



RECOMMENDED BUDGET 2023-2024
PROJECTED BUDGET 2024-2025



Recommended Budget 2023-24 Projected Budget 2024-25

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Dixon Brothers at Peeler Center

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Greensboro's newly renovated Peeler Recreation Center and Community Park celebrated its Grand Re-Opening in January 2023. The project used voter-approved bond funds, as well as grants and donations from the National Park Service's Outdoor Recreation Legacy Partnership Program, the Major League Baseball Youth Development Foundation, and the Cone Mills Foundation. Updates include a new ballfield, outdoor fitness and playground equipment, parking and driveway improvements, gathering spaces, rec center improvements, livestream equipment, as well as an accessible interpretive story walk created in partnership with the Greensboro Public Library.

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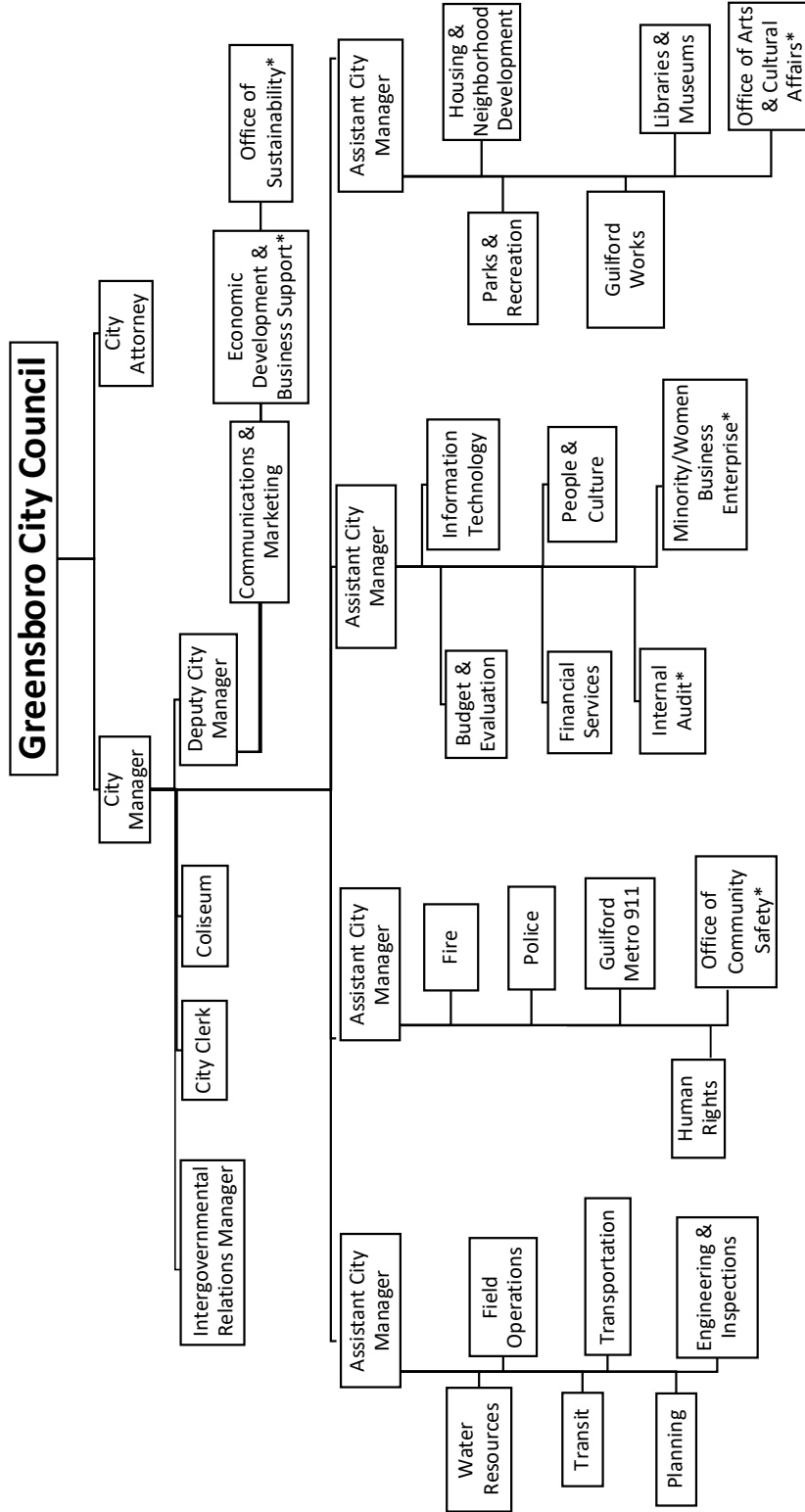
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INTRODUCTION



City of Greensboro Organizational Chart



*Division of the City Manager's Office



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 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 2021-22 through projections for FY 2024-25.

Each Service Area contains associated organizational units (funds, 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 2021-22 to projections for FY 2024-25. Also included is a summary of total positions since FY 2022-23 and budget highlights, including explanations of increases or decreases in appropriations.

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

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

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BUDGET PROCESS

Budget Adoption

The City of Greensboro adopts the annual budget 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. City Council reviews and updates strategic priorities, and establishes specific outcomes as part of their annual retreat. Staff provides regular updates throughout the year on progress toward strategic priorities.

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. The Budget Director may approve budget adjustments reallocating less than \$50,000 within a single fund. These adjustments are reported to City Council at a subsequent council meeting. City Council must formally approve adjustments reallocating \$50,000 or more.

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.

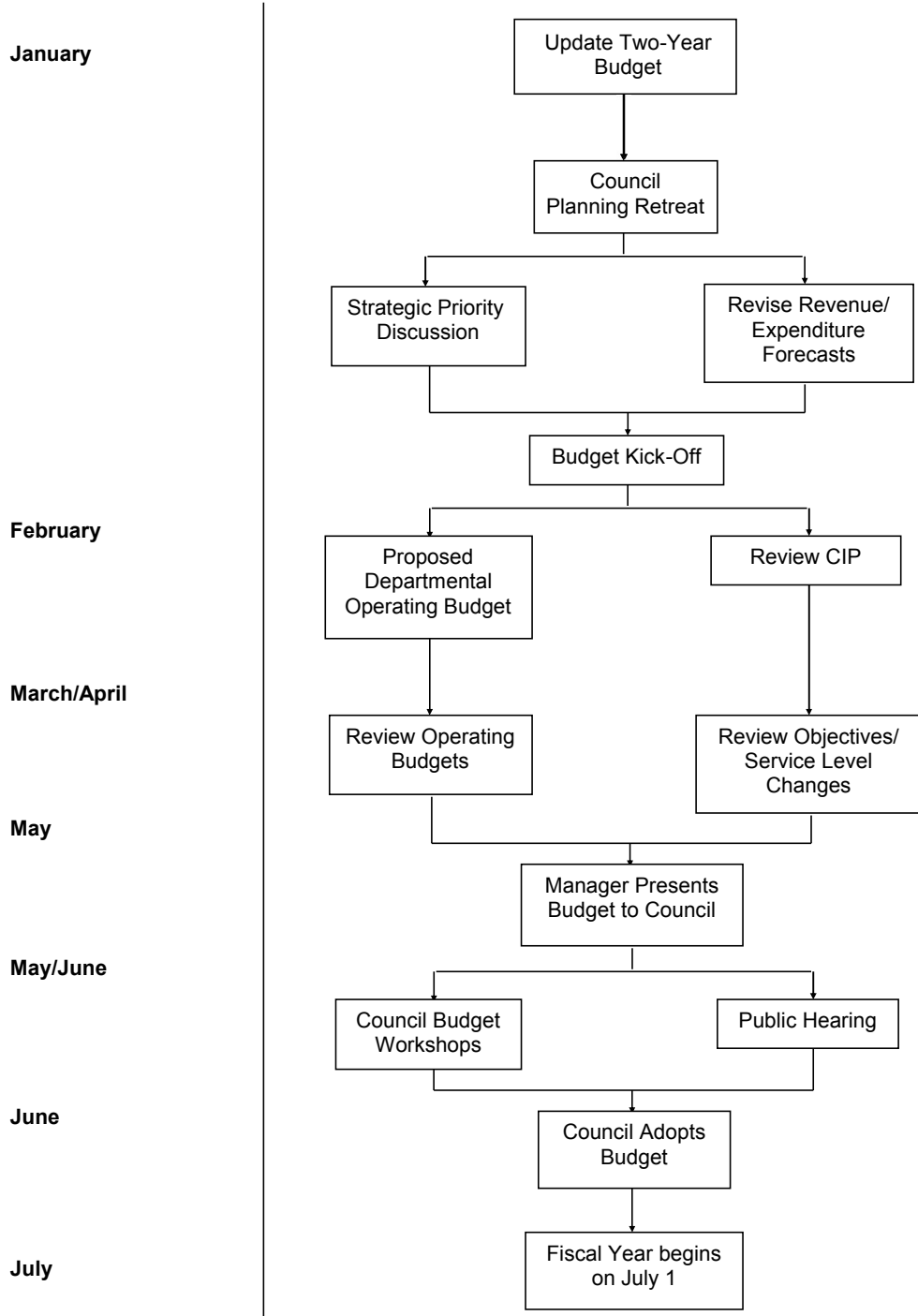
Budget Calendar

The City of Greensboro budget process begins in January with the revised updates on current year revenues and expenditures and preliminary projections for the following year. City Council holds an annual strategic planning retreat in late January or early February, reviewing the financial condition and budget forecasts for the City, reviewing and updating strategic priorities and outcome goals, and developing budget priorities and management objectives for the upcoming budget process. Departments formally submit annual budget requests in February. In May, the Recommended Budget and Capital Improvements Program (CIP) 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 16, 2023

In accordance with the General Statutes of North Carolina, and on behalf of our team, it is my honor and privilege to submit to you our recommended total operating budget for fiscal year 2023-24 totaling \$749.5 million. This is an increase of 8.8% from the current year revised budget.

This budget is balanced and was prepared in accordance with the provisions of the North Carolina Local Government Budget and Fiscal Control Act and the policies of the North Carolina Local Government Commission. It incorporates the priorities and policy direction communicated by the Mayor and City Council at your February 2-3 Annual Strategy Session. It also reflects our commitment to responsible fiscal management, while continuing to provide services that improve the quality of life for the residents of Greensboro and our more than 3,300 dedicated employees.

In my FY 2022-23 Budget, I highlighted the significant economic development announcements in our city and region; Toyota EV Battery Plant, Boom Supersonic, Publix Distribution Center, Proctor & Gamble, among others; and how these investments have direct impacts on our city's growth and well-being of our residents. Our Budget theme was Building on the Momentum generated by these economic development announcements.

Over the past several months since the adoption of the FY 2022-23 budget, there have been several additional economic development projects that continue to add and create jobs for our residents and investments in our community. These announcements include over \$2.7 billion in investments and over 760 jobs:

	Jobs	Investment
Toyota (Phase 1 Expansion)	350	\$2.5 billion
Core Technology Molding Corp.	33	\$3 million
IQE	31	\$7 million
ImpactData	28	\$130 million
TAT Piedmont	85	\$14 million
Marshall USA LLC.	240	\$50 million
	767	\$2.7 billion

These economic development opportunities are positive for our city and region and have direct impacts on our residents with regards to housing, transportation, public safety, amenities, and the quality of services provided daily. Similarly, Greensboro has grown from 137 square miles to 139.4 square miles. In 2022, we issued 1,170 commercial permits and 2,810 residential permits, with a combined construction value estimated at over \$803 million, one of the largest years of development we have seen.

We can no longer approach development in a business as usual mindset. The FY 2023-24 budget responds to these impacts.

Nevertheless, in preparing this budget, there is an acknowledgement that there are other impacts to our local economic situation. Annualized inflation of more than 5%, a competitive labor market with less than 4% unemployment, and continued global supply issues are in the forefront of our minds. To address these, the FY 2023-24 budget recommends increased pay for Public Safety and General Employees and addresses necessary cost increases, while shoring up our ability to expedite the development review process to address the pace of current and anticipated growth and development activities in the city and region. It realigns our key organizational values while it does not propose any layoff of personnel.

Hence, the reason for the FY 2023-24 budget theme: ***Move Forward Together: Supporting our Employees and Investing in our City's Growth.***



To this end, the proposed budget recommends additional revenues from a property tax rate increase of 4 cents per \$100 of assessed value, primarily to address costs related to new public safety and general employee pay increases and personnel costs related to the development review process.

The total General Fund budget for FY 2023-24 is \$399.7 million, an increase of 7.2% over the prior year. The General Fund provides funding for the majority of our programs and services, and is primarily supported through receipts from property and sales tax.

I submit to you the FY 2023-24 recommended budget of \$749.6 million, which includes \$627.7 million for operations (8.1% increase), \$25.5 million for capital (3.2% annual increase), and \$96.4 million for debt service (15.7% annual increase). Compared to FY 2022-23, the total budget increases by 8.8%.

Council Strategic Priorities

At its Annual Strategy Session, Council outlined the following priorities to guide future policy decisions:



While a Strategic Framework is being developed (for completion in the summer of 2023) to provide details of these priorities, this budget is driven by these priorities. The major drivers of this cost increase include the following and are discussed in more detail below:

- Compensation for public safety and general employees,
- New positions, mostly related to development review services,
- Maintenance and Operations

Compensation Increases

This budget continues progress toward Council's desire to support and provide for our employees. We recognize the need for our city to compete successfully in a tight labor market. According to the UNC School of Government, the top three professional areas with the highest turnover and most difficult to recruit for are: Law Enforcement, Water/Sewer, and Street Operations. In FY 2022-23 we increased salaries for Fire 9% to 21%, Police 9% to 12%, and General Employees 9%. These increases include the Council accelerated 4% increase for all employees implemented in February of 2023.

Building on the compensation increases implemented in FY 2022-23, the FY 2023-24 budget recommends an increase of 10.6% for Police Officers across the Department beginning in September. Starting salaries for officers increase 13.1% to \$52,459 annually. Similarly, I recommend a 4% increase for our Firefighters beginning in December 2023. This will increase our Firefighters' starting salaries 6.4% to \$47,812 annually. These increases fulfill my commitment to Council during the FY 2022-23 process to bring starting salaries for our Police Officers and Firefighters in line with the market. In addition to these recommended increases, the FY 2023-24 budget also includes 4% average merits and 4% general steps for all other eligible employees. This effectively raises our base salary from \$33,097 to \$35,360 annually.



Estimated General Fund Salary Impacts

4% Base Wage Increases (February 2023)	\$5,270,000
Police 10.6% Adjustments	\$3,100,000
Fire 4% Adjustments	\$1,100,000
4% Average Merits and General Employee Steps	\$1,650,000

Additional compensation impacts are driven by required increases to the City's contribution to the retirement system totaling almost \$3 million, support for overtime across the organization as a result of vacancies totaling approximately \$600,000, and over \$500,000 to support increased roster wages implemented in FY 2022-23.

This increase in employee salaries and benefits will continue to make the City of Greensboro an employer of choice for our current staff and interested candidates for our vacant positions.

Positions

The FY 2022-23 budget included over 61 position additions to the organization in order to meet operational needs and community expectations. Some of these positions were added mid-year. As Honorable Mayor Nancy Vaughan stated during her inaugural State of the City address in March 2023, "There is an enormous shift taking place...the \$546 million of commercial construction activity recorded in 2022 is the highest volume in Greensboro's history!" We recognize the importance of increasing and strengthening our staffing capacity to more effectively respond to the needs of growth. Thus, the FY 2023-24 budget includes 44.5 positions added to the organization in order to meet these needs especially in our development services area. Fifteen of the positions requested as part of this budget are devoted to strengthening our staffing capacity to address the increase in development activities in our city. With the added positions in Fire, Planning, Engineering and Inspections, Transportation, and Water Resources, we are able to expedite our development reviews and better address some of the delays in our permitting process.

In order to help support increased compensation for Police officers, 30 currently unfilled patrol positions will be decreased. Additionally, Police is reorganizing to more effectively support demands for service while addressing the challenges of vacancies within the department. A total of 10 sworn positions will be converted to professional positions to assist with this effort. The net organizational change includes 14.5 additional positions.

Maintenance, Operations, and Transfers

Several items make up increases necessary for continued maintenance, operations, and transfers. Primarily, the FY 2023-24 budget includes continued support for our economic development partners. The budgeted amount for Economic Development incentives is increasing by \$1.9 million from \$1.5 million in FY 22-23 to \$3.4 million in FY 23-24. About 90% of this increase is related to the \$1.7 million for the Publix incentive agreement that is budgeted to start in FY 23-24. This creates at least one thousand jobs for the Greensboro area. City Council adopted updated economic development guidelines in March 2021 that provides tiered investments to strategic industries, to jobs paying livable wages, and in areas of the City that need investment the most.

As the nation has faced inflationary increases for goods and services, these also impact services and programs provided by the City of Greensboro. Over \$5 million is included in the recommended budget to address cost increases for items like diesel fuel, service contract increases, and program supplies. Over \$1 million of these increases impact the General Fund.

Another significant area impacted by inflationary cost increases are technology maintenance and software increases. This cost is primarily related to software contract agreement increases for organizational IT purposes. This includes internal service charges for the Network Services Fund. IT fees are set to increase about \$700,000 overall, primarily due to more than 10% increases for Microsoft agreements, security improvements, and the rollout of Office 365. This cost will allow more remote and cloud-based access to platforms like the Office suite and shared network folders for employees. The move of city resources from on-site servers to the cloud will also eventually limit direct staff need for on-site server support. Some of these IT increases will be captured in transfers to other funds because a significant amount of internal IT fees are paid by Public Safety IT operations housed in the GM911 fund.



One of the more significant General Fund costs is transfers to support other funds. General Fund transfers increase \$3.3 million in the recommended budget. The largest transfer is to the Debt Service Fund totaling \$41.6 million, a \$1.5 million increase, to support continued bond issuance and debt service needs. Additional transfers to support the Guilford Metro 911 fund is also included totaling \$10.1 million, a \$1.4 million increase due to technology cost increases, additional support positions, and operating costs no longer covered by State 911 funding. In the FY 2022-23 adopted budget, a penny was approved to fund a \$3.5 million General Funds transfer to support parking deck debt costs. This transfer is maintained in the FY 23-24 budget.

In March 2023, Council approved a property tax relief program for low income home owners totaling \$250,000. This cost is accounted for in the FY 2023-24 budget.

With this recommended budget, we have a great opportunity to be a City that is economically competitive, driven by the desire to deliver services to our community in an equitable manner, strengthen our resolve to be an employer of choice, and enhance our capability to meet our present and future challenges.

Proposed User Fee Changes

Core service priorities including water, sewer, and solid waste services face significant cost increases that must be addressed to provide expected services levels. All fees are based on cost maintaining or improving recovery and will support maintaining service levels.

Water and Sewer Rates

The recommended budget includes an average rate increase of 8.5% for inside and outside customers. These increased rates are driven by a variety of reasons such as prices of treatment chemicals, bid prices for capital projects, system capacity expansion, supply chain issues, inflation, and compensation for employees. The adopted FY 2022-23 budget for Water Resources was \$148.6 million. This budget recommends \$165.7 million, an increase of \$17 million or almost 12%. Compared with other NC water and sewer services, Greensboro will maintain the second lowest water and sewer rates in the state. To assist customers with these increases, multiple assistance options will be provided to low income residents.

Field Operations

This budget also includes increases for landfill and transfer station fees, as well as commercial solid waste services largely driven by cost increases and market factors. Proposed transfer station disposal fees would increase \$4 from \$44 per ton to \$48 per ton, and construction disposal fees increase \$3 from \$31 per ton to \$34 per ton. Commercial solid waste services increase \$15 per service frequency. Even with the changes, solid waste service fees are well below comparable private and peer city fees.

Development Services Fees

As the City continues to grow through annexations and in-fill, development services continue to be a primary focus. The recommended budget includes the continuation of a goal of 80% cost recovery. However, compared with other larger NC cities, this recovery percentage is low considering our size and pace of development. I propose that a goal of 90% cost recovery be considered.

Economic Development

Our city continues to grow at a pace previously unseen. Since January of 2022, Council has approved over 1,700 acres in annexations, resulting in approximately 5,700 additional housing units. Greensboro has grown from 137 square miles to 139.4 square miles. In 2022, we issued 1,170 commercial permits and 2,810 residential permits, with a combined construction value estimated at over \$803 million, one of the largest years of development we have seen.

The FY 2023-24 budget includes continued support of more than \$1.4 million for multiple community organizations such as the Greensboro Chamber of Commerce, East Greensboro Now, Downtown Greensboro, Magnolia House, Greensboro Business League, and others that serve as critical economic engines for Greensboro.

This budget recommends over \$150,000 to support initial planning and outreach for the Gateway Corridors Improvements program, which will identify opportunities for economic development in challenging communities to raise the quality of life of the residents and create jobs in these areas. Additional funding will be identified from existing bonds and other capital funds in future years. Further, the budget maintains \$500,000 added in FY 22-23 for Creative Greensboro to award arts and culture support for community organizations active in our creative economy.



MWBE Program

The Office of MWBE is very crucial to achieving equitable economic prosperity. During FY 2022-23, Council added 2.75 positions to the office. Included was a Construction Outreach Specialist who was hired to strengthen the office's ability to engage and incorporate MWBE contractors with City projects.

At its February Strategy Session, Council identified "easiest place to do business" as a key priority. Council also affirmed the City's vision as a place for "endless economic opportunities and exceptional quality of life" for all Greensboro community members. Equity and inclusion are two of the city's core values. In our effort to achieve these priorities, vision and values, the City is updating its Disparity Study. This will be completed in the fall of 2023, and will outline recommendations for achieving the City's MWBE goals for increased utilization in construction and professional services. The State legislature approved the City's request for a Small Business Enterprise bill in 2022. The Disparity Study will support efforts to improve branding and outreach for the MWBE office over the next several years. In an effort to make the program more effective, the City Manager's Office will consider a number of options which align the MWBE program with the City's procurement management and contracting services.

Public Safety

Greensboro Police Department

The year started with the announcement of former Deputy Chief John Thompson as Chief of Police. In his first few weeks, he held several meetings with the community to listen and answer questions. Chief Thompson restructured his executive team to put the Greensboro Police Department (GPD) in a position to continue to effectively respond to community needs while retaining and attracting top talent in law enforcement.

According to the International Association of Chiefs of Police (IACP), "Law enforcement agencies across the United States are struggling to recruit and hire police officers. Though agency-specific needs exist depending on size or locale, the difficulty with recruitment is a significant problem that is broadly affecting the field of law enforcement—it is not simply a result of poor agency management or localized failures." According to a recent IACP survey on recruitment "the difficulty in recruiting law enforcement officers and employees is not due to one particular cause. Rather, multiple social, political, and economic forces are all simultaneously at play in shaping the current state of recruitment and retention. They are both systemic in nature and reflect individual level considerations, making solutions to the problem particularly challenging." Greensboro is facing the same challenges peer cities are facing across the country.

Our Council recognizes this challenge, and the FY 2023-24 budget continues to address it. At its February Strategy Session, the City Council identified public safety as its top priority for FY 23-24. The budget includes a compensation package that increases officer starting salaries from \$46,367 to \$52,479 annually, while applying a 10.6% salary adjustment across sworn positions within Greensboro Police Department. GPD currently has about 115 vacancies. Thus, this budget is able to temporarily eliminate 30 positions from these vacancies, and shift 10 sworn positions to professional roles to support these compensation improvements.

During FY 21-22, the police take-home vehicle program was implemented with the addition of 20 patrol vehicles. Since that time, despite vehicle supply challenges, 40 patrol vehicles have been added to the City's fleet to support this program. Capital purchases, vehicle upfits, and on-going lease costs totaling \$1.7 million for 20 additional vehicles are included for the continuation of the Police take-home car program in FY 2023-24.

Office of Community Safety

As a result of Council's adopted FY2022-23 budget, a new Office of Community Safety was created in September 2022. Led by Ms. Latisha McNeil, the Office focuses on collaboration and cooperation between City leadership, the Greensboro Police Department (GPD), and the community to enhance public safety. Council also adopted the position of Violence Prevention Coordinator, in the Office of Community Safety, which works with violence interruption groups throughout the city to develop action plans centered on encouraging neighborhood participation and engagement in violent crime reduction.

The Office of Community Safety was selected among ten other cities in the country to participate in the Cities United Roadmap Academy. This intensive year-long program is designed to help develop a comprehensive violence reduction plan for Greensboro. The GSO LEAD program will begin accepting referrals from Greensboro Police Officers on June 1st. This program is designed to help divert participants from the criminal justice system and support them in addressing various quality-of-life issues such as



substance use disorder, education, housing, and employment needs. The Office also continues cooperative efforts with the Police Department to provide the innovative Behavioral Health Response Team that strives to help individuals in crisis access appropriate treatment options. In 2022, this team provided over 1,200 contacts and almost 1,000 hours of follow-up services.

GPD working with the Office of Community Safety, GCSTOP county-wide opioid initiative, Guilford County EMS, and the Guilford County Health Department managing the City's response regarding the use of the State's Opioid Settlement program funding, totaling \$3.4 million. They have created a strategy, "Hope for Recovery", with multiple programs to help address opioid issues in Greensboro.

Greensboro Fire Department

With the number of annexed areas the Council has approved and the pace of growth and development we are experiencing, adequate Fire Department services continue to be a top priority. During the FY2022-23 budget year, Council approved 15 additional fire positions. To be able to service the annexed areas while providing inspections and permitting for residential and commercial inspections this budget includes 9 FTEs including 5 fire inspectors and 4 development services review staff. Further, through the American Rescue Plan (ARP) funds, Council approved \$9 million to build a new fire facility in an annexed area in East Greensboro.

To support our fire fighters, in FY 2022-23 budget, we developed a two-year plan to increase their salaries. The FY 2023-24 budget implements the Manager's commitment. GFD employees will receive a 4% salary increase in addition to the 9-21% increase received in FY 2022-23. Starting salaries will increase over 6% to \$47,812. Additionally, the budget includes funding to support a complete replacement of self-contained breathing apparatus totaling \$400,000, equipment essential for the safe and effective response to structure fires.

Guilford Metro 911

Our 911 services are one of the best in the nation. The Department has won numerous awards, and continues to perform exceptional service for our residents, especially those in need. The FY 2022-23 Budget provided a nighttime shift differential pay of \$3,600 for additional compensation to strengthen recruitment and retention. Despite this, 911 continues to find it challenging to fill its vacancies. This Budget provides a 4% increase in average merits and steps to GM911 employees, bringing starting salaries to \$42,984.

Improvements to the Public Safety Information Technology team, managed under Guilford Metro 911, include a mid-year reorganization with the addition of two PSIT Fire positions. The addition of the two positions and associated M&O increased 911's PSIT budget by \$193,562. This portion of PSIT's budget is fully supported by the City.

Affordable Housing

Nationally, housing continues to be unaffordable for many residents, especially in urban metro areas. In *Housing GSO*, Greensboro's 10-year plan for affordable housing, adopted in 2020, the unmet need for affordable housing units to meet the demand of our lower income renters was identified as over 17,000 units, and was projected to expand to over 29,000 units by 2030. This loss of affordable units is due primarily to rapidly rising rent increases. In FY 2022-23, the City through the American Rescue Plan enabled funds and other funding sources, was able to commit funding to support almost 500 units. This is still far below the number our community needs. A crucial Council priority is the provision of an "abundance of attainable housing" for Greensboro residents, especially those between 0% and 80% of the area median income.

The successful 2022 bond referendum included \$30 million to support implementation of the City's *Housing GSO* plan. Of this bond amount, \$20 million is being directed towards the preservation and construction of affordable rental housing, \$5 million towards access to homeownership and \$5 million towards neighborhood reinvestment. At its November 15, 2022 Council meeting, \$5 million was allocated to the Community Foundation of Greater Greensboro to support the development of the Greensboro Housing Loan Fund, a \$32 million pool of public-private lending capital for affordable housing development and preservation.

While \$30 million is not enough to meet the housing needs of our residents, it will leverage federal, state, and other funding opportunities to implement the goals of *Housing GSO*. The \$30 million bond dollars also builds on the successful 2016 bond referendum, which provided \$25 million in Housing Bonds to support the development and repair to date of more than 1,800 housing units and has leveraged approximately \$119 million from other funds.



The 2016 and 2022 Housing Bonds, as well as future bond dollars, will be used to continue the implementation of the *Housing GSO* plan. Implementation of the plan will help reach the Council strategic priority to provide attainable housing for all residents, especially those earning between 0% and 80% of average median income.

The FY 2022-23 Budget included an increase in the dedicated portion of the tax rate for the Nussbaum Housing Fund from 0.69 cents to 1 cent. That provided an additional \$1.1 million in support of housing programming outlined in the *Housing GSO* plan. The FY 2023-24 budget maintains this dedicated portion of the tax rate and provides \$3.6 million for housing programs.

Additionally, \$8.9 million in ARP enabled funds have been dedicated by Council to support housing programs within the community including affordable housing development, down payment assistance, and to support private and non-profit organizations who are active in addressing community housing challenges.

Housing		ARP-Enabled Funds	Units
Affordable Housing Management, Inc.	Southwoods Rehab	\$ 2,079,823	59
Community Housing Solutions of Guilford, Inc.	Home Repairs and Accessibility Modifications for Older Adults in Greensboro	\$ 800,000	100
Greensboro Urban Ministry	Greensboro Urban Ministry Building Uplift Project	\$ 200,000	100
Habitat for Humanity of Greater Greensboro, Inc.	Building Community Together	\$ 1,000,000	32
The Servant Center	Servant House Transformation	\$ 450,000	11
City of Greensboro	Affordable Housing Allocation - Micro-units/creative housing solutions	\$ 1,000,000	50
City of Greensboro	Affordable Housing Allocation - #100Homes campaign	\$ 1,000,000	100
Services			
Glenwood Together / InFaith	Glenwood Together (Fiscal Sponsor - InFaith)	\$ 25,000	
Greensboro Housing Coalition	Housing Programs	\$ 500,000	
Interactive Resource Center	Integrated Care Program Expansion/Bridge Housing-Regency Inn	\$ 100,000	
City of Greensboro	1417 Glenwood Facility Upfit	\$ 1,000,000	
City Programs			
City of Greensboro	Tornado Reinvestment	\$ 250,000	
City of Greensboro	Small/Minority Contractor Support Program	\$ 500,000	
		\$ 8,904,823	492

Further, the City launched the Public Service Heroes down payment initiative to support public agency employees and veterans in need of homebuyer acquisition support. The FY 2023-24 budget also includes \$250,000 to support low income home owners impacted by increases in the property values reevaluated by Guilford County for FY 2022-23.



The Greensboro City Council has taken on the challenge of meeting the needs of our unsheltered residents. In FY 2022-23, the Mayor and Council partnered with Guilford County leadership to launch a Homeless Task Force with the goal of meeting the temporary housing and social services needs of our unsheltered residents. To that end, the City allocated \$946,493 towards two new initiatives, Doorway Project and Safe Parking, to provide temporary re-usable winter shelters and a safe environment for our residents experiencing unsheltered homelessness. In FY 2023-24, Council will leverage its \$3 million investment in acquiring the Regency Inn in 2022 to rehabilitate the facility, as well as another anticipated site to generate nearly 160 units of permanent supportive housing for residents with the most acute needs.

In the 2022-23 fiscal year, the City, through its Housing and Neighborhood Development Department, partnered with Lowe's to launch the Neighborhood Toolbox Lending Center. With donated tools and equipment from Lowe's, this free program loans residents tools and equipment to make home and neighborhood improvements at no cost to them. It is our way of assisting our homeowners to improve their homes and neighborhoods and helping homes stay in compliance with City ordinances.

Transportation and Infrastructure

A key Council priority is for Greensboro to be a well-connected city. As existing businesses expand and we keep attracting new economic development opportunities, the impacts on our streets, sidewalks, trails, parks and recreation amenities, parking, public transit, and bicycle infrastructure will continue into the foreseeable future. More people are moving to Greensboro than at any time in recent memory, thus our aging infrastructure will need to be updated and expanded to accommodate this growth.

The proposed FY 2024-2033 Capital Improvements Program (CIP) totals over \$2 billion in projects, and outlines future financing needs to maintain our current infrastructure and develop new facilities as needed.

The capital budget continues the commitments previously adopted by Council to invest in Greensboro's future to address diverse transportation priorities across the City for walkers, bikers, transit riders, drivers and those who use our greenway network.

The successful 2022 Bond Referendum includes \$15 million for transportation; \$14 million for firefighting facilities and equipment, \$6 million for police facilities, and \$70 million for parks and recreation facilities. The previous 2016 bond referendum included \$34.5 million for capital improvements to, and expansion of, Parks and Recreation facilities; \$28 million for transportation enhancements, including \$18 million for enhanced roadway resurfacing; \$4.5 million for new transit buses; and \$5 million for new sidewalk and intersection improvements.

However, increased annexations, continuous growth, and service costs mean these investments, while significant, are not enough to meet the infrastructure needs of our city now or in the future. Further, there is pressure on our water and sewer capacity, as well as our solid waste services. This budget includes a proposed water rate increase of 8.5% for customers both inside and outside the city limits. This rate increase is important for us to continue to provide services to our customers at expected levels and to maintain the necessary capacity for planned growth of the city. With the projected increases, the City expects to maintain the second lowest water rates compared with our peers in North Carolina. We will also provide assistance to our low income residents through multiple programs.

Department of Public Transit

The FY 2022-23 budget included the creation of a Public Transit Department and maintained a dedicated property tax rate of 3.5 cents to provide transit services to our residents. FY 2023-24 will continue to fund Greensboro Transit Agency (GTA) at this level and does not recommend an increase to this funding while our transit future is being re-imagined..

To this end, the GTA recently launched a plan to re-imagine our transit future through 2045. This plan will be completed in early 2024 and will make recommendations for Council to consider for adoption and future funding of an expanded mobility system anchored by a robust transit network.

Further, through the American Rescue Plan enabled funding, GTA received \$1 million to fund the launch of a trolley system on Elm Street. In 2019, city voters approved the first \$90,000 of funding for the project in 2019 during Cycle 3 of Greensboro's Participatory Budgeting (PB) process, which allows residents to determine how to spend City funds. It was the highest vote getter.



