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.

Appropriation	142,493	138,128	<b>180,658</b>	183,694
Full Time Equivalent Positions	3	2	<b>3</b>	3

### Application Services

Provides application development services and database support for internal departments and a limited number of public facing applications; some proprietary applications include the Building Permit System, Contract Tracking, Leasing Administration, Privilege License, and the City Contact Center Application. Application Services is also responsible for Interface support, the e-commerce system, and both the internal and external websites. Standard deliverables in support of citizen and Council requests are provided on demand.

Appropriation	523,939	632,471	<b>634,026</b>	646,472
Full Time Equivalent Positions	6	6	<b>6</b>	6

### Enterprise Business Services

This division implements, configures and supports Enterprise Software Applications that serve the entire organization. These applications include Infor Lawson Financials, Supply Chain, Human Capital Management, Analytics, and Kronos Workforce Management. Services include system administration and business analysis to configure new policies and new functionality. 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.

Appropriation	1,955,827	1,917,319	<b>1,850,691</b>	1,843,026
Full Time Equivalent Positions	4	5	<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 houses assets for a number of City departments.

Appropriation	564,115	617,267	<b>624,825</b>	634,790
Full Time Equivalent Positions	5	5	<b>5</b>	5

## Departmental Objectives

- Provide information, evaluation, and support related to economic development incentives and grants to City Council and the community.
- Provide general support to enhance economic development efforts in the City.
- Promote a government-friendly environment through improved communications to residents, visitors, and businesses.
- Provide and support state of the art technology infrastructure for effective operation of the organization.
- Support mobile technology for field personnel and provide support for a growing mobile workforce.
- Develop and maintain a strategic technology plan that addresses current and future needs of the organization.
- Promote an environment that supports employee development, creativity, innovation, and operational excellence.
- Maintain and promote a state of the art, customer friendly website which provides targeted communication to our residents, visitors, and businesses.
- Maintain and improve the City's financial condition.
- Improve the level of communication to City Council, residents, and City departments ensuring the organization and its processes are transparent to the public.
- Manage risk and monitor integrity of Enterprise Systems to ensure compliance with regulatory mandates and operational requirements.

## PERFORMANCE MEASURES

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b><u>Workload Measures</u></b>				
• Percent of in house applications migrated to current software release	N/A	75%	<b>75%</b>	100%
• Number of datasets published in the open data portal	N/A	10	<b>15</b>	15
• Number of regulatory updates to Enterprise Software within the mandated timeframe	N/A	70%	<b>70%</b>	70%
<b><u>Efficiency Measures</u></b>				
• Customer satisfaction rating on deployments	N/A	97%	<b>97%</b>	97%
• Number of new application development/modification requests	N/A	65	<b>65</b>	70
• Number of transactions handled by e-commerce systems	N/A	9,000	<b>15,000</b>	15,000
• Number of projects and initiatives executed to completion	N/A	180	<b>200</b>	200
<b><u>Effectiveness Measures</u></b>				
• Number of projects and initiatives completed within +/- 10% of cost variance	N/A	144	<b>160</b>	160
• Number of projects and initiatives completed within +/- 10% of schedule variance	N/A	144	<b>160</b>	160
• Percentage of GIS based data requests from economic development agencies that are responded to within 2 days	N/A	100%	<b>100%</b>	100%



## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	2,114,759	2,201,236	<b>2,183,841</b>	2,200,709
Maintenance & Operations	1,554,782	1,644,190	<b>1,641,326</b>	1,644,307
Capital Outlay	0	0	<b>0</b>	0
Total	3,669,541	3,845,426	<b>3,825,167</b>	3,845,016
Total FTE Positions	29.350	22.350	<b>22.350</b>	22.350
<b>Revenues:</b>				
All Other	444,860	441,800	<b>447,600</b>	447,600
Subtotal	444,860	441,800	<b>447,600</b>	447,600
General Fund Contribution	3,224,681	3,403,626	<b>3,377,567</b>	3,397,416
Total	3,669,541	3,845,426	<b>3,825,167</b>	3,845,016

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget is decreasing \$20,259, or 0.5%

# LEGAL

## PROGRAMS

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
--	-------------------	-------------------	------------------------	----------------------

### Legal Services

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.

Appropriation	1,233,820	1,212,180	<b>1,193,088</b>	1,204,123
Full Time Equivalent Positions	8	8	<b>8</b>	8

### 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.

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
--	-------------------	-------------------	------------------------	----------------------

## PERFORMANCE MEASURES

### Efficiency Measures

• Percent of resolutions and ED contracts drafted or approved within two work weeks of request	90%	95%	<b>95%</b>	95%
• Average time it takes to complete ED contract review	4 days	5 days	<b>5 days</b>	5 days
• Turnaround time to prepare paperwork for property nuisance and fire code violation litigation	40 days	30 days	<b>30 days</b>	30 days
• Percent of requests for legal advice responded to in no more than five days	90%	95%	<b>95%</b>	95%
• Percent PIRT requests responded to in two days or less	75%	80%	<b>85%</b>	85%

### Effectiveness Measures

• Percent City condemnation actions successfully settled or resolved	90%	95%	<b>95%</b>	95%
--	-----	-----	------------	-----

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
--	-------------------	-------------------	------------------------	----------------------

<b>Expenditures:</b>				
Personnel Costs	1,053,219	1,030,956	<b>1,012,341</b>	1,022,899
Maintenance & Operations	180,601	181,224	<b>180,747</b>	181,224
Capital Outlay	0	0	<b>0</b>	0
Total	1,233,820	1,212,180	<b>1,193,088</b>	1,204,123
Total FTE Positions	8.000	8.000	<b>8.000</b>	8.000
<b>Revenues:</b>				
General Fund Contribution	1,233,820	1,212,180	<b>1,193,088</b>	1,204,123
Total	1,233,820	1,212,180	<b>1,193,088</b>	1,204,123

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget is decreasing by \$19,092, or 1.6%.



# LEGISLATIVE

## PROGRAMS

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Governing Body</b>				
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	387,827	420,901	<b>409,610</b>	409,090
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	433,553	559,836	<b>604,323</b>	611,210
Full Time Equivalent Positions	4	4	<b>6</b>	6

### Elections

Provides funding for council elections and anticipated special elections.

Appropriation	294,810	300,309	<b>0</b>	0
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	271,744	286,440	<b>289,418</b>	294,396
Full Time Equivalent Positions	3	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

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Efficiency Measures</b>				
• Percentage of Council meeting summaries distributed within 48 hours of meeting	100%	95%	<b>95%</b>	95%
• Agenda packets posted to website three days prior to meeting	100%	95%	<b>95%</b>	95%
• Contracts reviewed, attested and filed within 48 hours of receipt	100%	95%	<b>95%</b>	95%

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	878,561	1,005,902	<b>1,043,501</b>	1,054,262
Maintenance & Operations	509,373	561,584	<b>259,850</b>	260,434
Capital Outlay	0	0	<b>0</b>	0
Total	1,387,934	1,567,486	<b>1,303,351</b>	1,314,696
Total FTE Positions	7.000	7.000	<b>9.000</b>	9.000
<b>Revenues:</b>				
General Fund Contribution	1,387,934	1,567,486	<b>1,303,351</b>	1,314,696
Total	1,387,934	1,567,486	<b>1,303,351</b>	1,314,696

## BUDGET HIGHLIGHTS

- Two administrative positions are transferred from the Executive Department to the Legislative Department.

# NETWORK SERVICES FUND

## PROGRAMS

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
--	-------------------	-------------------	--------------------------------	----------------------

### 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.

Appropriation	12,483,793	12,942,093	<b>13,201,405</b>	13,558,139
Full Time Equivalent Positions	15.65	15.65	<b>15.65</b>	15.65

### Cyber Security

Develops and implements information security controls to protect the confidentiality, integrity, and availability of City of Greensboro systems and information, and ensures compliance with data privacy laws and industry regulations. In addition, IT Cyber Security develops and implements frameworks for categorizing data collected, stored, and managed by the City of Greensboro, and securing this data from risks including unauthorized access, modification, disclosure, and use.

Appropriation	514,898	533,421	<b>535,422</b>	537,524
Full Time Equivalent Positions	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.

Appropriation	960,194	1,003,090	<b>986,695</b>	994,579
Full Time Equivalent Positions	3	3	<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.

Appropriation	126,730	135,021	<b>134,164</b>	136,622
Full Time Equivalent Positions	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 99% of all identified remote sites.
- Respond to 90% of Network Services Helpdesk requests and questions within the timeframes of the Service Level Agreement





General Government - Network Services Fund

**PERFORMANCE MEASURES**

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b><u>Workload Measures</u></b>				
• Help Desk calls closed	3,677	9,000	<b>9,000</b>	9,000
• Percent of public records requests responded to within 2 business days	95%	95%	<b>95%</b>	95%
• Volume of technology courses offered	30	30	<b>30</b>	35
• Telecom work orders closed	2,551	2,300	<b>2,300</b>	2,400
• Number of projects and initiatives executed to completion	180	180	<b>180</b>	180
• Number of devices leased > 90 days beyond expiration	300	100	<b>100</b>	100
• Number of vulnerabilities mitigated	201	300	<b>250</b>	250
• Number of external attacks detected and blocked	1,143	6,000	<b>1,500</b>	1,500
• Number of malware infections identified and cleaned/removed	115	700	<b>150</b>	150
<b><u>Efficiency Measures</u></b>				
• Percent first time resolution rate for IT Service Desk	1			
• Percent Abandon Call Rate	15%	13%	<b>13%</b>	13%
• Percent of leased equipment deployed within 30 days	98%	100%	<b>100%</b>	100%
• 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
• Percent uptime on critical servers to include Lawson, Kronos, SQL, Web, Exchange, Apps1, etc	98%	98%	<b>98%</b>	98%
• Percent of virtual servers as compared to physical	98%	98%	<b>98%</b>	98%
• Average response time to helpdesk, systems and service requests	3 hours	3 hours	<b>3 hours</b>	3 hours
<b><u>Effectiveness Measures</u></b>				
• Percentage of customers rating Network Services as "good" or "excellent"	99%	98%	<b>98%</b>	98%
• Percentage of identified remote sites with network	98%	98%	<b>100%</b>	100%

**BUDGET SUMMARY**

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	1,860,505	1,896,103	<b>1,928,493</b>	1,964,639
Maintenance & Operations	9,660,268	9,067,522	<b>9,279,193</b>	9,612,225
Capital Outlay	2,564,842	3,650,000	<b>3,650,000</b>	3,650,000
Total	14,085,615	14,613,625	<b>14,857,686</b>	15,226,864
Total FTE Positions	20.650	20.650	<b>20.650</b>	20.650
<b>Revenues:</b>				
Internal Charges	10,852,358	10,272,808	<b>10,484,808</b>	10,784,808
Fund Balance	1,632,885	799,252	<b>831,313</b>	900,491
All Other	2,586,403	3,541,565	<b>3,541,565</b>	3,541,565
Total	15,071,646	14,613,625	<b>14,857,686</b>	15,226,864

**BUDGET HIGHLIGHTS**

- The FY 18-19 Budget is increasing by \$244,061, or 1.7%

# NON-DEPARTMENTAL GENERAL GOVERNMENT

## PROGRAMS

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Agency/Entity Funding</b>				
Provides funding of non-departmental agencies and specific fund entities for the purpose of various general government activities.				
Appropriation	25,693,414	30,238,901	<b>29,970,700</b>	30,296,542

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Armory	9,000	10,500	<b>10,500</b>	10,500
Downtown/Infill Development	0	0	<b>0</b>	0
East Market Street Development Corporation	0	0	<b>0</b>	0
Employee Benefit Fund	51,002	63,125	<b>63,125</b>	63,125
General Insurance	14,061	14,764	<b>15,053</b>	15,505
Greensboro Economic Development Partnership	175,610	130,500	<b>130,500</b>	130,500
Guilford County Tax Collection	1,348,593	1,314,500	<b>1,314,500</b>	1,314,500
Police & Staff Parking	114,311	133,190	<b>133,190</b>	133,190
Postage	133,215	142,000	<b>142,000</b>	142,000
Prior Year Corrections	324,095	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	187,534	259,185	<b>259,185</b>	259,185
Special Planning Activities/Service	65,318	147,000	<b>148,000</b>	148,000
Transfer to Debt Service/Capital Lease	21,238,110	25,920,000	<b>26,005,610</b>	26,361,000
Transfers to Other Funds	3,626	6,738	<b>0</b>	0
Unemployment Insurance	56,082	80,000	<b>85,000</b>	85,000
Capital Reserve	1,800,000	1,275,500	<b>590,000</b>	250,000
Other Expenses	172,857	692,899	<b>1,025,037</b>	1,335,037
Total	25,693,414	30,238,901	<b>29,970,700</b>	30,296,542
<b>Revenues:</b>				
Transfers/Internal Charges	0	0	<b>0</b>	0
User Charges/Fees	41,922	50,000	<b>50,000</b>	50,000
Miscellaneous Revenues	1,004,400	426,550	<b>431,550</b>	431,550
Subtotal	1,046,322	476,550	<b>481,550</b>	481,550
General Fund Contribution	24,647,092	29,762,351	<b>29,489,150</b>	29,814,992
Total	25,693,414	30,238,901	<b>29,970,700</b>	30,296,542

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget is decreasing by \$268,201, or 0.9%.
- The FY 18-19 Budget includes \$500,000 for Participatory Budgeting projects that were approved by citizens in November 2017.



# RISK RETENTION FUNDS

## PROGRAMS

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 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.				
Appropriation	2,252,611	5,098,238	<b>5,017,971</b>	5,420,524
Full Time Equivalent Positions	0.2	0.2	<b>0.2</b>	0.2
<b>Employee Risk Retention Fund</b>				
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.				
Appropriation	47,115,449	55,128,833	<b>52,851,250</b>	55,720,879
Full Time Equivalent Positions	7.2	7.2	<b>7.2</b>	7.2

## BUDGET SUMMARY

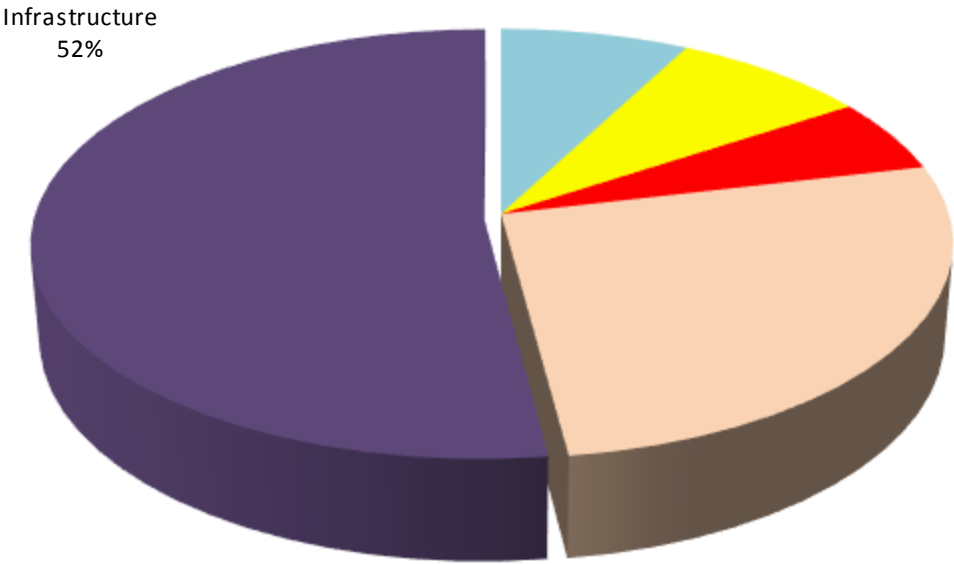
	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	715,832	728,859	<b>739,540</b>	753,379
Maintenance & Operations	48,652,228	59,486,830	<b>57,129,681</b>	60,388,024
Capital Outlay	0	11,382	<b>0</b>	0
Total	49,368,060	60,227,071	<b>57,869,221</b>	61,141,403
Total FTE Positions	7.400	7.400	<b>7.400</b>	7.400
<b>Revenues:</b>				
Internal Charges	48,647,065	54,719,101	<b>52,606,492</b>	55,971,226
Fund Balance	6,942,706	3,111,970	<b>2,766,729</b>	2,674,177
User Charges	2,178,193	2,200,000	<b>2,300,000</b>	2,300,000
All Other	807,371	196,000	<b>196,000</b>	196,000
Subtotal	58,575,334	60,227,071	<b>57,869,221</b>	61,141,403
General Fund Transfer	0	0	<b>0</b>	0
Total	58,575,334	60,227,071	<b>57,869,221</b>	61,141,403

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget for the General and Employee Risk Retention Funds is decreasing by \$2,357,850, or 3.9%.
- The General Risk Retention Fund is decreasing by \$80,267, or by 1.6%.
- The Employee Risk Retention Fund is decreasing by \$2,277,583, or 4.1%, in part due to changes in the health insurance plan implemented in 2016 and greater efforts to encourage employees to take advantage of preventative screenings and other health benefits.