The ARP enabled funds will support a free route along the Elm Street corridor with an arrival frequency averaging between 5-7 minutes. The trolley route will support economic activities on Elm Street while connecting downtown visitors with a growing number of merchants and entertainment venues seven days a week. It will run from the morning until as late as midnight. The pilot program seeks to improve downtown mobility and enhanced connectivity beyond the car – fulfilling one of the goals in the GSO2040 comprehensive plan of making our city car-optional.

Parking Operations

As we fully emerge from the challenges of COVID-19 pandemic, it will be important to continue providing safe and available parking, especially in downtown Greensboro. It is crucial to our downtown's economic success. The City is currently undertaking a Center City Parking Plan study which will support meeting GSO2040 goals, address changes in parking demand, and provide a framework for decision making. This study is expected to conclude at the end of 2023 and will make recommendations for improved parking throughout the downtown area. This budget continues the \$3.6 million in General Fund support for debt service costs related to the two new parking decks.

Entertainment and Recreation

One of the City's key priorities is becoming a hub for recreation and entertainment and youth sports. Greensboro has an abundance of facilities, programs and partnerships dedicated to the arts and culture environment for residents.

To this end, the FY2022-23 Budget increased funding for the City's Office of Arts and Culture (Creative Greensboro) from \$100,000 to \$500,000 for community arts funding. This funding level will remain in the FY 2023-24 budget year and will provide support for organizations that are contributing towards our City's creative economy.

The 2022 bond referendum included \$70 million for two significant projects: \$50 million for Windsor Chavis Nocho Joint Use Facility and \$20 million for the Greensboro Science Center expansion. In addition to the bond referendum, Council also approved ARP funds in the amounts of \$8 million to fund the Windsor Chavis Nocho project and \$350,000 for parking improvements at the Greensboro Science Center. Both projects are currently in different phases of development. The Flyway Zip-line at the Science Center was launched in the summer of 2022 and continues the addition of amenities that attract visitors from all over the world to Greensboro.

Greensboro is a city of trails and greenways, with more than 100 miles throughout the city. The Battleground Parks District covers 400 acres, and includes more than 13 miles of trails and greenways in the heart of our city. More than \$6.2 million in 2016 bonds have been spent so far on this critical community asset.

In pursuit of its priority to make Greensboro a Youth Sports Capital, Council adopted \$5 million in ARP funds for the Bryan Park Sports complex, \$2 million for improvements and upgrades at Gillespie Golf Course, and \$1.1 million for community aquatics improvements. This is in addition to the operations of the nationally recognized Greensboro Aquatics Center that draws national and regional competitions every year.

Sustainability and Resiliency

One of the City's core values is sustainability and resiliency. In 2022 the City created an office of sustainability to implement the recommendations of the city's Strategic Energy Plan. In an effort to make this more effective, as part of FY 2023-24, we will reorganize and realign this office with other functions within our city.

Additionally, the City continues to explore ways to improve solid waste collection and disposal to be more responsible stewards for our community. During FY 2023-24 the City will explore improvements to yard waste services including the elimination of plastic bags from the service stream, automating yard waste collection to better protect our employees, and the provision of yard waste carts. These improvements are not anticipated to negatively impact our budget, while providing improvements that will enhance our sustainability efforts.



In Conclusion

FY 2022-23 was a fiscal year of multiple firsts for our city:

- Mayor's Inaugural State of the City address;
- Doorway and Safe Parking initiatives for our unsheltered residents;
- Community Tool Lending Program in partnership with Lowe's;
- A Developer Forum to engage our development community;
- Funding the launch of a Trolley Service on Elm Street; and
- A collaborative and rigorous legislative process anchored by a new position, Intergovernmental Relations Manager

We can only grow forward and stronger from here.

The FY 2023-24 budget addresses our City's priorities: *to be the safest city, easiest place to do business, provide an abundance of attainable housing, become a hub of recreation and entertainment, a youth sports capital, a well-connected city with the most skilled workforce*. To accomplish these priorities, the Recommended FY 2023-24 Budget moves us forward together by supporting our employees and investing in our city's growth.

A balanced budget is more than ensuring that expenditures are within revenues. A balanced budget also weighs the multiple policies and choices that, together, must synergize to achieve Greensboro's vision as a diverse and forward-thinking city, with endless economic opportunity and exceptional quality of life.

Our employees are dedicated and innovative. Together with you, our Mayor and Council, we will make *Greensboro the most desirable mid-sized city in the United States; livable, equitable, and sustainable for all residents*.

Respectfully submitted,



Taiwo Jaiyeoba
City Manager



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. Program summaries are updated on a yearly basis, and performance objectives and measures are provided by departments.

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. The City Council identifies budget goals and strategic priorities at the Council retreat each year.

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



BUDGET AND FINANCIAL POLICIES

Revenue Policies

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 Program

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 an 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 Policies

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



User Fees/Charges
30¢

Property Taxes
27¢

Other
23¢

Sales Tax
10¢

Intergov.
6¢

Fund Balance
4¢

WHERE THE MONEY GOES



Infrastructure
52¢

Public Safety
25¢

General Gov
10¢

Community
Services
7¢

Debt Service
6¢



TOTAL BUDGET - EXPENDITURES

The FY 23-24 recommended net budget (for all funds) of \$749,467,310 is \$60,536,759 million, or 8.8%, higher than the revised FY 22-23 budget.

The Infrastructure service area is the largest portion of the total budget, at \$390.7 million, or 52%, of the total budget. The service area budget is \$34.5 million, or 9.7%, greater than the revised current year budget. The Water Resources Fund increases from \$148.6 million to \$165.7 million, a difference of \$17.1 million. Balancing current financing, or “pay-as-you-go” capital project financing with debt financing, Water Resources will transfer \$32.7 million to various capital reserve and capital improvement funds for significant system maintenance projects.

The Field Operations Department budget includes funding necessary to continue increased costs associated with the City's residential and commercial recycling programs. Net costs for these programs increase by \$2 million in FY 23-24 due to projected inflationary and tonnage increases. Growing disposal costs will be partially offset by proposed tipping fee increases.

The Parking Fund includes operations and debt service costs associated with the new Eugene Street and February One Street parking decks. The Eugene Street deck was completed in FY 22-23, and the February One Street parking deck is under construction and expected to be completed in FY 23-24. The General Fund began providing debt service support for the decks in FY 22-23. The General Fund will transfer approximately \$3.6 million to the Parking Operations Fund to support debt service in FY 23-24.

The Public Safety service area increases from \$175.4 million to \$185.9 million, or \$10.5 million. This is the second largest service area, accounting for 25% of the total budget. The service area includes the addition of 9 fire positions for inspections and permits. The continuation of the police vehicle take home program is included with 20 additional vehicles being added to the fleet for a total cost of approximately \$1.7 million. Since implementation in FY 20-21, over 40 patrol vehicles have been added, with a total of more than 100 patrol vehicles projected to be added for the program over the next several years. The budget also includes continued funding for community outreach efforts to decrease violent crime through neighborhood engagement.

The General Government service area increases from \$67.7 to \$74.8, by \$7.1 million dollars. This service area accounts for 10% of the total budget. A reorganization of several departments and divisions in the General Government service area is included to establish the Office of Sustainability and the Office of Community Safety.

The Community Services service area increases from \$47.5 million to \$50.9 million, or \$3.4 million, approximately 7% of the total budget. Neighborhood Development adds a Neighborhood Impact Manager and Code Compliance Field Supervisor as part of a reorganization to enhance community housing and code enforcement services. The Parks and Recreation budget includes approximately \$580,000 for costs related to contracted services including mowing and security, Gillespie Golf Course maintenance, and additional support for LeBauer Park.

The Debt Service service area increases from \$42.2 million to \$47.2 million, or 6% of total budget expenses. The Debt Service Fund expenditures include principal and interest payments for all outstanding general obligation bonds, including \$126 million in bonds approved by voters in 2016 and \$135 million in bonds approved by voters in 2022. The 2022 Bonds include funding for Parks & Recreation, Housing, Police, Fire, and Transportation projects. Critical information technology improvements for software, systems, and security is supported through a transfer of \$1.5 million to the Capital Leasing Fund.

The FY 24-25 projected budget is \$13.5 million, or 1.8%, higher than the FY 23-24 recommended budget.

Budgeted personnel costs are 8.7% higher than the current year revised budget, including an increase of 44.5 full-time equivalent (FTE) positions within the total operating budget. New positions for enhanced Development Services include 15 FTEs in Planning, Engineering & Inspections, Transportation, Fire, and Water Resources to support increased demand. The Fire department adds 5 FTEs for additional compliance inspectors to address needed support for increased regular fire inspections throughout the community. Water Resources also includes the addition of 4 FTEs for a sewer maintenance crew and a 1 FTE for a laboratory coordinator. To support increased compensation for the Police Department, 30 FTEs are reduced from unfilled patrol positions. The net impact for the overall budget is an increase of 14.5 FTEs compared to the adopted FY 22-23 budget. The remaining positions result from enhancements for the other service areas. Other position additions and changes are detailed in the appropriate service area sections of the document.

The budget includes a 4% merit increase for all eligible employees and step movement for all general employees on the step program. Police sworn personnel will have a market-based increase of 10.6%. Fire and Guilford Metro personnel will receive a 4% market adjustment to salaries. Starting pay will increase to \$47,812 for Fire and \$52,459 for Police. The City is required to increase its contribution to the North Carolina Local Government Retirement System on behalf of its employees, resulting in an approximate \$4.6 million increase in retirement contribution costs for the total budget.



TOTAL BUDGET - EXPENDITURES

Maintenance and Operations (M&O) costs, which include transfers from operating funds to capital projects or capital reserve funds, and debt service expenditures, increase from \$371.7 million to \$406.2 million, or 9.2%. The FY 23-24 budget includes several transfers to other funds to support new parking facility debt of \$3 million, \$1.5 million for information technology support and improvement, and additional support for the Coliseum, Guilford Metro 911, and Cemeteries funds. Contract and supply increases to maintain current service levels for solid waste services, security, fuel price increases and others total almost \$4.5 million.

Capital outlay expenditures are budgeted at \$25.5 million, about \$800,000 more than the amended FY 22-23 budget. The Equipment Services Fund is projecting rolling stock replacement needs of \$16.4 million in FY 23-24 as compared to \$14.6 million in the current year.

Total Net Expenditures by Expenditure Category

	Actual		Budget	Recommended	Projected
	2021-22	2022-23	2022-23	2023-24	2024-25
Personnel Costs	\$ 263,671,357	\$ 292,444,890	\$ 292,444,890	\$ 317,742,600	\$ 327,489,452
Maintenance & Operations	313,411,583	371,734,791	371,734,791	406,191,710	413,807,198
Capital Outlay	12,718,236	24,750,870	24,750,870	25,533,000	21,680,000
Total Net Expenditures	\$ 589,801,176	\$ 688,930,551	\$ 688,930,551	\$ 749,467,310	\$ 762,976,650



SERVICE AREA SUMMARY

	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
Community Services				
Cemeteries Operating Fund	995,718	1,014,263	1,079,401	1,099,439
Hotel/Motel Occupancy Tax Fund	4,131,869	5,179,400	6,034,405	6,114,095
Human Rights	590,811	852,206	941,902	962,677
Libraries	9,473,264	10,643,048	11,292,306	11,571,872
Housing and Neighborhood Development	1,829,962	2,381,578	2,389,328	2,391,276
Nussbaum Housing Partnership Revolving Fund	2,175,773	3,814,234	3,852,467	3,910,467
Parks And Recreation	20,885,661	22,044,585	23,742,602	24,179,047
Non-departmental Community Services	1,950,278	2,040,776	2,062,561	2,062,561
Subtotal	42,033,336	47,970,090	51,394,972	52,291,434
Less Transfers and Internal Charges	435,706	479,276	501,061	501,061
Total Community Services	41,597,630	47,490,814	50,893,911	51,790,373
General Government				
Budget & Evaluation	755,465	881,888	972,615	1,005,802
Communications and Marketing Department	2,152,067	2,347,034	2,411,958	2,480,362
Equipment Services Fund	19,099,925	23,320,521	26,054,479	24,591,792
Executive	9,742,675	12,079,181	15,948,470	15,989,261
Financial & Administrative Services	4,286,267	5,060,682	5,560,234	5,700,495
Graphic Services Fund	867,927	948,292	982,689	1,008,398
Information Technology	4,104,198	4,767,757	4,976,099	5,076,962
Legal	1,385,400	1,479,227	1,630,721	1,678,279
Legislative	1,112,591	1,446,645	1,063,628	1,078,562
Network Services Fund	9,098,840	18,980,078	19,534,380	19,621,352
People & Culture	3,486,164	3,850,143	4,191,315	4,222,775
Risk Retention Funds	58,145,319	66,409,852	65,426,719	65,459,673
Non-departmental General Government	6,194,708	6,979,319	9,098,531	8,900,893
Subtotal	120,431,546	148,550,619	157,851,838	156,814,606
Less Transfers and Internal Charges	75,949,192	80,830,695	83,049,117	84,310,036
Total General Government	44,482,354	67,719,924	74,802,721	72,504,570

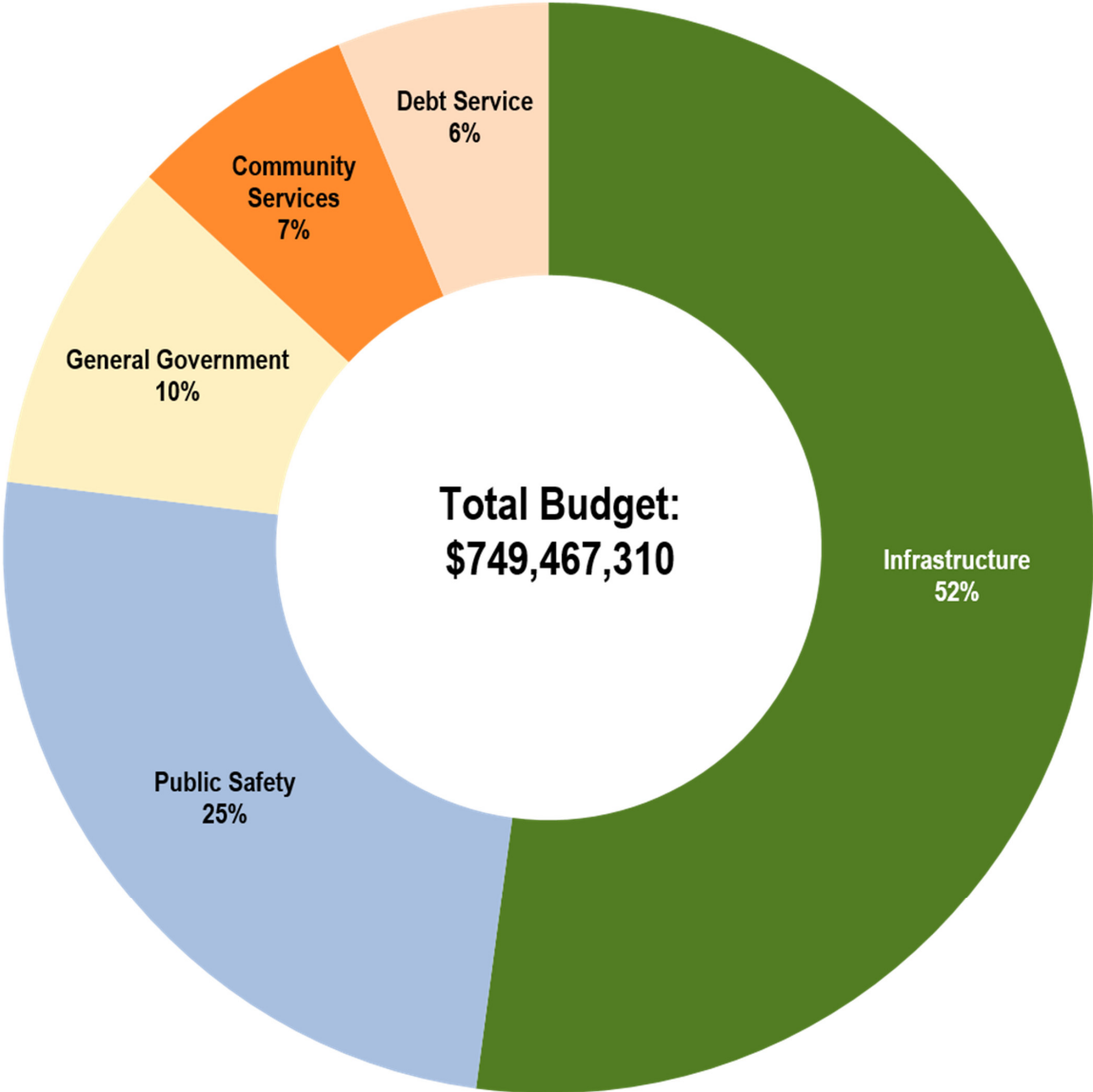


SERVICE AREA SUMMARY

	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
Infrastructure				
Engineering & Inspections	20,555,862	24,144,357	25,547,617	26,111,299
Field Operations	39,784,441	41,477,421	44,140,024	45,076,269
Transit System (GTA) Fund	14,068,690	28,119,964	31,429,111	31,255,741
Parking Facilities Operating Fund	4,151,128	7,247,507	7,508,273	7,650,273
Planning	2,705,807	3,248,368	3,803,861	3,885,753
Solid Waste Disposal	17,096,536	17,296,333	19,497,649	19,059,165
Special Tax Districts Fund	1,219,988	1,491,125	1,456,125	1,456,125
State Highway Allocation Fund	7,070,000	9,639,000	8,398,000	8,398,000
Stormwater Management Fund	9,075,163	11,005,078	13,468,118	13,580,216
Transportation	10,251,114	11,279,877	12,075,006	12,317,056
War Memorial Coliseum	72,300,624	67,560,040	72,842,278	73,130,413
Water Resources Enterprise Fund	124,897,311	148,588,456	165,746,365	173,217,601
Non-departmental Infrastructure	5,436,998	8,799,310	8,899,310	8,899,310
Subtotal	328,613,662	379,896,836	414,811,737	424,037,221
Less Transfers and Internal Charges	24,203,578	23,754,300	24,143,300	24,143,300
Total Infrastructure	304,410,084	356,142,536	390,668,437	399,893,921
Public Safety				
Emergency Telephone System Fund	1,731,171	2,183,012	1,832,416	1,832,416
Fire Department	62,577,914	65,325,096	69,801,713	71,453,849
Guilford Metro Communications Fund	11,796,302	13,592,244	15,240,663	15,570,264
Police Department	83,828,010	91,174,117	96,023,712	99,085,980
Technical Services Fund	4,999,183	6,784,226	5,395,559	5,404,247
Non-departmental Public Safety	9,593,067	10,142,499	11,504,413	11,666,956
Subtotal	174,525,647	189,201,194	199,798,476	205,013,712
Less Transfers and Internal Charges	11,681,878	13,825,574	13,891,143	14,053,686
Total Public Safety	162,843,769	175,375,620	185,907,333	190,960,026
Debt Service				
Capital Leasing Fund	2,635,136	4,184,755	3,224,038	3,224,038
Debt Service Fund	36,255,465	41,201,763	47,174,908	47,807,760
Debt Service Contribution	26,391,689	40,104,000	41,600,000	42,225,000
Subtotal	65,282,290	85,490,518	91,998,946	93,256,798
Less Transfers and Internal Charges	28,814,951	43,288,861	44,804,038	45,429,038
Total Debt Service	36,467,339	42,201,657	47,194,908	47,827,760
Budget Subtotal	730,886,481	851,109,257	915,855,969	931,413,771
Less Transfers and Internal Charges	141,085,305	162,178,706	166,388,659	168,437,121
TOTAL NET BUDGET	589,801,176	688,930,551	749,467,310	762,976,650



Expenditures by Service Area FY 23-24 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

	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
Property Tax	\$ 197,573,307	\$ 233,307,725	\$ 251,942,725	\$ 255,863,725
Sales Tax	79,958,531	80,964,000	88,621,330	92,581,210
Intergovernmental Revenue	53,592,943	54,880,302	55,760,987	56,144,687
User Charges	250,318,848	253,271,125	275,745,462	289,020,664
Other Revenues	102,830,285	125,962,451	132,051,954	133,888,322
Interfund Transfers	56,269,307	66,537,823	69,064,387	69,851,930
Appropriated Fund Balance	73,209,324	36,185,831	42,669,124	34,063,233
Total	813,752,545	851,109,257	915,855,969	931,413,771
Less Transfers and Internal Charges	141,085,305	162,178,706	166,388,659	168,437,121
Net Revenues	\$ 672,667,240	\$ 688,930,551	\$ 749,467,310	\$ 762,976,650

Property Taxes

The FY 23-24 recommended budget is balanced with a property tax rate of 67.25 cents, a four cents increase over the adopted rate for FY 22-23. The tax rate is allocated 62.75 cents to the General Fund, 3.50 cents to the Transit Fund, and 1.00 cent to the Housing Partnership Fund. Property taxes are budgeted at \$251.9 million, an increase of \$18.6 million, or 7.9%, above the amended current year budget. Property taxes make up about 33.6% of total net revenues. Based on information provided by the Guilford County Tax Department, the tax base is estimated at \$37.4 billion with a growth rate of approximately 1.75% for FY 23-24.

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 23-24 is projected at \$88.6 million, representing an increase of \$7.6 million above the amended FY 22-23 budget. Projections for FY 22-23 estimate a growth rate of approximately 7% compared to prior year actuals from FY 21-22. For FY 23-24, sales tax receipts are projected to increase 4% compared to current estimates. Due to the impact of sales tax distribution based on the overall Guilford County tax levy, receipts for FY 23-24 are expected to decrease by approximately \$3 million. This occurs when the City changes taxes rates at a lower proportion compared to other jurisdictions in the county, primarily the Guilford County tax rate. The result is a projected sales tax growth of almost 7.5%. FY 23-24 continues the General Fund sales tax support for the Transit Fund totaling \$2 million. Local option sales tax revenues constitute about 9.6% 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 Agency.

Intergovernmental revenues are budgeted at approximately \$55.8 million, about \$900,000 more than the revised current year budget. Electric Utility and Piped Natural Gas sales tax revenues are budgeted at \$19.7 million, \$1.6 million, or 8.8% higher than FY 22-23.

Other state shared revenues are expected to remain largely flat overall. Telecommunications, video, and satellite sales tax revenue decrease from \$4.4 million to \$3.6 million. This is a continuation of recent trends in decreased revenues as consumers limit satellite, phone, and other at home services. Powell Bill funds, the City's portion of the state gasoline tax, are budgeted at approximately \$8.4 million for FY 23-24, the same as FY 22-23. The budget includes federal and state funding for transit services of \$7.5 million, a slight decrease from FY 22-23.

Shared revenues from beer, wine, and the City's share of the local ABC distribution of sales taxes are projected to remain the same at approximately \$6.5 million. Recent information shared by the local ABC Board indicates that growth in the distribution may be limited in the coming year due to capital plans and State required fund balance needs.

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, solid waste transfer station tipping fees, parking deck and on-street parking fees, transit fares, 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 23-24 are over \$275.7 million, compared to \$253.3 million for FY 22-23. User fee revenue generated in the Water Resources Fund is a significant portion of this revenue category. Budgeted Water Resources user fee revenue will increase from \$133.9 million to \$147.8 million, an increase of \$13.9 million, or 10.3%, based on service growth and increased rates. An average rate increase of 8.5% is necessary to ensure debt coverage, maintenance, contaminant mitigation, and capacity improvement projections for the water and sewer system. Solid waste landfill and tipping fees are also recommended to increase as contracted service and disposal costs continue to rise.

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 in this category are budgeted for FY 23-24 at \$132.1 million, compared to \$125.9 million in the current year. Increases are primarily related to improved interest returns for City investments as the markets continue to recover.

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 23-24 are \$69.1 million, compared to \$66.5 million in FY 22-23.

The General Fund contribution to the Debt Service Fund increased by approximately \$1.5 million. This increase is necessary to fund debt service principal and interest expenses associated with successful bond referenda in 2009, 2016, and 2022. The transfer to the Guilford Metro 911 Fund is \$10.1 million, a \$1.4 million increase over the current year budget due public safety pay increases and expenses no longer covered by the State 911 Board annual disbursement. The General Fund contribution to the Solid Waste fund increases by \$100,000 to \$1.9 million to help support disposal and compensation cost increases. Contributions to several funds will continue at current year levels; Coliseum at \$3.4 million, Parking Fund at \$3.6 million, and the Capital Leasing Fund at \$1.5 million.



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 increases from \$36.2 million to \$42.7 million. The Water Resources Fund includes an increase of fund balance appropriations of approximately \$2.2 million compared to the current year.

For the General Fund, fund balance appropriation totals \$6.1 million, or 1.5%, of the total General Fund budget. This similar to the current year appropriation of \$6 million. A key priority of the Council is to improve the General Fund fund balance to meet the Local Government Commission’s requirement of 25% operational fund balance. The total appropriated fund balance amount does not include additional fund balance appropriations that will be necessary to carry forward outstanding purchase orders at the end of FY 22-23.

PROPERTY TAX RATE

The property tax rate for the FY 23-24 recommended budget is 67.25 cents per \$100 of assessed value, four cents higher than the adopted FY 22-23 rate. The tax rate is allocated at 62.75 cents to the General Fund, 3.50 cents to the Transit Fund, and 1.0 cents to the Nussbaum Housing Partnership Fund. The accompanying chart shows the City of Greensboro tax rates since FY04-05. The FY 24-25 projected budget is balanced with an overall tax rate of 67.25 cent, the same as the FY 23-24 recommended rate.

Tax Rates and Valuations

Year	Tax Rate	General Fund	Economic Development	Housing Partnership	Transit Fund	Assessed Valuation
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	27,506,258,623
FY 18-19	.6325	.5856	.0050	.0069	.0350	27,942,839,631
FY 19-20	.6625	.6156	.0050	.0069	.0350	29,095,112,529
FY 20-21	.6625	.6206		.0069	.0350	29,692,728,008
FY 21-22	.6625	.6206		.0069	.0350	29,750,834,729
FY 22-23*	.6325	.5875		.0100	.0350	36,797,562,983
FY 23-24	.6725	.6275		.0100	.0350	37,421,400,000

* Property Revaluation

The Greensboro Area Transit Agency 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. The FY 21-22 adopted budget increased the dedicated portion of the tax rate from 3 to 3.5 cents.

In FY 90-91, Municipal Service Districts were created for the College Hill and Dunleath 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. The tax rate for these service districts is recommended to remain the same as the current year, 5 cents for the Dunleath Neighborhood and 1 cent for the College Hill Neighborhood.

Beginning in FY 04-05 a Business Improvement District was established for downtown Greensboro to provide specialized services for the area. A separate tax rate of 9 cents is set for properties within the district boundaries, and will remain the same for FY 23-24.



TOTAL BUDGET - POSITION CHANGES

The accompanying charts show the net changes in full-time equivalent (FTE) positions by Service Area and by Fund Type for FY 22-23 through projections for FY 24-25.

The FY 23-24 budget includes a net increase of 14.5 FTEs. Mid-year additions total 22.5 FTEs, while additional positions related to service enhancements total another 23 FTEs. To provide additional support for Police compensation increases 30 FTEs are reduced using unfilled patrol positions.

During FY 22-23 several mid-year positions changes were approved to increase efficiencies and build needed capacity across the city. One (1) Application Analyst and one (1) PSIT Supervisor were added to Guilford Metro 911. Four (4) Sr. Fire Inspectors, and (1) Deputy Fire Marshall were added to the Fire Department to increase capacity in meeting state mandated inspection requirements.

A Code Compliance Supervisor and one (1) Neighborhood Impact Manager were added to Housing and Neighborhood Development. The Neighborhood Impact Manager is funded between the Neighborhood Development Department and the Nussbaum Fund. As part of this reorganization, one (1) Community Development Analyst was transferred to the Community Development Block Grant Program, for a decrease of one (1) FTE in the operating budget.

A vacant Crew Supervisor in Parks and Recreation was converted to the new position of Intergovernmental Affairs Manager as part of the Executive Department for one (1) additional FTEs. This position was replaced in Parks and Recreation for no net increase in FTEs. Other mid-year position changes include conversion of two (2) Assistant Customer Service positions and one (1) Administrative Support Coordinator at the Greensboro Transit Agency.

Information Technology added one (1) SQL DBS Administrator, one (1) Grants Manager was added to the Finance Department, and one (1) Administrative Support Specialist was added to the Legislative Department.

The Coliseum converted three security positions from part-time to full time adding 0.75 FTEs, and converted one Parking Attendant at the Coliseum from part-time to full-time for an additional 0.25 FTEs. One (1) Parking Coordinator and one (1) Call Center Supervisor were added at the Tanger Center for the Performing Arts.

In FY 22-23 the Water Resources Department added three (3) Crew Members mid-year and underwent a reorganization that added one (1) Electrical Plant Supervisor, one (1) Mechanical Plan Supervisor, one (1) Solids Handling Maintenance Coordinator, and one (1) Wastewater Process Maintenance Coordinator.

In FY 22-23 the General Government Service Area implemented a multi-department reorganization. The reorganization included the transfers of the Diversity & Inclusion Officer and Equity & Inclusion Specialist from Executive to the People and Culture Department. An Executive Office Administrator and Executive Assistant transferred to the Executive Department from the Legislative Department, and the addition one (1) Executive Office Coordinator.

The Office of Community Safety was also established including the addition of (1) Community Outreach Coordinator and one (1) LEADS Case Coordinator, the transfer of seven (7) Behavioral Crisis Counselors, and Behavioral Crisis Leader from the Diversity, Equity & Inclusion Office and transfer of the Violence Prevention Coordinator from the City Manager's Office.

The FY 23-24 budget includes a multi-department service enhancement for Development Services to support continuing growth in demand for development review and customer service goals. The enhancement includes a total of fifteen (15) FTEs across five departments: one (1) Planner, one (1) Planner Tech, and one (1) Zoning Enforcement Officer in the Planning Department, one (1) Plan Reviewer Supervisor, one (1) Plan Reviewer, and two (2) Construction Inspectors for the Fire Department, two (2) Civil Engineers in the Transportation Department, one (1) Electrical Plans Examiner, one (1) Sr. Electrical Trades Inspector, and one Construction Project Coordinator for the Engineering and Inspections Department, one (1) Civil Engineer and two (2) Soil Erosion Inspectors in the Water Resources Department.

Other FY 23-24 service enhancements include one (1) Crew Supervisor, four (4) Crew Members, one (1) Heavy Equipment Operator, and one (1) Lab Coordinator in the Water Resources Department.



Full Time Equivalent Position Changes by Department / Fund

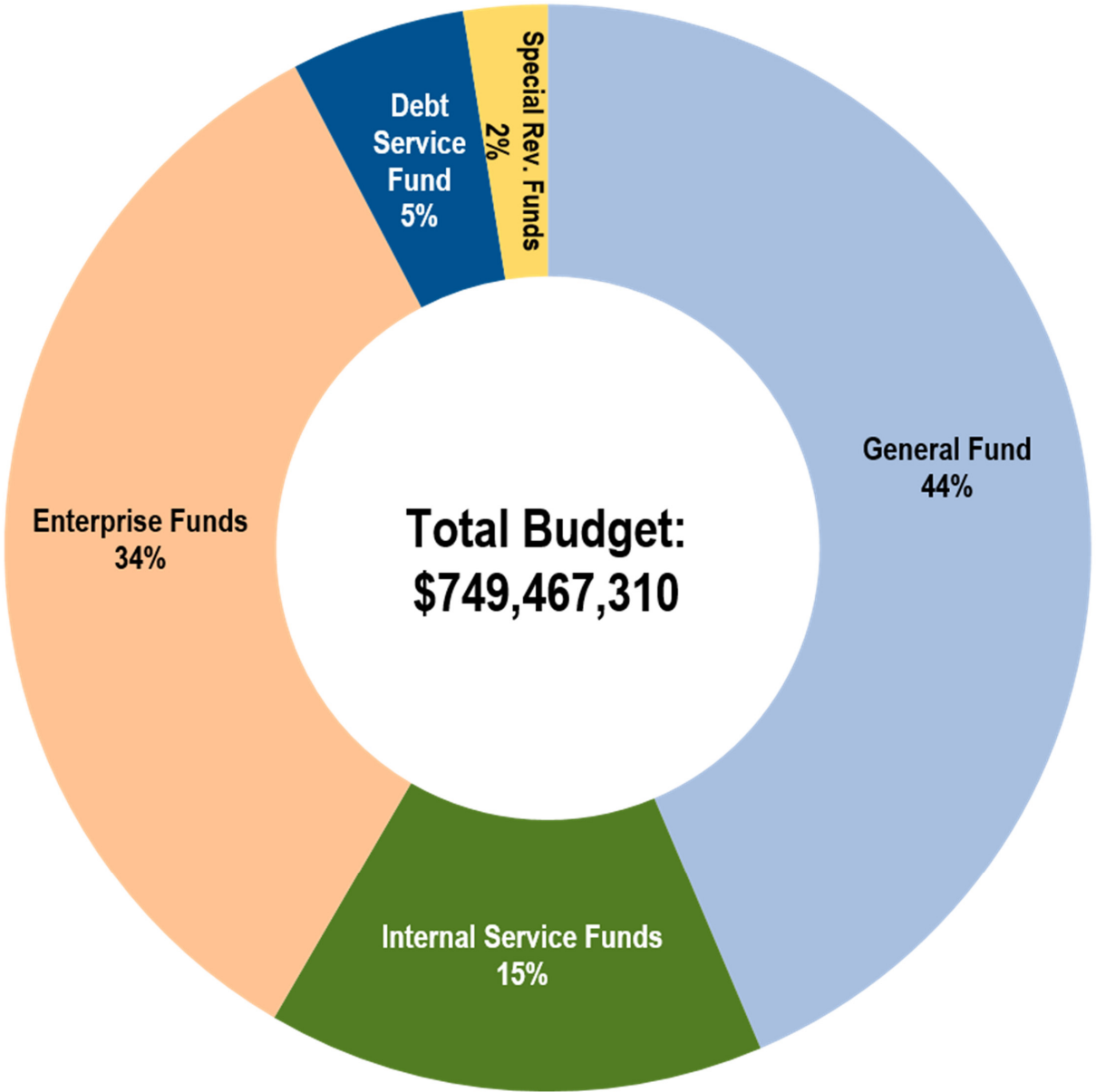
SERVICE AREAS	2022-23	New Issues	Transfers	Mid-Year Changes	2023-24	2024-25
Community Services						
Cemeteries Fund	11.44				11.44	11.44
Hotel / Motel Occupancy Tax Fund	0.03				0.03	0.03
Human Rights	7.40				7.40	7.40
Libraries	109.25				109.25	109.25
Housing and Neighborhood Development	16.50			1.50	18.00	18.00
Nussbaum Housing Partnership Fund	11.00		-1.00	0.50	10.50	10.50
Parks & Recreation	175.02				175.02	175.02
Subtotal	330.64	0.00	-1.00	2.00	331.64	331.64
General Government						
Budget and Evaluation	8.00				8.00	8.00
Communications and Marketing Department	24.00				24.00	24.00
Debt Service Fund	2.05				2.05	2.05
Equipment Services	52.50				52.50	52.50
Executive	47.36		6.00	4.00	57.36	57.36
Financial and Administrative Services	46.92			1.00	47.92	47.92
Graphic Services	7.75				7.75	7.75
Information Technology	23.35			1.00	24.35	24.35
Legal	8.00				8.00	8.00
Legislative	6.00		-2.00	0.00	4.00	4.00
Network Services/Telecommunications	21.65				21.65	21.65
People & Culture	26.80		2.00		28.80	28.80
Risk Retention Funds	7.40				7.40	7.40
Subtotal	281.78	0.00	6.00	6.00	293.78	293.78
Infrastructure						
Engineering & Inspections	167.50	3.00	-1.00		169.50	169.50
Field Operations	254.15		-4.00		250.15	250.15
Greensboro Transit Agency	24.50			1.50	26.00	26.00
Parking Facilities Fund	20.13				20.13	20.13
Planning	26.70	4.00	-1.00		29.70	29.70
Solid Waste Management	35.83				35.83	35.83
Stormwater Management	84.00	3.00			87.00	87.00
Transportation	61.93	2.00			63.93	63.93
War Memorial Coliseum Complex	115.00			3.00	118.00	118.00
Water Resources Enterprise	358.43	10.00			368.43	368.43
Subtotal	1,148.16	22.00	-6.00	4.50	1,168.66	1,168.66
Public Safety						
Fire	603.00	4.00		5.00	612.00	612.00
Guilford Metro Communications	111.00			2.00	113.00	113.00
Police	813.38	-30.00			783.38	783.38
Technical Services	9.00				9.00	9.00
Subtotal	1,536.38	-26.00	0.00	7.00	1,517.38	1,517.38
TOTAL	3,296.95	-4.00	-1.00	19.50	3,311.45	3,311.45

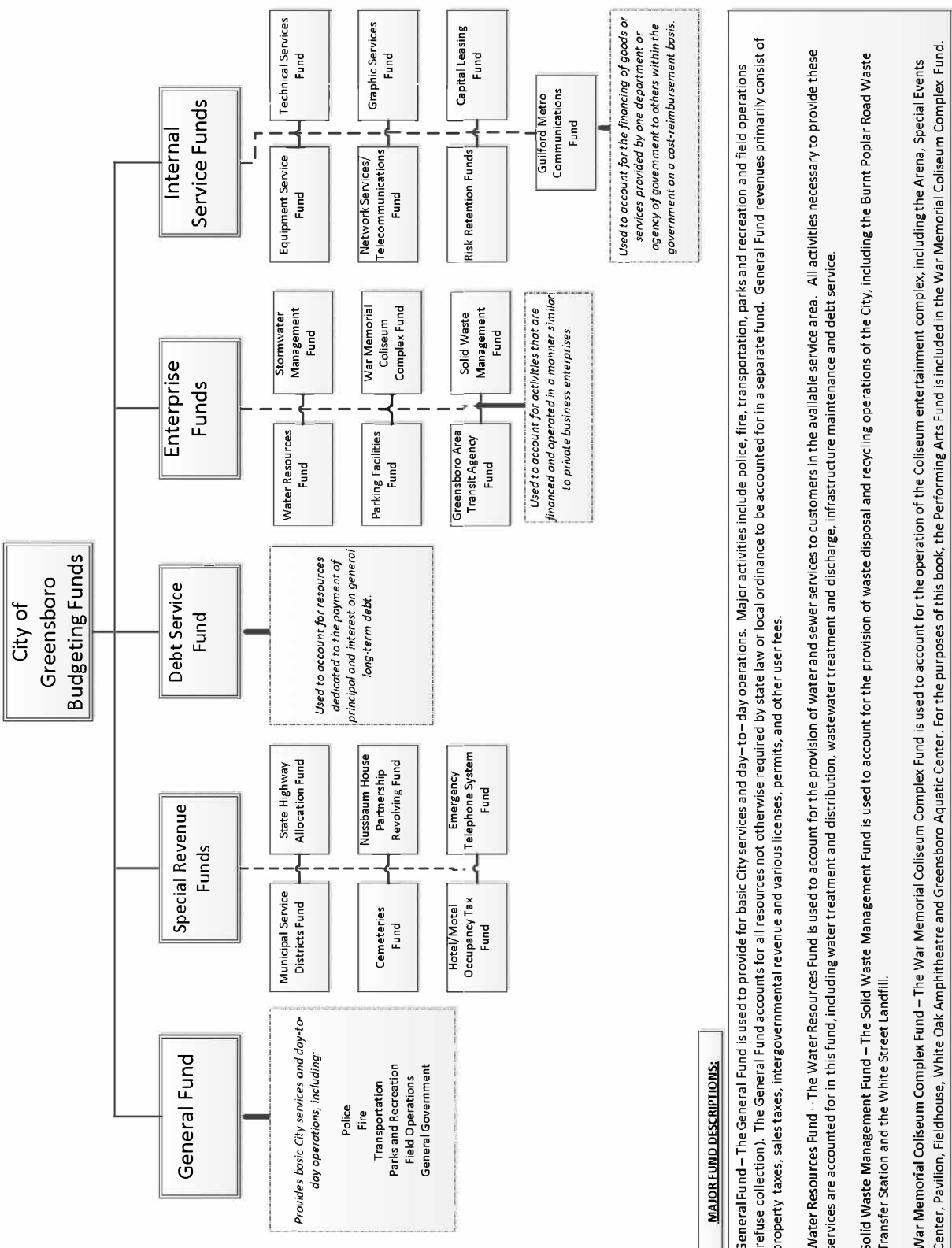
Full Time Equivalent Position Changes by Fund Type

Fund	2022-23	New Issues	Transfers	Mid-Year Changes	2023-24	2024-25
General Fund	2,425.25	-17.00	0.00	12.50	2,420.75	2,420.75
Special Revenue Funds	22.47	0.00	-1.00	0.50	21.97	21.97
Debt Service Fund	2.05	0.00	0.00	0.00	2.05	2.05
Enterprise Funds	637.88	13.00	0.00	4.50	655.38	655.38
Internal Service Funds	209.30	0.00	0.00	2.00	211.30	211.30
TOTAL	3,296.95	-4.00	-1.00	19.50	3,311.45	3,311.45



FUND SUMMARY





TOTAL BUDGET - FUND SUMMARY

The accounting policies of the City of Greensboro conform to generally accepted accounting principles (GAAP) 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
- Emergency Telephone System Fund
- Hotel/Motel Occupancy Tax Fund
- Special Tax 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 Agency Fund
- Parking Facilities Fund
- Solid Waste Management Fund
- Stormwater Management Fund
- War Memorial Coliseum Complex Fund
- Performing Arts 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 technology, equipment, 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 2021-22, the amended FY 2022-23 budget, the recommended FY 2023-24 budget, and the projected FY 2024-25 budget.



TOTAL EXPENDITURES BY FUND

Fund Type	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
General Fund	329,074,413	372,549,114	399,677,926	408,022,296
Special Revenue Funds				
Cemeteries Operating Fund	995,718	1,014,263	1,079,401	1,099,439
Emergency Telephone System Fund	1,731,171	2,183,012	1,832,416	1,832,416
Hotel/Motel Occupancy Tax Fund	4,131,869	5,179,400	6,034,405	6,114,095
Special Tax Districts Fund	1,219,988	1,491,125	1,456,125	1,456,125
Nussbaum Housing Partnership Revolving Fund	2,175,773	3,814,234	3,852,467	3,910,467
State Highway Allocation Fund	7,070,000	9,639,000	8,398,000	8,398,000
	<u>17,324,519</u>	<u>23,321,034</u>	<u>22,652,814</u>	<u>22,810,542</u>
Debt Service Fund	36,255,465	41,201,763	47,174,908	47,807,760
Enterprise Funds				
Transit System (GTA) Fund	14,068,690	28,119,964	31,429,111	31,255,741
Parking Facilities Operating Fund	4,151,128	7,247,507	7,508,273	7,650,273
Solid Waste Disposal	17,096,536	17,296,333	19,497,649	19,059,165
Stormwater Management Fund	9,075,163	11,005,078	13,468,118	13,580,216
War Memorial Coliseum	72,300,624	67,560,040	72,842,278	73,130,413
Water Resources Enterprise Fund	124,897,311	148,588,456	165,746,365	173,217,601
	<u>241,589,452</u>	<u>279,817,378</u>	<u>310,491,794</u>	<u>317,893,409</u>
Internal Service Funds				
Capital Leasing Fund	2,635,136	4,184,755	3,224,038	3,224,038
Equipment Services Fund	19,099,925	23,320,521	26,054,479	24,591,792
Graphic Services Fund	867,927	948,292	982,689	1,008,398
Guilford Metro Communications Fund	11,796,302	13,592,244	15,240,663	15,570,264
Network Services Fund	9,098,840	18,980,078	19,534,380	19,621,352
Technical Services Fund	4,999,183	6,784,226	5,395,559	5,404,247
Risk Retention Funds	58,145,319	66,409,852	65,426,719	65,459,673
	<u>106,642,632</u>	<u>134,219,968</u>	<u>135,858,527</u>	<u>134,879,764</u>
Total Expenditures	<u>730,886,481</u>	<u>851,109,257</u>	<u>915,855,969</u>	<u>931,413,771</u>
Less Transfers and Internal Charges	<u>141,085,305</u>	<u>162,178,706</u>	<u>166,388,659</u>	<u>168,437,121</u>
Net Expenditures	<u><u>589,801,176</u></u>	<u><u>688,930,551</u></u>	<u><u>749,467,310</u></u>	<u><u>762,976,650</u></u>



TOTAL EXPENDITURES BY SERVICE AREA

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
General Fund				
Community Services	34,559,470	37,803,552	40,278,490	41,014,376
Debt Service	26,391,689	40,104,000	41,600,000	42,225,000
General Government	33,219,535	38,906,984	45,864,071	46,143,891
Infrastructure	78,904,728	89,103,366	94,616,027	96,442,744
Public Safety	155,998,991	166,631,212	177,319,338	182,196,285
	<u>329,074,413</u>	<u>372,549,114</u>	<u>399,677,926</u>	<u>408,022,296</u>
Special Revenue Funds				
Community Services	7,203,360	9,807,897	10,766,273	10,924,001
Infrastructure	8,389,988	11,330,125	10,054,125	10,054,125
Public Safety	1,731,171	2,183,012	1,832,416	1,832,416
	<u>17,324,519</u>	<u>23,321,034</u>	<u>22,652,814</u>	<u>22,810,542</u>
Debt Service Fund				
Debt Service	36,255,465	41,201,763	47,174,908	47,807,760
	<u>36,255,465</u>	<u>41,201,763</u>	<u>47,174,908</u>	<u>47,807,760</u>
Enterprise Funds				
Infrastructure	241,589,452	279,817,378	310,491,794	317,893,409
	<u>241,589,452</u>	<u>279,817,378</u>	<u>310,491,794</u>	<u>317,893,409</u>
Internal Service Funds				
Debt Service	2,635,136	4,184,755	3,224,038	3,224,038
General Government	87,212,011	109,658,743	111,998,267	110,681,215
Public Safety	16,795,485	20,376,470	20,636,222	20,974,511
	<u>106,642,632</u>	<u>134,219,968</u>	<u>135,858,527</u>	<u>134,879,764</u>
Total Expenditures	<u>730,886,481</u>	<u>851,109,257</u>	<u>915,855,969</u>	<u>931,413,771</u>
Less Transfers and Internal Charges	<u>141,085,305</u>	<u>162,178,706</u>	<u>166,388,659</u>	<u>168,437,121</u>
Net Expenditures	<u><u>589,801,176</u></u>	<u><u>688,930,551</u></u>	<u><u>749,467,310</u></u>	<u><u>762,976,650</u></u>



GENERAL FUND

The accompanying chart shows a service area comparison of General Fund expenditures for FY 21-22 actual expenditures, the FY 22-23 amended budget, the FY 23-24 recommended budget, and the FY 24-25 projected budget. The FY 23-24 recommended budget of \$399,677,926 is \$27.1 million, or 7.2%, higher than the amended FY 22-23 budget. The recommended budget also includes approximately \$1.5 million in additional debt service, \$17.9 million in compensation adjustments, \$7.9 million in maintenance and operations increases, with \$3.6 million in supply and contract cost increases, \$2.8 million in additional position costs, and \$1.9 million in additional economic incentives costs.

General Fund Expenditures by Service Area

	Actual	Budget	Recommended	2021-22
	2021-22	2022-23	2023-24	2024-25
Community Services	\$ 34,559,470	\$ 37,803,552	\$ 40,278,490	\$ 41,014,376
General Government	33,219,535	38,906,984	45,864,071	46,143,891
Infrastructure	78,904,728	89,103,366	94,616,027	96,442,744
Public Safety	155,998,991	166,631,212	177,319,338	182,196,285
Debt Service	26,391,689	40,104,000	41,600,000	42,225,000
Total Expenditures	\$ 329,074,413	\$ 372,549,114	\$ 399,677,926	\$ 408,022,296

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 \$177.3 million, which is about 44% of the total General Fund. The recommended budget is about \$10.7 million, or 6.4%, higher than the current year budget. The budget includes Police salary increases of 10.6% and Fire salary increases of 4%. Public Safety compensation changes total almost \$5 million. Thirty vacant patrol positions are eliminated to support these increases. The budget also includes the addition of five fire inspectors, and four positions to support the organizational development services enhancement. The continuation of the police take-home vehicle program, with the purchase of an additional 20 vehicles for almost \$1.7 million, is also included.

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 \$94.6 million, or 24% of the General Fund. The infrastructure budget increases by \$5.5 million, or 6.2%. The Field Operations Department budget includes contracted service cost increases for solid waste services totaling almost \$2.3 million. The General Fund transfer to the Coliseum Fund is \$3.4 million, the same as the current year.

The Community Services service area, which includes the Library, Neighborhood Development, Parks and Recreation, and Human Rights Departments, increases by \$2.5 million to \$40.3 million, or 6.6%. This service area represents about 10% of the General Fund budget. Increases include six two additional positions to support Housing & Neighborhood Development, with 0.5 FTEs supported by the Nussbaum Fund.

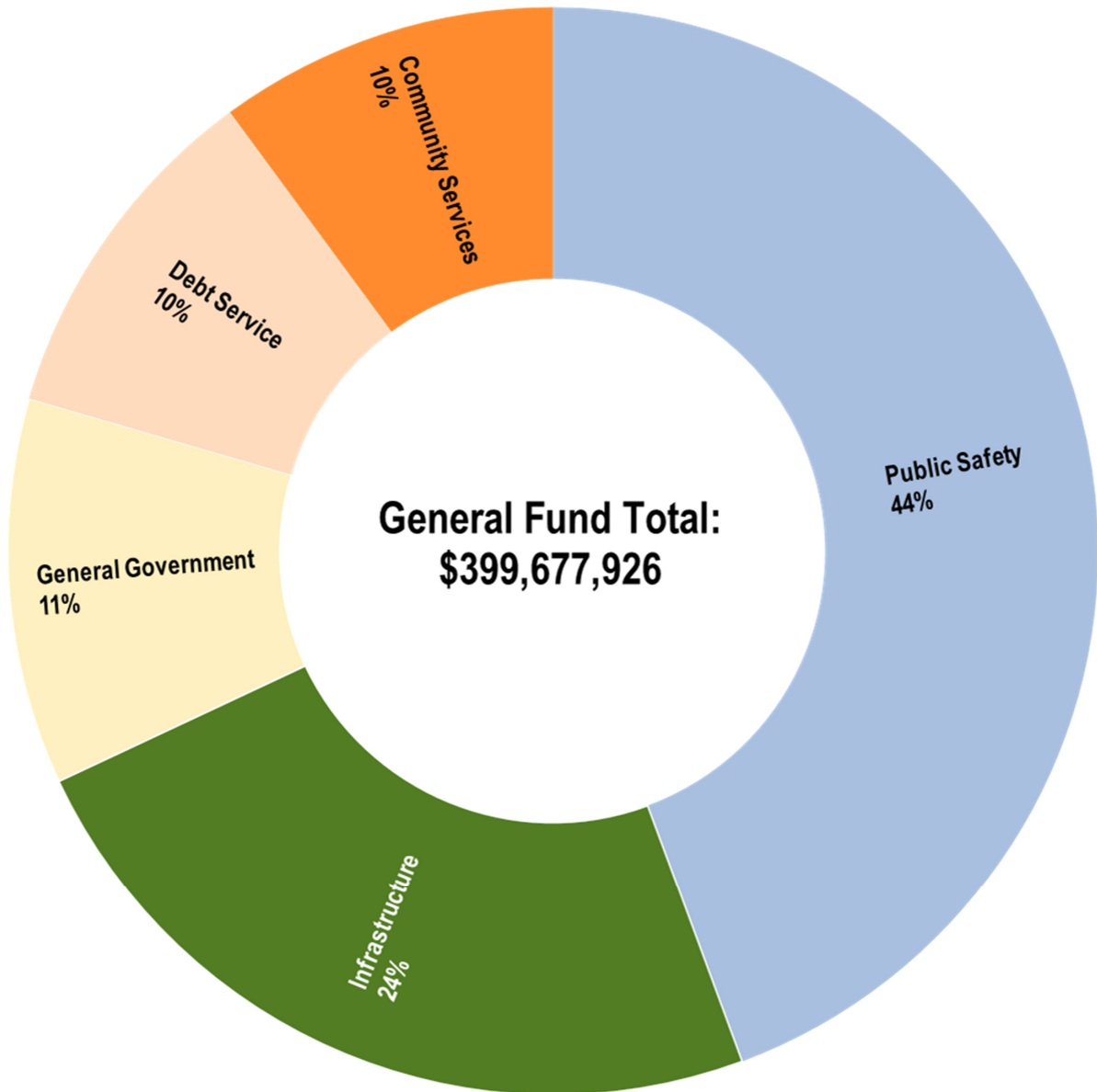
The General Government service area budget is \$45.9 million, about \$6.9 million higher than the current year budget of \$38.9 million. Included are transfers to the General Capital Improvements Fund to support the last round of Participatory Budgeting projects, and \$1.5 million to support organizational technology needs in the Capital Leasing Fund. Funding to address competitive compensation changes including addressing compression and market adjustments where needed is included totaling \$1.8 million. The service area budget adds several positions related to recommended organizational changes in the Executive Department detail in the positions change section of the document.

The budgeted contribution to the Debt Service Fund will increase from \$40.1 million to \$41.6 million. The increase is necessary to fund increased debt service expenses based on the planned issuance of the 2022 Bonds totaling \$135 million and to further support fund balance goals.

The FY 24-25 projected budget of \$408 million is \$8.3 million, or 2.1%, higher than the recommended FY 23-24 budget.



General Fund Expenditures by Service Area FY 23-24 Budget



General Fund Expenditure Highlights

Expenditures By Category

The chart shows a comparison of General Fund expenditures by category for FY 21-22 actual expenditures, the FY 22-23 amended budget, and the FY 23-24 recommended and FY 24-25 projected budgets.

General Fund Expenditures by Expenditure Category

	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
Personnel Costs	\$ 198,493,277	\$ 218,148,512	\$ 236,062,681	\$ 243,505,786
Maintenance & Operations	130,373,869	152,799,486	162,270,245	163,416,510
Capital Outlay	<u>207,267</u>	<u>1,601,116</u>	<u>1,345,000</u>	<u>1,100,000</u>
Total Expenditures	<u>\$ 329,074,413</u>	<u>\$ 372,549,114</u>	<u>\$ 399,677,926</u>	<u>\$ 408,022,296</u>

The FY 23-24 General Fund budget includes personnel costs of \$236.1 million, \$17.9 million, or 8.2%, higher than the current revised budget. Personnel costs represent the largest proportion of General Fund expenditures, at almost 59% of overall expenses.

The General Fund includes an increase of 25.5 full-time equivalent (FTE) positions. There is also the elimination of 30 FTEs to support compensation. The General Fund has a net decrease of 4.5 FTEs. A total of 12.5 FTEs were added as part of mid-year position requests and reorganizations. An additional 13 FTEs are included for various service enhancements. Several position changes are included for a variety of General Fund Departments detailed in the Position Summary section of the document.

In order to help support increased compensation for Police officers, 30 currently unfilled patrol positions are eliminated. Additionally, Police is reorganizing to more effectively support demands for service while addressing the challenges of vacancies within the department. A total of 10 sworn positions will be converted to professional positions to assist with this effort.

The budget includes a 10.6% market-based increase for Police. The starting salary for officers would increase to \$52,459 annually. A 4% market-based increase is included for Fire. The starting salary for fire fighters would increase to \$47,812 annually. The budget also includes 4% average merits and 4% general steps for all other eligible employees. This effectively raises the minimum wage from \$15.91 per hour to \$17.00 per hour for all eligible City employees.

Maintenance and Operations (M&O) expenditures, including transfers to other funds and debt service, are budgeted at \$162.3 million, roughly \$9.5 million, or 6.2%, higher than the current year budget. M & O expenses represent approximately 41% of the General Fund budget. Increased service and contract costs for priority areas such as solid waste, security, fire, and others is included at more than \$3.6 million. M&O for various programming and equipment costs total approximately \$200,000 for related service enhancements. Transfers to the Debt Service fund increase approximately \$1.5 million due to debt service needs. The transfer to the Guilford Metro Communications Fund increases nearly \$1.5 million technology expenses and costs no longer covered by the State 911 Board annual disbursement. The General Fund contribution to several funds will continue at current year levels, Coliseum Fund at \$3,400,000, Solid Waste Management Fund at \$1,930,537, Parking Fund at \$3,975,349 and Capital Leasing Fund at \$1.5 million.

Capital outlay, expenses for equipment and vehicles and other assets over \$5,000 which have a useful life of more than one year, decreases by approximately \$256,000 to \$1.3 million. Approximately \$245,000 of this is directly related to vehicles and equipment needed for additional employees.

The FY 24-25 projected budget of \$408,022,296 is \$8.3 million, or 2.1%, higher than the recommended FY 23-24 budget.



General Fund Revenue Highlights

Revenues:

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

General Fund Revenue by Major Type

	Actual		Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2023-24	2024-25
Property Tax	\$ 184,164,293	\$ 215,711,000	\$ 234,109,000	\$ 237,769,000	
Sales Tax	79,744,749	78,765,000	86,422,330	90,382,210	
Intergovernmental Revenue	34,781,495	33,765,365	34,065,050	34,336,550	
User Charges	21,349,114	23,319,691	24,002,440	24,133,537	
Other Revenues	9,916,873	8,581,115	8,618,486	8,615,826	
Interfund Transfers	9,799,468	6,366,000	6,366,000	6,366,000	
Appropriated Fund Balance	17,072,478	6,040,943	6,094,620	6,419,173	
Total	\$ 356,828,470	\$ 372,549,114	\$ 399,677,926	\$ 408,022,296	

Property Tax

The FY 23-24 General Fund budget is balanced with a 62.75 cent tax rate, a 4 cent increase from the current year. Property tax revenues are budgeted to increase \$18.4 million, or 8.5%, to \$234.1 million. Tax base growth is projected at nearly 1.75% from FY 22-23 based on updated property values from the Guilford County Tax Department. The second year General Fund budget is balanced, with the same tax rate recommended in the FY 23-24 budget.

Sales Tax

Sales taxes have remained resilient and are projected to exceed current year budgeted amounts. Sales tax revenue is projected to increase by \$7.6 million, 9.7% compared to the current year amended budget. Due to the impact of sales tax distribution based on the overall Guilford County tax levy, receipts for FY 23-24 are expected to decrease by approximately \$3 million. This occurs when the City changes taxes rates at a lower proportion compared to other jurisdictions in the county, primarily the Guilford County tax rate. The result is a projected sales tax growth of almost 7.5%. A portion of the sales tax, \$2 million, provided to support the Transit Fund, will continue in FY 23-24.

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 to the City's Library System.

Intergovernmental revenues are budgeted at approximately \$34.1 million, about \$300,000, or less than 1% more than the current year budget of \$33.7 million. Electric Utility and Piped Natural Gas sales tax revenues are budgeted at \$19.1 million, \$1 million higher than FY 22-23. Telecommunications sales tax is expected to decrease approximately \$800,000. This is a continuation of recent trends in decreased revenues as consumers limit satellite, phone, and other at home services. Other state shared revenues are expected to remain largely flat overall.

Shared revenues from beer, wine, and the City's share of the local ABC distribution of sales taxes are projected to remain the same at approximately \$6.5 million. Recent information shared by the local ABC Board indicates that growth in the distribution may be limited in the coming year.



General Fund Revenue Highlights

User Fees, Charges, and Licenses

Charges for programming and services provided by General Fund departments, such as Parks and Recreation, Field Operations, and Engineering and Inspections are included in this category. The 23-24 recommended budget of \$24.0 million is approximately \$682,000 more than the current year budget. Commercial recycling fees are recommended to increase \$15 per frequency category to address service and contract cost rises. Development service fees are also recommended to increase to meet the goal of 90% cost recovery.

Other Revenues

Revenues not otherwise defined are included in this category. These include interest income, internal service charges, donations, and sale of assets. These revenues are estimated at \$8.6 million, about the same as the current year budget.

Transfers from Other Funds

The General Fund receives transfers from Special Revenue Funds, which have been established to account for specific revenue sources received by the City that are typically also tied to specific expenses. The transfer from the State Highway (Powell Bill) Fund is budgeted at \$5.6 million to offset a variety of eligible transportation and road maintenance 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 eligible professional services expenditures absorbed in the General Fund.

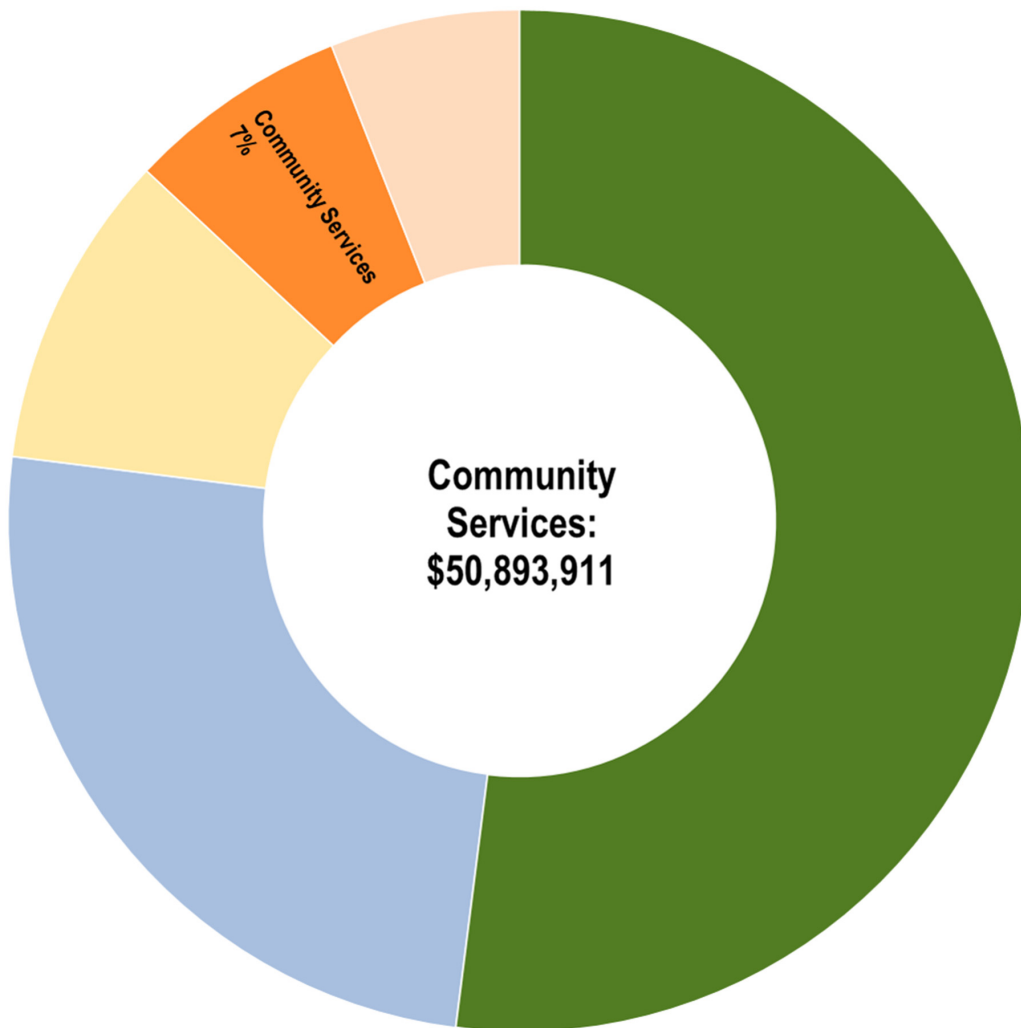
Fund Balance

The fund balance appropriation for the FY 23-24 General Fund budget is \$6.1 million, or 1.5%, of the total budget. This represents an increase of \$53,000, or less than 1% from the current year amended budget. The total appropriated fund balance amount does not include additional fund balance appropriations that will be necessary to carry forward outstanding purchase orders at the end of FY 22-23.



COMMUNITY SERVICES

- Cemeteries
- Hotel/Motel Occupancy Tax Fund
- Housing and Neighborhood Development
- Human Rights
- Libraries
- Nussbaum Housing Partnership Revolving Fund
- Parks and Recreation
- Non-Departmental Community Services



COMMUNITY SERVICES SERVICE AREA SUMMARY

	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
Expenditures				
Cemeteries Operating Fund	995,718	1,014,263	1,079,401	1,099,439
Hotel/Motel Occupancy Tax Fund	4,131,869	5,179,400	6,034,405	6,114,095
Human Rights	590,811	852,206	941,902	962,677
Libraries	9,473,264	10,643,048	11,292,306	11,571,872
Housing and Neighborhood Development	1,829,962	2,381,578	2,389,328	2,391,276
Nussbaum Housing Partnership Revolving Fund	2,175,773	3,814,234	3,852,467	3,910,467
Parks And Recreation	20,885,661	22,044,585	23,742,602	24,179,047
Non-departmental Community Services	1,950,278	2,040,776	2,062,561	2,062,561
Subtotal	42,033,336	47,970,090	51,394,972	52,291,434
Less Transfers and Internal Charges	435,706	479,276	501,061	501,061
Total Community Services Expenditures	41,597,630	47,490,814	50,893,911	51,790,373
Revenues				
Cemeteries Operating Fund	1,069,894	1,014,263	1,079,401	1,099,439
Hotel/Motel Occupancy Tax Fund	5,792,108	5,179,400	6,034,405	6,114,095
Human Rights	-	22,500	22,500	22,500
Libraries	1,858,664	2,025,750	2,073,025	2,073,025
Housing and Neighborhood Development	280,399	362,000	362,000	362,000
Nussbaum Housing Partnership Revolving Fund	4,282,058	3,814,234	3,852,467	3,910,467
Parks And Recreation	2,439,516	2,516,766	2,596,766	2,596,766
Subtotal	15,722,640	14,934,913	16,020,564	16,178,292
General Fund Contributions	30,151,396	33,035,177	35,374,408	36,113,142
Less Transfers and Internal Charges	435,706	479,276	501,061	501,061
Total Community Services Revenues	45,438,330	47,490,814	50,893,911	51,790,373
Total FTE Positions	326.94	330.64	331.64	331.64



COMMUNITY SERVICES SERVICE AREA SUMMARY

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$3,403,097, or 7.2%.

- The FY 23-24 Human Rights budget includes an increase of \$12,500 to support the annual Human Rights Celebration.
- The FY 23-24 Library budget includes an increase of approximately \$48,000 to support increased contract costs.
- During FY 22-23, the Housing and Neighborhood Development department reorganized to align operations for improved efficiency to meet increased service demands. This included several position reclassifications and added 1.5 FTEs, including a Neighborhood Impact Manager (partially funded by the Nussbaum Fund), and a Code Compliance Field Supervisor.
- During FY 22-23, the Code Compliance Division staff became certified in Mental Health First Aid by the National Council for Mental Wellbeing. This certification will help staff to identify and understand mental health challenges when working with residents.
- The FY 23-24 Parks and Recreation budget includes an increase of approximately \$577,000 for increased maintenance costs at Gillespie Golf Course and Country Park; additional support at LeBauer Park; increased mowing contract costs; and increased cost of supplies and materials.
- In February 2023, the final cornerstone of the Downtown Greenway was completed. It is titled 'Freedom' and is located at the intersection of Murrow Blvd and Gate City Blvd. The Downtown Greenway is projected to be completed in the winter of 2024.
- During FY 23-24, the Parks and Recreation Department anticipates beginning the design, construction plan, and permitting process for Windsor Chavis Nocho Community Complex.



CEMETERIES OPERATING FUND

Cemetery Operations: The Cemeteries Division operates and maintains four 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.