# 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
- Transportation
- War Memorial Coliseum Complex Fund
- Water Resources Fund



**FY 18-19**

# INFRASTRUCTURE SERVICE AREA SUMMARY

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Engineering & Inspections	18,284,656	20,059,769	<b>20,655,744</b>	21,847,456
Field Operations	34,962,011	36,031,004	<b>36,825,328</b>	37,706,316
Greensboro Transit Authority	21,449,545	23,608,807	<b>23,543,225</b>	23,189,771
Municipal Service Districts Fund	771,882	1,574,000	<b>1,062,570</b>	990,000
Non-Departmental Infrastructure	4,597,393	4,816,609	<b>4,926,408</b>	4,926,408
Parking Fund	3,643,326	2,753,000	<b>3,156,282</b>	3,202,872
Planning	1,824,113	2,137,093	<b>2,152,938</b>	2,209,453
Solid Waste Management Fund	14,151,049	16,847,587	<b>15,783,256</b>	15,884,170
State Highway (Powell Bill) Fund	7,225,000	7,525,000	<b>7,370,000</b>	7,370,000
Stormwater Management Fund	10,279,930	13,013,235	<b>13,623,232</b>	13,667,917
Transportation	9,924,438	10,262,559	<b>10,363,077</b>	10,526,136
War Memorial Coliseum Complex Fund	27,180,388	25,656,587	<b>26,226,459</b>	27,040,654
Water Resources Fund	111,062,606	126,955,700	<b>134,492,798</b>	134,689,234
Subtotal	265,356,337	291,240,950	<b>300,181,317</b>	303,250,387
Less Transfers/Internal Charges	17,051,261	17,313,099	<b>17,942,898</b>	18,953,429
Total Infrastructure	248,305,076	273,927,851	<b>282,238,419</b>	284,296,958
Total FTE Positions	1,047.982	1,060.032	<b>1,069.982</b>	1,080.732
<b>Revenues:</b>				
Engineering & Inspections	5,737,978	5,988,095	<b>5,766,360</b>	5,937,720
Field Operations	12,497,016	13,074,860	<b>13,298,226</b>	13,342,226
Greensboro Transit Authority	21,700,979	23,608,807	<b>23,543,225</b>	23,189,771
Municipal Service Districts Fund	1,234,811	1,574,000	<b>1,062,570</b>	990,000
Parking Fund	4,684,978	2,753,000	<b>3,156,282</b>	3,202,872
Planning	313,626	389,110	<b>389,110</b>	389,110
Solid Waste Management Fund	17,258,973	15,017,050	<b>13,952,719</b>	14,053,633
State Highway (Powell Bill) Fund	7,323,921	7,525,000	<b>7,370,000</b>	7,370,000
Stormwater Management Fund	11,438,324	13,013,235	<b>13,623,232</b>	13,667,917
Transportation	2,746,041	3,023,588	<b>2,860,852</b>	2,867,116
War Memorial Coliseum Complex Fund	24,685,331	22,676,015	<b>23,136,088</b>	23,950,283
Water Resources Fund	126,979,745	126,955,700	<b>134,492,798</b>	134,689,234
Subtotal	236,601,723	235,598,460	<b>242,651,462</b>	243,649,882
General Fund Contribution	52,895,343	55,642,490	<b>57,529,855</b>	59,600,505
Less Transfers/Internal Charges	17,051,261	17,313,099	<b>17,942,898</b>	18,953,429
Total Infrastructure	272,445,805	273,927,851	<b>282,238,419</b>	284,296,958



# INFRASTRUCTURE SERVICE AREA SUMMARY

## BUDGET HIGHLIGHTS

- The FY 18-19 Infrastructure Service Area Budget increases by just over \$8.3 million, or 3.0% from FY 17-18, and includes the addition of 9.95 FTEs.
- The FY 18-19 Engineering and Inspections budget is increasing by \$595,975, or 3.0%.
- The FY 18-19 Field Operations Budget is increasing by \$794,324, or 2.2%, including a \$136,150 increase to expand operations of the Household Hazardous Waste (HHW) program. The HHW program expansion will be funded by a user fee increase of \$0.20 per month (\$2.40 per year).
- The GTA Budget in FY 18-19 Budget is decreasing by \$65,582, or 0.3%. GTA is adding one FTE, a Planner, to a non-operating grant account. The new position will be completely funded by outside grant funds.
- The FY 18-19 Budget for the Municipal Service District Fund is decreasing by \$511,430, or 32.5%.
- The FY 18-19 Parking Fund Budget is increasing by \$403,282, or 14.6%. Monthly parking rates in the downtown parking decks will increase \$20 beginning January 1, 2019, from \$65 per month to \$85 per month. The rate increase is projected to result in an additional \$231,768 in revenue in FY 18-19 and \$508,334 in FY 19-20 that will be used to help fund the construction of two new downtown parking decks.
- The FY 18-19 Planning Budget is increasing by \$15,845, or 0.7%. The Budget includes an increase of 0.7 FTE, due to the transfer of a portion of a Planner position from Neighborhood Development (Nussbaum Fund) to the General Fund.
- The FY 18-19 Solid Waste Fund Budget is decreasing by \$1,064,331, or 6.3%. The General Fund transfer to support solid waste operations will remain \$1,830,537 in FY 18-19.
- The FY 18-19 Stormwater Budget is increasing by \$609,997, or 4.7%. The Budget increase includes the addition of one FTE, an inspector, to the Soil Erosion program.
- The Transportation Budget is increasing by \$100,518, or 1.0% in FY 18-19. An additional \$38,861 is included in the Street Lighting budget in FY 18-19 to cover increasing utility costs, including the additional cost of LED lighting put in by Duke Energy to replace old lighting as well as new lighting installed when street projects are completed around the city.
- A General Fund contribution of \$3,090,371 million is included to support Coliseum operations in FY 18-19. \$2.9 million is dedicated to the War Memorial Coliseum operating fund, and \$190,371 will be transferred to the Performing Arts Fund to fund five mid-year positions for the Tanger Center for the Performing Arts.
- In the Greensboro Aquatics Center, a life guard supervisor position was reclassified mid-year from part-time to full-time and includes an additional 0.25 FTE. A service enhancement is included for a Learn to Swim Program Supervisor and a Meet Technician, an addition of two FTEs.
- The Steven Tanger Center for the Performing Arts is scheduled to open in March 2020. A service enhancement is included for FY 18-19 for five administrative positions to begin in January 2019. The enhancement includes changes to two FTEs previously budgeted, a Theater Manager and Production Manager. Three additional FTEs are also included, a Box Office Manager, a Booking Manager, and an Advertising Coordinator. In total, three FTEs are added to the Coliseum's budget for the Tanger Center in FY 18-19. Full staffing is budgeted for FY 19-20, including an additional 10.75 FTEs.
- The FY 18-19 Water Resources Budget is increasing by \$7,537,098, or 5.9%, including an increase of two FTEs in the Water Resources Fund. The positions are Maintenance Supervisors to oversee asset maintenance at the Mitchell and Townsend Water Treatment Facilities.
- The FY 18-19 Budget includes a rate increase for Water Resources. The rate increases by 3.5% for customers inside and outside the city limits. The average bill for a customer inside the city limits will increase \$1.53 per month and the average bill for a customer outside the city limits will increase \$3.82 per month.

# ENGINEERING AND INSPECTIONS

## PROGRAMS

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
--	-------------------	-------------------	--------------------------------	----------------------

### Business & Technology

Manages the Department's budget, provides human resources, administrative and contract support, manages infrastructure records, administers the City's assessments program, coordinates departmental technology needs and provides applications development and GIS support.

Appropriation	1,130,077	1,104,804	<b>1,110,570</b>	1,109,894
Full Time Equivalent Positions	9	9	<b>9</b>	9

### Engineering Design

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.

Appropriation	2,500,533	2,818,962	<b>2,821,961</b>	2,914,210
Full Time Equivalent Positions	31	32	<b>32</b>	32

### Property Management

Researches, acquires, manages and sells City real estate properties.

Appropriation	386,827	430,705	<b>446,545</b>	456,127
Full Time Equivalent Positions	6	6	<b>6</b>	6

### Construction Inspections

Inspects all improvements and additions made to the City's street and utility systems.

Appropriation	1,194,039	1,299,617	<b>1,361,064</b>	1,345,164
Full Time Equivalent Positions	14	14	<b>14</b>	14

### Facilities Maintenance

Provides all mechanical, electrical, plumbing, structural, and custodial maintenance for City owned buildings and structures. Manages the City's general fund energy budget.

Appropriation	9,726,584	11,484,046	<b>11,935,828</b>	12,989,848
Full Time Equivalent Positions	68.5	72.5	<b>72.5</b>	72.5

### Facilities Construction

Manages the design and oversees the construction and renovations of City buildings and facilities.

Appropriation	368,206	0	<b>0</b>	0
Full Time Equivalent Positions	3	0	<b>0</b>	0

### Development Services

Protects the lives, health and property of Greensboro citizens through enforcement of the North Carolina State Building Code (general construction, plumbing, heating and electrical).

Appropriation	2,978,391	2,921,635	<b>2,979,776</b>	3,032,213
Full Time Equivalent Positions	33	32	<b>32</b>	32



## 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 provide for quality service to meet the demands of the community.
- Promote and educate employees on workplace safety.

## PERFORMANCE MEASURES

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b><u>Workload Measures</u></b>				
• Number of plan reviews conducted	1,683	1,600	<b>1,700</b>	1,700
• Number of work orders completed	83,140	81,000	<b>83,150</b>	83,150
• Number of City facility audits performed	87	87	<b>88</b>	88
• Number of roadway footage inspected (including resurfacing)	593,300	280,000	<b>450,000</b>	300,000
• Number of linear feet of new sidewalk installed	317,708	200,000	<b>250,000</b>	250,000
<b><u>Efficiency Measures</u></b>				
• Average cost per plan review	\$389	\$349	<b>\$427</b>	\$437
• Percent of major facilities audited	100%	100%	<b>100%</b>	100%
• Percent of City of Greensboro inspection costs compared to other jurisdictions	62.4%	57.4%	<b>62.0%</b>	62.0%
• Average number of inspections per day per inspector	18.8	18.3	<b>18.0</b>	18.0
<b><u>Effectiveness Measures</u></b>				
• Percent of plan reviews completed within time commitments	99%	98%	<b>98%</b>	98%
• Percent of work orders completed on time	91%	84%	<b>92%</b>	92%
• Percent of construction projects completed within targeted timeline	90%	100%	<b>100%</b>	100%
• Percent of trades inspections completed within targeted timeframe	94%	90%	<b>94%</b>	94%



## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	10,984,086	11,868,097	<b>12,085,070</b>	12,285,945
Maintenance & Operations	7,288,275	8,166,472	<b>8,492,674</b>	9,561,511
Capital Outlay	12,295	25,200	<b>78,000</b>	0
Total	18,284,656	20,059,769	<b>20,655,744</b>	21,847,456
Total FTE Positions	164.500	165.500	<b>165.500</b>	165.500
<b>Revenues:</b>				
User Charges	198,008	203,160	<b>113,160</b>	123,160
Internal Charges	1,416,000	1,536,000	<b>1,536,000</b>	1,536,000
Licenses/Permits	3,203,829	3,242,455	<b>3,227,350</b>	3,388,710
Transfers	850,000	850,000	<b>850,000</b>	850,000
All Other	70,141	156,480	<b>39,850</b>	39,850
Subtotal	5,737,978	5,988,095	<b>5,766,360</b>	5,937,720
General Fund Contribution	12,546,678	14,071,674	<b>14,889,384</b>	15,909,736
Total	18,284,656	20,059,769	<b>20,655,744</b>	21,847,456

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget is increasing by \$595,975, or 3.0%.



# FIELD OPERATIONS

## PROGRAMS

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Field Operations Administration</b>				
Responsible for overall department administration, including fiscal procedures, management of operations, human resources information, employee training and development, communications, and planning processes that support the department.				
Appropriation	2,081,559	2,120,183	<b>2,209,901</b>	2,333,706
Full Time Equivalent Positions	11.67	11.67	<b>11.67</b>	11.67

## Work Management & Support Operations

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.

Appropriation	1,541,850	1,592,500	<b>1,654,451</b>	1,819,255
Full Time Equivalent Positions	7	7	<b>7</b>	7

## Solid Waste & Recycling Collection

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.

Appropriation	13,158,453	13,169,546	<b>13,389,436</b>	13,636,644
Full Time Equivalent Positions	64	64	<b>64</b>	64

## Yard Waste & Bulk Collection

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.

Appropriation	3,334,355	3,553,545	<b>3,614,844</b>	3,693,880
Full Time Equivalent Positions	36	36	<b>36</b>	36

## Special Services

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.

Appropriation	1,307,590	1,390,913	<b>1,415,298</b>	1,454,184
Full Time Equivalent Positions	16	16	<b>16</b>	16

## Downtown Cleaning and Maintenance

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.

Appropriation	381,575	363,940	<b>369,799</b>	375,881
Full Time Equivalent Positions	5.481	5.481	<b>5.481</b>	5.481

## Landscape Maintenance

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 are also responsible for administrative oversight of contracted mowing services.

Appropriation	3,848,257	4,104,901	<b>4,211,942</b>	4,291,923
Full Time Equivalent Positions	48	48	<b>48</b>	48

**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.

Appropriation	705,512	722,140	<b>737,570</b>	751,394
Full Time Equivalent Positions	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.)**

Appropriation	7,588,434	8,011,799	<b>8,077,948</b>	8,199,686
Full Time Equivalent Positions	62	62	<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.