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Cemetery Operations	995,718	1,014,263	1,079,401	1,099,439
Total	995,718	1,014,263	1,079,401	1,099,439
Full-time Equivalents by Program				
Cemetery Operations	11.44	11.44	11.44	11.44
Total	11.44	11.44	11.44	11.44
Expenditures by Type				
Personnel Costs	688,827	698,264	742,447	764,280
Maintenance & Operations	301,421	315,999	336,954	335,159
Capital Outlay	5,470	-	-	-
Total	995,718	1,014,263	1,079,401	1,099,439
Revenues by Type				
User Charges	661,353	499,697	543,050	563,088
Other Revenues	(115,355)	35,290	35,290	35,290
Interfund Transfers	440,819	479,276	501,061	501,061
Appropriated Fund Balance	83,077	-	-	-
Total	1,069,894	1,014,263	1,079,401	1,099,439



CEMETERIES OPERATING FUND

Departmental Objectives

- Respond to 90% of all service requests within 3 work days.
- Sell cemetery property to 75% 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

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Workload Measures				
• Number of markers installed	100	100	100	100
Efficiency Measures				
• Percent of requests completed within 3 work days	100%	100%	100%	100%
• Marker installations as a percentage of burials	80%	80%	80%	80%
Effectiveness Measures				
• Percent of property inquiries resulting in sale	95%	75%	75%	75%

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$65,138, or 6.4%.

- The FY23-24 budget includes an increase of \$21,785 from the General Fund contribution to support increased personnel and maintenance costs.



HOTEL/MOTEL OCCUPANCY TAX FUND

Hotel/Motel Occupancy Tax: 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.

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Hotel/Motel Occupancy Tax	4,131,869	5,179,400	6,034,405	6,114,095
Total	4,131,869	5,179,400	6,034,405	6,114,095
Full-time Equivalentents by Program				
Hotel/Motel Occupancy Tax	0.03	0.03	0.03	0.03
Total	0.03	0.03	0.03	0.03
Expenditures by Type				
Personnel Costs	3,799	6,579	7,137	7,350
Maintenance & Operations	4,128,070	5,172,821	6,027,268	6,106,745
Total	4,131,869	5,179,400	6,034,405	6,114,095
Revenues by Type				
Intergovernmental Revenue	4,578,901	4,875,000	5,610,000	5,722,200
Other Revenues	128,194	304,400	424,405	391,895
Appropriated Fund Balance	1,085,013	-	-	-
Total	5,792,108	5,179,400	6,034,405	6,114,095

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$855,005, or 16.5%.

- This fund provides debt services payments for existing debt and ongoing maintenance at the Coliseum.
- A small portion of one (1) FTE from the Finance Department is allocated to this fund.



HUMAN RIGHTS

Human Rights: The Human Rights 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.

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Human Rights	590,811	852,206	941,902	962,677
Total	590,811	852,206	941,902	962,677

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Full-time Equivalents by Program				
Human Rights	6.40	7.40	7.40	7.40
Total	6.40	7.40	7.40	7.40

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Type				
Personnel Costs	476,756	677,890	746,727	767,323
Maintenance & Operations	114,055	174,316	195,175	195,354
Total	590,811	852,206	941,902	962,677

Revenues by Type				
Other Revenues	-	22,500	22,500	22,500
Subtotal	-	22,500	22,500	22,500

General Fund Contribution	590,811	829,706	919,402	940,177
Total	590,811	852,206	941,902	962,677



HUMAN RIGHTS

Departmental Objectives

- 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.
- Provide support as a resource hub to justice served populations regarding housing, employment, education, and voting resources.
- Participate in and support youth programs that provide progressive core value and character development activities.
- Provide assistance to the Human Rights Commissions, Boards, and Committees.

Performance Measures

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Workload Measures				
• Number of fair housing cases processed	35	35	35	35
• Number of fair housing cases conciliated	7	5	5	5
• Number of landlord/tenant inquiries (technical assistance)	400	400	400	400
• Number of landlord/tenant cases processed	110	110	110	110
• Number of public accommodations inquiries	N/A	5	5	5
• Number of public accommodations cases processed	N/A	3	3	3
• Number of programs hosted by Boards & Commissions	50	50	50	50
• Number of program attendees at large	2,500	2,500	2,500	2,500
• Number of Reentry Community Partners	20	20	20	20
• Number of Reentry programs	8	8	8	8
• Number of participants in annual GSO Speaks cohorts	10	40	40	40
• Number of employees certified for the Bilingual Pay Incentive	10	10	10	10
• Number of language line users (citywide)	2,500	2,500	2,640	2,640
Workload Measures				
• \$ amount for conciliated fair housing cases	29,500	29,500	29,500	29,500
• \$ amount spent for interpreting/translating (HRD only)	210	210	210	210
• \$ amount spent for program participation internally	3,500	3,500	3,500	3,500
• \$ amount spent for program participation externally	63,500	63,500	83,500	83,500
• \$ amount of administrative funds awarded from HUD	12,500	12,500	12,500	12,500
• \$ amount of training funds awarded from HUD	11,200	11,200	12,500	12,500
• \$ amount of case processing funds awarded from HUD	73,000	73,000	80,000	80,000

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by 89,696, or 10.5%.

- The FY 23-24 budget includes an increase of \$6,000 to support costs associated with the annual MLK breakfast.
- The FY 23-24 budget includes an increase of \$12,500 to support the annual Human Rights Celebration.



LIBRARIES

Libraries Administration: Directs all activities of the Library Department and provides administrative leadership and planning. Manages public information requests.

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.

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.

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.

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.

	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
Expenditures by Program				
Libraries Administration	2,657,170	3,057,111	3,170,107	3,229,471
Central Library	1,898,723	2,117,261	2,250,001	2,324,364
Community Services	3,303,660	3,589,250	3,930,905	4,048,691
Acquisitions	896,919	1,037,007	1,037,007	1,037,007
Historical Museum	716,792	842,419	904,286	932,339
Total	9,473,264	10,643,048	11,292,306	11,571,872



LIBRARIES

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Full-time Equivalents by Program				
Libraries Administration	18.00	18.00	19.00	19.00
Central Library	30.75	30.75	29.75	29.75
Community Services	50.50	50.50	50.50	50.50
Historical Museum	10.00	10.00	10.00	10.00
Total	109.25	109.25	109.25	109.25
Expenditures by Type				
Personnel Costs	6,788,270	7,667,342	8,306,056	8,567,155
Maintenance & Operations	2,684,994	2,975,706	2,986,250	3,004,717
Total	9,473,264	10,643,048	11,292,306	11,571,872
Revenues by Type				
Intergovernmental Revenue	1,816,087	1,995,015	2,032,900	2,032,900
User Charges	40,302	27,935	34,425	34,425
Other Revenues	2,275	2,800	5,700	5,700
Subtotal	1,858,664	2,025,750	2,073,025	2,073,025
General Fund Contribution	7,614,600	8,617,298	9,219,281	9,498,847
Total	9,473,264	10,643,048	11,292,306	11,571,872

Departmental Objectives

- Achieve a per capita circulation rate of 2.5.
- Provide computer services to 90,000 users.
- Provide 2,500 educational programs and opportunities for children and adults.
- 95% of pre-school/toddler parents rating service "satisfactory" or above.

Performance Measures

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Workload Measures				
• Number of educational programs for adults and children	2,436	2,500	2,500	2,500
• Number of visits to or from schools	46	25	25	25
• Per capita circulation rate achieved	3.01	2.50	3.25	3.25
• Reference transactions achieved per capita	0.12	0.25	0.25	0.25
• Number of computer users	87,727	80,000	90,000	90,000
• Average Daily Attendance at City Libraries	2,129	5,000	3,000	3,000



LIBRARIES

Efficiency Measures

• Economic value of Library volunteers	\$54,840	\$25,000	\$60,000	\$60,000
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Effectiveness Measures

• Percentage of computer uptime	100%	99%	99%	99%
• Percentage of time customer finds materials day of request	N/A	75%	75%	75%
• Percentage pre-school/toddler parents rating service satisfactory or above	N/A	100%	97%	98%
• Percentage of customers rating Library and/or Museum Customer Service as satisfactory or above	N/A	95%	95%	95%

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$649,258, or 6.1%.

- The FY 23-24 budget includes an increase of approximately \$48,000 to support increased contract costs.
- During FY 23-24 the department anticipates upgrading furniture at four (4) branches, updating the outdoor gardens at Kathleen Clay and Hemphill Branches, and subscribing to educational and skills software for the public to obtain certifications and degrees.



HOUSING AND NEIGHBORHOOD DEVELOPMENT

Neighborhood Development Administration: 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.

Code Compliance: Protects residents' safety and welfare through enforcement of the City's residential housing, non-residential structures, abandoned and junked motor vehicle codes, and nuisance ordinances.

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Neighborhood Development Administration	103,637	88,977	101,291	104,379
Code Compliance	1,726,325	2,292,601	2,288,037	2,286,897
Total	1,829,962	2,381,578	2,389,328	2,391,276

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Full-time Equivalents by Program				
Neighborhood Development Administration	0.50	0.50	0.50	0.50
Code Compliance	16.00	16.00	17.50	17.50
Total	16.50	16.50	18.00	18.00

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Type				
Personnel Costs	1,227,076	1,421,442	1,724,763	1,778,663
Maintenance & Operations	602,886	927,136	609,565	612,613
Capital Outlay	-	33,000	55,000	-
Total	1,829,962	2,381,578	2,389,328	2,391,276

Revenues by Type				
User Charges	252,022	312,000	312,000	312,000
Other Revenues	28,377	50,000	50,000	50,000
Subtotal	280,399	362,000	362,000	362,000

General Fund Contribution	1,549,563	2,019,578	2,027,328	2,029,276
Total	1,829,962	2,381,578	2,389,328	2,391,276



HOUSING AND NEIGHBORHOOD DEVELOPMENT

Departmental 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

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Workload Measures				
• Number of junked and abandoned vehicle cases resolved	1,083	1,104	3,400	3,400
• Number of cited housing units repaired and in compliance	1,103	744	800	800
• Number of nuisance cases cleared	2,364	3,164	3,481	3,481
• Number of front yard parking cases closed/resolved	275	300	330	330
• Number of residential and non residential cases closed/resolved	N/A	744	818	818
• Total cases closed/resolved	4,825	5,312	5,843	5,843
• Average number of days to clear an inspection after the case is opened	N/A	30	30	30
• Number units on the ordinance to repair that were cleared before receivership	N/A	14	12	12
• Number of units on the ordinance to demolish that were repaired before demolition	N/A	6	4	4
• Number of communities benefitting from community tools program	N/A	0	24	42

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$7,750, or 0.3%.

- During FY 22-23, the department reorganized to align operations for improved efficiency to meet increased service demands. This included several position reclassifications and added 1.5 FTEs, including a Neighborhood Impact Manager (partially funded by the Nussbaum Fund), and a Code Compliance Field Supervisor.
- During FY 22-23, the Code Compliance Division staff became certified in Mental Health First Aid by the National Council for Mental Wellbeing. This certification will help staff to identify and understand mental health challenges when working with residents.
- The FY 22-23 budget included \$400,000 for a code compliance software improvement that are not included in FY 23-24.
- The FY 23-24 budget includes an increase of approximately \$22,150 to support increased supply and training costs.
- The FY 23-24 budget includes \$60,000 for one (1) additional code compliance vehicle.



NUSSBAUM HOUSING PARTNERSHIP REVOLVING FUND

Housing Services & Administration: 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.

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.

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

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Housing Services & Administration	1,570,459	3,075,615	3,113,848	3,171,848
Homeless Prevention	429,387	539,075	539,075	539,075
Asset Management	175,927	199,544	199,544	199,544
Total	2,175,773	3,814,234	3,852,467	3,910,467
	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Full-time Equivalents by Program				
Housing Services & Administration	13.80	11.00	10.50	10.50
Total	13.80	11.00	10.50	10.50
	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Type				
Personnel Costs	1,089,602	1,137,731	1,212,498	1,252,357
Maintenance & Operations	1,086,171	2,676,503	2,639,969	2,658,110
Total	2,175,773	3,814,234	3,852,467	3,910,467
Revenues by Type				
Property Tax	2,049,182	3,647,000	3,699,000	3,757,000
User Charges	473,042	86,544	86,544	86,544
Other Revenues	(130,686)	80,690	66,923	66,923
Interfund Transfers	4,037	-	-	-
Appropriated Fund Balance	1,886,483	-	-	-
Total	4,282,058	3,814,234	3,852,467	3,910,467



NUSSBAUM HOUSING PARTNERSHIP REVOLVING FUND

Departmental 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 among partner agencies and contractors.
- Promote greater cooperation and collaboration among homeless service providers.
-

Performance Measures

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Workload Measures				
• Number of persons served through homelessness prevention programs including rapid re-housing, information and referral services, supportive services, and shelter	4,800	5,000	5,000	5,000
• Number of clients served through housing counseling and homebuyer education services	100	100	100	100
• Number of persons who were diverted from homelessness by accessing rent, mortgage or utility assistance	N/A	150	150	150
Efficiency Measures				
• Percentage of required planning & reporting documents submitted on time to appropriate agencies	100%	100%	100%	100%
Effectiveness Measures				
• Number of Greensboro residents who are homeless, as determined through the annual Point-In-Time Count	479	426	426	426
• Percentage of households that maintained permanent housing for a year or more	N/A	90%	90%	90%
• Percentage of households that were still permanently housed six months after receiving rent, mortgage or utility assistance	N/A	90%	80%	80%

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$38,233, or 1.0%.

- During FY 22-23, the department reorganized to align operations for improved efficiency and to meet increased service demands. This included several position reclassifications, added 0.5 FTEs, a Neighborhood Impact Manager (partially funded by the General Fund) and transferred an Analyst position to the Community Development Block Grant fund.



PARKS AND RECREATION

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.

Park Operations: Oversees the day-to-day operations, maintenance, and management of the department's parks, gardens, and special facilities, including regional and neighborhood parks, athletic fields, botanical gardens, over 90 miles of trails and greenways, and four cemeteries. The division provides logistical support along with personnel skilled in construction, demolition, repair and heavy equipment operations for the department's programs and facilities; and also supports citywide special events through provision of stages, show wagons, and other services. Serves as service critical personnel during emergencies and inclement weather.

Administrative Services: Oversees executive administrative services for the department in the following areas: budgeting, accounting, human resources, information technology, marketing and outreach, 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, service learning, oversight and 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, The Greensboro Farmers Curb Market, Bryan Park Golf operations, and the Greensboro Parks and Recreation Commission are additional responsibilities.

Community Recreation Services: Coordinates the day-to-day operations of a variety of recreation programs and facilities, which include: community recreation centers, athletic programming, leagues and tournaments, Greensboro Sportsplex, summer camps and playground programs, specialized recreation services, senior adult programs at Smith and Trotter Active Adult Center, adaptive and inclusive recreation programs for youth and adults, programming and operations of indoor/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), youth leadership and development 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. This section also coordinates the Community Food Task Force, which is a forum for connecting groups and organizations that address food insecurities in our area.



PARKS AND RECREATION

	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
Expenditures by Program				
Planning and Project Development	226,176	264,780	276,236	283,350
Park Operations	11,077,816	11,036,912	11,925,449	12,163,681
Administrative Services	2,221,770	2,667,612	2,966,059	3,018,003
Community Recreation Services	7,359,899	8,075,281	8,574,858	8,714,013
Total	20,885,661	22,044,585	23,742,602	24,179,047
Full-time Equivalents by Program				
Planning and Project Development	2.00	2.00	2.00	2.00
Park Operations	92.49	95.49	95.49	95.49
Administrative Services	14.50	15.00	15.00	15.00
Community Recreation Services	60.53	62.53	62.53	62.53
Total	169.52	175.02	175.02	175.02
Expenditures by Type				
Personnel Costs	12,329,073	14,247,783	15,461,919	15,825,450
Maintenance & Operations	8,542,188	7,741,412	8,280,683	8,353,597
Capital Outlay	14,400	55,390	-	-
Total	20,885,661	22,044,585	23,742,602	24,179,047
Revenues by Type				
User Charges	2,374,642	2,390,306	2,470,306	2,470,306
Other Revenues	64,874	126,460	126,460	126,460
Subtotal	2,439,516	2,516,766	2,596,766	2,596,766
General Fund Contribution	18,446,145	19,527,819	21,145,836	21,582,281
Total	20,885,661	22,044,585	23,742,602	24,179,047



PARKS AND RECREATION

Departmental Objectives

- Enhance our system by elevating basic amenities, amplifying our brand, and improving access to existing natural resources.
- Expand our system by investing in community hearts, transformative programs, and strategic partnerships.
- Connect our system through a broad spectrum of physical and organizational links.

Performance Measures

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Workload Measures				
• # of programs offered	443	500	500	500
• # of overall program participants	17,439	18,000	18,000	18,000
• # of media mentions documented by ZenCity	279	1,000	1,000	1,000
• # of trees planted	726	1,000	1,000	1,000
Efficiency Measures				
• Revenue received from all programs offered throughout the year	\$740,291	\$1,120,358	\$1,120,358	\$1,120,358
• Revenue received from facility and shelter rentals	\$445,046	\$189,178	\$200,000	\$200,000
• # of volunteer hours	19,325	34,000	34,000	34,000
• Value expended per acre of parkland	71	73	73	73
• Value of volunteer hours	551,536	864,960	864,960	864,960
• Economic impact of tournaments and events held at P&R facilities	\$23,552,797	\$15,040,744	\$16,000,000	\$16,000,000
Effectiveness Measures				
• % increase in social media followers	0.08	0.25	0.25	0.25
• % increase in Piedmont Discovery downloads	0.30	0.55	0.50	0.50
• % of residents with a 10 minute walk to parks and facilities	0.63	0.70	0.65	0.66

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$1,698,017, or 7.7%.

- The FY 23-24 budget includes an increase of approximately \$577,000 for increased maintenance costs at Gillespie Golf Course (\$41,400) and Country Park (\$33,000); additional support at LeBauer Park (\$142,000); increased mowing contract costs (\$250,000); and increased cost of supplies and materials (\$110,600).
- During FY 22-23, Peeler Community Park updates were completed, including a new playground, parking lot expansions, baseball field lighting, and a story-walk in partnership with McGirt-Horton Library.
- In February 2023, the final cornerstone of the Downtown Greenway was completed. It is titled 'Freedom' and is located at the intersection of Murrow Blvd and Gate City Blvd. The Downtown Greenway is projected to be completed in the winter of 2024.
- During FY 23-24, master plans for Green Tree, Hampton, and Old Peck Parks will be completed, swimming pool repairs at Peeler, Lindley, and Warnersville are scheduled, as well as net reconstruction at Gillespie Golf Course. The Hampton and Old Peck Park master plans were proposed, designed, and voted on by residents as part of the city's Participatory Budgeting program.
- During FY 23-24, the department anticipates beginning the design, construction plan, and permitting process for Windsor Chavis Nocho Community Complex.



NON-DEPARTMENTAL COMMUNITY SERVICES

Non-Departmental Community Services: Provides appropriations for non-departmental agencies and special fund entities for the purpose of community services related activities.

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Non-Departmental Community Services	1,950,278	2,040,776	2,062,561	2,062,561
Total	1,950,278	2,040,776	2,062,561	2,062,561

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Type				
Maintenance & Operations	1,950,278	2,040,776	2,062,561	2,062,561
Total	1,950,278	2,040,776	2,062,561	2,062,561

Revenues by Type				
User Charges	1	-	-	-
Subtotal	1	-	-	-
General Fund Contribution	1,950,277	2,040,776	2,062,561	2,062,561
Total	1,950,278	2,040,776	2,062,561	2,062,561

Budget Highlights:

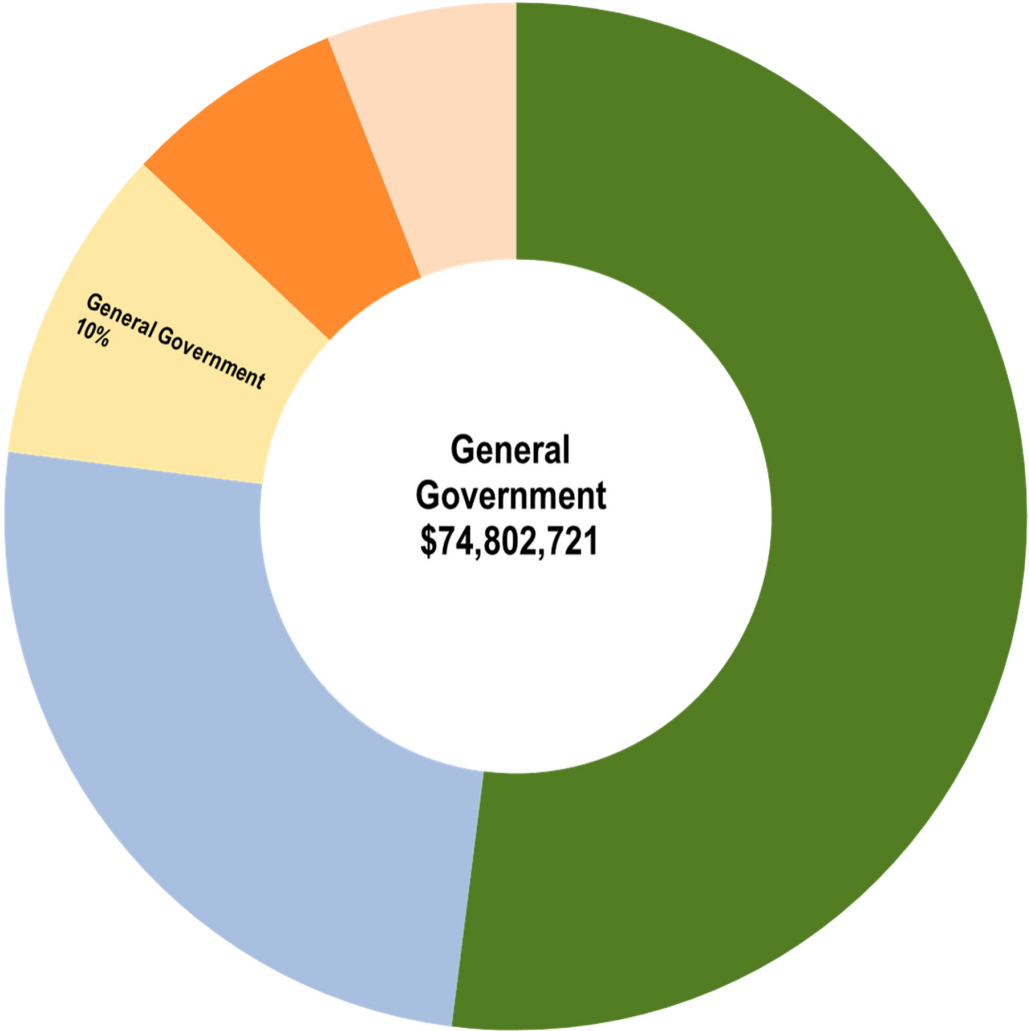
The FY 23-24 Recommended Budget is increasing by \$21,785, or 1.1%.

- The FY 23-24 budget includes an increased transfer from the General Fund to the Cemeteries Operating Fund of \$21,785 to support position and operations cost increases.



GENERAL GOVERNMENT

- Budget and Evaluation
- Communications and Marketing Department
- Equipment Services Fund
- Executive
- Financial & Administrative Services
- Graphic Services Fund
- Information Technology
- Legal
- Legislative
- Network Services Fund
- People & Culture
- Risk Retention
- Non-Departmental General Government



GENERAL GOVERNMENT SERVICE AREA SUMMARY

	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
Expenditures				
Budget & Evaluation	755,465	881,888	972,615	1,005,802
Communications and Marketing Department	2,152,067	2,347,034	2,411,958	2,480,362
Equipment Services Fund	19,099,925	23,320,521	26,054,479	24,591,792
Executive	9,742,675	12,079,181	15,948,470	15,989,261
Financial & Administrative Services	4,286,267	5,060,682	5,560,234	5,700,495
Graphic Services Fund	867,927	948,292	982,689	1,008,398
People & Culture	3,486,164	3,850,143	4,191,315	4,222,775
Information Technology	4,104,198	4,767,757	4,976,099	5,076,962
Legal	1,385,400	1,479,227	1,630,721	1,678,279
Legislative	1,112,591	1,446,645	1,063,628	1,078,562
Network Services Fund	9,098,840	18,980,078	19,534,380	19,621,352
Risk Retention Funds	58,145,319	66,409,852	65,426,719	65,459,673
Non-departmental General Government	6,194,708	6,979,319	9,098,531	8,900,893
Subtotal	120,431,546	148,550,619	157,851,838	156,814,606
Less Transfers and Internal Charges	75,949,192	80,830,695	83,049,117	84,310,036
Total General Government Expenditures	44,482,354	67,719,924	74,802,721	72,504,570
Revenues				
Communications and Marketing Department	19,448	48,200	48,200	48,200
Equipment Services Fund	28,370,715	23,320,521	26,054,479	24,591,792
Executive	1,291,895	1,824,160	1,781,160	1,781,160
Financial & Administrative Services	531,483	506,010	581,510	581,510
Graphic Services Fund	838,679	948,292	982,689	1,008,398
Information Technology	445,144	432,100	432,100	432,100
Network Services Fund	10,036,004	18,980,078	19,534,380	19,621,352
Risk Retention Funds	59,143,242	66,409,852	65,426,719	65,459,673
Non-departmental General Government	466,578	476,950	476,950	476,950
Subtotal	101,143,188	112,946,163	115,318,187	114,001,135
General Fund Contributions	30,464,987	35,604,456	42,533,651	42,813,471
Less Transfers and Internal Charges	75,949,192	80,830,695	83,049,117	84,310,036
Total General Government Revenues	55,658,983	67,719,924	74,802,721	72,504,570
Total FTE Positions	272.28	286.78	293.78	293.78



GENERAL GOVERNMENT SERVICE AREA SUMMARY

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$7,082,797, or 10.5%.

- During FY 22-23, the Budget & Evaluation department successfully completed its 4th cycle of the Participatory Budgeting program. This includes 22 winning projects, voted on by residents, totaling \$500,000. Funding for these projects is included in the FY 23-24 budget through a transfer to the General Capital Improvement Fund.
- The FY 23-24 budget includes the transfer of one (1) FTE Executive Office Administrator and one (1) FTE Executive Assistant from Legislative to the Executive Department for additional Council support, as well as the addition of one (1) FTE Executive Office Coordinator.
- The Office of Community Safety was created during FY 22-23, with the transfer of one (1) FTE Violence Prevention Coordinator from the City Manager division; the transfer of one (1) FTE Behavioral Health Crisis Team Lead and seven (7) FTE Behavioral Crisis Counselors from the Diversity, Equity, and Inclusion division; the addition of one (1) FTE LEADS Case Coordinator; and the addition of one (1) FTE Community Outreach Coordinator.
- Mid-year requests include the transfer of six (6) General Fund employees from various departments to the new Office of Sustainability. Four (4) FTEs are transferred from Field Operations, one (1) FTE from Engineering and Inspections, and one (1) from Planning. Additionally, over \$1.5 million in maintenance and operations is moved to support these positions.
- A reorganization of the Executive department included the transfer of the Diversity, Equity, and Inclusion division to the People & Culture department. Two (2) FTEs, roster funding, and related maintenance and operations funds were included in the transfer.
- The FY 23-24 Finance budget includes the addition of one (1) FTE for a Grants Manager.
- The FY 23-24 Information Technology budget includes the addition of one (1) FTE for an SQL Database Administrator to provide additional support for internal applications.



BUDGET & EVALUATION

Budget and Evaluation: Prepares the City's 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.

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Budget and Evaluation	755,465	881,888	972,615	1,005,802
Total	755,465	881,888	972,615	1,005,802
	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Full-time Equivalent by Program				
Budget and Evaluation	8.00	8.00	8.00	8.00
Total	8.00	8.00	8.00	8.00
	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Type				
Personnel Costs	713,970	828,163	913,171	946,358
Maintenance & Operations	41,495	53,725	59,444	59,444
Total	755,465	881,888	972,615	1,005,802
General Fund Contribution	755,465	881,888	972,615	1,005,802
Total	755,465	881,888	972,615	1,005,802



BUDGET & EVALUATION

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 City goals.
- Consistently improve the organization's ability to effectively and efficiently manage its resources.

Performance Measures

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Effectiveness Measures				
• Percent of CIP projects with identified funding	75%	75%	75%	75%
• Percentage of service enhancements funded that were high rated	67%	67%	67%	67%
• Ratio of Actual Revenues to Actual Expenditures (GF)	100%	100%	100%	100%

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$90,727, or 10.3%.

- During FY 22-23, the department successfully completed its 4th cycle of the Participatory Budgeting program. This includes 22 winning projects, voted on by residents, totaling \$500,000. Funding for these projects is included in the FY 23-24 budget through a transfer to the General Capital Improvement Fund.



COMMUNICATIONS AND MARKETING DEPARTMENT

Communications and Marketing: Provides fully integrated communications and marketing services. The central point of contact for public and media regarding City information. Develops strategic marketing campaigns, news releases, external newsletters, employee communications, and maintains the City's internal and external internet presence.

Greensboro Television Network: 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.

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.

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Communications and Marketing	818,664	911,673	957,860	983,230
Greensboro Television Network	409,129	472,059	461,014	474,353
Contact Center	924,274	963,302	993,084	1,022,779
Total	2,152,067	2,347,034	2,411,958	2,480,362

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Full-time Equivalents by Program				
Communications and Marketing	7.00	7.00	7.00	7.00
Greensboro Television Network	4.00	4.00	4.00	4.00
Contact Center	13.00	13.00	13.00	13.00
Total	24.00	24.00	24.00	24.00

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Type				
Personnel Costs	1,832,061	1,927,543	2,016,835	2,084,891
Maintenance & Operations	320,006	419,491	395,123	395,471
Total	2,152,067	2,347,034	2,411,958	2,480,362



COMMUNICATIONS AND MARKETING DEPARTMENT

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Revenues by Type				
Intergovernmental Revenue	19,439	48,000	48,000	48,000
Other Revenues	9	200	200	200
Subtotal	19,448	48,200	48,200	48,200
General Fund Contribution	2,132,619	2,298,834	2,363,758	2,432,162
Total	2,152,067	2,347,034	2,411,958	2,480,362

Departmental Objectives

- Provide strategic communications to promote City programs and services.
- Promote news to constituents through electronic and print mediums.
- Respond to concerns and requests for information from public and media.
- Ensure all communications and marketing efforts follow brand standards.

Performance Measures

	Actual 2021-22	Budget 2019-20	Recommended 2023-24	Projected 2024-25
Communications				
• Increase of social media subscribers				
Facebook	26,735	27,800	28,600	28,600
Twitter	49,459	50,400	51,000	51,000
• Media Relations: News Releases Produced	350	300	300	300
• Magazine and Newspaper Ads Produced	51	49	60	60
• Electronic and Print Newsletter Produced	42	42	70	100
• City Website: News Releases Posted	300	300	325	325
• Contact Monkey	55%	55%	N/A	N/A
Greensboro Television Network				
• Original programming (on-air)	194	225	225	245
• Alexa Streaming	49	50	50	50
• Podcasts	47	50	50	50
• YouTube Subscribers	3,500	4,000	3,700	4,000
• Streaming/Roku	1,000	1,250	1,100	1,250
• LiveU Events	20	45	45	45
Contact Center				
• Average Daily Calls	1,100	1,100	1,000	1,100
• Customer Interactions - Phone, Chat, Email, In Person, etc.	176,222	228,000	228,000	228,000
• Abandonment	5%	6%	6%	6%
• Average Speed of Answer (In Seconds)	61	70	70	70

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$64,924, or 2.8%.



EQUIPMENT SERVICES FUND

Equipment Services Administration: Responsible for Equipment Services operations; coordinates all fuel and repair billing and maintains all repair and performance histories on City-owned vehicles and equipment.

Equipment Services 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.

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.

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Equipment Services Administration	1,128,734	1,191,386	1,290,577	1,313,806
Equipment Services Mechanical	3,267,162	3,780,458	4,106,225	4,165,309
Capital Replacement	14,704,029	18,348,677	20,657,677	19,112,677
Total	19,099,925	23,320,521	26,054,479	24,591,792

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Full-time Equivalents by Program				
Equipment Services Administration	7.50	7.50	7.50	7.50
Equipment Services Mechanical	43.00	45.00	45.00	45.00
Total	50.50	52.50	52.50	52.50



EQUIPMENT SERVICES FUND

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Type				
Personnel Costs	3,655,092	4,128,187	4,500,403	4,614,983
Maintenance & Operations	4,474,610	4,547,734	5,082,076	5,136,809
Capital Outlay	10,970,223	14,644,600	16,472,000	14,840,000
Total	19,099,925	23,320,521	26,054,479	24,591,792
Revenues by Type				
User Charges	112,696	80,000	90,000	90,000
Other Revenues	23,774,668	22,618,936	22,302,500	23,354,500
Interfund Transfers	23,145	-	-	-
Appropriated Fund Balance	4,460,206	621,585	3,661,979	1,147,292
Total	28,370,715	23,320,521	26,054,479	24,591,792

Departmental Objectives

- 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.
- Analyze and consider alternative fuel options for fleet acquisitions and infrastructure, to include the purchase of electric vehicles when practical.

Performance Measures

	Actual 2021-22	Budget 2019-20	Recommended 2023-24	Projected 2024-25
Effectiveness Measures				
• Percentage of Fleet replaced at estimated economic life cycle	80%	80%	80%	80%
• Percentage of Fleet availability	95%	95%	95%	95%
• Number of work orders completed within 24 hours	90%	90%	90%	90%
• Percentage of Non-Administrative Police fleet available	95%	95%	95%	95%
• Percentage of shop Technicians with one or more ASE certifications	40%	40%	40%	40%

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$2,733,958, or 11.7%.

- The FY23-24 Equipment Services budget allocates \$16.5 million for new and scheduled replacement of equipment, including \$1,045,328 for new vehicles related to the Development Services service enhancement, \$504,000 for a truck and backhoe related to the Sewer Construction Crew service enhancement, and \$60,000 for a new code compliance vehicle.



EXECUTIVE

City Manager: 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.

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.

Economic Development 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.

Internal Audit: Provides the organization with a comprehensive program of performance, compliance and financial reviews. Also provides City management with an objective and independent appraisal of programs and operations with recommendations for improvements.