Appropriation	1,014,425	1,001,537	<b>1,144,139</b>	1,149,763
Full Time Equivalent Positions	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**

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
<b><u>Workload Measures</u></b>				
• Number of residential refuse tons collected (including yard waste and bulk collections)	77,230	78,000	<b>80,000</b>	80,000
• Number of residential recycling tons collected	17,217	18,500	<b>18,500</b>	18,500
• 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)	1,332	1,350	<b>1,350</b>	1,350
• Leaf tons collected cost per collection point	\$35	\$35	<b>\$35</b>	\$35
• Snow removal cost per lane mile (Priority 1 and 2)	\$156	\$100	<b>\$110</b>	\$110
• Cost per lane mile resurfaced	\$97,368	\$95,000	<b>\$95,000</b>	\$95,000

**Effectiveness Measures**

• Percent of Street Segments Rated 85 or Above on Standard Rating System	32%	32%	<b>34%</b>	37%
• Household recycling tons as a percent of total household disposal tons	22%	23%	<b>23%</b>	23%
• Percent of potholes repaired within 24 hours	73%	75%	<b>80%</b>	80%

**BUDGET SUMMARY**

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	14,240,074	15,385,712	<b>15,645,801</b>	16,033,283
Maintenance & Operations	20,721,937	20,645,292	<b>21,179,527</b>	21,673,033
Capital Outlay	0	0	<b>0</b>	0
<b>Total</b>	<b>34,962,011</b>	<b>36,031,004</b>	<b>36,825,328</b>	<b>37,706,316</b>
Total FTE Positions	254.151	254.151	<b>254.151</b>	254.151
<b>Revenues:</b>				
User Charges	6,125,169	6,283,800	<b>6,504,300</b>	6,548,300
Transfers From Other Funds	5,216,000	5,516,000	<b>5,516,000</b>	5,516,000
Intergovernmental	196,717	145,000	<b>219,366</b>	219,366
All Other	959,130	1,130,060	<b>1,058,560</b>	1,058,560
Subtotal	12,497,016	13,074,860	<b>13,298,226</b>	13,342,226
General Fund Contribution	22,464,995	22,956,144	<b>23,527,102</b>	24,364,090
<b>Total</b>	<b>34,962,011</b>	<b>36,031,004</b>	<b>36,825,328</b>	<b>37,706,316</b>

**BUDGET HIGHLIGHTS**

- The FY 18-19 Budget is increasing by \$794,324, or 2.2%.
- The Household Hazardous Waste (HHW) program is increasing by \$136,150 in FY 18-19. The HHW program is expanding to allow drop offs on two additional days (Monday and Tuesday) and will now be open six days per week. The program expansion will be funded by a user fee increase of \$0.20 per month (\$2.40 per year).



## PROGRAMS

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Transit Administration</b>				
The GDOT-Public Transportation Division is responsible for the program administration for the Greensboro Transit Authority. Services include Fixed Route operations, ADA Paratransit Program known as SCAT, Higher Education Area Transit Service, known as HEAT, service planning and monitoring, marketing and communications, procurement, passenger amenities, pass sales, Federal and State compliance, and contracted transportation oversight. The Public Transportation Division also serves as support to the Greensboro Transit Authority Board.				
Appropriation	2,399,302	2,375,637	<b>2,602,954</b>	2,625,180
Full Time Equivalent Positions	10.75	12.00	<b>13.00</b>	13.00
<b>Fixed Route Service</b>				
GTA operates (16) Weekday, (15) Saturday/Evening routes and (7) Sunday routes. In addition, one 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 the following holidays; Martin Luther King, Jr., Memorial Day, July 4th, Labor Day and Good Friday.				
Appropriation	10,876,484	12,369,845	<b>11,540,184</b>	11,300,865
Full Time Equivalent Positions	0	0	<b>0</b>	0
<b>SCAT Service</b>				
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.				
Appropriation	7,318,966	7,927,048	<b>8,466,593</b>	8,353,024
Full Time Equivalent Positions	0	0	<b>0</b>	0
<b>HEAT Service</b>				
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 routes providing transit services between member campuses and other select locations.				
Appropriation	854,793	936,277	<b>933,494</b>	910,702
Full Time Equivalent Positions	0	0	<b>0</b>	0



## Greensboro Transit Authority Objectives

- Continue to provide the citizens of Greensboro with a safe, efficient, reliable and affordable transit service by improving accessibility to employment, recreation, educational, retail centers and cultural attraction sites.
- Improve customer satisfaction by implementing a GTA Scorecard, Customer Satisfaction Survey and a Customer Service Analysis Study to access the overall internal and external efficiencies.
- 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.
- Ongoing monitoring to ensure compliance relating to all federal, state and local requirements.
- Ensure effective oversight and management of all third-party contracts for compliance.
- Coordination with regional transit agencies to implement a Regional Smart Card fare payment.
- Enhance regional mobility transportation service through more effective communication and collaboration with other transit providers relating to short and long-term transit planning.
- Ongoing monitoring of existing transit related technologies, and research to determine new technology innovations that improves the overall reliability and efficiency of GTA's transit services.
- Continue to enhance marketing and community relations through participation in community and charitable events, educational outreach programs, and joint promotions with local businesses, agencies and civic organizations.
- Maintain transit vehicle fleet and facilities in a "state of good repair" by completing and implementing the FTA mandated Transit Asset Management (TAM) Plan.
- Implement recommendations from the Mobility Greensboro 2040 Long Range Plan to expand fixed route transit service and refine existing routes.
- Minimize the number of FTA reportable accidents and incidents by monitoring GTA's contracted transportation provider's safety program.
- Increase the efficiency and effectiveness of GTA's transit services through ongoing monitoring of day-to-day operations.

## PERFORMANCE MEASURES

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
<b><u>Workload Measures</u></b>				
• Number of passengers (in millions)	4.1	4.2	<b>4.2</b>	4.3
<b><u>Efficiency Measures</u></b>				
• Average cost per fixed route passenger	\$3.65	\$2.90	<b>\$3.60</b>	\$3.69
• Average cost per SCAT passenger	\$30.77	\$31.00	<b>\$32.00</b>	\$34.00
• Fixed Route passengers per service hour	22.92	28.0	<b>26.0</b>	28.0
• SCATe passengers per service hour	2.95	N/A	<b>3.0</b>	3.0
• Percent of customer service requests completed within timeframe	91%	95%	<b>95%</b>	95%
<b><u>Effectiveness Measures</u></b>				
• Percent of fixed routes that operated on time	94%	95%	<b>95%</b>	95%
• Percent of SCAT that operated on time	91%	N/A	<b>95%</b>	95%
• Percent of fare cost recovery for fixed route service	21%	22%	<b>22%</b>	22%
• Percent of fare cost recovery for SCAT service	4%	4%	<b>4%</b>	4%

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	631,383	878,868	<b>966,388</b>	986,707
Maintenance & Operations	20,694,282	22,729,939	<b>22,576,837</b>	22,203,064
Capital Outlay	123,880	0	<b>0</b>	0
<b>Total</b>	<b>21,449,545</b>	<b>23,608,807</b>	<b>23,543,225</b>	<b>23,189,771</b>
Total FTE Positions	10.750	12.000	<b>13.000</b>	13.000
<b>Revenues:</b>				
User Charges	2,344,049	2,367,000	<b>2,269,000</b>	2,269,000
Federal & State Grants	6,159,722	6,094,344	<b>6,161,441</b>	6,161,441
Duke Power Contribution - Interest	915,759	915,759	<b>863,470</b>	863,470
Ad Valorem Tax	9,110,709	9,575,000	<b>9,725,000</b>	9,873,000
Appropriated Fund Balance	379,597	2,097,259	<b>1,720,151</b>	1,198,576
Licenses and Permits	1,119,392	1,080,000	<b>1,200,000</b>	1,200,000
All Other	1,671,751	1,479,445	<b>1,604,163</b>	1,624,284
Subtotal	21,700,979	23,608,807	<b>23,543,225</b>	23,189,771
General Fund Contribution	0	0	<b>0</b>	0
<b>Total</b>	<b>21,700,979</b>	<b>23,608,807</b>	<b>23,543,225</b>	<b>23,189,771</b>

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget is decreasing by \$65,582, or 0.3%.
- Appropriated Fund Balance use decreases from \$2.1 million in FY18 to \$1.7 million in FY 18-19.
- The FY 18-19 budget includes a 3.0% increase in contracted transportation costs. Staff is currently evaluating submittals to the recent Request for Proposals for contracted transportation providers. A selection is expected to take place in the first half of FY 18-19.
- GTA added 1 FTE mid-year in FY 17-18, an apprentice position paid for through a state funded program. In FY 18-19, GTA will add 1 FTE to a non-operating grant fund. The position is a Planner funded through the Metropolitan Planning Organization (MPO).
- The GTA Board is continuing to review opportunities to improve the long-term financial sustainability of GTA, including through service modifications. The Mobility Greensboro 2040 Plan will be completed in early FY 18-19 and will inform those decisions.



# MUNICIPAL SERVICE DISTRICTS FUND

## PROGRAMS

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 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	29,629	535,000	<b>135,000</b>	135,000
Full Time Equivalent Positions	0	0	<b>0</b>	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. Following a property revaluation that took effect in FY 12-13, the tax rate was reduced to 8 cents per \$100 of property value, and it is projected to remain at 8 cents following the 2017 revaluation.

Appropriation	742,253	1,039,000	<b>927,570</b>	855,000
Full Time Equivalent Positions	0	0	<b>0</b>	0

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	0	0	<b>0</b>	0
Maintenance & Operations	771,882	1,574,000	<b>1,062,570</b>	990,000
Capital Outlay	0	0	<b>0</b>	0
Total	771,882	1,574,000	<b>1,062,570</b>	990,000
Total FTE Positions	0.000	0.000	<b>0.000</b>	0.000
<b>Revenues:</b>				
Special District Property Tax	690,416	679,600	<b>734,600</b>	734,600
Fund Balance	372,127	754,400	<b>167,970</b>	95,400
All Other	172,268	140,000	<b>160,000</b>	160,000
Subtotal	1,234,811	1,574,000	<b>1,062,570</b>	990,000
General Fund Contribution	0	0	<b>0</b>	0
Total	1,234,811	1,574,000	<b>1,062,570</b>	990,000

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget for the Municipal Service District Fund is decreasing by \$511,430, or 32.5%, due to the use of previously accumulated fund balance in the current year budget.
- 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

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
<b>Agency/Entity Funding</b>				
Provides appropriations for non-departmental agencies and special fund entities for the purpose of infrastructure related activities.				
Appropriation	4,597,393	4,816,609	<b>4,926,408</b>	4,926,408

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
<b>Expenditures:</b>				
Environmental Health Control	0	5,500	<b>5,500</b>	5,500
Transfer to Coliseum Operations	2,700,000	2,980,572	<b>3,090,371</b>	3,090,371
Transfer to Solid Waste Management System Fund	1,897,393	1,830,537	<b>1,830,537</b>	1,830,537
Total	4,597,393	4,816,609	<b>4,926,408</b>	4,926,408
<b>Revenues:</b>				
General Fund Contribution	4,597,393	4,816,609	<b>4,926,408</b>	4,926,408
Total	4,597,393	4,816,609	<b>4,926,408</b>	4,926,408

## BUDGET HIGHLIGHTS

- The General Fund contribution to Non-Departmental Infrastructure programs is increasing by \$109,799, or 2.3% in FY 18-19.
- The General Fund contribution of \$3,090,371 is included to support Coliseum operations in FY 18-19. \$2.9 million is dedicated to the War Memorial Coliseum operating fund, and \$190,371 will be transferred to the Performing Arts Fund to fund five mid-year positions for the Tanger Center for the Performing Arts.
- The FY 18-19 contribution to the Solid Waste Management Fund remains at \$1,830,537.



# PARKING FUND

## PROGRAMS

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 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 six surface lots.				
Appropriation	3,643,326	2,753,000	<b>3,156,282</b>	3,202,872
Full Time Equivalent Positions	13.75	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

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
<b><u>Workload Measures</u></b>				
• Monthly average of hourly daytime vehicle visits to deck	18,894	18,200	<b>19,000</b>	19,500
• Number of tickets issued to on-street vehicles in CBD	28,898	29,000	<b>29,000</b>	29,000
• Number of tickets issued to off-street vehicles in CBD	8,409	8,500	<b>8,500</b>	8,500
<b><u>Efficiency Measures</u></b>				
• Percent of parking facilities utilized by monthly parkers	70%	80%	<b>75%</b>	80%
• Average cost per City-owned space (does not include enforcement)	\$484.00	\$360.00	<b>\$450.00</b>	\$450.00
• Percent Parking Operations cost recovery from parking revenue	99%	100%	<b>100%</b>	102%
• Percent ticket appeals completed within five days	29%	40%	<b>35%</b>	35%
<b><u>Effectiveness Measure</u></b>				
• Percent of parking meters repaired within 48 hours	92%	96%	<b>95%</b>	95%
• Percent of tickets appealed vs. issued (yearly)	5%	8%	<b>6%</b>	6%
• Percent of boots/tows vs. parking violations (yearly)	<1%	<1%	<b>&lt;1%</b>	<1%

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	754,709	835,706	<b>852,537</b>	864,836
Maintenance & Operations	2,812,695	1,878,434	<b>2,303,745</b>	2,338,036
Capital Outlay	75,922	38,860	<b>0</b>	0
Total	3,643,326	2,753,000	<b>3,156,282</b>	3,202,872
Total FTE Positions	13.750	13.750	<b>13.750</b>	13.750
<b>Revenues:</b>				
Parking Fees	2,737,883	2,738,000	<b>2,909,768</b>	3,141,536
All Other	25,694	15,000	<b>15,000</b>	15,000
Appropriated Fund Balance	1,921,401	0	<b>231,514</b>	46,336
Transfers		0		
Subtotal	4,684,978	2,753,000	<b>3,156,282</b>	3,202,872
General Fund Contribution	0	0	<b>0</b>	0
Total	4,684,978	2,753,000	<b>3,156,282</b>	3,202,872

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget is increasing by \$403,282, or 14.6%.
- Monthly parking rates in the downtown parking decks will increase \$20 beginning January 1, 2019, from \$65 per month to \$85 per month. The rate increase is projected to result in an additional \$231,768 in revenue in FY 18-19 and \$508,334 in FY 19-20 that will be used to help fund the construction of two new downtown parking decks.
- The FY 18-19 Budget includes \$260,000 for Church St. Deck elevator repairs.



# PLANNING

## PROGRAMS

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
--	-------------------	-------------------	------------------------	----------------------

### 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.

Appropriation	1,824,113	2,137,093	<b>2,152,938</b>	2,209,453
Full Time Equivalent Positions	17.4	18.7	<b>19.4</b>	19.4

### 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

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Efficiency Measures</b>				
• Number of area plan or comprehensive plan implementation tasks initiated or completed	21	5	<b>5</b>	5
• Percentage of Plans Reviewed within the Established Goal of 5 Business Days (High Priority) and 10 Business Days (Normal), respectively	89%	95%	<b>95%</b>	95%

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	1,471,483	1,654,755	<b>1,721,142</b>	1,776,576
Maintenance & Operations	352,630	482,338	<b>431,796</b>	432,877
Capital Outlay	0	0	<b>0</b>	0
Total	1,824,113	2,137,093	<b>2,152,938</b>	2,209,453
Total FTE Positions	17.400	18.700	<b>19.400</b>	19.400
<b>Revenues:</b>				
Licenses/Permits	41,794	40,000	<b>40,000</b>	40,000
User Charges	270,273	344,035	<b>344,035</b>	344,035
All Other	1,559	5,075	<b>5,075</b>	5,075
Subtotal	313,626	389,110	<b>389,110</b>	389,110
General Fund Contribution	1,510,487	1,747,983	<b>1,763,828</b>	1,820,343
Total	1,824,113	2,137,093	<b>2,152,938</b>	2,209,453

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget is increasing by \$15,845, or 0.7%.
- The Budget includes an increase of 0.7 FTEs, due to the transfer of a portion of a Planner position from the Neighborhood Development Department (Nussbaum Fund) to the General Fund.

# SOLID WASTE MANAGEMENT FUND

## PROGRAMS

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 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.				
Appropriation	13,542,156	15,873,562	<b>14,810,924</b>	14,908,157
Full Time Equivalent Positions	33.58	33.33	<b>33.33</b>	33.33

## 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.

Appropriation	608,893	974,025	<b>972,332</b>	976,013
Full Time Equivalent Positions	2	2	<b>2</b>	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

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Workload Measures</b>				
• Tons of solid waste and C&D debris received at the solid waste transfer station (Includes Yard Waste & Bulk)	205,504	230,000	<b>230,000</b>	230,000
• Tons of solid waste received at the landfill	32,741	7,000	<b>7,000</b>	7,000
• Tons of yardwaste received at the landfill	29,512	31,000	<b>31,000</b>	31,000
• Tons of C&D debris received at the landfill	39,145	40,000	<b>40,000</b>	40,000
<b>Efficiency Measures</b>				
• Average Transfer Station tons per load processed	23.50	23.50	<b>23.50</b>	23.50
<b>Effectiveness Measures</b>				
• Percent of regulatory reports submitted to NCDENR	100%	100%	<b>100%</b>	100%



## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	2,308,136	2,377,522	<b>2,415,866</b>	2,464,096
Maintenance & Operations	11,805,704	14,410,515	<b>13,367,390</b>	13,420,074
Capital Outlay	37,210	59,550	<b>0</b>	0
Total	14,151,049	16,847,587	<b>15,783,256</b>	15,884,170
Total FTE Positions	35.580	35.330	<b>35.330</b>	35.330
<b>Revenues:</b>				
User Charges	12,422,673	12,265,000	<b>11,865,000</b>	11,915,000
Fund Balance	4,483,803	2,371,577	<b>1,697,246</b>	1,748,160
All Other	352,497	380,473	<b>390,473</b>	390,473
Subtotal	17,258,973	15,017,050	<b>13,952,719</b>	14,053,633
General Fund Transfer	1,897,393	1,830,537	<b>1,830,537</b>	1,830,537
Total	19,156,366	16,847,587	<b>15,783,256</b>	15,884,170

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget is decreasing by \$1,064,331, or 6.3%.
- The General Fund transfer to support solid waste operations will remain \$1,830,537 in FY 18-19.
- The FY 18-19 Budget includes a user fee revenue net decrease of about \$400,000 due to decreased activity at the transfer station. A private transfer station is now operating near the City owned transfer station and is drawing some customer activity away from the City facility.

# STATE HIGHWAY (POWELL BILL) FUND

## PROGRAMS

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 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.				
Appropriation	5,346,000	5,646,000	<b>5,646,000</b>	5,646,000
Full Time Equivalent Positions	0	0	<b>0</b>	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.

Appropriation	1,879,000	1,879,000	<b>1,724,000</b>	1,724,000
Full Time Equivalent Positions	0	0	<b>0</b>	0

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	0	0	<b>0</b>	0
Maintenance & Operations	7,225,000	7,525,000	<b>7,370,000</b>	7,370,000
Capital Outlay	0	0	<b>0</b>	0
Total	7,225,000	7,525,000	<b>7,370,000</b>	7,370,000
Total FTE Positions	0.000	0.000	<b>0.000</b>	0.000
<b>Revenues:</b>				
Intergovernmental	7,342,399	7,475,000	<b>7,320,000</b>	7,320,000
User Charges	953	0	<b>0</b>	0
Fund Balance	0	0	<b>50,000</b>	50,000
All Other	-19,432	50,000	<b>0</b>	0
Total	7,323,921	7,525,000	<b>7,370,000</b>	7,370,000

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget for the State Highway Fund decreases by \$155,000, or 2.1%.



# STORMWATER MANAGEMENT FUND

## PROGRAMS

	2016-17	2017-18	<b>2018-19</b>	2019-20
	Actual	Budget	<b>Recommended</b>	Projected

### Stormwater Administration

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.

Appropriation	726,692	880,163	<b>858,339</b>	860,240
Full Time Equivalent Positions	3.25	2.00	<b>2.00</b>	2.00

### Stormwater System Operations & Maintenance

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.

Appropriation	8,120,501	10,294,179	<b>10,838,565</b>	10,875,375
Full Time Equivalent Positions	62	62	<b>62</b>	62

### Operations Management

Responsible for coordination and oversight of stormwater system construction and maintenance services provided by Field Operations, as well as private contractors. This section 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. Responsibilities also include technical support for special stormwater projects such as stream restoration, pond inspections, and environmental permitting/mitigation for stormwater-related projects.

Appropriation	396,602	434,387	<b>426,529</b>	433,513
Full Time Equivalent Positions	5	4	<b>4</b>	4

### Water Quality & Monitoring

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.

Appropriation	599,457	702,054	<b>714,379</b>	723,867
Full Time Equivalent Positions	6	6	<b>6</b>	6

### Planning & Engineering

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.

Appropriation	379,122	437,120	<b>430,285</b>	438,981
Full Time Equivalent Positions	4	4	<b>4</b>	4

### Public Education & Awareness

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.

Appropriation	57,556	93,084	<b>95,042</b>	95,084
Full Time Equivalent Positions	0	0	<b>0</b>	0

### Sediment & Erosion Control

Responsible for the coordination and oversight of the City's Sediment and Erosion Control program, a state delegated program. Staff is responsible for reviewing site development plans for new development, issuing permits, conducting site inspections to ensure compliance with permits and plans, conducting enforcement actions when necessary, and maintaining all records associated with the program for regulatory reporting. Ensuring development sites and maintaining appropriate erosion control measures is critical to environmental health and public safety.

Appropriation	0	172,248	<b>260,093</b>	240,857
Full Time Equivalent Positions	0	2	<b>3</b>	3



## Departmental Objective

- 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

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Workload Measures</b>				
• Best Management Practices Inspections	1,425	300	900	900
• Stream sites monitored per month	20	20	20	20
• Number of flood zone determinations	16	10	10	10
• Number of Industrial Inspections	21	10	10	10
<b>Efficiency Measures</b>				
• Percent of stormwater plan review completed within mandated timeframe	100%	100%	100%	100%

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	4,301,486	4,804,810	4,935,952	5,039,300
Maintenance & Operations	5,978,444	8,208,425	8,662,280	8,628,617
Capital Outlay	0	0	25,000	0
Total	10,279,930	13,013,235	13,623,232	13,667,917
Total FTE Positions	80.250	80.000	81.000	81.000
<b>Revenues:</b>				
User Charges	9,682,234	9,686,394	9,679,941	9,726,401
Fund Balance	1,668,050	2,990,019	3,571,808	3,535,948
All Other	88,040	336,822	371,483	405,568
Total	11,438,324	13,013,235	13,623,232	13,667,917

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget is increasing by \$609,997, or 4.7%.
- The Budget increase includes the addition of 1 FTE, an inspector, to the Soil Erosion program.



# TRANSPORTATION

## PROGRAMS

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
--	-------------------	-------------------	------------------------	----------------------

### Transportation Administration

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. This section is also responsible for administering the City's False Alarm Program and enforcing traffic regulations in the Central Business District and areas around NC A&T University and UNC-Greensboro.

Appropriation	1,393,510	1,543,838	<b>1,537,545</b>	1,562,519
Full Time Equivalent Positions	12.30	11.80	<b>11.80</b>	11.80

### Engineering

Responsible for developing a transportation system that provides safe and efficient movement of pedestrians, bicyclists and vehicles along Greensboro's street system. Manages the City's traffic signal system, develops new traffic signal plans, and operates the traffic signal system in a safe and efficient manner. Ensures that proposed developments are established in harmony with our existing transportation system. Identifies deficiencies in our transportation system and develops projects/programs to enhance safety and mobility. Manages the City's streetlight program and developing plans to light thoroughfares as well as residential streets. Investigates and responds to citizens concerns about Greensboro traffic safety and mobility. Evaluates existing and projected traffic patterns and develops plans to alleviate congestion in Greensboro including the use of Intelligent Transportation Systems. Conducts traffic studies and data collection to support a variety of transportation programs.

Appropriation	1,161,679	1,215,023	<b>1,234,981</b>	1,263,425
Full Time Equivalent Positions	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.

Appropriation	3,420,479	3,461,139	<b>3,500,000</b>	3,550,000
Full Time Equivalent Positions	0	0	<b>0</b>	0

### Traffic Operations

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

Appropriation	3,324,022	3,388,645	<b>3,429,704</b>	3,484,641
Full Time Equivalent Positions	32	32	<b>32</b>	32

### Planning

Plans for thoroughfares, streets, sidewalks, greenways and bicycle facilities and programs. Supports transit planning functions. Participates in NCDOT project development. Supports City implementation of state and federally funded transportation projects. Coordinates activities for the City's Vision Zero Initiative. Responsible for carrying out Metropolitan Planning Organization functions including long-range transportation planning, developing and administering the Metropolitan Transportation Improvement Program, air quality conformity, and regional transportation planning efforts. Staffs MPO prioritization functions relative to the NCDOT project prioritization process. Staffs the TAC on project prioritization and selection using MPO directed federal funds.

Appropriation	281,736	293,367	<b>300,103</b>	304,807
Full Time Equivalent Positions	3	3	<b>3</b>	3

### 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 serves as a central transfer hub for GTA, offers access to Piedmont Authority for Regional Transportation Express, 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 and operates as a 24-hour facility.

Appropriation	343,012	360,547	<b>360,744</b>	360,744
Full Time Equivalent Positions	0	0	<b>0</b>	0

## 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.
- Continue to develop joint development opportunities with the private sector at the J. Douglas Galyon Depot.

## PERFORMANCE MEASURES

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Workload Measures</b>				
• Number of high accident locations studied	29	30	30	30
• Number of streetlights inspected along major travel corridors	3,800	5,400	5,400	5,400
• Number of linear feet of new sidewalk installed	21,035	20,000	20,000	20,000
• Number of plan reviews conducted	952	900	900	900
• Number of special events requiring Transportation maintenance services	192	120	190	190
<b>Efficiency Measures</b>				
• Average cost per plan review	\$230	\$240	\$230	\$230
<b>Effectiveness Measure</b>				
• Percent of GDOT workorders completed on time	88%	91%	90%	90%
• Percent of GDOT maintenance completed on schedule	69%	92%	90%	90%
• Percent Public Information Requests completed within two days	78%	90%	90%	90%

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	4,103,398	4,296,576	4,353,820	4,436,063
Maintenance & Operations	5,797,033	5,965,983	6,009,257	6,090,073
Capital Outlay	24,008	0	0	0
Total	9,924,438	10,262,559	10,363,077	10,526,136
Total FTE Positions	59.426	58.926	58.926	58.926
<b>Revenues:</b>				
Fines and Forfeitures	1,782,826	1,790,000	1,580,000	1,580,000
State Maint. Fees	453,275	707,000	707,000	707,000
Licenses & Permits	82,208	68,000	69,000	69,000
Rents & User Fees	302,383	367,788	374,052	380,316
All Other	125,349	90,800	130,800	130,800
Subtotal	2,746,041	3,023,588	2,860,852	2,867,116
General Fund Contribution	7,178,397	7,238,971	7,502,225	7,659,020
Total	9,924,438	10,262,559	10,363,077	10,526,136

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget is increasing by \$100,518, or 1.0%.
- An additional \$38,861 is included in the Street Lighting budget in FY 18-19 to cover increasing utility costs, including the additional cost of LED lighting put in by Duke Energy to replace old lighting as well as new lighting installed when street projects are completed around the city.



# WAR MEMORIAL COLISEUM COMPLEX FUND

## PROGRAMS

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 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>	3,204,128	3,273,446	<b>3,334,119</b>	3,427,675
<i>Full Time Equivalent Positions</i>	19.25	19.25	<b>19.25</b>	19.25

## Events/Parking/Catering

Operates the Coliseum Complex, includes the Coliseum Arena, Special Events Center, Fieldhouse, Terrace, Odeon Theatre, Aquatics Center, White Oak Amphitheatre, GACVB Offices, storage buildings and Parking Lots. Includes the maintenance of all of these facilities, grounds, and associated technical systems. Also includes oversight of the contracted catering, concession and merchandise operation.

<i>Appropriation</i>	23,976,260	22,383,141	<b>22,892,340</b>	23,612,979
<i>Full Time Equivalent Positions</i>	59.25	62.25	<b>67.50</b>	78.25

## Departmental Strategies

- Continue to work closely with the Greensboro Area Convention & Visitors Bureau on soliciting statewide, regional and national sporting events, meetings, conventions, and other major events. Work with the Greensboro Sports Commission and Greensboro Sports Foundation on managing the hosting of youth, amateur and professional sporting events that are attracted to Greensboro. The Coliseum Complex works directly with the ACC and NCAA women's and men's basketball tournaments and NCAA Swimming & Diving Championships to host successful national championship events.
- Continue to host a wide variety of events at the Coliseum, Special Events Center, Aquaticis Center, White Oak Amphitheatre and Fieldhouse that appeal to all segments and demographics of the diverse Greensboro community.
- Coliseum Parking Department Manager coordinates with GPD and GDOT in pre-planning for traffic operations for upcoming major events to manage around capacity crowds, weather and other instances that would disrupt a patrons journey to the facility.
- 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 operating expenses.

## PERFORMANCE MEASURES

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
<b>Workload Measures</b>				
• Total event attendance	1,354,744	1,356,020	<b>1,285,950</b>	N/A
• Total number of performances	1,055	1,084	<b>1,083</b>	N/A

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	7,528,869	7,938,864	<b>8,279,214</b>	9,213,880
Maintenance & Operations	19,338,597	17,347,567	<b>17,947,245</b>	17,826,774
Capital Outlay	312,922	370,156	<b>0.0</b>	0.0
Total	27,180,388	25,656,587	<b>26,226,459</b>	27,040,654
Total FTE Positions	78.500	81.500	<b>86.750</b>	97.500
<b>Revenues:</b>				
Concession Revenues	1,203,789	1,750,037	<b>1,755,291</b>	1,755,291
Admissions and Charges	12,472,115	12,055,000	<b>12,056,000</b>	12,056,000
Other Revenues	11,009,427	8,870,978	<b>9,324,797</b>	10,138,992
Subtotal	24,685,331	22,676,015	<b>23,136,088</b>	23,950,283
General Fund Contribution	2,700,000	2,980,572	<b>3,090,371</b>	3,090,371
Total	27,385,331	25,656,587	<b>26,226,459</b>	27,040,654

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget for the Coliseum increases \$569,872, or 2.2%.
- A General Fund contribution of \$3,090,371 million is included to support Coliseum operations in FY 18-19. \$2.9 million is dedicated to the War Memorial Coliseum operating fund, and \$190,371 will be transferred to the Performing Arts Fund to fund five mid-year positions for the Tanger Center for the Performing Arts.
- In the Greensboro Aquatics Center a life guard supervisor position was reclassified mid-year from part-time to full-time and includes an additional 0.25 FTE. A service enhancement is included for a Learn to Swim Program Supervisor and a Meet Technician, an addition of two FTEs.
- The Steven Tanger Center for the Performing Arts is scheduled to open in March 2020. A service enhancement is included for FY 18-19 for five administrative positions to begin in January 2019. The enhancement includes changes to two FTEs previously budgeted, a Theater Manager and Production Manager. Three additional FTEs are also included, a Box Office Manager, a Booking Manager, and an Advertising Coordinator. In total, three FTEs are added to the Coliseum's budget for the Tanger Center in FY 18-19. Full staffing is budgeted for FY 19-20 including an additional 10.75 FTEs.
- The Greensboro Coliseum will host the home season for UNCG Men's Basketball, the 2<sup>nd</sup> of a long-term agreement.
- The Greensboro Coliseum will host the 2019 ACC Women's Basketball Tournament, the 2019 NCAA Women's Basketball Regionals, and the USA Gymnastics Nastia Liukin and American Cup competitions.
- The NBA G-League Greensboro Swarm affiliate of the Charlotte Hornets will play their third 24 game home season.
- Upcoming family show highlights include Disney on Ice, Paw Patrol Live, Monster Truck Jam, Harlem Globetrotters, and Cirque du Soleil - Crystal.
- 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 regional trade and consumer shows.



# WATER RESOURCES FUND

## PROGRAMS

	2016-17 Actual	2017-18 Budget	2018-19 <b>Recommended</b>	2019-20 Projected
--	-------------------	-------------------	-------------------------------	----------------------

### Water Resources Administration

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.