MWBE Program: The M/WBE Division is responsible for providing implementation, oversight, and accountability of the City's Minority and Women Business Enterprise Program Plan. The office supports the plan's implementation through internal and external education; contract compliance and advocacy; business development training programs; and reporting of the City's progress toward achieving M/WBE goals.

Office of Arts & Cultural Affairs: The Office of Arts and Cultural Affairs leads implementation of the Creative Greensboro Cultural Arts Master Plan by providing support for, ensuring access to, and driving awareness of Greensboro's creative community through a variety of programs, services and partnerships. The office serves as a direct provider of cultural programming, a grant-maker to the local nonprofit arts and culture community and a cultural marketer. Additionally, the office directs stewardship of the Greensboro Cultural Center and also manages the permitting of special events for the City.

Office of Community Safety: The Office of Community Safety provides oversight for the Community Safety Manager and the Greensboro Criminal Justice Advisory Commission (GCJAC), which is tasked with a wide range of objectives across the justice continuum. The office also hosts the Behavioral Health Response Team (BHRT) that works to respond to emergency mental health situations in order to help deescalate the immediate crisis and connect individuals to resources for ongoing help and support. The BHRT aims to keep people from ending up in the legal system and to instead get treatment and services that might be more appropriate. Lastly, the Office of Community Safety oversees the Violence Prevention Program.

Office of Sustainability: Responsible for researching and recommending improvements concerning greenhouse gas emissions and energy use. This office also seeks to analyze the latest trends and what the City is doing to provide services that reflect the city's leadership in energy and environmental awareness.



EXECUTIVE

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
City Manager	1,737,028	1,869,802	2,876,832	2,955,991
Community Relations	331,202	316,442	345,866	357,154
Economic Development and Business Support	3,854,949	4,173,888	5,974,441	5,799,557
Internal Audit	463,174	484,330	532,229	548,167
MWBE Program	528,268	876,166	969,243	998,256
Office of Arts & Cultural Affairs	1,080,484	1,895,469	2,029,326	2,062,118
Office of Community Safety	627,518	916,940	1,175,369	1,211,600
Office of Sustainability	1,451,254	1,862,586	2,391,030	2,413,572
Total	9,742,675	12,079,181	15,948,470	15,989,261
	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Full-time Equivalents by Program				
City Manager	7.48	10.48	12.48	12.48
Community Relations	3.00	3.00	3.00	3.00
Internal Audit	4.00	4.00	4.00	4.00
MWBE Program	5.50	8.25	8.25	8.25
Office of Arts & Cultural Affairs	7.63	8.63	8.63	8.63
Office of Community Safety	7.00	7.00	11.00	11.00
Office of Sustainability	4.00	5.00	7.00	7.00
Total	40.61	49.36	57.36	57.36
	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Type				
Personnel Costs	4,380,559	5,472,728	7,173,254	7,406,660
Maintenance & Operations	5,362,116	6,606,453	8,775,216	8,582,601
Total	9,742,675	12,079,181	15,948,470	15,989,261
Revenues by Type				
Intergovernmental Revenue	307,685	335,000	335,000	335,000
User Charges	791,132	1,291,660	1,248,660	1,248,660
Other Revenues	193,078	197,500	197,500	197,500
Subtotal	1,291,895	1,824,160	1,781,160	1,781,160
General Fund Contribution	8,450,780	10,255,021	14,167,310	14,208,101
Total	9,742,675	12,079,181	15,948,470	15,989,261



EXECUTIVE

Departmental Objectives

- Provide timely, detailed, and accurate responses to assist City departments with the promotion of their mission.
- Promote and participate in diversity and inclusion programs and initiatives.
- Develop and maintain a diverse and well-trained workforce.
- Develop a process to hold employees accountable and recognize exceptional performance.
- Maintain and improve the City's financial condition.
- Collaborate with Guilford County to strengthen our economic development base, prepare for natural disasters, and coordinate emergency response.
- Lead implementation of the Creative Greensboro Cultural Arts Master Plan, including Special Event permitting.
- Ensure ADA compliance for, and equal access to, city facilities, programs, services, and information.
- Maintain interactive community engagement with effective outreach efforts.
- Ensure communication of any new processes to employees using all forms of communication.

Performance Measures

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Internal Audit				
• Percent of Internal Audit audit/review findings resolved	95%	95%	95%	95%
• Percent of Non-departmental Grants reviewed for compliance	100%	100%	100%	100%
• Percent of public record requests organization-wide responded to within 2 business days	100%	100%	100%	100%
Minority & Women Business Enterprises				
• Number of M/WBE-related business networking and public education outreach sessions hosted	40	40	40	40
• Percent increase for MWBE utilization within each contracting program	10%	10%	10%	10%
• Percent of contracts audited for M/WBE compliance	75%	75%	75%	75%
• Percent of firms screened for M/WBE Program eligibility*	90%	90%	90%	90%
*Based on City of Greensboro eligibility standards for City M/WBE Directory (27 counties)				
Arts & Cultural Affairs, Creative Greensboro				
• Number of community partners supported, funded, or engaged by Creative Greensboro	85	175	200	200
• Number of participant/audience experiences at events presented by Greensboro Cultural Center Partners and tenants*	N/A	4,300	445,000	445,000
• Number of participant/audience experiences at events presented by Creative Greensboro*	30,000	30,000	30,000	30,000
• Number of subscribers to Creative Greensboro cultural marketing platforms	13,000	14,000	20,000	15,000
• Number of permits issued for community hosted special events	175	175	175	175
• Total attendance at community hosted special events permitted by Creative Greensboro	700,000	700,000	700,000	700,000
*Includes live and virtual event attendance.				
Office of Community Safety				
• Percent of full crisis assessments based on calls/referrals sent to the BHRT completed monthly by Crisis Counselors.	50%	50%	50%	50%
• Number of meetings/community events attended by BHRT members annually.	60	60	60	60
• Percent of BHRT clients seen each month will be clients followed on an ongoing basis who are unwilling to connect with other resources.	10%	10%	10%	10%



EXECUTIVE

Community Relations

• Respond to constituent inquiries/concerns within 24 hours, when applicable	100%	100%	100%	100%
• Acknowledge ADA grievances within the required 15 days and 30 days for resolution	100%	100%	100%	100%
• Enrollment of City Academy participants (as % of program capacity)	95%	95%	100%	100%
• Attendance at 3 public meetings per month within the City of Greensboro	100%	100%	100%	100%

Economic Development

• Dollar value ratio projected investment to be initiated as a result of economic development incentives awarded	1:20	1:30	1:30	1:30
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Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$3,869,289, or 32.0%.

- The FY 23-24 budget includes the addition of one (1) FTE for an Intergovernmental Relations Manager in the City Manager's Office.
- The FY 23-24 budget includes the transfer of one (1) FTE Executive Office Administrator and one (1) FTE Executive Assistant from Legislative to the Executive Department for additional Council support, as well as the addition of one (1) FTE Executive Office Coordinator.
- The Office of Community Safety was created during FY 22-23, with the transfer of one (1) FTE Violence Prevention Coordinator from the City Manager division; the transfer of one (1) FTE Behavioral Health Crisis Team Lead and seven (7) FTE Behavioral Crisis Counselors from the Diversity, Equity, and Inclusion division; the addition of one (1) FTE LEADS Case Coordinator; and the addition of one (1) FTE Community Outreach Coordinator.
- Mid-year requests include the transfer of six (6) General Fund employees from various departments to the new Office of Sustainability. Four (4) FTEs are transferred from Field Operations, one (1) FTE from Engineering and Inspections, and one (1) from Planning. Additionally, over \$1.5 million in maintenance and operations is moved to support these positions.
- A reorganization of the Executive department included the transfer of the Diversity, Equity, and Inclusion division to the People & Culture department. Two (2) FTEs, roster funding, and related maintenance and operations funds were included in the transfer.
- The FY 23-24 budget includes an increase of \$70,000 for consultant services in the City Manager division for a senior leadership retreat, City Council retreat, strategic work sessions, and a community survey.
- Increase for Gateway Corridors of \$100,000 for a public relations consultant and community engagement activities.
- The FY 23-24 budget includes funding for first incentive payments to Publix Supermarkets Inc, The Procter & Gamble Manufacturing Company, and Syngenta Corp. Protection, LLC. At completion of their expansion projects in the City of Greensboro, the companies will have cumulatively invested at least \$578,000,000, retained 900 existing jobs, and created at least 1,046 new jobs.



FINANCIAL & ADMINISTRATIVE SERVICES

Financial & Admin Services Administration: 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.

Accounting: Maintains an accounting system in accordance with generally accepted accounting principles; provides payroll and related services along with capital asset and contract management.

Financial Reporting: Prepares reports on the financial condition of the City, including the Comprehensive Annual Financial Report and reports for State and Federal agencies; Provides grant management assistance, monitoring of the City's debt portfolio and coordinates the risk management program. Coordinates the audit function.

Procurement Services Division: 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 M/WBE Program compliance. Manages the procurement card program.

Collections: 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.

Treasury: 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.

	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
Expenditures by Program				
Financial & Admin Services Administration	723,845	868,684	965,583	982,819
Accounting	708,937	804,201	819,402	840,416
Financial Reporting	340,929	436,191	555,982	573,645
Procurement Services Division	796,219	1,036,010	1,230,735	1,269,198
Collections	1,178,273	1,339,323	1,393,305	1,420,381
Treasury	538,064	576,273	595,227	614,036
Total	4,286,267	5,060,682	5,560,234	5,700,495



FINANCIAL & ADMINISTRATIVE SERVICES

	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
Full-time Equivalents by Program				
Financial & Admin Services Administration	4.67	4.67	4.67	4.67
Accounting	8.00	8.00	8.00	8.00
Financial Reporting	3.20	4.20	5.20	5.20
Procurement Services Division	9.00	11.00	11.00	11.00
Collections	12.00	12.00	12.00	12.00
Treasury	7.05	7.05	7.05	7.05
Total	43.92	46.92	47.92	47.92
Expenditures by Type				
Personnel Costs	3,620,546	4,254,206	4,754,805	4,895,066
Maintenance & Operations	665,721	806,476	805,429	805,429
Total	4,286,267	5,060,682	5,560,234	5,700,495
Revenues by Type				
User Charges	28,042	23,400	23,400	23,400
Other Revenues	503,441	482,610	558,110	558,110
Subtotal	531,483	506,010	581,510	581,510
General Fund Contribution	3,754,784	4,554,672	4,978,724	5,118,985
Total	4,286,267	5,060,682	5,560,234	5,700,495



FINANCIAL & ADMINISTRATIVE SERVICES

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 position 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

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Effectiveness Measures				
• Tax-supported debt per capita	<\$1,000	<\$1,100	<\$1,100	<\$1,100
• Percent of minimum General Fund unassigned Fund Balance	9%	9%	9%	9%
• City general obligation bond rating	AAA/AAA/AAA	AAA/AAA/AAA	AAA/AAA/AAA	AAA/AAA/AAA
• Revenue bond rating	AAA/AA1/AAA	AAA/AA1/AAA	AAA/AA1/AAA	AAA/AA1/AAA
• Limited Obligation bond rating	AA+/AA1/AA+	AA+/AA1/AA+	AA+/AA1/AA+	AA+/AA1/AA+
• Percent parking tickets collected	76%	75%	75%	75%
• Percent miscellaneous billing collected	99%	99%	99%	99%
• Percent assessments collected	83%	80%	80%	80%
• Percent Stormwater/Solid Waste (Cycle 8) Collected	81%	75%	80%	80%
• GFOA financial reporting standard met	Yes	Yes	Yes	Yes

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$499,552, or 9.9%.

- The FY 23-24 budget includes the addition of one (1) FTE for a Grants Manager.



GRAPHIC SERVICES FUND

Printing/Mailroom: Graphic Services is comprised of the print shop and mail center. This division provides creative production services to City of Greensboro, Guilford County and City of High Point. Staff provides creative services, such as graphic design, copying, printing and finishing of letterhead, brochures, business cards, forms, etc. Staff also provides daily mail services for the City of Greensboro, including inbound and outbound USPS mail, as well as interoffice mail and package handling.

	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
Expenditures by Program				
Printing/Mailroom	867,927	948,292	982,689	1,008,398
Total	867,927	948,292	982,689	1,008,398
	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
Full-time Equivalents by Program				
Printing/Mailroom	8.00	7.75	7.75	7.75
Total	8.00	7.75	7.75	7.75
	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
Expenditures by Type				
Personnel Costs	508,971	535,532	573,090	591,743
Maintenance & Operations	358,956	412,760	409,599	416,655
Total	867,927	948,292	982,689	1,008,398
Revenues by Type				
User Charges	198,406	235,000	230,000	230,000
Other Revenues	635,504	713,292	752,689	778,398
Interfund Transfers	3,768	-	-	-
Appropriated Fund Balance	1,001	-	-	-
Total	838,679	948,292	982,689	1,008,398



GRAPHIC SERVICES FUND

Departmental Objectives

- 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.

Performance Measures

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Workload Measures				
• Number of printed images	3,781,026	3,900,000	4,300,000	4,000,000
Efficiency Measures				
• Percent of waste and reprints	1%	1%	1%	1%
• Percent of deadlines met	99%	99%	99%	99%
Effectiveness Measures				
• Percent of customer satisfaction	99%	99%	99%	99%

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$34,397, or 3.6%.

- The FY 23-24 budget includes funding for the Graphic Services division to sustainably produce 4 million printed images, while maintaining a waste-rate of less than 1 percent.



PEOPLE & CULTURE

Administration: 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.

Diversity Equity and Inclusion: Diversity, Equity and Inclusion leads the City of Greensboro's effort to create and nurture an environment that is welcoming, inclusive, respectful, and free from discrimination for all residents and employees.

Organizational & Employee Development & 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.

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.

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Administration	637,640	774,354	891,295	822,111
Diversity Equity and Inclusion	344,487	348,315	366,693	380,193
Organizational & Employee Development & Compliance	1,075,962	1,156,330	1,210,886	1,248,213
Workforce Strategies and Analytics	1,428,075	1,571,144	1,722,441	1,772,258
Total	3,486,164	3,850,143	4,191,315	4,222,775



PEOPLE & CULTURE

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Full-time Equivalents by Program				
Administration	2.80	2.80	2.80	2.80
Diversity Equity and Inclusion	2.00	2.00	2.00	2.00
Organizational & Employee Development & Compliance	10.00	10.00	10.00	10.00
Workforce Strategies and Analytics	14.00	14.00	14.00	14.00
Total	28.80	28.80	28.80	28.80
Expenditures by Type				
Personnel Costs	3,041,274	3,206,860	3,478,764	3,585,096
Maintenance & Operations	444,890	643,283	712,551	637,679
Total	3,486,164	3,850,143	4,191,315	4,222,775
General Fund Contribution	3,486,164	3,850,143	4,191,315	4,222,775
Total	3,486,164	3,850,143	4,191,315	4,222,775

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.
- Promote and participate in diversity and inclusion programs and initiatives.

Performance Measures

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
• Vacancy rates in public safety departments	9%	10%	10%	10%
• Percentage of referrals that include qualified racial minorities, women, and veterans	75%	75%	75%	75%
• Employees' average compa-ratio by gender (compa-ratio measures an employee's salary to the market midpoint for that employee's position)	10%	10%	10%	10%
• Employees' average compa-ratio by race (compa-ratio measures an employee's salary to the market midpoint for that employee's position)	10%	10%	10%	10%
• Percentage of public records requests fulfilled within two business days	80%	80%	95%	95%
• Number of internal equity and inclusion programs hosted	20	20	20	20
• Number of city programs and policies reviewed through the GARE tool	20	20	20	20



PEOPLE & CULTURE

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$341,172, or 8.9%

- The Human Resources department has been rebranded as the People & Culture department.
- A reorganization of the People & Culture department included the transfer of the Diversity, Equity, and Inclusion division from the Executive department. Two (2) FTEs, roster funding, and related maintenance and operations funds were included in the transfer.
- The FY 23-24 budget includes funding for a study on pay equity across the organization.



INFORMATION TECHNOLOGY

IT 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.

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.

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, 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.

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.

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
IT Administration	559,750	817,126	662,716	680,507
GIS	786,464	837,090	1,005,031	1,035,732
Application Services	550,186	748,608	837,375	864,492
Enterprise Business Services	2,207,798	2,364,933	2,470,977	2,496,231
Total	4,104,198	4,767,757	4,976,099	5,076,962



INFORMATION TECHNOLOGY

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Full-time Equivalents by Program				
IT Administration	4.35	4.35	4.35	4.35
GIS	6.00	6.00	7.00	7.00
Application Services	6.00	6.00	6.00	6.00
Enterprise Business Services	7.00	7.00	7.00	7.00
Total	23.35	23.35	24.35	24.35
Expenditures by Type				
Personnel Costs	2,356,449	2,693,917	3,036,552	3,137,002
Maintenance & Operations	1,747,749	2,073,840	1,939,547	1,939,960
Total	4,104,198	4,767,757	4,976,099	5,076,962
Revenues by Type				
User Charges	445,144	432,100	432,100	432,100
Subtotal	445,144	432,100	432,100	432,100
General Fund Contribution	3,659,054	4,335,657	4,543,999	4,644,862
Total	4,104,198	4,767,757	4,976,099	5,076,962

Departmental Objectives

- Maintain a robust network and enterprise systems to provide future growth.
- Increase application development throughput by migrating all development to a Service Oriented Architecture.
- Increase transparency through our open data program.
- Engage in Smart City initiatives to enrich community services.
- Deliver excellent customer service.
- Increase IT capacity to meet business objectives in timely manner.
- Be a business partner and innovator.
- Establish strong IT Governance.
- Cloud First Infrastructure-as-a-Service & Software-as-a-Service.

Performance Measures

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
• IT Satisfaction Overall	82%	82%	82%	82%
• IT Project Capacity Satisfaction	60%	60%	60%	60%
• IT Work Request Capacity Satisfaction	80%	80%	80%	80%
• IT Value	75%	75%	75%	75%
• Cyber Security Friction to Value Rating	100%	100%	100%	100%



INFORMATION TECHNOLOGY

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$208,342, or 4.4%.

- The FY 23-24 budget includes the addition of one (1) FTE for an SQL Database Administrator to provide additional support for internal applications.



LEGAL

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.

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Legal Services	1,385,400	1,479,227	1,630,721	1,678,279
Total	1,385,400	1,479,227	1,630,721	1,678,279

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Full-time Equivalents by Program				
Legal Services	8.00	8.00	8.00	8.00
Total	8.00	8.00	8.00	8.00

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Type				
Personnel Costs	1,122,318	1,208,403	1,385,491	1,433,049
Maintenance & Operations	263,082	270,824	245,230	245,230
Total	1,385,400	1,479,227	1,630,721	1,678,279

General Fund Contribution	1,385,400	1,479,227	1,630,721	1,678,279
Total	1,385,400	1,479,227	1,630,721	1,678,279



LEGAL

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.
- Promote and support a safe and healthy workforce.
- Prepare budget for the Legal Department and share with employees.

Performance Measures

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Efficiency Measures				
• Percent of resolutions and ED contracts drafted or approved within two work weeks of request	95%	95%	95%	95%
• Average time it takes to complete ED contract review	5 days	5 days	5 days	5 days
• Turnaround time to prepare paperwork for property nuisance and fire code violation litigation	30 days	30 days	30 days	30 days
• Percent of requests for legal advice responded to in no more than five days	95%	95%	95%	95%
• Percent of PIRT requests responded to in two days or less	90%	90%	90%	90%
Effectiveness Measures				
• Percent of City condemnation actions successfully settled or resolved	95%	95%	95%	95%

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$151,494, or 10.2%.

- During FY 22-23, the department reorganized to align operations for improved efficiency to meet increased service demands. Several positions were reclassified due to added responsibilities, however no new FTEs were added to the department.



LEGISLATIVE

Governing Body: Composed of the Mayor and eight City Council members; exercises all corporate and legislative powers of the City; levies taxes and fees and appropriates funds for services.

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.

Elections: Provides funding for council elections and anticipated special elections.

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Governing Body	490,065	492,062	508,984	508,984
City Clerk	622,526	654,583	554,644	569,578
Elections	-	300,000	-	-
Total	1,112,591	1,446,645	1,063,628	1,078,562
	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Full-time Equivalents by Program				
City Clerk	6.00	6.00	4.00	4.00
Total	6.00	6.00	4.00	4.00
	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Type				
Personnel Costs	800,987	884,645	787,813	802,747
Maintenance & Operations	303,667	562,000	275,815	275,815
Capital Outlay	7,937	-	-	-
Total	1,112,591	1,446,645	1,063,628	1,078,562
General Fund Contribution	1,112,591	1,446,645	1,063,628	1,078,562
Total	1,112,591	1,446,645	1,063,628	1,078,562



LEGISLATIVE

Departmental Objectives

- Reduce time, money, equipment, and delivery costs when finalizing agenda packets.
- Maintain and index a record of Mgr Rec ordinances, resolutions, and Council actions for public.
- Timely response to external and internal inquiries.
- 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

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Clerk - Efficiency Measures				
• Percentage of Council meeting summaries distributed within 48 hours of meeting	95%	100%	100%	100%
• Agenda packets posted to website three days prior to meeting	95%	95%	95%	95%
• Contracts reviewed, attested, and filed within 48 hours of receipt	95%	100%	100%	100%
• Adopted resolutions/ordinances posted to City website within 48 hours of meeting	100%	100%	100%	100%

Budget Highlights:

The FY 23-24 Recommended Budget is decreasing by \$383,017, or 26.5%.

- The FY 23-24 budget includes the transfer of one (1) FTE Executive Office Administrator and one (1) FTE Executive Assistant to the Executive department.
- The FY 22-23 budget included \$300,000 for elections related expenses not included in FY 23-24.



NETWORK SERVICES FUND

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.

IT 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.

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.

Telecom: 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.

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Network Services	7,285,362	16,710,748	16,872,762	16,936,674
IT Security	786,181	971,661	1,324,266	1,331,975
Web Development	170,462	190,105	199,958	203,542
Telecom	856,835	1,107,564	1,137,394	1,149,161
Total	9,098,840	18,980,078	19,534,380	19,621,352

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Full-time Equivalents by Program				
Network Services	15.65	15.65	15.65	15.65
IT Security	2.00	2.00	2.00	2.00
Web Development	1.00	1.00	1.00	1.00
Telecom	3.00	3.00	3.00	3.00
Total	21.65	21.65	21.65	21.65



NETWORK SERVICES FUND

	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
Expenditures by Type				
Personnel Costs	2,237,768	2,438,310	2,621,602	2,707,345
Maintenance & Operations	6,861,072	11,891,768	12,262,778	12,264,007
Capital Outlay	-	4,650,000	4,650,000	4,650,000
Total	9,098,840	18,980,078	19,534,380	19,621,352
Revenues by Type				
Other Revenues	8,772,244	17,381,841	17,381,841	17,381,841
Interfund Transfers	6,459	-	-	-
Appropriated Fund Balance	1,257,301	1,598,237	2,152,539	2,239,511
Total	10,036,004	18,980,078	19,534,380	19,621,352

Departmental Objectives

- Maintain a robust network and enterprise systems to provide future growth.
- Increase application development throughput by migrating all development to a Service Oriented Architecture.
- Increase transparency through our open data program.
- Engage in Smart City initiatives to enrich community services.
- Deliver excellent customer service.
- Increase IT capacity to meet business objectives in timely manner.
- Be a business partner and innovator.
- Establish strong IT Governance.
- Cloud First Infrastructure-as-a-Service & Software-as-a-Service.

Performance Measures

	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
Workload Measures				
• Percent of Service Desk Tickets Closed within 3 days	90%	90%	90%	90%
• Percent of First Time Resolutions	90%	90%	90%	90%
• Monthly Service Calls	400	450	450	450
• Percent of Calls Entered From Portal	35%	27%	27%	27%
• Abandon Call Rate	5%	7%	7%	7%
• Percent of Leased Equipment Deployed within 30 Days	95%	80%	80%	80%
• Percent of Leased Equipment Received within 24 Hours of Delivery	100%	100%	100%	100%
• Network Items Expired > 90 days, No Replacement or Return Request	20	20	20	20



NETWORK SERVICES FUND

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$554,302, or 2.9%.

- The FY 23-24 budget includes a recalculation of the Information Technology Fee Model, impacting most customer departments and totaling approximately \$700,000.
- During FY 22-23, the Information Technology department led the organization through several technology changes, including the rollout of Infor Cloudsuite ERP software, the continued transition to Office 365, and two-factor authentication.



RISK RETENTION FUNDS

Employee Health Insurance: 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.

General Insurance Fund: 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.

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Employee Health Insurance	54,491,998	58,506,855	60,697,749	60,727,051
General Insurance Fund	3,653,321	7,902,997	4,728,970	4,732,622
Total	58,145,319	66,409,852	65,426,719	65,459,673
	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Full-time Equivalents by Program				
Employee Health Insurance	7.20	7.20	7.20	7.20
General Insurance Fund	0.20	0.20	0.20	0.20
Total	7.40	7.40	7.40	7.40
	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Type				
Personnel Costs	858,365	912,920	977,603	1,007,794
Maintenance & Operations	57,079,499	65,496,932	64,449,116	64,451,879
Capital Outlay	207,455	-	-	-
Total	58,145,319	66,409,852	65,426,719	65,459,673
Revenues by Type				
User Charges	2,858,116	2,848,763	3,617,466	3,617,466
Other Revenues	49,982,008	53,781,331	54,980,494	55,163,704
Interfund Transfers	2,691	-	-	-
Appropriated Fund Balance	6,300,427	9,779,758	6,828,759	6,678,503
Total	59,143,242	66,409,852	65,426,719	65,459,673

Budget Highlights:

The FY 23-24 Recommended Budget is decreasing by \$983,133, or 1.5%.

- The General Insurance Fund decreases approximately \$3.2 million due to reduced claims expectations.



NON-DEPARTMENTAL GENERAL GOVERNMENT

Non-Departmental General Government: Provides appropriations for non-departmental agencies and special fund entities for the purpose of general government related activities.

Non-Departmental Interfund Transfers: For Non-departmental Interfund Tranfers

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Non-Departmental General Government	6,194,708	6,616,958	9,098,531	8,900,893
Total	6,194,708	6,616,958	9,098,531	8,900,893

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Type				
Personnel Costs	399,075	1,878,000	2,598,600	2,598,600
Maintenance & Operations	5,795,633	5,101,319	6,499,931	6,302,293
Total	6,194,708	6,979,319	9,098,531	8,900,893

Revenues by Type				
Intergovernmental Revenue	278,951	368,875	368,875	368,875
User Charges	108,188	50,000	50,000	50,000
Other Revenues	79,439	58,075	58,075	58,075
Subtotal	466,578	476,950	476,950	476,950

General Fund Contribution	5,728,130	6,502,369	8,621,581	8,423,943
Total	6,194,708	6,979,319	9,098,531	8,900,893

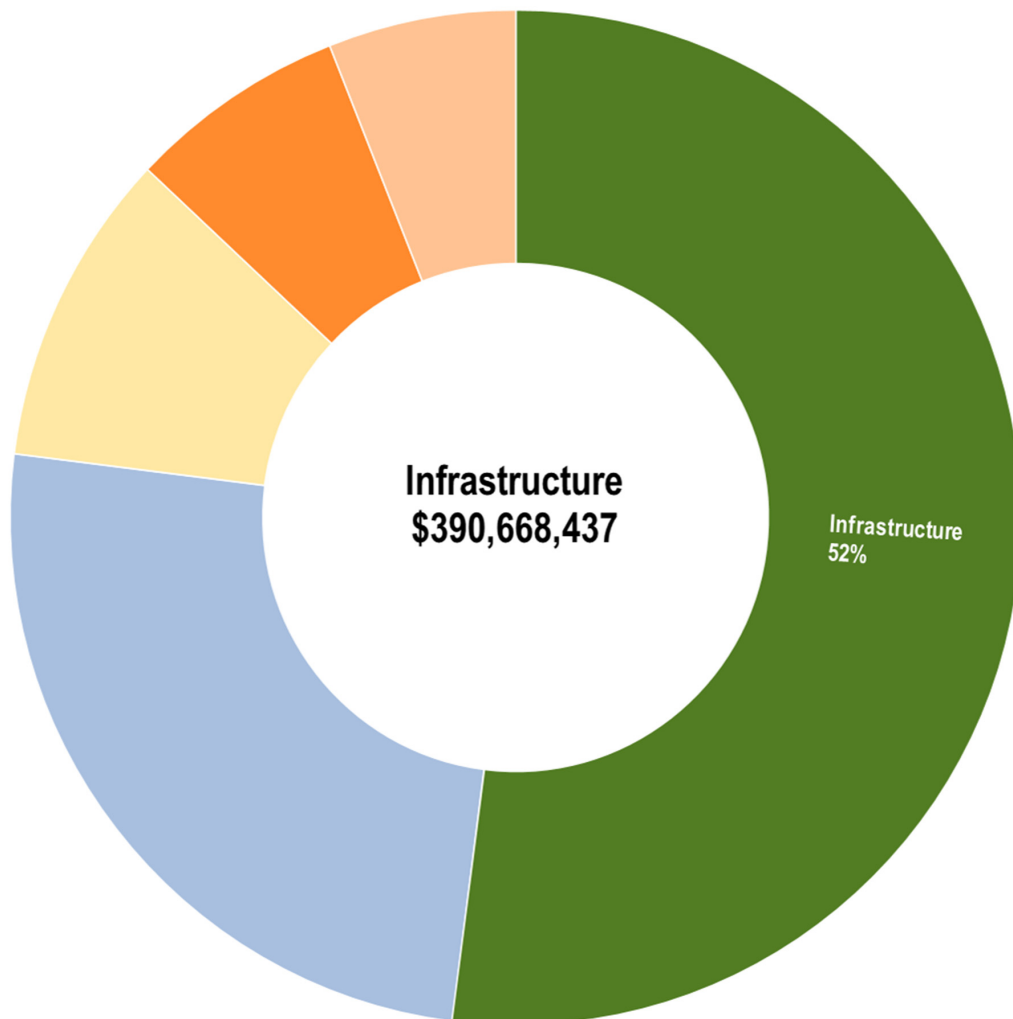
Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$2,119,212, or 30.4%.



INFRASTRUCTURE

- Engineering & Inspections
- Field Operations
- Greensboro Transit Agency
- Parking Fund
- Planning
- Solid Waste Management Fund
- Special Tax Districts Fund
- State Highway (Powell Bill) Fund
- Stormwater Management Fund
- Transportation
- War Memorial Coliseum Complex Fund
- Water Resources Fund
- Non-Departmental Infrastructure



INFRASTRUCTURE SERVICE AREA SUMMARY

	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
Expenditures				
Engineering & Inspections	20,555,862	24,144,357	25,547,617	26,111,299
Field Operations	39,784,441	41,477,421	44,140,024	45,076,269
Transit System (GTA) Fund	14,068,690	28,119,964	31,429,111	31,255,741
Parking Facilities Operating Fund	4,151,128	7,247,507	7,508,273	7,650,273
Planning	2,705,807	3,248,368	3,803,861	3,885,753
Solid Waste Disposal	17,096,536	17,296,333	19,497,649	19,059,165
Special Tax Districts Fund	1,219,988	1,491,125	1,456,125	1,456,125
State Highway Allocation Fund	7,070,000	9,639,000	8,398,000	8,398,000
Stormwater Management Fund	9,075,163	11,005,078	13,468,118	13,580,216
Transportation	10,251,114	11,279,877	12,075,006	12,317,056
War Memorial Coliseum	72,300,624	67,560,040	72,842,278	73,130,413
Water Resources Enterprise Fund	124,897,311	148,588,456	165,746,365	173,217,601
Non-departmental Infrastructure	5,436,998	8,799,310	8,899,310	8,899,310
Subtotal	328,613,662	379,896,836	414,811,737	424,037,221
Less Transfers and Internal Charges	24,203,578	23,754,300	24,143,300	24,143,300
Total Infrastructure Expenditures	304,410,084	356,142,536	390,668,437	399,893,921
Revenues				
Engineering & Inspections	6,217,615	6,364,901	6,373,140	6,447,703
Field Operations	14,992,753	15,986,970	16,121,970	16,121,970
Transit System (GTA) Fund	23,025,522	28,119,964	31,429,111	31,255,741
Parking Facilities Operating Fund	4,858,481	7,247,507	7,508,273	7,650,273
Planning	573,170	706,590	776,270	830,144
Solid Waste Disposal	21,154,443	17,296,333	19,497,649	19,059,165
Special Tax Districts Fund	1,508,451	1,491,125	1,456,125	1,456,125
State Highway Allocation Fund	8,117,167	9,639,000	8,398,000	8,398,000
Stormwater Management Fund	11,042,575	11,005,078	13,468,118	13,580,216
Transportation	2,241,184	2,291,800	2,328,800	2,328,800
War Memorial Coliseum	73,659,140	67,560,040	72,842,278	73,130,413
Water Resources Enterprise Fund	147,687,001	148,588,456	165,746,365	173,217,601
Subtotal	315,077,502	316,297,764	345,946,099	353,476,151
General Fund Contributions	54,709,500	63,599,072	68,865,638	70,561,070
Less Transfers and Internal Charges	24,203,578	23,754,300	24,143,300	24,143,300
Total Infrastructure Revenues	345,583,424	356,142,536	390,668,437	399,893,921
Total FTE Positions	1,116.25	1,144.17	1,168.67	1,168.67



INFRASTRUCTURE SERVICE AREA SUMMARY

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$34,525,901, or 9.7%.