Appropriation	10,144,539	10,624,964	<b>10,616,801</b>	10,758,511
Full Time Equivalent Positions	19.30	23.8	<b>23.8</b>	23.8

### Billing and Customer Information

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.

Appropriation	4,852,263	6,596,287	<b>6,798,855</b>	6,867,991
Full Time Equivalent Positions	44	40	<b>41</b>	41

### Engineering

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.

Appropriation	31,078,877	31,824,352	<b>35,427,374</b>	33,574,277
Full Time Equivalent Positions	11	14	<b>14</b>	14

### Water Supply

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.

Appropriation	16,474,324	21,102,078	<b>19,872,685</b>	20,477,879
Full Time Equivalent Positions	54.625	54.625	<b>56.625</b>	56.625

### Water Reclamation

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.

Appropriation	13,077,297	14,630,036	<b>15,000,245</b>	15,346,158
Full Time Equivalent Positions	55	56	<b>55</b>	55

### Construction and Maintenance

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.

Appropriation	13,315,800	15,647,588	<b>17,192,799</b>	17,192,255
Full Time Equivalent Positions	149.75	151.75	<b>151.75</b>	151.75

### Debt Service

Funding used to make debt principal and interest payments is derived from operating revenues.

Appropriation	22,119,507	26,530,395	<b>29,584,039</b>	30,472,163
---------------	------------	------------	-------------------	------------

## 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

	2016-17 Actual	2017-18 Budget	2018-19 <b>Recommended</b>	2019-20 Projected
<b><u>Workload Measures</u></b>				
• Number of water customer accounts	104,591	104,601	<b>105,640</b>	106,168
• Average water MGD treated daily	34.5	34.4	<b>34.4</b>	34.4
• Average wastewater MGD treated daily	32.6	28.5	<b>28.5</b>	28.5
<b><u>Efficiency Measures</u></b>				
• Maintenance personnel per 100 miles of sewer line	2.60	2.70	<b>2.70</b>	2.70
• Maintenance personnel per 100 miles of water line	2.33	2.20	<b>2.20</b>	2.20
• Peak day water demand- percent of capacity	71%	70%	<b>70%</b>	70%
• Percent of wastewater system capacity utilized	58%	49%	<b>49%</b>	49%
<b><u>Effectiveness Measures</u></b>				
• Billed water as a percentage of finished water or "excellent"	85%	85%	<b>85%</b>	85%
• Percent of water main breaks repaired within 24 hours	74%	70%	<b>70%</b>	70%
• Percent of weeks compliant with NPDES Permit at T.Z. Osborne Wastewater Plant	98.0%	98.0%	<b>98.0%</b>	98.0%
• Percent of weeks compliant with NPDES Permit at North Buffalo Wastewater Plant	100.0%	N/A	<b>N/A</b>	N/A



## BUDGET SUMMARY

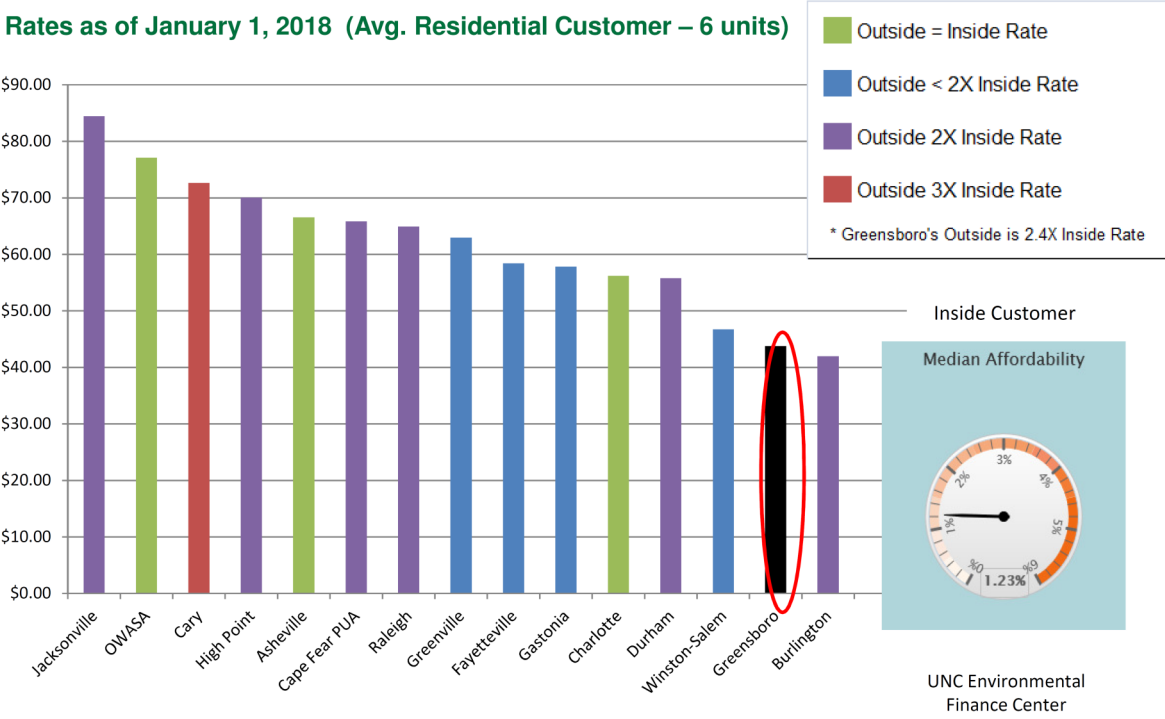
	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	21,684,183	24,075,230	<b>24,243,652</b>	24,827,233
Maintenance & Operations	89,100,855	101,467,999	<b>109,019,146</b>	109,150,501
Capital Outlay	277,568	1,412,471	<b>1,230,000</b>	711,500
Total	111,062,606	126,955,700	<b>134,492,798</b>	134,689,234
Total FTE Positions	333.675	340.175	<b>342.175</b>	342.175
<b>Revenues:</b>				
Water and Sewer Services	105,986,812	112,758,845	<b>115,680,628</b>	120,672,923
Assessments	12,429	50,000	<b>50,000</b>	50,000
Capacity Use Fees	2,550,411	2,000,000	<b>0</b>	0
Industrial Waste Control	1,080,303	1,100,000	<b>1,100,000</b>	1,100,000
Water Line Connections	201,383	150,000	<b>175,000</b>	175,000
All Other	2,960,620	2,867,678	<b>3,724,000</b>	3,884,709
Appropriated Fund Balance	14,187,788	8,029,177	<b>13,763,170</b>	8,806,602
Total	126,979,745	126,955,700	<b>134,492,798</b>	134,689,234

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget is increasing by \$7,537,098, or 5.9%.
- The FY 18-19 Budget includes a rate increase for Water Resources. The rate increases by 3.5% for customers inside and outside the city limits. The average bill for a customer inside the city limits will increase \$1.53 per month and the average bill for a customer outside the city limits will increase \$3.82 per month.
- The FY 18-19 Budget includes an increase of 2 FTEs in the Water Resources Fund. The positions are Maintenance Supervisors to oversee asset maintenance at the Mitchell and Townsend Water Treatment Facilities.
- Funding to pay off debt related to water and sewer capital projects is increasing by over \$3 million in FY 18-19, to \$29.6 million.
- 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



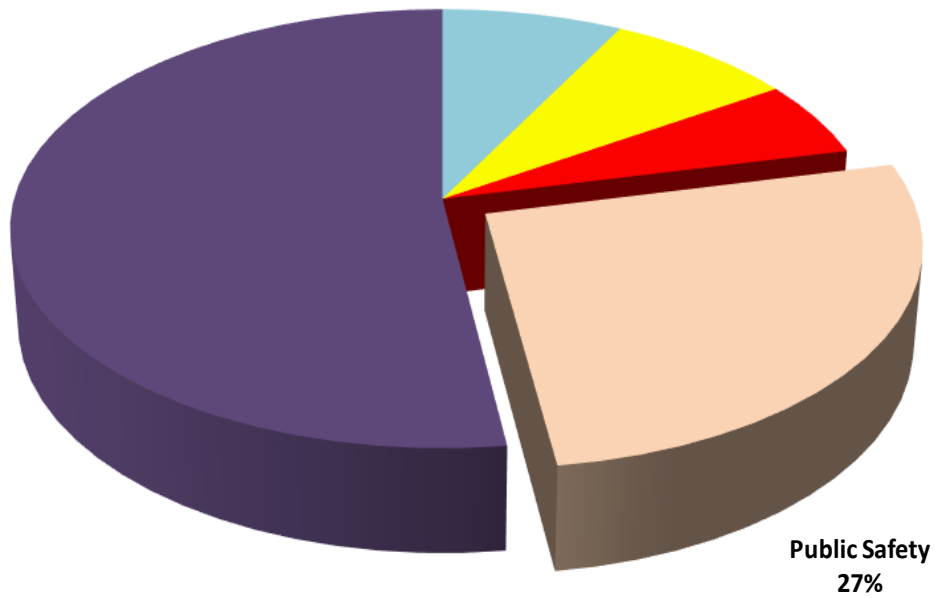
OWASA provides water to Carrboro-Chapel Hill Community; Cape Fear is in Wilmington.



This page intentionally left blank.

# PUBLIC SAFETY

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



FY 18-19

# PUBLIC SAFETY SERVICE AREA SUMMARY

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Emergency Telephone System Fund	2,721,658	3,026,192	<b>3,022,702</b>	3,033,000
Fire	48,325,176	50,308,390	<b>52,530,703</b>	53,728,446
Metro Communications Fund	11,416,689	11,257,908	<b>11,267,186</b>	11,399,400
Non-Departmental	8,531,819	8,364,625	<b>8,458,918</b>	8,543,608
Police	70,329,267	74,630,528	<b>75,530,724</b>	77,708,057
Technical Services Fund	13,850,367	5,925,958	<b>6,054,236</b>	6,028,438
Subtotal	155,174,976	153,513,601	<b>156,864,469</b>	160,440,949
Less Transfers/Internal Charges	10,771,137	10,738,060	<b>12,714,324</b>	12,799,014
Total Public Safety	144,403,839	142,775,541	<b>144,150,145</b>	147,641,935
Total FTE Positions	1,497.893	1,503.938	<b>1,503.375</b>	1,503.375
<b>Revenues:</b>				
Emergency Telephone System Fund	3,273,430	3,026,192	<b>3,022,702</b>	3,033,000
Fire	2,283,652	1,912,516	<b>2,087,516</b>	2,087,516
Metro Communications Fund	4,700,606	3,552,783	<b>3,464,768</b>	3,512,292
Police	2,027,213	1,894,553	<b>1,956,953</b>	1,956,953
Technical Services Fund	14,612,026	5,925,958	<b>6,054,236</b>	6,028,438
Subtotal	26,896,927	16,312,002	<b>16,586,175</b>	16,618,199
General Fund Contribution	130,734,196	137,201,599	<b>140,278,294</b>	143,822,750
Less Transfers/Internal Charges	10,771,137	10,738,060	<b>12,714,324</b>	12,799,014
Total Public Safety	146,859,986	142,775,541	<b>144,150,145</b>	147,641,935

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget for the Public Safety Service Area is increasing by \$1,374,604, or 1.0%.
- The FY 18-19 Budget for the Fire Department is increasing by \$2,222,313, or 4.4%.
- The FY 18-19 Budget includes an increase of \$41,000 for annual physicals for firefighters.
- The FY 18-19 Budget includes an increase of \$25,000 for PPE gear replacements.
- In FY 17-18, the Fire Department began construction of a new Fire Station on Burlington Road. The station is expected to open in the Summer of 2018.
- The FY 18-19 Budget for the Police Department is increasing by \$900,196, or 1.2%.
- The FY 18-19 Budget for Guilford Metro 911 is increasing by \$9,278.
- 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 18-19, Guilford County's share is approximately 39%, or \$3,074,239.



# EMERGENCY TELEPHONE SYSTEM FUND

## PROGRAMS

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 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>				
Appropriation	2,721,658	3,026,192	<b>3,022,702</b>	3,033,000
Full Time Equivalent Positions	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.
- 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.

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	170,067	182,193	<b>187,103</b>	189,279
Maintenance & Operations	2,551,591	2,843,999	<b>2,835,599</b>	2,843,721
Capital Outlay	0	0	<b>0</b>	0
Total	2,721,658	3,026,192	<b>3,022,702</b>	3,033,000
Total FTE Positions	2.200	2.200	<b>2.200</b>	2.200
<b>Revenues:</b>				
User Charges	2,991,354	3,026,192	<b>2,612,607</b>	2,653,101
All Other	5,931	0	<b>0</b>	0
Appropriated Fund Balance	276,145	0	<b>410,095</b>	379,899
Subtotal	3,273,430	3,026,192	<b>3,022,702</b>	3,033,000
General Fund Contribution	0	0	<b>0</b>	0
Total	3,273,430	3,026,192	<b>3,022,702</b>	3,033,000

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget is decreasing by \$3,490, or 0.1%.

# FIRE

## PROGRAMS

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
<b>Fire Administration</b>				
Provides executive leadership, planning and resource management functions for the Fire Department.				
Appropriation	1,716,403	2,213,150	<b>2,102,753</b>	2,320,692
Full Time Equivalent Positions	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.				
Appropriation	1,722,903	1,244,825	<b>1,249,288</b>	1,263,580
Full Time Equivalent Positions	9	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.				
Appropriation	1,691,329	1,834,287	<b>1,987,337</b>	2,030,161
Full Time Equivalent Positions	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.				
Appropriation	37,604,307	39,753,112	<b>41,795,617</b>	42,532,306
Full Time Equivalent Positions	531	531	<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.				
Appropriation	4,866,838	4,907,395	<b>5,018,449</b>	5,245,893
Full Time Equivalent Positions	11	11	<b>11</b>	11
<b>Stations</b>				
Maintenance and Operations cost for 25 fire stations.				
Appropriation	723,397	355,621	<b>377,259</b>	335,814
Full Time Equivalent Positions	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 six 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 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 recurrence 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

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b><u>Workload Measures</u></b>				
• Total number of Fires	1,236	1,250	<b>1,250</b>	1,250
• Total number of Residential Structure Fires	219	200	<b>210</b>	210
• Total number of Commercial Structure Fires	71	45	<b>60</b>	60
• Total number of Medical Events	26,724	27,525	<b>28,902</b>	29,769
• Total number of Cardiac Arrest Patients	247	250	<b>250</b>	260
• Total number of General Fire Inspections	5,935	6,573	<b>7,134</b>	5,929
• Total number of Fire Investigations	230	300	<b>300</b>	300
<b><u>Efficiency Measures</u></b>				
• Percentage of first due unit arrival in six minutes or less (medical)*	66.39%	70.00%	<b>70.00%</b>	70.00%
• Percentage of first due unit arrival in six minutes 20 seconds or less (fires)	81.77%	90.00%	<b>90.00%</b>	90.00%
• Percentage of cardiac arrest patients that regain a pulse before being turned over to a higher level of medical care	34.82%	25.00%	<b>25.00%</b>	25.00%
• Percentage of compliance with the state mandated minimum inspection frequency for all occupancies	77.00%	80.00%	<b>80.00%</b>	80.00%
• Percent of when 9-1-1 call processing was 60 seconds or less (Metro 911 function) (Moderate Fire Hazard)	89.84%	90.00%	<b>90.00%</b>	90.00%
• Percent where turn out time was 80 seconds or less (Moderate Fire Hazard)	22.65%	50.00%	<b>50.00%</b>	50.00%
• Percent where travel time for first arriving unit was four minutes or less (Moderate Fire Hazard)	91.40%	90.00%	<b>90.00%</b>	90.00%
• Percent where 17 persons arrived on scene in 11 minutes 35 seconds or less (Moderate Fire Hazard)	97.65%	95.00%	<b>95.00%</b>	95.00%
• Percent where entire first alarm complement arrived in 10 minutes 20 sec or less (Moderate Fire Hazard)	85.93%	92.00%	<b>92.00%</b>	92.00%

Public Safety - Fire

**Effectiveness Measures**

• Percentage of actual residential structure fires that are contained to the room of origin	67.62%	70.00%	<b>70.00%</b>	70.00%
• Percentage of total number of fires that were commercial structures	22.50%	20.00%	<b>20.00%</b>	20.00%
• Percentage of total dollar loss that were commercial structures	29.60%	7.00%	<b>3.00%</b>	3.00%
• Percentage of dollar loss based on total value of commercial property where fires occurred	0.90%	1.00%	<b>1.00%</b>	1.00%
• Percent of property value saved by fire protection services	98.91%	85.00%	<b>95.00%</b>	95.00%

**BUDGET SUMMARY**

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	42,021,745	44,314,879	<b>46,397,441</b>	47,408,082
Maintenance & Operations	6,252,068	5,968,575	<b>6,133,262</b>	6,320,364
Capital Outlay	51,363	24,936	<b>0</b>	0
<b>Total</b>	<b>48,325,176</b>	<b>50,308,390</b>	<b>52,530,703</b>	<b>53,728,446</b>
Total FTE Positions	584.000	584.000	<b>584.000</b>	584.000
<b>Revenues:</b>				
Intergovernmental	408,705	401,746	<b>401,746</b>	401,746
User Charges	282,966	276,420	<b>276,420</b>	276,420
All Other	1,591,981	1,234,350	<b>1,409,350</b>	1,409,350
Subtotal	2,283,652	1,912,516	<b>2,087,516</b>	2,087,516
General Fund Contribution	46,041,524	48,395,874	<b>50,443,187</b>	51,640,930
<b>Total</b>	<b>48,325,176</b>	<b>50,308,390</b>	<b>52,530,703</b>	<b>53,728,446</b>

**BUDGET HIGHLIGHTS**

- The FY 18-19 Budget is increasing by \$2,222,313, or 4.4%.
- The FY 18-19 Budget includes an increase of \$41,000 for annual physicals for firefighters.
- The FY 18-19 Budget includes an increase of \$25,000 for PPE gear replacements.
- In FY 17-18, the Fire Department began construction of a new Fire Station on Burlington Road. The station is expected to open in the Summer of 2018.





# METRO COMMUNICATIONS FUND

## PROGRAMS

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 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.				
Appropriation	692,804	994,113	<b>1,017,321</b>	1,030,356
Full Time Equivalent Positions	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, seven 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.

Appropriation	7,484,425	6,689,979	<b>6,663,628</b>	6,768,464
Full Time Equivalent Positions	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.

Appropriation	547,912	609,837	<b>592,704</b>	599,901
Full Time Equivalent Positions	2.8	2.8	<b>2.8</b>	2.8

## IT Public Safety

This division 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.

Appropriation	2,690,548	2,963,979	<b>2,993,533</b>	3,000,679
Full Time Equivalent Positions	0	7	<b>7</b>	7

## 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

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
<b><u>Workload Measures</u></b>				
• Number of monthly educational contacts	73	55	<b>55</b>	55
• Number of people contacted via educational events	4,832	3,000	<b>3,000</b>	3,000
• Total calls dispatched	438,824	440,235	<b>440,235</b>	440,235
• 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>	118 sec

Public Safety - Metro Communications Fund

**Effectiveness Measures**

• 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	89%	85%	<b>85%</b>	85%
• Percentage of public record requests processed within two days or less of initial request	99%	99%	<b>99%</b>	99%
• Percentage of EMD (Medical) protocol compliance met by 911	98%	97%	<b>97%</b>	97%
• Percentage of EFD (Fire) protocol compliance met by 911	99%	97%	<b>97%</b>	97%

**BUDGET SUMMARY**

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	6,777,109	7,483,896	<b>7,393,867</b>	7,534,709
Maintenance & Operations	3,287,035	3,774,012	<b>3,873,319</b>	3,864,691
Capital Outlay	1,352,545	0	<b>0</b>	0
<b>Total</b>	<b>11,416,689</b>	<b>11,257,908</b>	<b>11,267,186</b>	<b>11,399,400</b>
Total FTE Positions	101.800	108.800	<b>108.800</b>	108.800
<b>Revenues:</b>				
Cost Recovery - Guilford Co.	2,876,576	2,905,864	<b>3,074,239</b>	3,121,763
User Charges	13,304	13,131	<b>13,131</b>	13,131
All Other	1,732,023	374,411	<b>377,398</b>	377,398
Appropriated Fund Balance	78,703	259,377	<b>0</b>	0
Subtotal	4,700,606	3,552,783	<b>3,464,768</b>	3,512,292
General Fund Contribution	7,858,799	7,705,125	<b>7,802,418</b>	7,887,108
<b>Total</b>	<b>12,559,405</b>	<b>11,257,908</b>	<b>11,267,186</b>	<b>11,399,400</b>

**BUDGET HIGHLIGHTS**

- The FY 18-19 Budget is increasing by \$9,278.
- 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 18-19, Guilford County's share is approximately 39%, or \$3,074,239.



# NON-DEPARTMENTAL PUBLIC SAFETY

## PROGRAMS

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
--	-------------------	-------------------	--------------------------------	----------------------

### Transfer to Metro Communications

In FY 04-05, Emergency Communications was transferred 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 2017-18 the City's contribution is 62%.

Appropriation	7,858,799	7,705,125	<b>7,802,418</b>	7,887,108
---------------	-----------	-----------	------------------	-----------

### 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. Also included in this section is funding for the Reverse 911 system that is a joint expense with other area jurisdictions.

Appropriation	673,020	659,500	<b>656,500</b>	656,500
---------------	---------	---------	----------------	---------

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
--	-------------------	-------------------	--------------------------------	----------------------

<b>Expenditures:</b>				
Transfer to Metro Communications	7,858,799	7,705,125	<b>7,802,418</b>	7,887,108
Animal Control	581,077	600,000	<b>612,000</b>	612,000
All Other	91,943	59,500	<b>44,500</b>	44,500
Total	8,531,819	8,364,625	<b>8,458,918</b>	8,543,608
<b>Revenues:</b>				
General Fund Contribution	8,531,819	8,364,625	<b>8,458,918</b>	8,543,608
Total	8,531,819	8,364,625	<b>8,458,918</b>	8,543,608

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget is increasing by \$94,293, or 1.1%

# POLICE

## PROGRAMS

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
--	-------------------	-------------------	------------------------	----------------------

### Police Administration

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.

Appropriation	4,188,199	4,931,382	<b>4,627,807</b>	5,038,632
Full Time Equivalent Positions	23	26	<b>25</b>	25

### Management Bureau

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.

Appropriation	14,889,722	14,207,348	<b>14,692,175</b>	15,247,187
Full Time Equivalent Positions	68	68	<b>73</b>	73

### Investigative Bureau

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.

Appropriation	12,376,036	12,795,235	<b>13,262,282</b>	13,497,388
Full Time Equivalent Positions	151	150	<b>150</b>	150

### Support Bureau

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.

Appropriation	8,918,536	10,137,135	<b>9,984,058</b>	10,168,615
Full Time Equivalent Positions	114.893	121.938	<b>118.375</b>	118.375

### Patrol Bureau

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.

Appropriation	29,956,773	32,559,428	<b>32,964,402</b>	33,756,235
Full Time Equivalent Positions	444	434	<b>433</b>	433



## 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 2017-18 compared to FY 2016-17 (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 2017-18 compared to FY 2016-17 (per capita).
- Reduce response times to calls for service.
- Improve the delivery of service externally and internally.

## PERFORMANCE MEASURES

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
<b><u>Workload Measures</u></b>				
• Felony Offenses Reported (Part I Crimes)	11,690	15,236	<b>15,236</b>	15,236
• Offenses Reported-15 years of age and under	5,131	4,500	<b>4,500</b>	4,500
• Number of Priority Offenders managed under electronic monitoring	112	200	<b>200</b>	200
• Number of Part I Crimes cleared by arrest, exception or unfounded	3,875	4,200	<b>4,200</b>	4,200
<b><u>Efficiency Measures</u></b>				
• Average Police Response Time to High Priority Calls (in minutes)	7:06	6:00	<b>6:00</b>	6:00
• First due GPD unit arrival to Priority I Calls in seven minutes or less	61%	90%	<b>90%</b>	90%
• First due GPD unit arrival to Priority II Calls within 12 minutes	72%	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	26%	30%	<b>30%</b>	30%
• Reduce the UCR Part I Crime rate	5%	-10%	<b>-10%</b>	-10%
• Reduce case closure suspense time for homicides, aggravated assaults and robberies	-30%	-15%	<b>-15%</b>	-15%
• Percent of citizens satisfaction survey indicating a positive impression/perception of GPD	NA	75%	<b>75%</b>	75%

**BUDGET SUMMARY**

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	60,369,594	63,565,693	<b>64,549,643</b>	65,971,382
Maintenance & Operations	9,917,113	11,064,835	<b>10,981,081</b>	11,736,675
Capital Outlay	42,560	0	<b>0</b>	0
Total	70,329,267	74,630,528	<b>75,530,724</b>	77,708,057
Total FTE Positions	800.893	799.938	<b>799.375</b>	799.375
<b>Revenues:</b>				
Intergovernmental	1,061,054	1,064,051	<b>1,064,051</b>	1,064,051
Licenses/Permits	1,763	6,000	<b>6,000</b>	6,000
User Charges	710,336	682,782	<b>745,182</b>	745,182
All Other	254,060	141,720	<b>141,720</b>	141,720
Subtotal	2,027,213	1,894,553	<b>1,956,953</b>	1,956,953
General Fund Contribution	68,302,054	72,735,975	<b>73,573,771</b>	75,751,104
Total	70,329,267	74,630,528	<b>75,530,724</b>	77,708,057

**BUDGET HIGHLIGHTS**

- The FY 18-19 Budget is increasing by \$900,196, or 1.2%.
- The FY 18-19 Budget includes a net decrease of .563 FTE. This decrease is the result of the elimination of vacant seasonal temporary positions.



# TECHNICAL SERVICES FUND

## PROGRAMS

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 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.				
Appropriation	13,850,367	5,925,958	<b>6,054,236</b>	6,028,438
Full Time Equivalent Positions	9	9	<b>9</b>	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

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
<b>Workload Measures</b>				
• Number of work orders completed	2,718	<b>2,500</b>	<b>2,500</b>	2,500
• 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

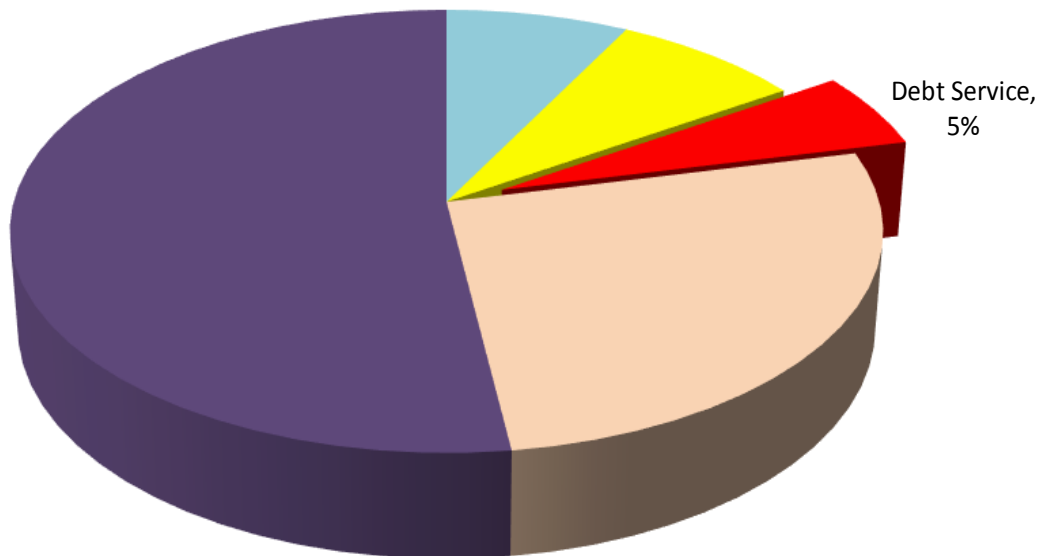
	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	767,732	883,573	<b>853,087</b>	867,322
Maintenance & Operations	3,233,854	5,042,385	<b>5,201,149</b>	5,161,116
Capital Outlay	9,848,781	0	<b>0</b>	0
 Total	 13,850,367	 5,925,958	 <b>6,054,236</b>	 6,028,438
Total FTE Positions	9.000	9.000	<b>9.000</b>	9.000
<b>Revenues:</b>				
User Charges	865,774	850,000	<b>686,029</b>	845,326
Internal Charges	2,554,593	2,675,187	<b>3,943,840</b>	4,554,158
Appropriated Fund Balance	888,624	1,796,738	<b>788,407</b>	0
All Other	10,303,035	604,033	<b>635,960</b>	628,954
 Total	 14,612,026	 5,925,958	 <b>6,054,236</b>	 6,028,438

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget is increasing by \$128,278, or 2.2%.
- The FY 18-19 Budget includes a decrease of \$1,008,331 in appropriated fund balance.
- The additional fund balance for FY 17-18 was used to accelerate the implementation of a portion of the Migration Assurance Plan (MAP) contract. By doing so, it allowed for quicker transition of radio system equipment and for the equipment to be used a year earlier.

# CAPITAL IMPROVEMENTS PROGRAM & DEBT SERVICE

Capital Improvements Program  
Capital Leasing Fund  
Debt Service Fund

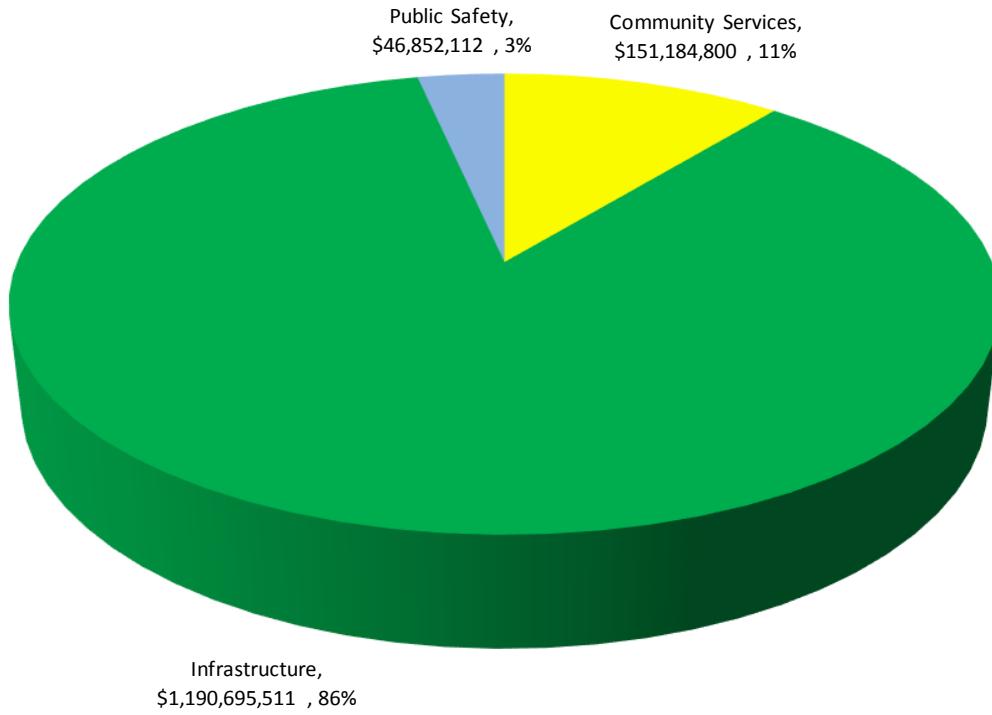


FY 18-19



# CAPITAL IMPROVEMENTS PROGRAM 2019-2028

Community Services  
Infrastructure  
Public Safety



**FY 18-19**

# 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 2019-2028 Capital Improvements Program (CIP) totals **\$1,388,732,423**.