- The FY 23-24 Engineering and Inspections budget includes the addition of three (3) FTE positions, including one (1) Electrical Plans Examiner, one (1) Sr. Electrical Inspector Trades, and one (1) FTE Construction Projects Coordinator. The additions are part of a multi-department service enhancement to support increased service demands in Development Services.
- The Field Operations FY 23-24 budget includes an increase of approximately \$500,000 due to increased transfer station fees necessary for increased disposal costs.
- A mid-year transfer of four (4) FTE positions and related maintenance and operations cost moved from Field Operations to Executive Department to help create the Office of Sustainability.
- The Field Operations budget includes a \$15 increase to the commercial recycling dumpster collection fees. This increase will improve program cost recovery.
- The FY 23-24 GTA budget includes a planned Access GSO rate increase from \$2.50 to \$3.00, effective January 1, 2024.
- Effective July 1, 2023, GTA will implement a 30-minute weekday service for Route 15, to mirror other fixed routes.
- The start time for all weekday fixed route services will change from 5:15am to 5:00am.
- The FY 23-24 Parking budget includes a general monthly parking rate increase from \$107 to \$114; a reserved monthly parking rate increase from \$140 to \$149; and a reserved monthly surface lot increase from \$92 to \$99. These increases are effective starting January 1, 2024.
- During FY 22-23, the city received the American Planning Association's 2022 Daniel Burnham Award for a Comprehensive Plan. Led by the Planning Department, the award is in recognition of its focused, multi-year community engagement efforts.
- A mid-year transfer of one (1) FTE position and related maintenance and operations cost moved from Planning to Executive Department to help create the Office of Sustainability.
- The FY 23-24 Planning budget includes the addition of three (3) FTE positions, including one (1) Planner, one (1) Planner Tech, and one (1) Zoning Enforcement Officer. The additions are part of a multi-department service enhancement to support increased service demands in Development Services.
- The FY 23-24 Solid Waste budget includes a transfer station tipping fee increase from \$44 to \$48 per ton, and a construction & demo landfill tipping fee increase from \$31 to \$34 per ton.
- During FY 23-24 it is anticipated that contract cost for hauling and disposal will increase approximately 2.3 million. Increased costs are related to increased tonnage, fuel cost, number of truck loads to the landfill, and the annual consumer price index.
- During FY 23-24, Downtown Greensboro Inc. (DGI) will install thirteen (13) professionally designed outdoor dining patios in the downtown area, to replace temporary dining locations established during the COVID pandemic. DGI will also develop and implement a new comprehensive branding program and marketing campaign for downtown.
- During FY 22-23, the College Hill Historic District replaced and added damaged streetside trash cans and replenished pet waste stations that were installed using MSD funds.
- During FY 22-23 \$1.2 million was carried over from the previous year due to the State allocating additional funding.
- The FY 23-24 Stormwater budget is \$90,000 higher due to increases in lease rates and anticipated diesel costs.



INFRASTRUCTURE SERVICE AREA SUMMARY

- The FY 23-24 Stormwater budget includes the addition of three (3) FTE positions, including one (1) Civil Engineer, and two (2) Soil and Erosion Inspectors. The addition is part of a multi-department service enhancement to support increased service demands in Development Services.
- The FY 23-24 Transportation budget includes the addition of two (2) FTEs, for additional Civil Engineer positions. The addition is part of a multi-department service enhancement to support increased service demands in Development Services.
- During FY 22-23, the Greensboro Coliseum hosted numerous events, including the ACC Basketball Tournament, the NCAA Men's Basketball Tournament, Bruce Springsteen, The Eagles, Journey, The Legendz of the Streetz, Pentatonix, and Kenny Chesney.
- The FY 23-24 War Memorial Coliseum budget includes a transfer of \$3.4 million from the General Fund contribution to support operations at the Greensboro Coliseum Complex.
- The FY 23-24 budget includes the conversion of a Parking Attendant from .75 FTE to one (1) FTE, and the conversion of three (3) Security Guards from .75 FTE to one (1) FTE each, to provide additional support at the Coliseum Complex. The total net increase of the position conversions is one (1) FTE.
- During FY 23-24, the Greensboro Coliseum will host various family events, including Disney on Ice, The Monster Truck Jam, Cirque Du Soleil, and Ringling Bros. and Barnum & Baily Circus (No Animals).
- During FY 23-24, the Greensboro Coliseum will also host the UNCG men's basketball home season, Cobras football, and Greensboro Swarm basketball.
- The FY 23-24 Water Resources budget includes a proposed water rate increase of 10.25% and a wastewater increase of 7.25%, or an 8.5% increase on average for inside and outside customers. Increases in water and wastewater rates will help to cover increasing costs related to supply chain issues, inflation, employee compensation, chemical prices, capital project bids, and system expansion for years to come. Similar increases are anticipated for the next several years.
- The FY 23-24 Water Resources budget includes an additional \$831,484 related to a new Sewer Construction Crew which consists of six (6) new FTE's, a truck and a backhoe.
- The FY 23-24 Water Resources budget includes an additional \$86,455 related to one (1) new FTE Laboratory Coordinator position intended to assist in additional state mandated water testing.



ENGINEERING & INSPECTIONS

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.

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.

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

Property Management: Researches, acquires, manages and sells City real estate properties.

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.

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).

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Business & Technology	1,220,226	1,422,209	1,751,266	1,854,976
Engineering Design	2,861,349	3,223,226	3,320,678	3,423,376
Construction Inspections	1,372,383	1,457,500	1,511,459	1,553,183
Property Management	419,221	510,999	551,764	570,732
Facilities Maintenance	11,326,585	13,928,770	14,194,416	14,418,829
Development Services	3,356,098	3,601,653	4,218,034	4,290,203
Total	20,555,862	24,144,357	25,547,617	26,111,299



ENGINEERING & INSPECTIONS

	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
Full-time Equivalents by Program				
Business & Technology	9.00	9.00	10.00	10.00
Engineering Design	32.00	32.00	31.00	31.00
Construction Inspections	14.00	14.00	14.00	14.00
Property Management	6.00	6.00	6.00	6.00
Facilities Maintenance	73.50	73.50	72.50	72.50
Development Services	32.00	33.00	36.00	36.00
Total	166.50	167.50	169.50	169.50
Expenditures by Type				
Personnel Costs	13,280,741	14,340,761	15,638,708	16,188,280
Maintenance & Operations	7,178,136	9,698,274	9,852,909	9,923,019
Capital Outlay	96,985	105,322	56,000	-
Total	20,555,862	24,144,357	25,547,617	26,111,299
Revenues by Type				
User Charges	3,815,594	3,961,101	3,969,340	4,043,903
Other Revenues	1,552,021	1,553,800	1,553,800	1,553,800
Interfund Transfers	850,000	850,000	850,000	850,000
Subtotal	6,217,615	6,364,901	6,373,140	6,447,703
General Fund Contribution	14,338,247	17,779,456	19,174,477	19,663,596
Total	20,555,862	24,144,357	25,547,617	26,111,299



ENGINEERING & INSPECTIONS

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

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Workload Measures				
• Number of plan reviews conducted	2,130	1,569	2,230	2,230
• Number of work orders completed	78,790	79,886	83,780	83,930
• Number of City facility audits performed	94	93	94	95
• Number of roadway footage inspected (including resurfacing)	331,576	500,000	350,000	425,000
• Number of linear feet of sidewalk inspected	52,912	265,000	150,000	200,000
Efficiency Measures				
• Average cost per plan review	\$407	\$557	\$463	\$473
• Percent of major facilities audited	100%	100%	100%	100%
• Percent of City of Greensboro inspection costs compared to other jurisdictions	50%	48%	50%	52%
• Average number of inspections per day per inspector	17.4	17.5	18.6	18.6
Effectiveness Measures				
• Percent of plan reviews completed within time commitments	94%	95%	95%	95%
• Percent of work orders completed on time	85%	90%	82%	82%
• Percent of construction projects completed within targeted timeline	100%	94%	100%	100%
• Percent of trades inspections completed within targeted timeframe	83%	90%	80%	80%

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$1,403,260, or 5.8%.

- The FY 23-24 budget includes the addition of three (3) FTE positions, including one (1) Electrical Plans Examiner, one (1) Sr. Electrical Inspector Trades, and one (1) FTE Construction Projects Coordinator. The additions are part of a multi-department service enhancement to support increased service demands in Development Services.



FIELD OPERATIONS

Field Operations Administration: 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.

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.

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.

Street Maintenance: Responsible for maintaining city streets, thoroughfares, sidewalks, curbs and gutters, and storm sewers. 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.)

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.

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.

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

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.



FIELD OPERATIONS

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.

	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
Expenditures by Program				
Field Operations Administration	2,398,829	2,432,951	2,640,485	2,688,280
Work Management & Support Operations	1,982,491	2,126,436	2,282,321	2,304,428
Solid Waste & Recycling Collection	17,978,891	17,565,574	19,141,023	19,514,728
Street Maintenance	7,776,920	8,760,038	8,931,693	9,112,794
Yard Waste & Bulk Collection	3,742,470	4,136,385	4,644,530	4,779,418
Special Services	676,311	767,931	598,787	618,785
Leaf Collection	841,751	816,693	846,052	861,420
Landscape Maintenance	3,953,515	4,433,613	4,620,863	4,750,766
Downtown Cleaning and Maintenance	433,263	437,800	434,270	445,650
Total	39,784,441	41,477,421	44,140,024	45,076,269

	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
Full-time Equivalent by Program				
Field Operations Administration	11.67	11.67	11.67	11.67
Work Management & Support Operations	7.00	7.00	8.00	8.00
Solid Waste & Recycling Collection	63.00	72.00	74.00	74.00
Street Maintenance	62.00	62.00	61.00	61.00
Yard Waste & Bulk Collection	35.00	37.00	38.00	38.00
Special Services	18.00	7.00	4.00	4.00
Landscape Maintenance	48.00	48.00	48.00	48.00
Downtown Cleaning and Maintenance	5.48	5.48	5.48	5.48
Total	250.15	250.15	250.15	250.15

	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
Expenditures by Type				
Personnel Costs	15,534,187	17,387,680	18,434,262	18,984,486
Maintenance & Operations	24,250,254	24,074,373	25,705,762	26,091,783
Capital Outlay	-	15,368	-	-
Total	39,784,441	41,477,421	44,140,024	45,076,269

Revenues by Type



FIELD OPERATIONS

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
User Charges	9,270,133	10,270,970	10,405,970	10,405,970
Other Revenues	206,620	200,000	200,000	200,000
Interfund Transfers	5,516,000	5,516,000	5,516,000	5,516,000
Subtotal	14,992,753	15,986,970	16,121,970	16,121,970
General Fund Contribution	24,791,688	25,490,451	28,018,054	28,954,299
Total	39,784,441	41,477,421	44,140,024	45,076,269

Departmental Objectives

- Provide timely, effective, and ecologically sound waste management, snow removal, street and public space cleaning, and landscaping services to enhance cleanliness and safety for residents, businesses, and visitors.
- Ensure street infrastructure is safe and well maintained to support desired growth or a quality of life that is attractive to economic development.
- Provide rapid response to emergency weather events to support public safety.
- Support City services and communicate effectively with internal and external customers.
- Develop strategies to attract and retain skilled employees.
- Maintain a safe work environment and provide training opportunities for employees to advance their careers.
- Develop and implement strategies to promote environmentally sound practices.
- Provide training and certification opportunities to employees.
- Educate the public on proper disposal options for all materials, promote waste reduction, recycling, and composting to improve recycling set-out rates and reduce contamination.

Performance Measures

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Workload Measures				
• Number of residential refuse tons collected (including yard waste and bulk collections)	86,197	86,000	92,000	95,000
• Number of residential recycling tons collected	12,340	20,000	15,000	17,000
• Household Hazardous Waste tons collected	1,141	N/A	1,250	1,300
• Tons of leaves collected in loose leaf program	12,189	N/A	12,000	12,000
• Tons of litter collected from the streets and r/w	67	N/A	70	75
• # of Work Orders for Trees In the Street	287	N/A	200	200
• Number of potholes repaired	4,433	N/A	4,000	3,700
• Number of illegal dumps cleaned up	N/A	N/A	N/A	N/A
• Number of participants in educational programming	5,045	5,500	6,000	6,500
Efficiency Measures				
• Residential refuse tons collected per collection FTE (including yard waste and bulk collections)	1,249	1,433	1,333	1,377
• Average pounds of residential recycling per collection point	278	N/A	338	383
• Average pounds of residential refuse per collection point	1,940	N/A	2,071	2,138
• Average pounds of leaves per collection point	487.62	N/A	480.06	480.06
• Cost per ton of leaf waste collected	\$160	N/A	\$170	\$180
• Resurfacing Cost Per Square Yard	\$17.64	N/A	\$18.00	\$18.50
• Average number of days for pothole repair	1.34	N/A	1.00	1.00



FIELD OPERATIONS

Effectiveness Measures

• Roadway Network Pavement Condition Index (PCI) (0-55 Poor) (56-70 Fair) (71-100 Good)	54	N/A	60	65%
• Household recycling tons as a percent of total household disposal tons	14%	18%	16%	18%
• Residential Recycling Contamination Rates	31%	27%	23%	19%
• % of Roadway network resurfaced annually	2%	N/A	5%	5%
• Number of Centerline miles resurfaced annually	14	N/A	53	53
• Average Bridge Sufficiency Rating	74	N/A	83	83
• Percent of sidewalk ADA curb ramps in compliance	50%	N/A	52%	54%
• # of Complaints per 1,000 residents	0.05	N/A	0.0	0.0
• Pounds of Leaves Collected Per Labor Hour	407.0	N/A	400.7	400.7

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$2,662,603, or 6.4%.

- A mid-year transfer of four (4) FTE positions and related maintenance and operations cost moved from Field Operations to Executive Department to help create the Office of Sustainability.
- The FY 23-24 budget includes an increase of approximately \$500,000 due to increased transfer station fees necessary for increased disposal costs.
- The Field Operations budget includes a \$15 increase to the commercial recycling dumpster collection fees. This increase will improve program cost recovery.



TRANSIT SYSTEM (GTA) FUND

GTA Administration: The GDOT-Public Transportation Division is responsible for the program administration for the Greensboro Transit Agency (GTA). Services include Fixed Route operations, ADA Paratransit Program known as Access GSO, 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 Advisory Commission.

Fixed Route Service: 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 (*Effective July 1, 2021, Sunday service hours will extend to 10:00 p.m.). GTA operates a reduced level of service on the following holidays; Martin Luther King, Jr., Memorial Day, July 4th, Labor Day and Good Friday.

Access GSO: Access GSO is an ADA complementary paratransit service providing door-to-door and curb-to-curb service. Services are available to individuals that have a disability that prevents them from using GTA's fixed-route bus. 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. Access GSO services are available from 5:15 AM until 9:30 PM Monday through Friday, from 6:00 AM to 10:00 PM Saturday, and from 6:00 AM to 6:00 PM Sunday (*Effective July 1, 2021, Sunday service hours will extend to 10:00 p.m.). Service is also provided on Easter, Memorial Day, July Fourth, Labor Day, and Good Friday. In addition, the GTA offers a supplemental paratransit service (I-Ride). This service is operated by UZURV Transportation Service to all eligible Access GSO riders. The service hours and days mirror those of Access GSO.

HEAT Service: HEAT (Higher Education Area Transit) service is GTA's university pass program developed jointly by Greensboro Transit Agency (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.

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Transit Administration	3,786,682	5,843,816	5,220,403	4,632,752
Fixed Route Service	2,760,196	13,039,642	16,112,888	16,434,831
Access GSO	6,721,833	8,773,481	9,463,820	9,538,158
HEAT Service	799,979	463,025	632,000	650,000
Total	14,068,690	28,119,964	31,429,111	31,255,741



TRANSIT SYSTEM (GTA) FUND

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Full-time Equivalents by Program				
Transit Administration	12.00	24.50	26.00	26.00
Total	12.00	24.50	26.00	26.00
Expenditures by Type				
Personnel Costs	820,677	1,739,162	2,139,728	2,207,415
Maintenance & Operations	13,241,889	25,924,446	29,289,383	29,048,326
Capital Outlay	6,124	456,356	-	-
Total	14,068,690	28,119,964	31,429,111	31,255,741
Revenues by Type				
Property Tax	10,334,915	12,788,000	12,973,000	13,176,000
Sales Tax	-	2,000,000	2,000,000	2,000,000
Intergovernmental Revenue	5,646,819	7,650,937	7,496,937	7,496,937
User Charges	2,697,926	3,513,870	3,247,500	3,247,500
Other Revenues	1,731,550	2,018,636	2,368,412	2,367,812
Appropriated Fund Balance	2,614,312	148,521	3,343,262	2,967,492
Total	23,025,522	28,119,964	31,429,111	31,255,741



TRANSIT SYSTEM (GTA) FUND

Departmental Objectives

- Improve transit service reliability.
- Improve customer service satisfaction.
- Match transit service coverage with passenger demand.
- Reduce accidents on transit vehicles.
- Enhance outreach opportunities to educate the community on transportation issues and highlight transit service benefits such as service reliability passenger cost savings, and environmental benefit.

Performance Measures

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Efficiency Measures				
• Cost per fixed route passenger	\$3.70	\$3.70	\$3.70	\$3.70
• Cost per Access GSO passenger	\$33.00	\$33.00	\$33.00	\$33.00
• Average fare per passenger fixed route	\$0.67	N/A	\$0.68	\$0.69
• Average fare per passenger Access GSO	\$0.54	\$0.65	\$0.65	\$0.65
• Percent of fare cost recovery for fixed route service	21%	22%	23%	24%
• Percent of fare cost recovery for Access GSO service	4%	4%	4%	5%
Effectiveness Measures				
• On-time performance rating - Fixed Route	76%	95%	96%	96%
• On-time performance rating - Access GSO	97%	95%	98%	98%
• Passenger Per Hour- Fixed Route	24.0	24.0	25.0	26.0
• Passenger Per Hour- Access GSO	3.0	3.0	3.0	3.0%
• Passenger Per Mile - Fixed Route	3.35	3.50	3.60	3.70%
• Passenger Per Mile - Access GSO	0.13	0.25	0.20	0.25
• Miles between service failures	27,837	27,000	29,000	29,000
• Accident frequency rate per 100,000 miles	1	1	1	1
• Complaints per 100,000 Passenger Boardings	17	10	10	10
• Number of Community Outreach Stakeholder Events	0	4	10	10

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$3,309,147, or 11.8%.

- The FY 23-24 budget includes a planned Access GSO rate increase from \$2.50 to \$3.00, effective January 1, 2024.
- The FY 23-24 budget maintains the portion of the property tax rate designated for transit at 3.5 cents.
- Effective July 1, 2023, the department will implement a 30-minute weekday service for Route 15, to mirror other fixed routes.
- The start time for all weekday fixed route services will change from 5:15am to 5:00am.



PARKING FACILITIES OPERATING FUND

Parking Operations: Transportation staff manages all City-owned parking facilities, including off-street parking facilities and all on-street parking spaces. Staff collects and accounts for parking revenue, coordinates monthly parking contracts, and maintains parking facilities and equipment. The City's current off-street parking facilities include the Davie, Eugene, Greene, Church and Bellemeade parking decks and six surface lots.

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Parking Operations	4,151,128	7,247,507	7,508,273	7,650,273
Total	4,151,128	7,247,507	7,508,273	7,650,273
	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Full-time Equivalents by Program				
Parking Operations	16.76	20.13	20.13	20.13
Total	16.76	20.13	20.13	20.13
	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Type				
Personnel Costs	1,120,582	1,317,302	1,423,759	1,468,940
Maintenance & Operations	3,030,546	5,872,205	6,084,514	6,181,333
Capital Outlay	-	58,000	-	-
Total	4,151,128	7,247,507	7,508,273	7,650,273
Revenues by Type				
User Charges	2,850,916	2,773,000	3,930,000	4,072,000
Other Revenues	(123,453)	15,000	15,000	15,000
Interfund Transfers	714,602	3,563,273	3,563,273	3,563,273
Appropriated Fund Balance	1,416,416	896,234	-	-
Total	4,858,481	7,247,507	7,508,273	7,650,273



PARKING FACILITIES OPERATING FUND

Departmental Objectives

- Build and Sustain a Safety Culture.
- Focus on the future by providing professional growth opportunities.
- Document, review, and update key internal and external processes.
- Engage in collaborative planning.
- Identify and fund smart city technologies, projects, and approaches.
- Coordinate data collection, sharing, and maintenance.
- Implement the Vision Zero Action Plan.
- Engage stakeholders to tell our story, educate, and inform.
- Create holistic multi-modal programs, policies, and plans.

Performance Measures

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Workload Measures				
• Number of tickets issued in CBD	5,393	3,800	6,000	6,000
• Number of tickets issued outside of CBD	8,521	8,600	9,600	9,600
• Number of tickets issued for Oversized Vehicle violations	353	340	350	330
Efficiency Measures				
• Percent of parking facilities utilized by monthly parkers	50%	40%	46%	48%
• Revenue generated per parking City-owned space	\$491	\$613	\$603	\$625
• Percent Parking Operations cost recovery from parking revenue	66%	50%	53%	55%
Effectiveness Measures				
• Percent of parking meters repaired within 48 hours	77%	85%	85%	85%
• Percent of parking meter revenue paid via Parkmobile payment app	39%	41%	48%	50%

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$260,766, or 3.6%.

- The FY 23-24 budget includes a general monthly parking rate increase from \$107 to \$114; a reserved monthly parking rate increase from \$140 to \$149; and a reserved monthly surface lot increase from \$92 to \$99. These increases are effective starting January 1, 2024.



PLANNING

Administration: 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.

Historic Preservation: Provides administrative support to the Historic Preservation Commission and manages the Historic District Program and the Heritage Community Program. Manages the Municipal Service District program in the College Hill and Dunleath Historic Districts. Maintains the City's Inventory of Historic Resources and reviews federally funded or licensed projects that may impact historic properties.

Zoning Enforcement: The Zoning Enforcement section of the Planning Department is charged with ensuring the City's Land Development Ordinance is followed in terms of land use and development regulations.

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Administration	2,294,292	2,763,734	3,173,531	3,269,881
Historic Preservation	149,979	217,367	229,418	233,496
Zoning Enforcement	261,536	267,267	400,912	382,376
Total	2,705,807	3,248,368	3,803,861	3,885,753

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Full-time Equivalent by Program				
Administration	18.90	22.70	24.70	24.70
Historic Preservation	1.00	1.00	1.00	1.00
Zoning Enforcement	3.00	3.00	4.00	4.00
Total	22.90	26.70	29.70	29.70



PLANNING

	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
Expenditures by Type				
Personnel Costs	2,336,821	2,722,895	3,067,132	3,188,089
Maintenance & Operations	368,986	525,473	706,729	697,664
Capital Outlay	-	-	30,000	-
Total	2,705,807	3,248,368	3,803,861	3,885,753
Revenues by Type				
User Charges	571,579	702,615	771,635	828,169
Other Revenues	1,591	3,975	4,635	1,975
Subtotal	573,170	706,590	776,270	830,144
General Fund Contribution	2,132,637	2,541,778	3,027,591	3,055,609
Total	2,705,807	3,248,368	3,803,861	3,885,753

Departmental 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 Commissions supported by Department Staff.
- Provide oversight of City economic development activities specifically related to business recruitment, business retention and expansion, strategic planning, and urban development projects.

Performance Measures

	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
Efficiency Measures				
• Percentage of Plans Reviewed within the Established Goal of 5 Business Days (High Priority) and 10 Business Days (Normal), respectively	52%	95%	95%	95%
• Number of applications for Certificates of Appropriateness	78	N/A	110	110
• Number of Rezoning cases heard by Planning and Zoning Commission	47	N/A	50	55
• Number of Annexation cases heard by Planning and Zoning Commission	40	N/A	44	48
• Number of cases heard by the Board of Adjustment	55	N/A	60	65
• Number of data requests received	40	N/A	40	40



PLANNING

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$555,493, or 17.1%.

- During FY 22-23, the city received the American Planning Association's 2022 Daniel Burnham Award for a Comprehensive Plan. Led by the Planning Department, the award is in recognition of its focused, multi-year community engagement efforts.
- A mid-year transfer of one (1) FTE position and related maintenance and operations cost moved from Planning to the Executive Department to help create the Office of Sustainability.
- The FY 23-24 budget includes the addition of three (3) FTE positions, including one (1) Planner, one (1) Planner Tech, and one (1) Zoning Enforcement Officer. The additions are part of a multi-department service enhancement to support increased service demands in Development Services.
- The budget includes the addition of one (1) Senior Planner and \$100,000 in FY 23-24, as well as \$100,000 in the projected FY 24-25, for a Southeast Area Plan utilizing the framework of the Big Ideas, Goals, and Strategies from the adopted GSO 2030 Comprehensive Plan and future community input.



SOLID WASTE DISPOSAL

Administration: 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.

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 Environmental Quality (NCDEQ), 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.

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Waste Disposal Monitoring & Regulatory Compliance	972,261	1,052,328	1,073,757	1,078,719
Administration	16,124,275	16,244,005	18,423,892	17,980,446
Total	17,096,536	17,296,333	19,497,649	19,059,165

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Full-time Equivalents by Program				
Administration	33.83	33.83	33.83	33.83
Waste Disposal Monitoring & Regulatory Compliance	2.00	2.00	2.00	2.00
Total	35.83	35.83	35.83	35.83



SOLID WASTE DISPOSAL

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Type				
Personnel Costs	2,638,293	2,715,799	2,950,054	3,037,073
Maintenance & Operations	14,450,875	14,574,339	16,547,595	16,022,092
Capital Outlay	7,368	6,195	-	-
Total	17,096,536	17,296,333	19,497,649	19,059,165
Revenues by Type				
Intergovernmental Revenue	225,859	230,000	230,000	230,000
User Charges	6,664,187	6,400,000	7,286,000	7,286,000
Other Revenues	6,954,437	7,855,000	8,154,000	8,154,000
Interfund Transfers	1,846,954	2,358,268	1,930,537	1,930,537
Appropriated Fund Balance	5,463,006	453,065	1,897,112	1,458,628
Total	21,154,443	17,296,333	19,497,649	19,059,165

Departmental Objectives

- 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. Maintain logs of prohibited materials.

Performance Measures

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Workload Measures				
• Tons of solid waste and construction & demolition (C&D) debris received at the solid waste transfer station	237,310	220,000	240,000	245,000
• Tons of solid waste received at the landfill	8,880	8,000	8,000	8,000
• Tons of yard waste received at the landfill (includes leaves)	32,076	38,000	36,000	38,000
• Tons of construction & demolition C&D debris received at the landfill	50,732	52,000	52,000	54,000
• Gallons of leachate discharged at the landfill	1,651,349	N/A	1,700,000	1,700,000
Efficiency Measures				
• Average tons per load - Transfer Station	23.8	23.5	23.5	23.5
• Number of Trailers Loaded Per Hour	3.2	N/A	3.5	3.7
• Transfer Station Disposal Cost Per Ton	\$32.00	N/A	\$32.00	\$32.00
• Average Tons per Load - Landfill	1.80	N/A	2.00	2.00
• Percentage of Overweight Loads	52%	N/A	50%	45%
Effectiveness Measures				
• Percent of stormwater samples in compliance with NCDEQ benchmarks	100%	100%	100%	100%



SOLID WASTE DISPOSAL

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$2,201,316, or 12.7%.

- The FY 23-24 budget includes a transfer station tipping fee increase from \$44 to \$48 per ton, and a construction & demo landfill tipping fee increase from \$31 to \$34 per ton.
- During FY 23-24 it is anticipated that contract cost for hauling and disposal will increase approximately 2.3 million. Increased costs are related to increased tonnage, fuel cost, number of truck loads to the landfill, and the annual consumer price index.



SPECIAL TAX DISTRICTS FUND

Historic Tax Districts: In 1989, the College Hill and Dunleath (formerly Aycock) Historic Districts became special taxation districts under North Carolina Municipal Service District legislation. Property owners in the Dunleath Historic District are assessed five cents per \$100 in assessed valuation. Property owners in College Hill are assessed one cent per \$100 in assessed valuation. The property tax funds from these districts are typically used for projects such as maintenance and repair of signs, fences, trash receptacles, landscaping and streetscape enhancements.

Business Improvement District (Downtown): In FY 04-05, a Business Improvement District, or BID, was established for the downtown area. An additional tax of nine cents per \$100 of property value was levied on properties within the district. BID funds revitalize the district through various 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.

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Historic Tax Districts	6,837	170,000	135,000	135,000
Business Improvement District (Downtown)	1,213,151	1,321,125	1,321,125	1,321,125
Total	1,219,988	1,491,125	1,456,125	1,456,125
	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Type				
Maintenance & Operations	1,219,988	1,491,125	1,456,125	1,456,125
Total	1,219,988	1,491,125	1,456,125	1,456,125
Revenues by Type				
Property Tax	1,024,917	1,161,725	1,161,725	1,161,725
Sales Tax	213,782	199,000	199,000	199,000
Other Revenues	(46,508)	-	-	-
Appropriated Fund Balance	316,260	130,400	95,400	95,400
Total	1,508,451	1,491,125	1,456,125	1,456,125



SPECIAL TAX DISTRICTS FUND

Budget Highlights:

The FY 23-24 Recommended Budget is decreasing by \$35,000, or 2.3%.

- During FY 23-24, Downtown Greensboro Inc. (DGI) will install thirteen (13) professionally designed outdoor dining patios in the downtown area, to replace temporary dining locations established during the COVID pandemic. DGI will also develop and implement a new comprehensive branding program and marketing campaign for downtown.
- During FY 22-23, the College Hill Historic District replaced and added damaged streetside trash cans and replenished pet waste stations that were installed using MSD funds.



STATE HIGHWAY ALLOCATION FUND

Local Street System Construction & Maintenance: 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.

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Local Street System Construction & Maintenance	7,070,000	9,639,000	8,398,000	8,398,000
Total	7,070,000	9,639,000	8,398,000	8,398,000
	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Type				
Maintenance & Operations	7,070,000	9,639,000	8,398,000	8,398,000
Total	7,070,000	9,639,000	8,398,000	8,398,000
Revenues by Type				
Intergovernmental Revenue	8,359,869	8,359,000	8,359,000	8,359,000
Other Revenues	(242,702)	80,000	39,000	39,000
Appropriated Fund Balance	-	1,200,000	-	-
Total	8,117,167	9,639,000	8,398,000	8,398,000

Budget Highlights:

The FY 23-24 Recommended Budget is decreasing by \$1,241,000, or 12.9%.

- During FY 22-23 \$1.2 million was carried over from the previous year due to the State allocating additional funding.
- The FY 23-24 Powell Bill allocation from the State is expected to remain steady at \$8.3 million.



STORMWATER MANAGEMENT FUND

Stormwater Management 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 (NPDES) 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.

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.

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.

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.

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.

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.



STORMWATER MANAGEMENT FUND

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.

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Stormwater Management Administration	722,179	1,005,764	1,057,868	1,069,494
Stormwater System Operations & Maintenance	6,809,882	7,732,960	9,672,660	9,812,684
Operations Management	370,737	485,202	623,073	641,709
Water Quality & Monitoring	550,998	822,329	781,719	796,289
Planning & Engineering	323,264	597,248	728,118	714,311
Public Education & Awareness	48,509	104,500	116,500	116,500
Sediment & Erosion Control	249,594	257,075	488,180	429,229
Total	9,075,163	11,005,078	13,468,118	13,580,216

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Full-time Equivalents by Program				
Stormwater Management Administration	2.00	3.00	3.00	3.00
Stormwater System Operations & Maintenance	62.00	62.00	62.00	62.00
Operations Management	5.00	5.00	6.00	6.00
Water Quality & Monitoring	6.00	6.00	5.00	5.00
Planning & Engineering	4.00	5.00	6.00	6.00
Sediment & Erosion Control	3.00	3.00	5.00	5.00
Total	82.00	84.00	87.00	87.00



STORMWATER MANAGEMENT FUND

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Type				
Personnel Costs	4,712,956	5,856,780	6,402,251	6,587,652
Maintenance & Operations	4,264,081	5,108,613	6,954,867	6,992,564
Capital Outlay	98,126	39,685	111,000	-
Total	9,075,163	11,005,078	13,468,118	13,580,216
Revenues by Type				
User Charges	10,238,618	10,131,732	10,331,732	10,331,732
Other Revenues	(265,139)	86,150	244,400	316,900
Interfund Transfers	32,564	-	-	-
Appropriated Fund Balance	1,036,532	787,196	2,891,986	2,931,584
Total	11,042,575	11,005,078	13,468,118	13,580,216

Departmental Objectives

- Implement stormwater management measures that meet compliance standards, protect and improve the quality of surface water, and minimize impacts of flooding.
- 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.
- Reduce the amount of street litter to minimize impacts to stormwater drainage systems.
- 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

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Workload Measures				
• Stormwater Control Measure Inspections	1,597	1,400	1,650	1,700
• Stream sites monitored per month	20	20	20	20
• Number of flood zone determinations	8	18	12	15
• Number of Industrial Inspections	26	18	35	35
• Tons of litter collected from the streets and r/w	67	N/A	70	75
Efficiency Measures				
• Percent of stormwater plan reviews completed within 24 days or less	38%	92%	50%	92%
• Tons of litter swept per mile	67	N/A	70	75

Budget Highlights:



STORMWATER MANAGEMENT FUND

The FY 23-24 Recommended Budget is increasing by \$2,463,040, or 22.4%.

- The FY 23-24 budget includes the addition of three (3) FTE positions, including one (1) Civil Engineer, and two (2) Soil and Erosion Inspectors. The addition is part of a multi-department service enhancement to support increased service demands in Development Services.
- The FY 23-24 budget is \$90,000 higher due to increases in lease rates and anticipated diesel costs.



TRANSPORTATION

Transportation Administration: The Department's mission is to provide Greensboro with safe, seamless and equitable transportation choices. This division manages and allocates resources to carry out the department's mission. This division is also responsible for operating the City-owned parking decks, enforcing parking regulations in the Central Business District and areas with residential parking permit programs, and administering the city's false alarm program. Parking Enforcement is a General Fund function while all other parking services are funded through the Parking Facilities Operating Fund.

Engineering: This division oversees the design of transportation projects, maintains all transportation regulatory and street signs and markings, manages the traffic signal system, and reviews development proposals to ensure compliance with City and State transportation requirements. This division is responsible for oversight of the City's street lighting program.

Planning: This division prepares long range transportation plans for all travel modes. Acts as the administrative entity for the Greensboro Urbanized Area Metropolitan Planning Organization (MPO) and oversees the development of the Metropolitan Transportation Improvement Program (MTIP) and coordination of State and Federal funding through the strategic transportation prioritization process. Provides coordination for the Vision Zero Initiative, the Micromobility program and regional coordination for air quality conformity.