**Highlights**

The Infrastructure Service Area equals just under \$1.2 billion or 85.7% of the total adopted CIP spending over the next ten years. The service 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 over \$386 million, which accounts for 32% of the Infrastructure Service Area and 28% of the total CIP. Projects planned for FY 18-19 include work on Horse Pen Creek Rd, Mackay Rd, bus replacements and various sidewalk projects.

Water Resources projects total just over \$626 million and make up over half of the Infrastructure Service Area and 45% of the total CIP. Water and Sewer projects in FY 16-17 includes continued work at the TZ Osborne Water Reclamation Facility, which is being upgraded to handle 56 million gallons per day. Major electrical improvements at the Mitchell Pumping Station, including the gear and associated transformers, will upgrade the nearly 30 year old electrical equipment. The CIP also includes ongoing water and sewer line rehabilitation, expansion and renovations, and various projects at the water and wastewater treatment plants and smaller facilities.

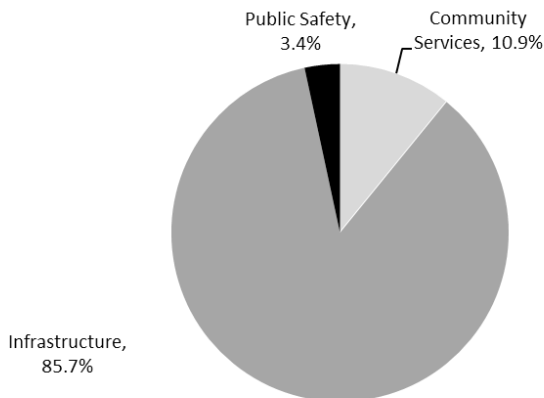
Field Operations Department projects total over \$79 million, just under 7% of the Infrastructure Service Area and 6% of the total CIP. Planned Field Operations projects include ongoing street resurfacing, and Phase III of the Landfill Closure, which will close an estimated 21 acres.

Projects that fall within the Community Services Service Area account for the second largest project total of the four Service Areas, including over \$150 million of Parks and Recreation and Neighborhood Development projects, or 11% of all CIP projects over the

next 10 years. Community Services projects planned for FY 18-19 include a number of projects previously approved by City Council, such as Keeley Park project, as well as Downtown Greenway Phase 4, and other projects funded by bonds approved in the 2016 referendum. Neighborhood Development includes a variety of projects funded with bonds approved in 2016 as well, including revolving loan funds, many targeting at-risk or disadvantaged groups and areas within Greensboro. Neighborhood Development projects total \$26.6 million.

The Public Safety Service Area includes just under \$47 million in Fire Department projects accounting for 3% of the total CIP. The majority of the projects are related to construction of new and replacement of aging Fire Stations.

**Expenditures by Service 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

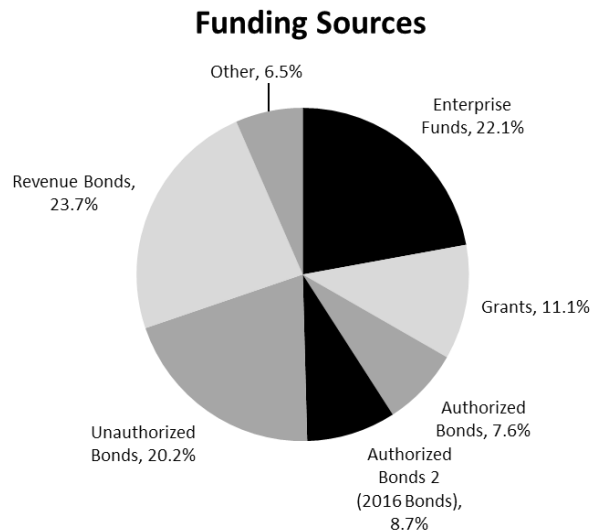
Through the 2006, 2008 and 2009 bond referenda, voters authorized the City to issue \$228.4 million in General Obligation bonds. The recently passed 2016 referenda authorized the issuance of an additional \$126 million in bonds. The City also occasionally utilizes Special Obligation bonds, such as those being used to fund the City's contribution to the Tanger Performing Arts Center.

There is over \$226 million of authorized bond funding reflected in the CIP, including \$88 million for Transportation projects, just over \$72 million for each of three departments – Parks & Recreation, Planning, and Neighborhood Development – and a variety of other projects funded by authorized bonds. As directed by City Council, current plans are for these bonds to be issued over the next six years. The increasing debt service costs associated with the debt issuance to fund authorized bond projects is increasing to over \$29 million in FY 18-19.

The CIP includes approximately \$281 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. Total unauthorized bond projects have decreased over the past few years, in part due to the passage of the \$126 million of authorized bonds approved in the 2016 referenda.

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 \$307 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 \$329 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 grant funding in the CIP equates to \$155 million. Grants 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 \$91 million categorized as Other Revenue. One major source of Other Revenue in the CIP is the projected parking fee increase that will be used to fund new parking decks in downtown. Another major revenue in the category is the projected \$30 million from vehicle registration fees that will support resurfacing. Other examples include private donations and financing through Certificates of Participation.



**CITY OF GREENSBORO  
CAPITAL IMPROVEMENTS PROGRAM SUMMARY  
FY 2019-2028**

<b>EXPENDITURES</b>	<b>FY 18-19</b>	<b>FY 19-20</b>	<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>	<b>FY 23-28</b>	<b>TOTAL</b>
<b>Community Services</b>	20,440,826	9,501,929	11,925,000	12,460,871	4,350,000	92,506,174	<b>151,184,800</b>
<b>General Government</b>	0	0	0	0	0	0	<b>0</b>
<b>Infrastructure</b>	284,457,477	201,484,121	90,972,934	102,754,071	98,644,417	412,382,491	<b>1,190,695,511</b>
<b>Public Safety</b>	0	0	0	0	14,444,400	32,407,712	<b>46,852,112</b>
<b>TOTAL</b>	<b>304,898,303</b>	<b>210,986,050</b>	<b>102,897,934</b>	<b>115,214,942</b>	<b>117,438,817</b>	<b>537,296,377</b>	<b>1,388,732,423</b>

<b>FUNDING SOURCES</b>	<b>FY 18-19</b>	<b>FY 19-20</b>	<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>	<b>FY 23-28</b>	<b>TOTAL</b>
<b>General Fund</b>	0	0	0	0	0	0	<b>0</b>
<b>Enterprise Funds</b>	44,039,525	36,037,858	31,795,617	38,165,317	31,032,079	126,419,235	<b>307,489,631</b>
<b>Grants</b>	65,463,909	20,522,226	14,533,066	7,557,866	7,057,866	39,404,332	<b>154,539,265</b>
<b>Authorized Bonds</b>	61,414,951	39,077,312	4,497,172	770,000	0	0	<b>105,759,435</b>
<b>Authorized Bonds 2 (2016 Bonds)</b>	32,751,800	24,052,429	27,050,000	21,885,871	8,400,000	6,500,000	<b>120,640,100</b>
<b>Unauthorized Bonds</b>	0	1,716,000	1,404,000	1,289,472	27,453,872	248,825,810	<b>280,689,154</b>
<b>Revenue Bonds</b>	72,628,118	57,080,225	19,993,079	41,721,416	40,245,000	97,047,000	<b>328,714,838</b>
<b>Other</b>	28,600,000	32,500,000	3,625,000	3,825,000	3,250,000	19,100,000	<b>90,900,000</b>
<b>TOTAL</b>	<b>304,898,303</b>	<b>210,986,050</b>	<b>102,897,934</b>	<b>115,214,942</b>	<b>117,438,817</b>	<b>537,296,377</b>	<b>1,388,732,423</b>

# Capital Improvements Program

## CAPITAL PROJECT STATUS REPORT - as of March 31, 2018

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	\$ 60,130,539	\$ 22,345,423	\$ 37,785,116
Disbursements/Obligations	60,130,539	38,717,038	21,413,501
State Highway Capital Project (402)			
Receipts	19,413,542	18,943,582	469,960
Disbursements/Obligations	19,413,542	19,130,199	283,343
General Capital Improvements (410)			
Receipts	7,400,156	7,337,664	62,492
Disbursements/Obligations	7,400,156	7,356,603	43,553
General Capital Improvements Fd2 (411)			
Receipts	6,585,847	7,166,948	(581,101)
Disbursements/Obligations	6,585,847	4,630,752	1,955,095
Public Improvement Bond Series 03 (441) Streets			
Receipts	78,313,905	78,176,158	137,747
Disbursements/Obligations	78,313,905	77,228,935	1,084,970
Public Improvement Bond Series 03 (442) Public Transp.			
Receipts	2,041,280	2,041,280	
Disbursements/Obligations	2,041,280	2,041,280	
Public Improvement Bond Series 03 (443) P&R			
Receipts	34,252,729	34,256,418	(3,689)
Disbursements/Obligations	34,252,729	34,252,728	1
Public Improvement Bond Series 05 (448) Redevelopment			
Receipts	3,639,862	3,639,862	
Disbursements/Obligations	3,639,862	3,639,861	1
Library Facilities Bond Fund Series 08 (451)			
Receipts	9,008,288	9,047,517	(39,229)
Disbursements/Obligations	9,008,288	8,582,181	426,107
Historical Museum Bond Fund Series 08 (452)			
Receipts	5,737,568	5,753,635	(16,067)
Disbursements/Obligations	5,737,568	5,676,458	61,110
Parks & Recreation Bond Fund Series 08 (453)			
Receipts	5,275,000	5,278,851	(3,851)
Disbursements/Obligations	5,275,000	4,719,341	555,659
Economic Development Bond Fund Series 08 (454)			
Receipts	10,165,120	10,182,818	(17,698)
Disbursements/Obligations	10,165,120	5,695,027	4,470,093
Fire Station Bond Fund Series 08 (455)			
Receipts	25,530,976	25,574,364	(43,388)
Disbursements/Obligations	25,530,976	23,970,247	1,560,729
War Memorial Stadium Bond Fund Series 08 (462)			
Receipts	1,624,770	1,629,517	(4,747)
Disbursements/Obligations	1,624,770	329,632	1,295,138
Street Improvements Bond Fund Series 10 (471)			
Receipts	134,061,550	61,096,504	72,965,046
Disbursements/Obligations	134,061,550	97,364,305	36,697,245
Parks & Recreation Bond Fund Series 10 (472)			
Receipts	8,190,000	5,545,841	2,644,159
Disbursements/Obligations	8,190,000	7,157,860	1,032,140
Housing Bond Fund Series 10 (473)			
Receipts	1,000,000	1,002,199	(2,199)
Disbursements/Obligations	1,000,000	399,206	600,794
Greensboro Science Ctr Bond Fund Series 10 (474)			
Receipts	20,000,000	12,940,535	7,059,465
Disbursements/Obligations	20,000,000	15,102,777	4,897,223



Capital Improvements Program

**CAPITAL PROJECT STATUS REPORT - as of March 31, 2017 (Continued)**

Transportation Bond Fund Series 16 (481)			
Receipts	28,000,000		28,000,000
Disbursements/Obligations	28,000,000	7,783,234	20,216,766
Parks & Rec Bond Fund Series 16 (482)			
Receipts	34,500,000		34,500,000
Disbursements/Obligations	34,500,000	3,459,311	31,040,689
Housing Bond Fund Series 2016 (483)			
Receipts	25,000,000		25,000,000
Disbursements/Obligations	25,000,000	1,005,000	23,995,000
Community & Economic Bond Fund 16 (484)			
Receipts	38,500,000		38,500,000
Disbursements/Obligations	38,500,000	1,427,122	37,072,878
Water Resources Capital Improvements Fund (503)			
Receipts	171,278,746	166,152,151	5,126,595
Disbursements/Obligations	171,278,746	150,277,380	21,001,366
County Construction Projects (504)			
Receipts	14,109,681	13,629,270	480,411
Disbursements/Obligations	14,109,681	13,487,285	622,396
Stormwater Capital Improvements (506)			
Receipts	20,803,910	21,178,455	(374,545)
Disbursements/Obligations	20,803,910	12,653,708	8,150,202
Water and Sewer Extension Fund (507)			
Receipts	25,108,474	26,733,758	(1,625,284)
Disbursements/Obligations	25,108,474	22,628,862	2,479,612
Water Resources Bond Series 14 (515)			
Receipts	100,430,005	100,303,640	126,365
Disbursements/Obligations	100,430,005	100,302,322	127,683
Water Resources Bond Series 18 (516)			
Receipts	73,077,429		73,077,429
Disbursements/Obligations	73,077,429	62,900,977	10,176,452
Performig Arts Fund (522)			
Receipts	80,572	60,599	19,973
Disbursements/Obligations	80,572	1,682	78,890
Coliseum Improvement Bnd Fund (526)			
Receipts	28,550,720	28,550,720	
Disbursements/Obligations	28,550,720	28,550,720	
Performing Arts Center Fund (527)			
Receipts	115,343,605	73,518,435	41,825,170
Disbursements/Obligations	115,343,605	106,135,347	9,208,258
Coliseum Improvement Bnd Fund 2015 (528)			
Receipts	20,000,000	13,859,643	6,140,357
Disbursements/Obligations	20,000,000	14,681,196	5,318,804
Coliseum Improvements Fund (529)			
Receipts	997,978	4,012,984	(3,015,006)
Disbursements/Obligations	997,978	398,400	599,578
Parking Facilities Cap Project Fund (545)			
Receipts	509,855	517,835	(7,980)
Disbursements/Obligations	509,855	509,854	1
Parking Facilities Bond Fund (546)			
Receipts	60,000,000	2,132,441	57,867,559
Disbursements/Obligations	60,000,000	6,266,928	53,733,072
Solid Waste Capital Improvement (554)			
Receipts	8,329,433	8,511,148	(181,715)
Disbursements/Obligations	8,329,433	7,734,655	594,778

# CAPITAL LEASING FUND

## PROGRAMS

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 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.				
Appropriation	1,750,197	2,863,626	<b>2,770,713</b>	2,954,101
Full Time Equivalent Positions	0	0	<b>0</b>	0

## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	2018-19 Recommended	2019-20 Projected
<b>Expenditures:</b>				
Personnel Costs	0	0	<b>0</b>	0
Maintenance & Operations	1,731,873	2,400,626	<b>2,355,713</b>	2,542,101
Capital Outlay	18,324	463,000	<b>415,000</b>	412,000
Total	1,750,197	2,863,626	<b>2,770,713</b>	2,954,101
<b>Revenues:</b>				
Internal Charges	2,071,854	2,100,487	<b>2,130,549</b>	2,162,187
All Other	270,693	25,000	<b>42,000</b>	42,000
Fund Balance	709,844	738,139	<b>598,164</b>	749,914
Total	3,052,391	2,863,626	<b>2,770,713</b>	2,954,101

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget is decreasing by \$92,913, or 3.2%.