Galyon Depot: The public transportation division oversees contracted operations of the Greensboro Transportation Agency (GTA) fixed route bus services and Access GSO paratransit services. It is responsible for Federal Transit Administration (FTA) grant administration and reporting. The Division also operates the historic J. Douglas Galyon Depot multimodal transportation center to support GTA operations, intercity bus access and the Amtrak passenger rail station. Operation of the Depot is a General Fund function while all GTA services are funded through the GTA Transit System Fund.



TRANSPORTATION

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Transportation Administration	1,384,437	1,621,950	1,753,896	1,780,677
Engineering	8,229,459	8,663,084	9,248,494	9,420,863
Planning	334,992	345,915	392,215	403,566
Galyon Depot	302,226	648,928	680,401	711,950
Total	10,251,114	11,279,877	12,075,006	12,317,056
Full-time Equivalents by Program				
Transportation Administration	10.80	10.80	10.80	10.80
Engineering	47.13	48.13	50.13	50.13
Planning	3.00	3.00	3.00	3.00
Total	60.93	61.93	63.93	63.93
Expenditures by Type				
Personnel Costs	4,789,818	5,304,082	5,973,984	6,148,791
Maintenance & Operations	5,461,296	5,926,192	6,101,022	6,168,265
Capital Outlay	-	49,603	-	-
Total	10,251,114	11,279,877	12,075,006	12,317,056
Revenues by Type				
User Charges	2,205,645	2,242,000	2,279,000	2,279,000
Other Revenues	35,539	49,800	49,800	49,800
Subtotal	2,241,184	2,291,800	2,328,800	2,328,800
General Fund Contribution	8,009,930	8,988,077	9,746,206	9,988,256
Total	10,251,114	11,279,877	12,075,006	12,317,056



TRANSPORTATION

Departmental Objectives

- Build and sustain a safety culture.
- Focus on the future by providing professional growth opportunities.
- Document, review, and update key internal and external processes.
- Engage in collaborative planning.
- Identify and fund smart city technologies, projects, and approaches.
- Coordinate data collection, sharing, and maintenance.
- Implement the Vision Zero Action Plan.
- Engage stakeholders to tell our story, educate, and inform.
- Create holistic multi-modal programs, policies, and plans.

Performance Measures

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Workload Measures				
• Number of high accident locations studied	18	30	30	30
• Number of streetlights inspected along major travel corridors	N/A	5,400	5,400	5,400
• Number of linear feet of new sidewalk installed	200,000	50,000	50,000	50,000
• Number of plan reviews conducted	787	900	900	900
• Number of special events requiring Transportation maintenance services	50	120	120	120
Efficiency Measures				
• Average cost per plan review	\$277	\$240	\$240	\$240
Effectiveness Measures				
• Percent of GDOT work orders completed on time	74%	80%	80%	80%
• Percent of GDOT maintenance completed on schedule	46%	85%	85%	85%

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$795,129, or 7.0%.

- The FY 23-24 budget includes the addition of two (2) FTEs, for additional Civil Engineer positions. The addition is part of a multi-department service enhancement to support increased service demands in Development Services.



WAR MEMORIAL COLISEUM

Administration: Provides executive management for the Coliseum Complex, including management of the Steven Tanger Center for the Performing Arts, Box Office and vaults, marketing, event advertising, and sales.

Events/Parking/Catering: Operates the Coliseum Complex, includes the Coliseum Arena, Special Events Center, Fieldhouse, Terrace, Odeon Theatre, Aquatics Center, White Oak Amphitheatre and Event Space, GACVB Offices, storage buildings and Parking Lots and Tanger Center. Includes the maintenance of all of these facilities, grounds, and associated mechanical and technical systems. Also includes oversight of the contracted catering, concession and merchandise operations in all venues.

	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
Expenditures by Program				
Administration	8,718,674	3,972,209	4,258,546	4,284,987
Events/Parking/Catering	63,581,950	63,587,831	68,583,732	68,845,426
Total	72,300,624	67,560,040	72,842,278	73,130,413

	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
Full-time Equivalents by Program				
Administration	20.75	20.75	20.75	20.75
Events/Parking/Catering	94.25	94.25	97.25	97.25
Total	115.00	115.00	118.00	118.00

	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
Expenditures by Type				
Personnel Costs	11,577,321	13,040,816	14,404,134	14,678,775
Maintenance & Operations	60,277,864	54,094,460	58,438,144	58,451,638
Capital Outlay	445,439	424,764	-	-
Total	72,300,624	67,560,040	72,842,278	73,130,413

Revenues by Type				
User Charges	65,284,133	62,740,652	67,967,890	68,256,025
Other Revenues	590,769	1,419,388	1,474,388	1,474,388
Interfund Transfers	7,157,823	3,400,000	3,400,000	3,400,000
Appropriated Fund Balance	626,415	-	-	-
Total	73,659,140	67,560,040	72,842,278	73,130,413



WAR MEMORIAL COLISEUM

Departmental Objectives

- 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. The Coliseum Complex works directly with the Greensboro Sports Foundation to host Championship events including ACC, NCAA, major national Swimming & Diving Championships, and other unique events including US Figure Skating Championships and US Gymnastics Championships.
- Continue to host a wide variety of events at the Coliseum Arena, the Tanger Center, Special Events Center, Aquatics Center, White Oak Amphitheatre and Event Space, and Fieldhouse that appeal to all segments and demographics of the diverse Greensboro and Piedmont Triad community. The Tanger Center has complimented the diversity of events from a robust Broadway Series to Symphony, Concerts, and Comedy at the new downtown venue.
- 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. The parking experience at Tanger Center will involve garages in addition to 330 onsite spaces and the same coordination will take place with GDOT and GPD to ensure a safe and expeditious parking experience at Tanger Center.
- 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

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Workload Measures				
• Total event attendance	1,548,313	1,446,208	1,446,208	1,446,208
• Total number of performances	1,333	1,208	1,208	1,208



WAR MEMORIAL COLISEUM

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$5,282,238, or 7.8%.

- During FY 22-23, the Greensboro Coliseum hosted numerous events, including the ACC Basketball Tournament; the NCAA Men's Basketball Tournament; Bruce Springsteen, The Eagles, Journey, The Legendz of the Streetz, Pentatonix, and Kenny Chesney.
- The FY 23-24 budget includes a transfer of \$3.4 million from the General Fund contribution to support operations at the Greensboro Coliseum Complex.
- The FY 23-24 budget includes the conversion of a Parking Attendant from .75 FTE to one (1) FTE, and the conversion of three (3) Security Guards from .75 FTE to one (1) FTE each, to provide additional support at the Coliseum Complex. The total net increase of the position conversions is one (1) FTE.
- During FY 23-24, the Greensboro Coliseum will host various family events, including Disney on Ice, The Monster Truck Jam, Cirque Du Soleil, and Ringling Bros. and Barnum & Baily Circus (No Animals).
- During FY 23-24, the Greensboro Coliseum will also host the UNCG men's basketball home season, Cobras football, and Greensboro Swarm basketball.
- During FY 22-23, the Tanger Center's First Bank Broadway season included successful runs of Mean Girls, R.E.S.P.E.C.T., Cats, The Book of Mormon, and Les Miserables. The venue operated without a deficit and will not require support from the General Fund.
- The FY 23-24 budget includes the addition of one (1) FTE Tanger Call Center Supervisor, and one (1) FTE Parking Coordinator to provide additional support at the Tanger Center.
- During FY 23-24, the Tanger Center's First Bank Broadway season includes CHICAGO, Hadestown, and Moulin Rouge! The Musical. More shows will be announced before the season begins.



WATER RESOURCES ENTERPRISE FUND

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.

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.

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.

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.

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 one water reclamation plant and one biosolids incineration facility.

Construction and Maintenance: This division constructs, maintains, and repairs the water and sewer pipes, and sewage pump stations. It also houses the 24/7 dispatch function for the department. This division also funds the regulatory compliance program to reduce the disposal of Fats, Oils & Grease (FOG) into the sanitary sewer collection system.

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



WATER RESOURCES ENTERPRISE FUND

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Water Resources Administration	12,108,765	14,469,462	15,586,411	15,885,062
Billing and Customer Information	4,832,682	7,389,565	7,829,267	7,939,375
Engineering	31,455,887	36,402,987	38,443,161	39,991,289
Water Supply	19,257,200	25,744,956	27,563,253	27,582,725
Water Reclamation	15,445,841	18,564,653	21,170,976	21,338,859
Construction and Maintenance	15,249,881	19,819,942	21,238,122	20,903,920
Debt Service	26,547,055	26,196,891	33,915,175	39,576,371
Total	124,897,311	148,588,456	165,746,365	173,217,601

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Full-time Equivalents by Program				
Water Resources Administration	24.80	24.80	25.80	25.80
Billing and Customer Information	43.00	43.00	42.00	42.00
Engineering	17.00	17.00	17.00	17.00
Water Supply	55.63	56.63	57.63	57.63
Water Reclamation	55.00	55.00	55.00	55.00
Construction and Maintenance	158.75	162.00	171.00	171.00
Total	354.18	358.43	368.43	368.43

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Type				
Personnel Costs	25,738,854	29,388,421	32,349,630	33,342,700
Maintenance & Operations	98,484,029	116,594,881	130,641,735	138,909,901
Capital Outlay	674,428	2,605,154	2,755,000	965,000
Total	124,897,311	148,588,456	165,746,365	173,217,601

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Revenues by Type				
User Charges	130,496,921	133,990,971	147,818,605	160,418,581
Other Revenues	(988,311)	2,245,690	3,353,990	3,883,990
Interfund Transfers	147,010	-	-	-
Appropriated Fund Balance	18,031,381	12,351,795	14,573,770	8,915,030
Total	147,687,001	148,588,456	165,746,365	173,217,601



WATER RESOURCES ENTERPRISE FUND

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

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Workload Measures				
• Number of water customer accounts	108,641	108,500	108,966	109,294
• Average water MGD* treated daily	34.4	33.0	34.6	34.7
• Average wastewater MGD* treated daily	32.0	34.5	32.3	32.5
Efficiency Measures				
• Cost of wastewater service (\$/MG treated)	\$2,764.08	\$2,438.34	\$2,847.00	\$2,932.41
• Cost of water service (\$/MG treated)	\$2,793.50	\$2,888.18	\$2,877.31	\$2,963.62
• Energy use (kWh) per million gallons delivered	1,530.6	1,524.4	1,576.5	1,623.8
Effectiveness Measures				
• Non-revenue water (MG/yr)	2,738.5	2,183.6	2,263.8	2,183.6
• Percent of annual buried pipeline asset renewal	0.33%	1.00%	0.56%	0.70%
• Sewer overflows / 100 miles of pipe	2.7	0.0	0.0	0.0

*MGD=Million gallons per day

Budget Highlights:

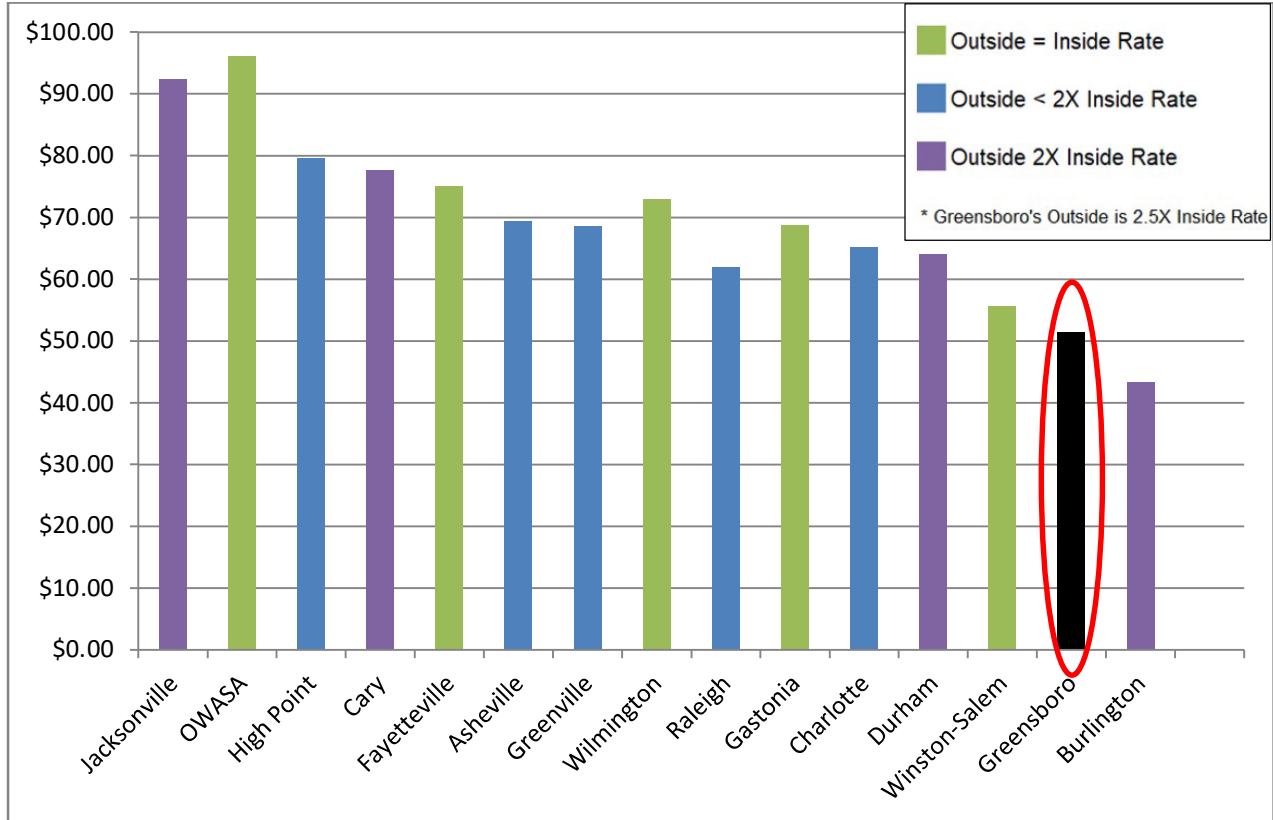
The FY 23-24 Recommended Budget is increasing by \$17,157,909, or 11.5%.

- The FY 23-24 budget includes a proposed water rate increase of 10.25% and a wastewater increase of 7.25%, or an 8.5% increase on average for inside and outside customers. Increases in water and wastewater rates will help to cover increasing costs related to supply chain issues, inflation, employee compensation, chemical prices, capital project bids, and system expansion for years to come. Similar increases are anticipated for the next several years.
- The FY 23-24 budget includes an additional \$831,484 related to a new Sewer Construction Crew which consists of six (6) new FTE's, a truck and a backhoe.
- The FY 23-24 budget includes an additional \$86,455 related to one (1) new FTE Laboratory Coordinator position intended to assist in additional state mandated water testing.



Rate Comparison to Other NC Cities

Rates as of January 1, 2023 (Avg. Residential Customer – 6 units)



OWASA provides water to Carrboro-Chapel Hill Community

Source: 2022 Environment Finance Center at the University of North Carolina, Chapel Hill

NON-DEPARTMENTAL INFRASTRUCTURE

Non-Departmental Infrastructure: Provides appropriations for non-departmental agencies and special fund entities for the purpose of infrastructure related activities.

	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
Expenditures by Program				
Non-Departmental Infrastructure	5,436,998	8,799,310	8,899,310	8,899,310
Total	5,436,998	8,799,310	8,899,310	8,899,310
	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
Expenditures by Type				
Maintenance & Operations	5,436,998	8,799,310	8,899,310	8,899,310
Total	5,436,998	8,799,310	8,899,310	8,899,310
General Fund Contribution	5,436,998	8,799,310	8,899,310	8,899,310
Total	5,436,998	8,799,310	8,899,310	8,899,310

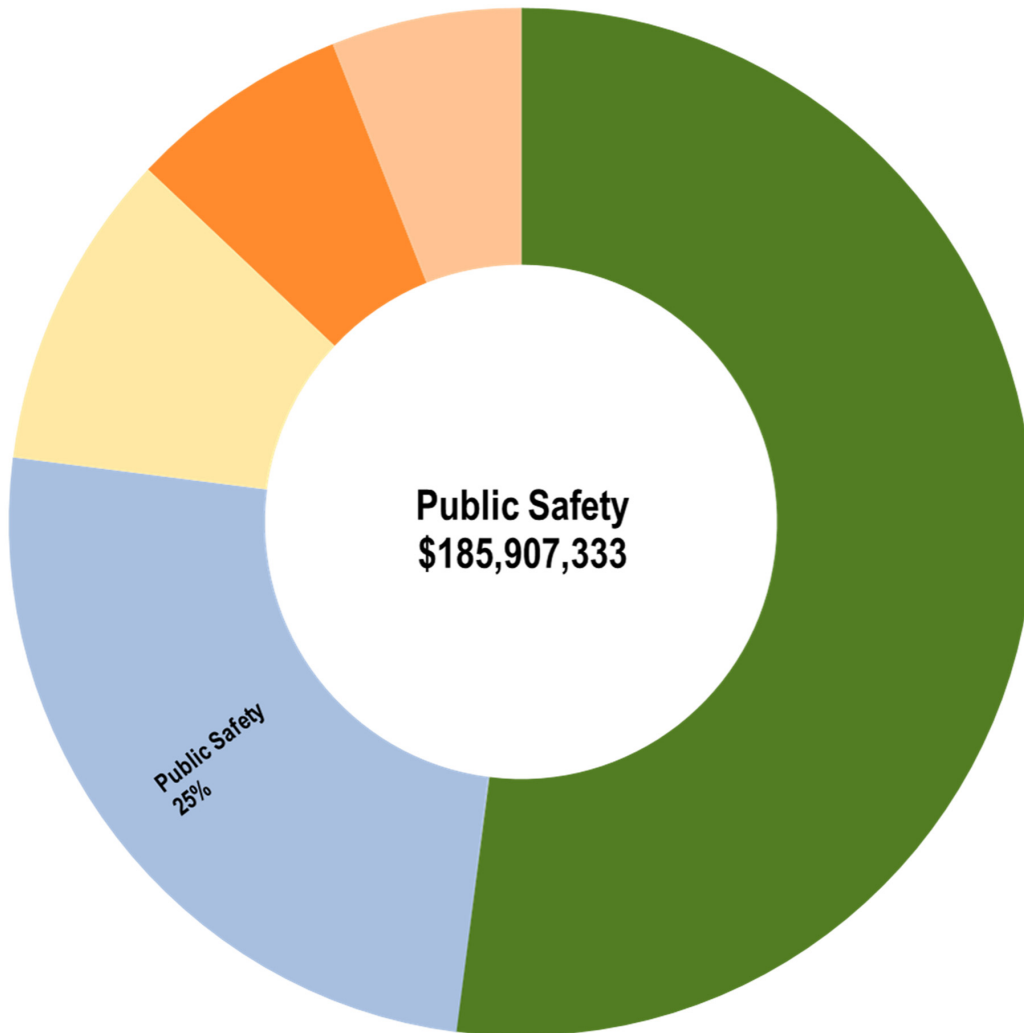
Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$100,000, or 1.1%.



PUBLIC SAFETY

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



PUBLIC SAFETY SERVICE AREA SUMMARY

	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
Expenditures				
Emergency Telephone System Fund	1,731,171	2,183,012	1,832,416	1,832,416
Fire Department	62,577,914	65,325,096	69,801,713	71,453,849
Guilford Metro Communications Fund	11,796,302	13,592,244	15,240,663	15,570,264
Police Department	83,828,010	91,174,117	96,023,712	99,085,980
Technical Services Fund	4,999,183	6,784,226	5,395,559	5,404,247
Non-departmental Public Safety	9,593,067	10,142,499	11,504,413	11,666,956
Subtotal	174,525,647	189,201,194	199,798,476	205,013,712
Less Transfers and Internal Charges	11,681,878	13,825,574	13,891,143	14,053,686
Total Public Safety Expenditures	162,843,769	175,375,620	185,907,333	190,960,026
Revenues				
Emergency Telephone System Fund	2,649,746	2,183,012	1,832,416	1,832,416
Fire Department	2,464,577	2,680,957	3,034,268	3,034,268
Guilford Metro Communications Fund	12,358,203	13,592,244	15,240,663	15,570,264
Police Department	2,629,408	2,640,273	2,640,273	2,640,273
Technical Services Fund	5,672,862	6,784,226	5,395,559	5,404,247
Subtotal	25,774,796	27,880,712	28,143,179	28,481,468
General Fund Contribution	150,905,006	161,320,482	171,655,297	176,532,244
Less Transfers and Internal Charges	11,681,878	13,825,574	13,891,143	14,053,686
Total Public Safety Revenues	164,997,924	175,375,620	185,907,333	190,960,026
Total FTE Positions	1,520.38	1,536.38	1,517.38	1,517.38



PUBLIC SAFETY SERVICE AREA SUMMARY

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$10,531,713, or 6.0%.

- During FY 22-23, five (5) FTEs Fire Inspector positions were added. A Deputy Fire Marshal position was also reclassified.
- The Fire Department FY 23-24 budget includes the addition of four (4) FTE positions, including one (1) Plan Reviewer Supervisor, one (1) Plan Reviewer, and two (2) Construction Inspector positions. This was added as part of a multi-department service enhancement to support increased service demands in Development Services.
- The Fire Department budget includes \$400,000 to support the financed replacement of self contained breathing equipment.
- The Guilford Metro Communications Fund FY 23-24 budget includes the mid-year addition of two (2) FTE positions for PSIT Fire, including one (1) PSIT Fire Supervisor, and one (1) Applications Analyst.
- The Guilford Metro Communications Fund FY 23-24 budget includes the addition of approximately \$144,000 for expenses no longer covered by the State 911 Board's annual disbursement to Guilford Metro 911, as well as a public safety specific pay increase, and the reclassification of one (1) PSIT position at a cost of \$19,000.
- The Police Department FY 23-24 budget includes an increase of \$40,000 for the department's Flock camera program to support the City Manager's Gateway Corridors program. Other increases include \$56,550 for contract increases, and \$15,000 for internal charges.
- The Office of Community Safety was created during FY 22-23, with the addition of one (1) FTE Violence Prevention Coordinator in the City Manager division; the transfer of one (1) FTE Behavioral Health Crisis Team Lead and seven (7) FTE Behavioral Crisis Counselors from the Diversity, Equity, and Inclusion division; the addition of one (1) FTE LEADS Case Coordinator; and the addition of one (1) FTE Community Outreach Coordinator
- The Non-Departmental Public Safety FY 23-24 budget includes a transfer of approximately \$1.3 million to Guilford Metro 911 to support expenses no longer covered by the State 911 Board annual disbursement.



EMERGENCY TELEPHONE SYSTEM FUND

911 Wireless: 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.

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
911 Wireless	1,731,171	2,183,012	1,832,416	1,832,416
Total	1,731,171	2,183,012	1,832,416	1,832,416
	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Type				
Maintenance & Operations	1,673,179	2,183,012	1,832,416	1,832,416
Capital Outlay	57,992	-	-	-
Total	1,731,171	2,183,012	1,832,416	1,832,416
	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Revenues by Type				
User Charges	2,188,148	2,166,662	1,816,066	1,816,066
Other Revenues	(35,437)	16,350	16,350	16,350
Appropriated Fund Balance	497,035	-	-	-
Total	2,649,746	2,183,012	1,832,416	1,832,416

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 Highlights:

The FY 23-24 Recommended Budget is decreasing by \$350,596, or 16.1%.

- The FY 23-24 budget includes the decrease of approximately \$144,000 for expenses no longer covered by the State 911 Board's annual disbursement to Guilford Metro 911.



FIRE DEPARTMENT

Fire Administration: Provides executive leadership, planning and resource management functions for the Fire Department.

Training: 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.

Fire and Life Safety: 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.

Emergency Services: 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 residents and visitors.

Regulatory and Fleet Services: 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.

Stations: Maintenance and Operations cost for 26 fire stations.

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Fire Administration	2,436,362	2,613,857	2,971,124	2,972,202
Training	2,297,910	1,229,331	1,266,437	1,298,972
Fire and Life Safety	2,241,107	2,534,123	3,438,639	3,555,157
Emergency Services	47,686,025	52,169,880	54,363,524	55,933,858
Regulatory and Fleet Services	7,053,382	6,258,322	7,390,736	7,310,603
Stations	863,128	519,583	371,253	383,057
Total	62,577,914	65,325,096	69,801,713	71,453,849

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Full-time Equivalents by Program				
Fire Administration	11.00	11.00	11.00	11.00
Training	9.00	9.00	9.00	9.00
Fire and Life Safety	23.00	24.00	33.00	33.00
Emergency Services	530.00	545.00	545.00	545.00
Regulatory and Fleet Services	14.00	14.00	14.00	14.00
Total	587.00	603.00	612.00	612.00



FIRE DEPARTMENT

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Type				
Personnel Costs	53,812,236	57,105,762	60,739,991	62,500,593
Maintenance & Operations	8,694,194	7,986,901	8,957,722	8,953,256
Capital Outlay	71,484	232,433	104,000	-
Total	62,577,914	65,325,096	69,801,713	71,453,849
Revenues by Type				
Intergovernmental Revenue	443,516	447,184	447,184	447,184
User Charges	369,230	754,300	1,144,300	1,144,300
Other Revenues	1,651,831	1,479,473	1,442,784	1,442,784
Subtotal	2,464,577	2,680,957	3,034,268	3,034,268
General Fund Contribution	60,113,337	62,644,139	66,767,445	68,419,581
Total	62,577,914	65,325,096	69,801,713	71,453,849

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 arson.
- To provide proper tools, equipment, training, and policy to reduce accidents and injuries to firefighters and to properly test safety equipment in accordance with OSHA/NFPA standards.

Performance Measures

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Workload Measures				
• Total number of Fires	1,100	1,066	1,000	1,000
• Total number of Residential Structure Fires	180	204	198	198
• Total number of Commercial Structure Fires	50	60	55	55
• Total number of Medical Events	29,000	21,973	25,000	25,000
• Total number of Cardiac Arrest Patients	300	378	175	175
• Total number of General Fire Inspections	7,500	8,515	7,575	7,575
• Total number of Fire Investigations	475	610	495	495



FIRE DEPARTMENT

Efficiency Measures

• Percentage of first due unit arrival in six minutes or less (medical)	75%	68%	68%	68%
• Percentage of first due unit arrival in six minutes 20 seconds or less (fires)	87%	90%	86%	90%
• Percentage of cardiac arrest patients that regain a pulse before being turned over to a higher level of medical care	30%	40%	25%	25%
• Percentage of compliance with the state mandated minimum inspection frequency for all occupancies	45%	55%	56%	55%
• Percent of when 9-1-1 call processing was 60 seconds or less (Metro 911 function) (Moderate Fire Hazard)	85%	87%	87%	87%
• Percent where turn out time was 80 seconds or less (Moderate Fire Hazard)	35%	35%	35%	35%
• Percent where travel time for first arriving unit was four minutes or less (Moderate Fire Hazard)	90%	90%	90%	90%
• Percent where 17 persons arrived on scene in 11 minutes 35 seconds or less (Moderate Fire Hazard)	95%	95%	95%	95%
• Percent where entire first alarm complement arrived in 10 minutes 20 sec or less (Moderate Fire Hazard)	84%	84%	84%	84%

Effectiveness Measures

• Percentage of actual residential structure fires that are contained to the room of origin	75%	75%	75%	75%
• Percentage of total number of fires that were commercial structures	50%	50%	50%	50%
• Percentage of total dollar loss that were commercial structures	50%	50%	50%	50%
• Percentage of dollar loss based on total value of commercial property where fires occurred	2%	2%	2%	2%
• Percent of property value saved by fire protection services	98%	98%	98%	98%

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$4,476,617, or 6.9%.

- During FY 22-23, five (5) FTEs Fire Inspector positions were added. A Deputy Fire Marshal position was also reclassified.
- The FY 23-24 budget includes the addition of four (4) FTE positions, including one (1) Plan Reviewer Supervisor, one (1) Plan Reviewer, and two (2) Construction Inspector positions. This was added as part of a multi-department service enhancement to support increased service demands in Development Services.
- The Fire Department budget includes \$400,000 to support the financed replacement of self contained breathing equipment.



GUILFORD METRO COMMUNICATIONS FUND

Metro Communications Administration: 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.

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.

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.

IT Public Safety: This Division is responsible for the acquisition, configuration, and maintenance of public safety computers, servers, and cellular phones, as well as other information technology equipment and systems. These systems include the local network, CAD, RMS and mobile platforms, and all other associated software systems. The group is also responsible for data retention and backups, disaster recovery processes, the automated call distribution system, and 911 recorder systems. This division provides after-hours support duties for the department. In addition, this division also focuses on the complex issues of compliance and leverages technology that can be used within the Police, Fire, and 911 Departments while ensuring technical standards are consistent with that of the organization’s best practice.

	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
Expenditures by Program				
Metro Communications Administration	772,972	1,034,170	1,098,366	1,121,501
Emergency Communications	6,910,037	7,942,405	8,557,721	8,793,167
Support Services	857,749	840,490	1,028,521	1,066,816
IT Public Safety	3,255,544	3,775,179	4,556,055	4,588,780
Total	11,796,302	13,592,244	15,240,663	15,570,264



GUILFORD METRO COMMUNICATIONS FUND

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Full-time Equivalents by Program				
Metro Communications Administration	6.00	6.00	6.00	6.00
Emergency Communications	93.00	93.00	93.00	93.00
Support Services	5.00	5.00	5.00	5.00
IT Public Safety	7.00	7.00	9.00	9.00
Total	111.00	111.00	113.00	113.00

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Type				
Personnel Costs	8,373,059	9,139,499	10,058,163	10,366,380
Maintenance & Operations	3,423,243	4,452,745	5,182,500	5,203,884
Total	11,796,302	13,592,244	15,240,663	15,570,264

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Revenues by Type				
User Charges	3,321,139	3,561,898	3,858,874	3,952,830
Other Revenues	(74,753)	378,273	378,273	378,273
Interfund Transfers	8,391,415	8,767,006	10,203,516	10,366,059
Appropriated Fund Balance	720,402	885,067	800,000	873,102
Total	12,358,203	13,592,244	15,240,663	15,570,264

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

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Workload Measures				
• Number of monthly educational contacts	24	55	30	30
• Number of people contacted via educational events	1,330	3,000	1,500	1,500
• Total calls dispatched	402,065	440,000	405,000	405,000
• Number of in-service training sessions	14	6	6	6



GUILFORD METRO COMMUNICATIONS FUND

Efficiency Measures

• Seconds to dispatch law enforcement high priority calls (goal: 150)	188 sec	150 sec	150 sec	150 sec
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Effectiveness Measures

• Percentage of 911 calls answered within 10 seconds or less	99%	98%	98%	98%
• Percentage of non-emergency calls answered within 15 seconds or less	97%	95%	95%	95%
• Percentage of Fire calls dispatched within 64 seconds	85%	90%	90%	90%
• Percentage of public record requests processed within two days or less of initial request	98%	95%	95%	95%
• ACE Accreditation Met - EMD (Medical)	YES	YES	YES	YES
• ACE Accreditation Met - EFD (Fire)	YES	YES	YES	YES

*Due to COVID-19 public contact and in-person training was not possible.

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$1,648,419, or 12.1%.

- The FY 23-24 budget includes the mid-year addition of two (2) FTE positions for PSIT Fire, including one (1) PSIT Fire Supervisor, and one (1) Applications Analyst.
- The FY 23-24 budget includes the addition of approximately \$144,000 for expenses no longer covered by the State 911 Board's annual disbursement to Guilford Metro 911, as well as a public safety specific pay increase, and the reclassification of one (1) PSIT position at a cost of \$19,000.



POLICE DEPARTMENT

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.

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.

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.

Patrol Bureau: The Patrol Bureau includes four patrol divisions. 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. CRTs are neighborhood based and focused on problem-solving and crime prevention.

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.



POLICE DEPARTMENT

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Police Administration	5,702,133	6,327,017	6,880,646	7,167,553
Management Bureau	20,196,092	19,135,539	19,867,290	20,313,587
Support Bureau	11,534,184	13,316,837	14,095,684	14,532,869
Patrol Bureau	31,559,443	36,563,138	37,979,991	39,309,089
Investigative Bureau	14,836,158	15,831,586	17,200,101	17,762,882
Total	83,828,010	91,174,117	96,023,712	99,085,980
Full-time Equivalents by Program				
Police Administration	27.00	27.00	26.00	26.00
Management Bureau	70.00	70.00	72.00	72.00
Support Bureau	133.38	133.38	132.38	132.38
Patrol Bureau	426.00	426.00	396.00	396.00
Investigative Bureau	157.00	157.00	157.00	157.00
Total	813.38	813.38	783.38	783.38
Expenditures by Type				
Personnel Costs	69,651,060	74,918,410	79,823,854	82,667,487
Maintenance & Operations	14,160,489	15,145,707	15,099,858	15,318,493
Capital Outlay	16,461	1,110,000	1,100,000	1,100,000
Total	83,828,010	91,174,117	96,023,712	99,085,980
Revenues by Type				
Intergovernmental Revenue	1,573,491	1,680,091	1,680,091	1,680,091
User Charges	686,107	801,182	801,182	801,182
Other Revenues	369,810	159,000	159,000	159,000
Subtotal	2,629,408	2,640,273	2,640,273	2,640,273
General Fund Contribution	81,198,602	88,533,844	93,383,439	96,445,707
Total	83,828,010	91,174,117	96,023,712	99,085,980



POLICE DEPARTMENT

Departmental Objectives

- Create Priority Offender Strategy to enhance management of repeat and priority offenders.
- Reduce criminal offenses by 10% annually for the time period FY 2023-24 compared to FY 2022-23 (per capita).
- Reduce juvenile felony offenses.
- Reduce criminal offenses committed by youth under the age of 18 by 10% annually for the time period FY 2023-24 compared to FY 2022-23 (per capita).
- Reduce response times to calls for service.
- Improve internal and external service delivery.