# DEBT SERVICE FUND

## PROGRAMS

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 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.				
Appropriation	17,253,656	27,482,750	<b>29,424,862</b>	34,721,711
Full Time Equivalent Positions	1.55	1.55	<b>2.05</b>	2.05

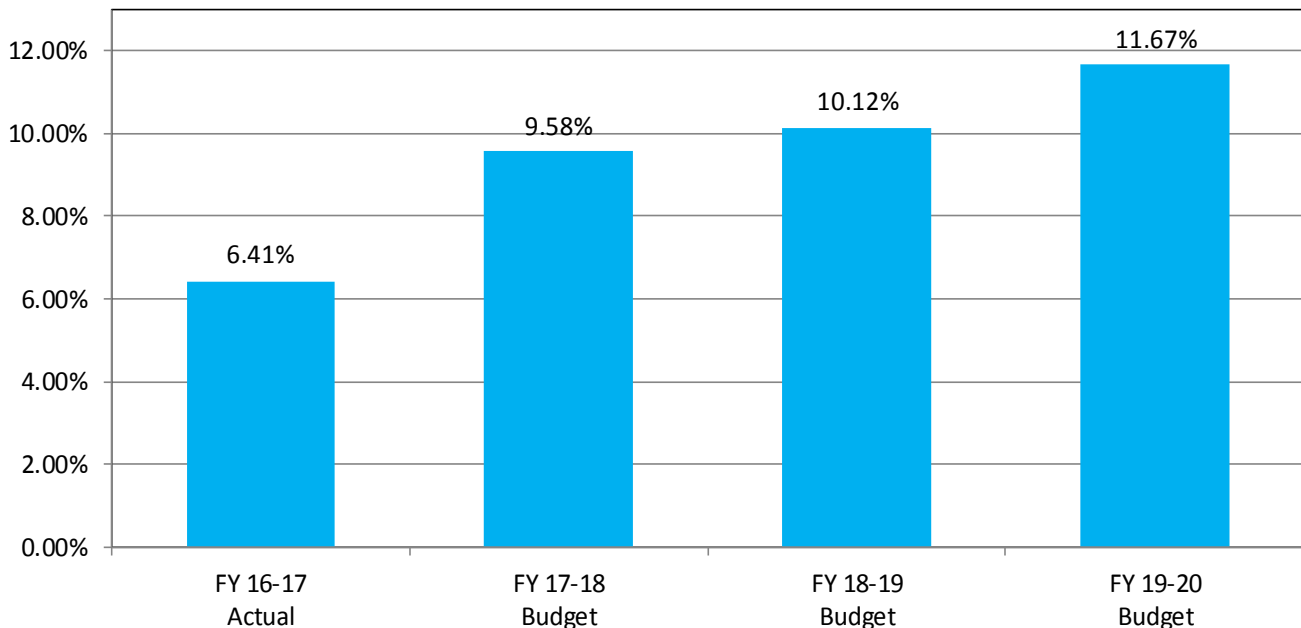
## BUDGET SUMMARY

	2016-17 Actual	2017-18 Budget	<b>2018-19 Recommended</b>	2019-20 Projected
<b>Expenditures:</b>				
General Obligation Bond Retirement	17,253,656	27,482,750	<b>29,424,862</b>	34,721,711
Hotel/Motel Debt Retirement	0	0	<b>0</b>	0
Installment Financing Agreements	0	0	<b>0</b>	0
<b>Total</b>	<b>17,253,656</b>	<b>27,482,750</b>	<b>29,424,862</b>	<b>34,721,711</b>
Total FTE Positions	1.550	1.550	<b>2.050</b>	2.050
<b>Revenues:</b>				
Transfer	21,238,110	25,920,000	<b>26,005,610</b>	26,361,000
All Other	993,752	1,562,750	<b>3,375,750</b>	3,665,106
Fund Balance	734,714	0	<b>43,502</b>	4,695,605
<b>Total</b>	<b>22,966,576</b>	<b>27,482,750</b>	<b>29,424,862</b>	<b>34,721,711</b>

## BUDGET HIGHLIGHTS

- The FY 18-19 Budget is increasing by \$1.9 million, or 7.1%.
- The FY 18-19 Budget is increasing by 0.5 FTE due to the addition of a new Principal Analyst position.

### 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, 2018

<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	Public Improvement Projects	\$32,129,547	2017	32,129,547
<sup>3</sup> BAN - Coliseum Improvements (LOB)	Coliseum Improvements	\$13,646,748	2016	13,646,748
<b>LIMITED OBLIGATION BONDS</b>				
Limited Obligation Bonds	Coliseum Improvements	24,450,000	2014	22,620,000
Limited Obligation Bonds	Performing Arts Center	43,450,000	2018	43,450,000
<b>GENERAL OBLIGATION BONDS</b>				
Public Safety	Fire Stations	10,717,236	2016	10,182,114
Library Facilities	Library Facilities	869,200	2016	825,800
Parks & Recreation	Parks & Recreation Facilities	5,580,264	2016	5,301,636
Economic Development	Economic Development	3,476,800	2016	3,303,200
Street Improvements	Street Improvements	20,043,752	2016	19,042,948
Housing & Redevelopment	Housing	869,200	2016	825,800
Greensboro Science Center	Greensboro Science Center	1,903,548	2016	1,808,502
Streets	Street Improvements	5,179,400	2014	4,140,100
Public Safety	Fire Stations	1,476,583	2014	1,180,291
Library Facilities	Library Facilities	2,271,667	2014	1,815,834
Parks & Recreation	Parks & Recreation Facilities-Gateway Gardens	545,200	2014	435,800
Parks & Recreation	Greensboro Science Center	4,157,150	2014	3,322,975
Parks & Recreation	Parks & Recreation Facilities	6,000,000	2012	4,200,000
Greensboro Science Center	Greensboro Science Center	4,000,000	2012	2,800,000
Street Improvements	Street Improvements	18,240,000	2010	11,856,000
Transportation	Public Transportation	500,000	2010	325,000
Public Safety	Fire Stations	345,000	2010	224,250
Neighborhood Redevelopment	Neighborhood Redevelopment	1,300,000	2010	845,000
Library Facilities	Library Facilities	300,000	2010	195,000
Economic Development	Economic Development	4,000,000	2010	2,600,000
Parks & Recreation	Parks & Recreation Facilities-Aquatics/Hilltop Rd.	15,315,000	2010	9,954,750
Street Improvements	Street Improvements	24,920,000	2008	12,254,070
Transportation	Public Transportation	500,000	2008	245,868
Public Safety	Fire Stations	10,200,000	2008	5,015,711
Greensboro Historical Musuem	Greensboro Historical Musuem	5,300,000	2008	2,606,203
Library Facilities	Library Facilities	4,800,000	2008	2,360,335
Economic Development	Economic Development	2,000,000	2008	983,473
Public Buildings	Public Buildings	1,000,000	2008	491,736
Parks & Recreation	Parks & Recreation Facilities-War Memorial Stadium	1,500,000	2008	737,605
Streets	Street Improvements	14,000,000	2006	8,100,909
Housing & Redevelopment	Neighborhood Redevelopment	1,500,000	2006	867,954
Parks & Recreation	Parks & Recreation Facilities	6,500,000	2006	3,761,136
Transportation	Public Transportation System	500,000	2005	126,543
Parks & Recreation	Parks & Recreation Facilities	4,500,000	2005	1,138,889
Library Facilities	Library Facilities	1,700,000	2005	430,248
Public Safety	Fire Stations	4,380,000	2005	1,108,519
Parks & Recreation	Greensboro Science Center	3,500,000	2005	885,802
Streets	Street Improvements	17,330,000	2003	5,001,438
Transportation	Public Transportation	500,000	2003	144,300
Parks & Recreation	Parks & Recreation Facilities	16,600,000	2003	4,790,760
Public Safety	Fire Station	5,170,000	2003	1,492,062
Public Buildings	Law Enforcement Facilities	7,080,000	2003	2,043,288
Public Buildings	Library Facilities	3,320,000	2003	958,152
Streets	Street & Bridge Construction	13,500,000	1998	3,115,385
Public Safety	Communications System	6,500,000	1998	1,500,000
Public Safety	Training Facilities	14,500,000	1998	3,346,154
Public Safety	Construction of Fire Station	1,500,000	1998	346,154
Public Buildings	Construction of Public Facilities	6,000,000	1998	1,384,615
Housing & Redevelopment	Low Income Housing Projects	10,000,000	1998	2,307,692
<b>TOTAL GENERAL OBLIGATION BONDS</b>		<b>295,890,000</b>		<b>152,730,000</b>
<b>TOTAL GENERAL DEBT</b>		<b>\$409,566,295</b>		<b>264,576,295</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 current amount drawn as of 3/31/18.

<sup>3</sup> BAN (LON) authorized up to \$20 million current amount drawn as of 3/31/18.



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

<b>FISCAL YEAR</b>	<b>GENERAL OBLIGATION BONDS</b>		<b>TOTAL</b>
	<b>Principal</b>	<b>Interest</b>	<b>Prin. &amp; Int.</b>
18/19	14,485,000	5,080,416	19,565,416
19/20	14,595,000	4,552,403	19,147,403
20/21	15,025,000	4,024,351	19,049,351
21/22	15,175,000	3,588,284	18,763,284
22/23	12,400,000	3,148,584	15,548,584
23/24	10,275,000	2,717,468	12,992,468
24/25	10,270,000	2,373,193	12,643,193
25/26	10,545,000	2,012,567	12,557,567
26/27	9,170,000	1,745,922	10,915,922
27/28	9,170,000	1,470,005	10,640,005
28/29	5,355,000	1,189,462	6,544,462
29/30	5,355,000	984,990	6,339,990
30/31	5,350,000	780,780	6,130,780
31/32	3,350,000	616,100	3,966,100
32/33	2,850,000	480,300	3,330,300
33/34	2,850,000	359,500	3,209,500
34/35	2,170,000	238,700	2,408,700
35/36	2,170,000	151,900	2,321,900
36/37	2,170,000	65,100	2,235,100
	<b>\$152,730,000</b>	<b>\$35,580,025</b>	<b>\$188,310,025</b>

The table above lists the City's annual principal and interest obligations through fiscal year 2037 on the City's general obligation bonded debt outstanding. Does not include GO BAN 2017

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

<b>FISCAL YEAR</b>	<b>LIMITED OBLIGATION BONDS</b>		<b>TOTAL</b>
	<b>Principal</b>	<b>Interest</b>	<b>Prin. &amp; Int.</b>
18/19	655,000	908,168	1,563,168
19/20	685,000	881,968	1,566,968
20/21	720,000	847,718	1,567,718
21/22	745,000	818,918	1,563,918
22/23	760,000	804,018	1,564,018
23/24	800,000	766,018	1,566,018
24/25	840,000	726,018	1,566,018
25/26	880,000	684,018	1,564,018
26/27	925,000	640,018	1,565,018
27/28	955,000	612,268	1,567,268
28/29	980,000	583,618	1,563,618
29/30	1,030,000	534,618	1,564,618
30/31	1,065,000	502,432	1,567,432
31/32	1,095,000	467,818	1,562,818
32/33	1,135,000	432,232	1,567,232
33/34	1,170,000	393,926	1,563,926
34/35	1,210,000	354,438	1,564,438
35/36	1,270,000	293,938	1,563,938
36/37	1,335,000	230,438	1,565,438
37/38	1,400,000	163,688	1,563,688
38/39	1,455,000	111,188	1,566,188
39/40	1,510,000	56,632	1,566,632
	<b>\$22,620,000</b>	<b>\$11,814,096</b>	<b>\$34,434,096</b>

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.



Capital Improvements/Debt Service-Debt Service Fund

Summary of Outstanding Debt Issues  
As of June 30, 2018

<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	<u>\$8,400,000</u>	2005	<u>\$1,535,000</u>
<b>CERTIFICATES OF PARTICIPATION*</b>				
Coliseum	Aquatic Center	<u>\$7,000,000</u>	2010	<u>\$5,335,000</u>

\*Certificates of participation issued for Coliseum expansion, including the Aquatic Center, will be repaid with Hotel/Motel Tax revenues.

**ANNUAL CERTIFICATES OF PARTICIPATION DEBT SERVICE**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
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>	<u>\$5,335,000</u>	<u>\$1,991,314</u>	<u>\$7,326,314</u>

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

**ANNUAL SPECIAL OBLIGATION DEBT SERVICE**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
18-19	750,000	76,750	826,750
19-20	785,000	39,250	824,250
<b>TOTAL</b>	<u>\$1,535,000</u>	<u>\$116,000</u>	<u>\$1,651,000</u>

Capital Improvements/Debt Service-Debt Service Fund

<b>COMBINED ENTERPRISE SYSTEM REVENUE BONDS</b>				
<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	\$25,955,000
Water Resources	Water & Wastewater	43,180,000	2009	1,795,000
Water Resources	Water & Wastewater	35,185,000	2012	18,195,000
Water Resources	Water & Wastewater	70,665,000	2014	60,665,000
Water Resources	Water & Wastewater	33,985,000	2015	32,310,000
Water Resources	Water & Wastewater	29,310,000	2016	28,175,000
Water Resources	Water & Wastewater	90,690,000	2017	90,690,000
Total Revenue Bonds		<u>352,495,000</u>		<u>257,785,000</u>

<u>FISCAL YEAR</u>	<u>WATER REVENUE</u>		<u>SEWER REVENUE</u>		<u>TOTAL W&amp;S REVENUE BOND</u>	
	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Prin. &amp; Int.</u>
18/19	7,444,300	4,912,950	8,690,700	5,830,089	16,135,000	26,878,039
19/20	7,332,350	4,493,397	8,212,650	5,390,010	15,545,000	25,428,407
20/21	7,703,100	4,136,279	8,626,900	4,994,166	16,330,000	25,460,445
21/22	8,366,800	3,756,893	9,443,200	4,563,296	17,810,000	26,130,189
22/23	7,074,950	3,381,417	7,835,050	4,145,610	14,910,000	22,437,027
23/24	7,305,000	3,052,396	8,340,000	3,778,620	15,645,000	22,476,016
24/25	6,563,150	2,726,519	7,531,850	3,428,464	14,095,000	20,249,983
25/26	6,917,750	2,440,809	8,057,250	3,122,666	14,975,000	20,538,475
26/27	6,111,550	2,137,468	6,333,450	2,785,383	12,445,000	17,367,851
27/28	6,525,350	1,870,800	6,679,650	2,531,955	13,205,000	17,607,755
28/29	5,584,000	1,590,074	5,151,000	2,272,751	10,735,000	14,597,825
29/30	6,122,100	1,344,762	5,262,900	2,074,513	11,385,000	14,804,275
30/31	5,143,650	1,085,513	3,811,350	1,887,012	8,955,000	11,927,525
31/32	3,802,600	937,178	5,767,400	1,760,854	9,570,000	12,268,032
32/33	2,515,000	805,228	4,085,000	1,561,703	6,600,000	8,966,931
33/34	2,627,700	715,562	4,262,300	1,415,263	6,890,000	9,020,825
34/35	1,145,100	621,679	2,324,900	1,262,196	3,470,000	5,353,875
35/36	1,184,700	583,456	2,405,300	1,184,594	3,590,000	5,358,050
36/37	1,225,950	542,949	2,489,050	1,102,351	3,715,000	5,360,300
37/38	1,265,550	501,031	2,569,450	1,017,245	3,835,000	5,353,276
38/39	1,310,100	457,756	2,659,900	929,383	3,970,000	5,357,139
39/40	1,354,650	412,953	2,750,350	838,422	4,105,000	5,356,375
40/41	1,400,850	366,630	2,844,150	744,371	4,245,000	5,356,001
41/42	1,448,700	318,722	2,941,300	647,103	4,390,000	5,355,825
42/43	1,498,200	269,177	3,041,800	546,511	4,540,000	5,355,688
43/44	1,555,950	212,838	3,159,050	432,125	4,715,000	5,359,963
44/45	1,613,700	154,313	3,276,300	313,300	4,890,000	5,357,613
45/46	1,146,750	93,588	2,328,250	190,012	3,475,000	3,758,600
46/47	1,192,950	47,718	2,422,050	96,882	3,615,000	3,759,600
<b>TOTAL</b>	<u>\$114,482,500</u>	<u>\$43,970,055</u>	<u>\$143,302,500</u>	<u>\$60,846,850</u>	<u>\$257,785,000</u>	<u>\$362,601,905</u>



This page intentionally left blank.