Performance Measures

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Workload Measures				
• Crimes Against Persons	8,248	6,761	6,964	6,761
• Crimes Against Property	17,112	14,821	15,266	14,821
• Offenses Reported - Involving persons 15 years of age and under	5,748	5,010	5,010	5,010
• Number of Priority Offenders managed under electronic monitoring	1,301	1,301	1,301	1,301
• Crime Against Persons cleared by arrest, exception, or unfounded	2,024	1,841	1,841	1,841
• Crime Against Property cleared by arrest, exception, or unfounded	2,278	2,645	2,645	2,645
Efficiency Measures				
• Average Police Response Time to High Priority Calls (in minutes)	10:00	6:00	6:00	6:00
• First due GPD unit arrival to Priority I Calls in seven minutes or less	33%	90%	90%	90%
• First due GPD unit arrival to Priority II Calls within 12 minutes	48%	90%	90%	90%
• GPD Average Training Hours (Patrol Personnel)	40	40	40	40
Effectiveness Measures				
• Percent of Felony cases cleared	19%	30%	30%	30%
• Reduce the NIBRS Group A Crime rate	-1%	-10%	-10%	-10%
• Reduce case closure suspense time for homicides, aggravated assaults, and robberies	-48%	-15%	-15%	-15%
• Percent of citizen satisfaction surveys indicating a positive impression/perception of GPD	75%	75%	75%	75%

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by \$4,849,595, or 5.3%.

- The FY 23-24 budget includes an increase of \$40,000 for the department's Flock camera program to support the City Manager's Gateway Corridors program. Other increases include \$56,550 for contract increases, and \$15,000 for internal charges.



TECHNICAL SERVICES FUND

Technical Services: Designs, installs, and maintains the public safety communications system to include 911 dispatch and two-way radio for the City of Greensboro, Guilford County, City of Burlington, Graham, and Thomasville; reviews all systems, monitors growth patterns, technology needs, technology changes and projects future communications technology equipment needs for all. Technical Services also provides services to the Town of Gibsonville, state universities, colleges, state, federal, and other public safety and non-public safety government agencies throughout the region. Greensboro Police, Greensboro Fire, Guilford County EMS, Guilford County Sheriff, and Guilford County Fire are a few of the larger agencies Technical Services supports. This division also provides after-hour on-call support year-round. The budget is maintained in this division also to support its maintenance, operations, capital expenditures, and future needs.

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Technical Services	4,999,183	6,784,226	5,395,559	5,404,247
Total	4,999,183	6,784,226	5,395,559	5,404,247
Full-time Equivalents by Program				
Technical Services	9.00	9.00	9.00	9.00
Total	9.00	9.00	9.00	9.00
Expenditures by Type				
Personnel Costs	938,762	1,007,477	1,081,704	1,105,068
Maintenance & Operations	4,022,077	5,776,749	4,313,855	4,299,179
Capital Outlay	38,344	-	-	-
Total	4,999,183	6,784,226	5,395,559	5,404,247
Revenues by Type				
User Charges	924,133	922,645	919,295	919,295
Other Revenues	4,013,175	5,548,445	4,146,567	4,147,434
Interfund Transfers	2,422	-	-	-
Appropriated Fund Balance	733,132	313,136	329,697	337,518
Total	5,672,862	6,784,226	5,395,559	5,404,247



TECHNICAL SERVICES FUND

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

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Workload Measures				
• Number of work orders completed	2,631	2,800	2,800	2,800
• Number of preventative maintenance checks performed on system	48	48	48	48
Effectiveness Measures				
• Complete 90% of all system service requests within 24 hours	90%	90%	90%	90%
• Be on site for 90% of all dispatched calls for service within one hour	90%	90%	90%	90%
• Maintain 99.99% radio system availability	99.99%	99.99%	99.99%	99.00%

Budget Highlights:

The FY 23-24 Recommended Budget is decreasing by \$1,388,667, or 20.5%.



NON-DEPARTMENTAL PUBLIC SAFETY

Non-Departmental Public Safety: Provides appropriations for non-departmental agencies and special fund entities for the purpose of public safety related activities.

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Non-Departmental Public Safety	9,593,067	10,142,499	11,504,413	11,666,956
Total	9,593,067	10,142,499	11,504,413	11,666,956

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Type				
Maintenance & Operations	9,593,067	10,142,499	11,504,413	11,666,956
Total	9,593,067	10,142,499	11,504,413	11,666,956
General Fund Contribution				
	9,593,067	10,142,499	11,504,413	11,666,956
Total	9,593,067	10,142,499	11,504,413	11,666,956

Budget Highlights:

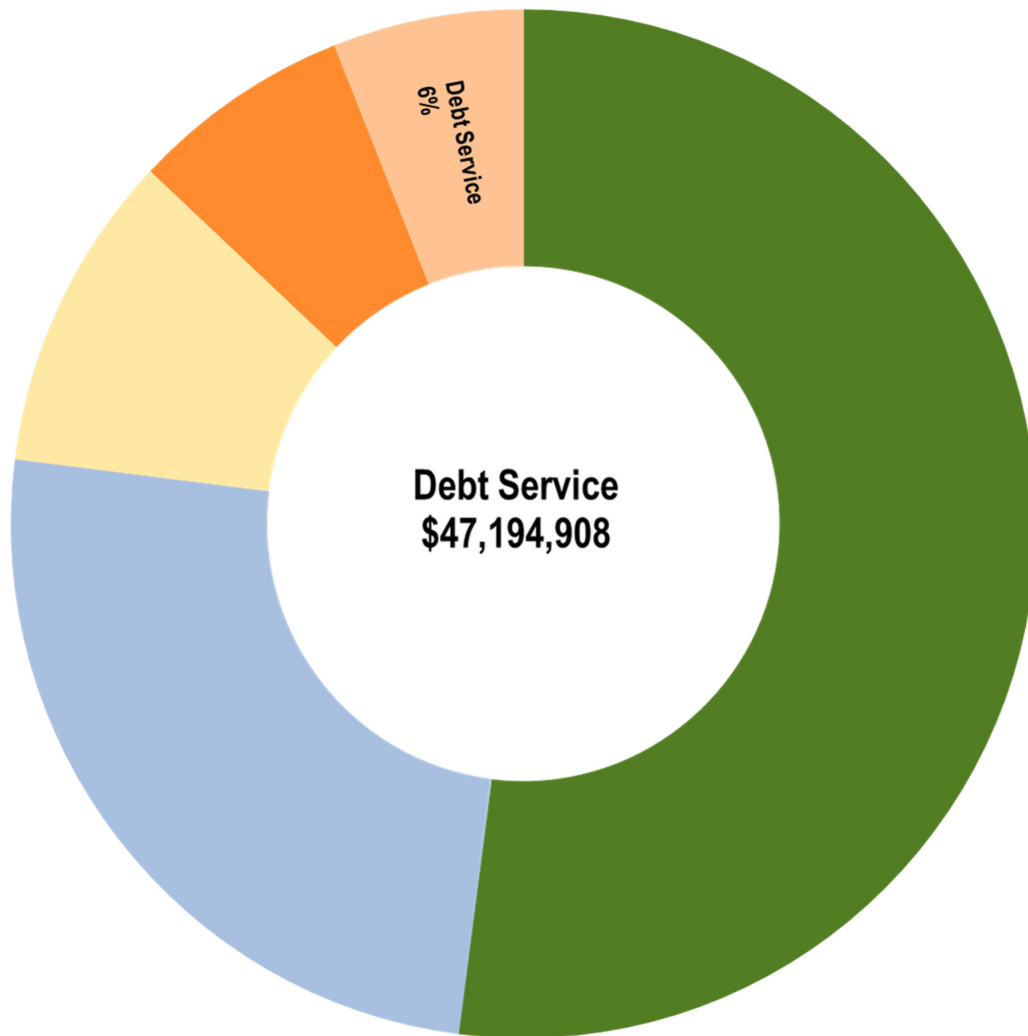
The FY 23-24 Recommended Budget is increasing by \$1,361,914, or 13.4%.

- The FY 23-24 budget includes a transfer of approximately \$1.3 million to Guilford Metro 911 to support expenses no longer covered by the State 911 Board annual disbursement.



CAPITAL IMPROVEMENTS PROGRAM & DEBT SERVICE

Capital Improvements Program
Capital Leasing Fund
Debt Service Fund



FY 2024 - 2033 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

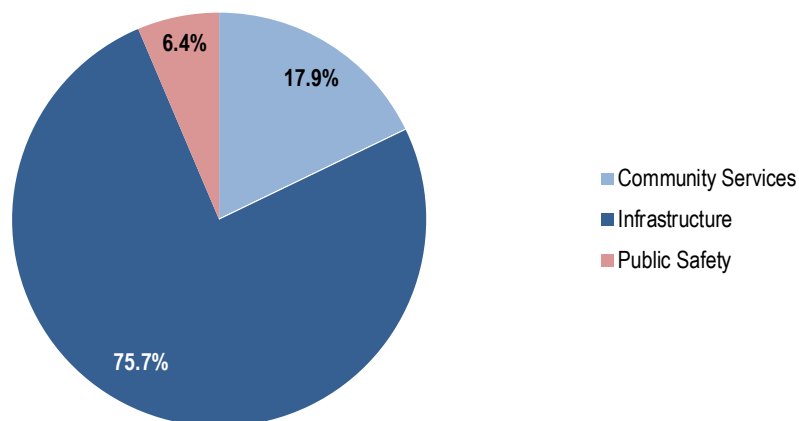
The CIP and Annual Operating Budget are linked in three main ways. First, some CIP projects are funded through annual operating funds, such as the General Fund Capital Reserve Account and the Water Resources Fund. In these cases, the projects become authorized through the adoption of the Annual Operating 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 that directly impact the operating budget.

Expenditure Overview

The FY 2024-2033 Capital Improvements Program (CIP) totals **\$2,066,258,329**, an 8% increase of \$255,456,741 over FY 22-23.

Expenditures by Service Area

Expenditures by Service Area



Highlights

Infrastructure

The Infrastructure Service Area needs total about \$1.6 billion or 76% of the total recommended CIP spending over the next ten years. The average need per fiscal year is about \$261 million, a \$9 million increase over last fiscal year. The service area consists of Engineering & Inspections, Field Operations, Planning, Transportation, Coliseum, and Water Resources.

Projected Transportation capital expenditures over the next ten years total approximately \$221 million, which accounts for 14% of the Infrastructure Service Area and 11% of the total CIP. Transportation expects to spend \$65.3 million in FY 23-24. Projects of note include replacement of GTA's electric buses (\$3.5 million), GTA replacement buses (\$4.8 million), continued Alamance Church Rd. improvements (\$4.8 million), the final phase of the Downtown Greenway (\$12.5 million), construction of the February One parking deck (\$10 million), various downtown streetscapes (\$7.3 million), various sidewalk improvements (\$6.7 million).

Water Resources projects total just over \$1.2 billion and account for 78% of the Infrastructure Service Area and 59% of the total CIP. Water and Sewer projects of note in FY 23-24 include Phase 5 of the installation of an elevated water tank in Liberty to aid the Greensboro-Randolph Megasite (\$6.4 million); Phase 2 of Liberty Road water and sewer improvements (\$16.6 million), Megasite Utility Agreement (\$40 million), Sandy Creek Sewer, Lift Station and Force Main Improvements (\$10.2 million), Phase 2 Sewer Line Replacement at N. Buffalo Trunkline (\$4.5 million), Reedy Fork Industrial Site Development (\$2.3 million), Jessup Grove Station Relocation (\$2.1 million), Water System Expansion at Various Locations (\$2.5 million), Mitchell GAC Testing (\$9.4 million), Mitchell Waste Clarifier/EQ Basin Improvements (\$5 million), Townsend Lagoon 1 Upgrade (\$4.8 million), Retrofit and Stormwater Wetland Stream Restorations (\$3.9 million), Camp Burton Sewer (\$7 million). These projects alone are estimated to cost \$114.7 million of the total \$156 million planned spend in FY 23-24. 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 almost \$90 million, which accounts for approximately 6% of the Infrastructure Service Area and 4% of the total CIP. In FY 23-24 there are \$14.3 million of planned Field Operations projects that include \$10.8 worth of ongoing street resurfacing, about \$1 million towards landfill equipment replacements, transfer station replacement needs, and salt storage facility needs.

Community Services

Community Services Service Area projects account for the second largest project total of the four Service Areas, including over \$355 million for Parks and Recreation and almost \$14 million of Neighborhood Development projects. Combined, Parks and Recreation and Neighborhood Development account for 18% of all CIP projects over the next 10 years. Parks & Recreation projects planned for FY 23-24 are making progress towards finishing projects previously approved by the 2016 bond referendum, such as the Barber Park/Gateway Gardens (\$500,000), Downtown Greenway Phase 4 (\$1.4 million), and land acquisition (\$200,000). The Battleground Parks District project is projected to have a total spend of \$41 million by FY 27-28. Additionally, the Windsor-Chavis-Nocho Complex is slated to begin spending \$50 million of the 2022 bond referendum dollars in FY 25-26, as will the Bingham Park Remediation project (\$26.2 million).

FY 23-24, Neighborhood Development expects to make progress on a variety of projects funded with bonds approved in 2016 and 2022 including revolving loan funds, and workforce housing initiative projects targeting at-risk or disadvantaged groups and areas within Greensboro.

Public Safety

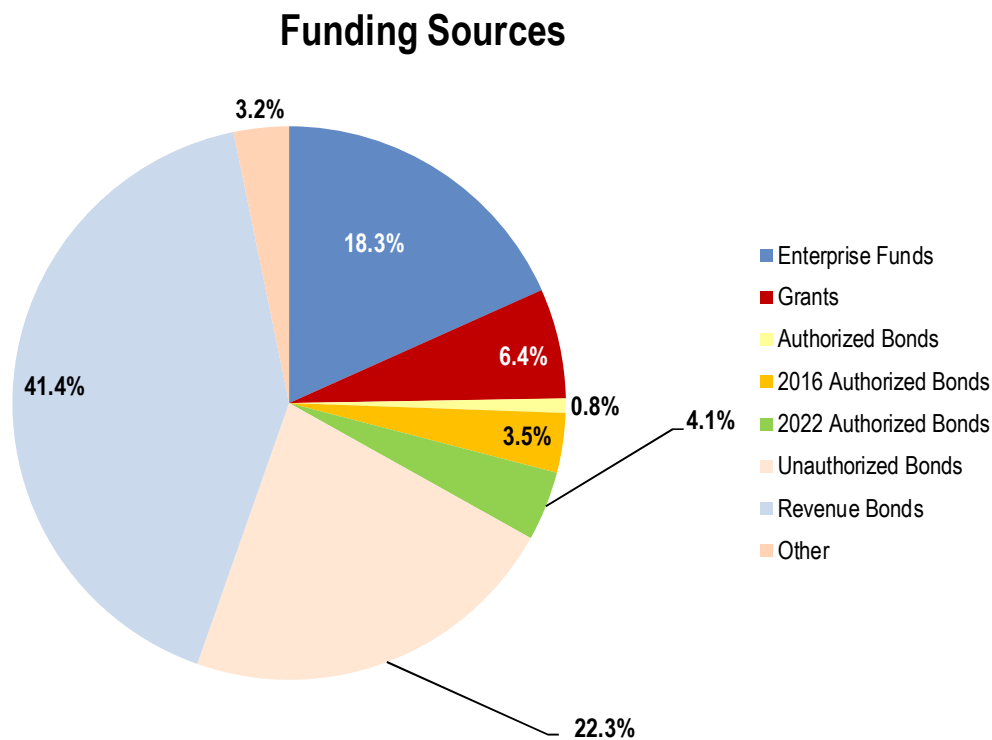
The Public Safety Service Area includes \$132 million, or almost 6%, of the City's planned capital needs over the next ten years. Fire Department projects are estimated to cost \$121 million, and Police Department projects are estimated to cost almost \$8 million. The majority of the Fire Department projects are related to construction of new and replacement, or renovation of, aging fire stations. Police Department CIP projects include headquarters security upgrades and renovations, and the purchase of a new record management system. GM911 is in the process of replacing their Computer Aided Dispatch (CAD) system in the next five years and is being funded through \$3 million of federal earmark dollars.



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.

Funding Sources



Highlights

Of the \$228.4 million in General Obligation bonds authorized by voter approval in 2006, 2008, and 2009 the City has \$17.4 million of those dollars planned to be spent by FY 25-26. The 2016 referendum authorized the issuance of an additional \$126 million in bonds of which \$71.8 million is planned to be spent in the next ten years. Most recently, in 2022 voters passed a bond referendum of \$135 million. Projects include \$70 million for Parks & Recreation, \$30 million for affordable housing, \$15 million for transportation, \$14 for fire facilities, and \$6 million for police facilities. The bond dollars included in the CIP account for 8.4% of the total capital needs in the City of Greensboro. Debt service costs associated with the debt issuance to fund authorized bond projects is scheduled at \$36 million in FY 23-24.

The CIP includes several funding sources other than bonds. About \$854,746,615 million, or 41.4%, of CIP funding over the next ten years is expected to come from Water Resources revenue bonds. The current figure is an increase of almost \$341 million, or 14.5%, over last fiscal year. The CIP also includes approximately \$461 million of Unauthorized Bond funded projects, which is a decrease of \$53.3 million from last fiscal year. These bond funds are used for projects which replace aging infrastructure, facilities, major equipment, targeted programs to support affordable housing efforts, new facilities based on future demand and growth, and other capital needs identified by departments for planning purposes. Total unauthorized bond projects reflect the identification of the next generation of capital needs across that the City will need to address in the coming fiscal years.



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 revenues collected from user fees by the enterprise fund. Water Resources plans to raise water and sewer user rates by 8.25% each year for the next five fiscal years to account for various rising costs of which infrastructure is one. Included in the CIP are approximately \$378 million worth of projects funded 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 over \$854.7 million in revenue bonds over the next 10 years.

The City continues to seek grant funding to provide additional support for CIP projects as opportunities allow. Total grant funding in the CIP equates to approximately \$132.8 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 almost \$66.7 million categorized as Other Revenue. Limited obligation bonds are a major source of Other Revenue in the CIP. Limited Obligation Bonds are supporting two new downtown parking decks and the replacement of two aging Fire Stations.

2023 - 2033 Capital Improvements Summary

Expenditures							
Service Area	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-33	TOTAL
Community Services	5,352,175	14,037,450	83,697,797	10,500,000	22,942,344	232,582,655	369,112,421
General Government	0	0	0	0	0	0	0
Infrastructure	237,277,504	275,365,590	209,698,358	229,957,267	208,004,655	404,468,534	1,564,771,908
Public Safety	1,459,000	28,890,000	12,600,000	26,000,000	5,700,000	57,725,000	132,374,000
TOTAL	244,088,679	318,293,040	305,996,155	266,457,267	236,646,999	694,776,189	2,066,258,329

Funding Sources							
Type	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-32	TOTAL
General Fund	0	0	0	0	0	0	0
Enterprise Funds	36,048,890	50,257,679	65,633,511	93,444,593	51,188,648	81,618,534	378,191,855
Grants	38,299,469	37,155,941	15,240,781	25,290,139	16,843,400	0	132,829,730
Authorized Bonds	8,361,825	8,879,336	36,000	150,000	0	0	17,427,161
2016 Authorized Bonds	18,356,216	36,638,404	4,914,500	1,050,000	850,000	10,000,000	71,809,120
2022 Authorized Bonds	0	17,400,000	56,600,000	10,000,000	0	0	84,000,000
Unauthorized Bonds	4,646,750	32,563,430	47,552,542	40,072,535	55,364,951	280,307,655	460,507,863
Revenue Bonds	119,868,604	120,209,190	111,668,821	92,100,000	108,050,000	302,850,000	854,746,615
Other	18,506,925	15,189,060	4,350,000	4,350,000	4,350,000	20,000,000	66,745,985
TOTAL	244,088,679	318,293,040	305,996,155	266,457,267	236,646,999	694,776,189	2,066,258,329



**CAPITAL PROJECT STATUS REPORT
AS OF APRIL 30, 2023**

	<u>APPROPRIATIONS (AS AMENDED)</u>	<u>TOTALS</u>	<u>UNCOLLECTED/ UNENCUMBERED BALANCE</u>
Street & Sidewalk Capital Project (401):			
Receipts	\$ 130,546,634	\$ 86,954,519	\$ 43,592,115
Disbursements/Obligations	130,546,634	88,693,535	41,853,099
State Highway Capital Project (402)			
Receipts	30,002,542	29,072,042	930,500
Disbursements/Obligations	30,002,542	26,027,199	3,975,343
General Capital Improvements (410)			
Receipts	1,123,401	1,039,674	83,727
Disbursements/Obligations	1,123,401	926,129	197,272
General Capital Improvements Fd2 (411)			
Receipts	42,903,935	16,226,122	26,677,813
Disbursements/Obligations	42,903,935	11,653,627	31,250,308
Library Facilities Bond Fund Series 08 (451)			
Receipts	9,008,288	9,008,288	
Disbursements/Obligations	9,008,288	9,008,288	
Historical Museum Bond Fund Series 08 (452)			
Receipts	5,753,377	5,753,376	1
Disbursements/Obligations	5,753,377	5,753,376	1
Parks & Recreation Bond Fund Series 08 (453)			
Receipts	5,275,000	5,275,000	
Disbursements/Obligations	5,275,000	5,275,000	
Economic Development Bond Fund Series 08 (454)			
Receipts	10,168,097	10,168,097	
Disbursements/Obligations	10,168,097	10,168,097	
Fire Station Bond Fund Series 08 (455)			
Receipts	25,537,726	25,537,725	1
Disbursements/Obligations	25,537,726	25,537,725	1
War Memorial Stadium Bond Fund Series 08 (462)			
Receipts	1,624,770	1,624,770	
Disbursements/Obligations	1,624,770	1,624,770	
Street Improvements Bond Fund Series 10 (471)			
Receipts	134,096,616	135,120,480	(1,023,864)
Disbursements/Obligations	134,096,616	129,171,591	4,925,025
Parks & Recreation Bond Fund Series 10 (472)			
Receipts	8,190,000	8,136,177	53,823
Disbursements/Obligations	8,190,000	8,136,177	53,823
Housing Bond Fund Series 10 (473)			
Receipts	1,000,000	1,000,000	
Disbursements/Obligations	1,000,000	1,000,000	
Greensboro Science Ctr Bond Fund Series 10 (474)			
Receipts	20,041,930	20,041,929	1
Disbursements/Obligations	20,041,930	20,041,929	1
Transportation Bond Fund Series 16 (481)			
Receipts	28,000,000	28,345,030	(345,030)
Disbursements/Obligations	28,000,000	23,209,602	4,790,398
Parks & Rec Bond Fund Series 16 (482)			
Receipts	36,405,722	36,664,428	(258,706)
Disbursements/Obligations	36,405,722	34,418,288	1,987,434
Housing Bond Fund Series 2016 (483)			
Receipts	25,000,000	25,248,479	(248,479)
Disbursements/Obligations	25,000,000	22,828,524	2,171,476
Community & Economic Bond Fund 16 (484)			
Receipts	38,500,000	39,278,728	(778,728)
Disbursements/Obligations	38,500,000	18,048,907	20,451,093
Fire Station Bond Series 2019 (491)			
Receipts	18,696,053	18,561,287	134,766
Disbursements/Obligations	18,696,053	18,609,374	86,679
Water Resources Capital Improvements Fund (503)			
Receipts	280,608,011	278,689,318	1,918,693
Disbursements/Obligations	280,608,011	259,845,681	20,762,330



Stormwater Capital Improvements (506)			
Receipts	29,909,363	24,897,206	5,012,157
Disbursements/Obligations	29,909,363	21,586,345	8,323,018
Water and Sewer Extension Fund (507)			
Receipts	29,512,259	31,414,367	(1,902,108)
Disbursements/Obligations	29,512,259	28,231,550	1,280,709
Water Resources Bond Series 14 (515)			
Receipts	100,430,005	100,608,170	(178,165)
Disbursements/Obligations	100,430,005	99,700,120	729,885
Water Resources Bond Series 18 (516)			
Receipts	157,696,923	144,666,300	13,030,623
Disbursements/Obligations	157,696,923	153,645,029	4,051,894
Performing Arts Center Fund (527)			
Receipts	118,964,205	118,978,590	(14,385)
Disbursements/Obligations	118,964,205	118,870,514	93,691
Coliseum Improvement Bnd Fund 2015 (528)			
Receipts	31,003,604	30,342,972	660,632
Disbursements/Obligations	31,003,604	29,969,857	1,033,747
Coliseum Improvements Fund (529)			
Receipts	4,175,661	4,833,152	(657,491)
Disbursements/Obligations	4,175,661	4,161,661	14,000
Parking Facilities Cap Project Fund (545)			
Receipts	3,577,766	4,124,135	(546,369)
Disbursements/Obligations	3,577,766	2,098,794	1,478,972
Parking Facilities Bond Fund (546)			
Receipts	70,612,459	70,651,302	(38,843)
Disbursements/Obligations	70,612,459	70,149,432	463,027
Solid Waste Capital Improvement (554)			
Receipts	7,919,581	7,934,265	(14,684)
Disbursements/Obligations	7,919,581	7,161,623	757,958



DEBT SERVICE AREA SUMMARY

	Actual	Budget	Recommended	Projected
	2021-22	2022-23	2023-24	2024-25
Expenditures				
Capital Leasing Fund	2,635,136	4,184,755	3,224,038	3,224,038
Debt Service Fund	36,255,465	41,201,763	47,174,908	47,807,760
Debt Service Contribution	26,391,689	40,104,000	41,600,000	42,225,000
Subtotal	65,282,290	85,490,518	91,998,946	93,256,798
Less Transfers and Internal Charges	28,814,951	43,288,861	44,804,038	45,429,038
Total Debt Service Expenditures	<u>36,467,339</u>	<u>42,201,657</u>	<u>47,194,908</u>	<u>47,827,760</u>
Revenues				
Capital Leasing Fund	4,142,915	4,184,755	3,224,038	3,224,038
Debt Service Fund	31,514,869	41,201,763	47,174,908	47,807,760
Subtotal	35,657,784	45,386,518	50,398,946	51,031,798
General Fund Contribution	26,391,689	40,104,000	41,600,000	42,225,000
Less Transfers and Internal Charges	28,814,951	43,288,861	44,804,038	45,429,038
Total Debt Service Revenues	<u>33,234,522</u>	<u>42,201,657</u>	<u>47,194,908</u>	<u>47,827,760</u>
Total FTE Positions	<u>2.05</u>	<u>2.05</u>	<u>2.05</u>	<u>2.05</u>

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by 4,993,251, or 11.8%.

- The budgeted contribution to the Debt Service Fund will increase from \$40.1 million to \$41.6 million. This \$1.5 million increase is necessary due to planned issuance of the \$135 million in 2022 Bonds.
- The Capital Leasing Fund includes \$1.5 million transfer from the General Fund to support software and subscription increases and cybersecurity improvements.



CAPITAL LEASING FUND

Capital Leasing: The Capital Leasing Fund accounts for installment lease payments on capital property including equipment, computers and improved real property.

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Capital Leasing	2,635,136	4,184,755	3,224,038	3,224,038
Total	2,635,136	4,184,755	3,224,038	3,224,038

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Type				
Maintenance & Operations	2,635,136	3,919,755	3,024,038	3,099,038
Capital Outlay	-	265,000	200,000	125,000
Total	2,635,136	4,184,755	3,224,038	3,224,038

Revenues by Type				
Other Revenues	2,480,559	1,704,861	1,724,038	1,724,038
Interfund Transfers	-	1,500,000	1,500,000	1,500,000
Appropriated Fund Balance	1,662,356	979,894	-	-
Total	4,142,915	4,184,755	3,224,038	3,224,038

Budget Highlights:

The FY 23-24 Recommended Budget is decreasing by 960,717, or 23.0%.

- The Capital Leasing Fund includes \$1.5 million transfer from the General Fund to support software and subscription increases and cybersecurity improvements.



DEBT SERVICE FUND

Bond Retirement General Obligations: 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.

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Bond Retirement General Obligations	36,255,465	41,201,763	47,174,908	47,807,760
Total	36,255,465	41,201,763	47,174,908	47,807,760
Full-time Equivalents by Program				
Bond Retirement General Obligations	2.05	2.05	2.05	2.05
Total	2.05	2.05	2.05	2.05
Expenditures by Type				
Personnel Costs	215,152	233,599	235,716	243,811
Maintenance & Operations	36,040,313	40,968,164	46,939,192	47,563,949
Total	36,255,465	41,201,763	47,174,908	47,807,760
Revenues by Type				
Other Revenues	(4,127,352)	1,097,763	5,574,908	5,582,760
Interfund Transfers	27,696,130	40,104,000	41,600,000	42,225,000
Appropriated Fund Balance	7,946,091	-	-	-
Total	31,514,869	41,201,763	47,174,908	47,807,760

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by 5,973,145, or 14.5%.

- The Debt Service Fund expenses will increase by \$6 million due to anticipated debt service costs related to the 2008, 2016, and the new \$135 million in 2022 Bonds.



DEBT SERVICE CONTRIBUTION

Voter-Approved Bonds: General Fund annual contribution to support principal and interest payments related to Voter-Approved Bonds.

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Program				
Voter-Approved Bonds	26,391,689	40,104,000	41,600,000	42,225,000
Total	26,391,689	40,104,000	41,600,000	42,225,000

	Actual 2021-22	Budget 2022-23	Recommended 2023-24	Projected 2024-25
Expenditures by Type				
Maintenance & Operations	26,391,689	40,104,000	41,600,000	42,225,000
Total	26,391,689	40,104,000	41,600,000	42,225,000

General Fund Contribution	26,391,689	40,104,000	41,600,000	42,225,000
Total	26,391,689	40,104,000	41,600,000	42,225,000

Budget Highlights:

The FY 23-24 Recommended Budget is increasing by 1,496,000, or 3.7%.



**SUMMARY OF OUTSTANDING DEBT ISSUES
AS OF JUNE 30, 2023**

<u>ISSUE</u>	<u>PURPOSE</u>	<u>AMOUNT ISSUED</u>	<u>ISSUE DATE</u>	<u>AMOUNT OUTSTANDING</u>
LIMITED OBLIGATION BONDS				
Limited Obligation Bonds	Coliseum Improvements	24,450,000	2014	20,740,000
Limited Obligation Bonds	Performing Arts Center	43,450,000	2018	39,505,000
Limited Obligation Bonds	Coliseum Improvements	32,095,000	2018	31,950,000
Limited Obligation Bonds	Parking Deck - Eugene Street	29,685,000	2019	27,880,000
Limited Obligation Bonds	Fire Facilities	12,755,000	2020	10,835,000
Limited Obligation Bonds	Parking Deck - February One Deck	35,780,000	2021	34,515,000
TOTAL LIMITED OBLIGATION BONDS		178,215,000		165,425,000
GENERAL OBLIGATION BONDS				
Housing & Redevelopment	Housing (Fund 483)	6,600,000	2022	6,600,000
Community & Economic Development	Community & Economic Development (Fund 484)	11,400,000	2022	11,400,000
Parks & Recreation	Parks & Recreation (Fund 482)	9,205,000	2022	9,205,000
Transportation	Transportation Bonds (481)	7,365,000	2022	7,365,000
Housing & Redevelopment	Housing (Fund 496)	8,000,000	2022	8,000,000
Parks & Recreation	Parks & Recreation (Fund 493)	24,850,000	2022	24,850,000
Public Safety	Fire Stations (Fund 494)	5,520,000	2022	5,520,000
Public Buildings	Law Enforcement Facilities (Fund 495)	5,520,000	2022	5,520,000
Housing & Redevelopment	Housing (Fund 483)	8,000,000	2020A	820,000
Community & Economic Development	Community & Economic Development (Fund 484)	17,195,000	2020B	17,195,000
Parks & Recreation	Parks & Recreation (Fund 482)	11,605,000	2020B	11,605,000
Transportation	Transportation Bonds (481)	7,305,000	2020B	7,305,000
Streets	Streets - (Fund 471)	95,950,000	2018B	82,680,319
Parks & Recreation	Parks & Recreation Improvements (Fund 472)	4,680,000	2018B	4,032,766
Greensboro Science Center	Natural Science Center (474)	7,020,000	2018B	6,049,149
Community & Economic Development	Community & Economic Development (Fund 484)	6,670,000	2018B	5,747,553
Parks & Recreation	Parks & Recreation (Fund 482)	10,300,000	2018B	8,875,532
Transportation	Transportation Bonds (481)	10,740,000	2018B	9,254,681
Public Safety	Fire Stations	10,717,236	2016	8,005,597
Library Facilities	Library Facilities	869,200	2016	1,459,502
Parks & Recreation	Parks & Recreation Facilities	5,580,264	2016	4,361,824
Economic Development	Economic Development	3,476,800	2016	2,624,828
Street Improvements	Street Improvements	20,043,752	2016	16,429,915
Housing & Redevelopment	Housing	869,200	2016	541,797
Greensboro Science Center	Greensboro Science Center	1,903,548	2016	1,186,537
Streets	Street Improvements	5,179,400	2014	2,470,479
Public Safety	Fire Stations	1,476,583	2014	1,016,972
Library Facilities	Library Facilities	2,271,667	2014	1,192,796
Parks & Recreation	Parks & Recreation Facilities-Gateway Gardens	545,200	2014	588,214
Parks & Recreation	Greensboro Science Center	4,157,150	2014	2,211,539
Street Improvements	Street Improvements	7,640,280	2020D	6,208,440
Transportation	Public Transportation	209,438	2020D	170,188
Public Safety	Fire Stations	144,512	2020D	117,429
Neighborhood Redevelopment	Neighborhood Redevelopment	544,538	2020D	442,488
Library Facilities	Library Facilities	125,663	2020D	102,113
Economic Development	Economic Development	1,675,500	2020D	1,361,500
Parks & Recreation	Parks & Recreation Facilities-Aquatics/Hilltop Rd.	6,415,071	2020D	5,212,843



**SUMMARY OF OUTSTANDING DEBT ISSUES
AS OF JUNE 30, 2023**

<u>ISSUE</u>	<u>PURPOSE</u>	<u>AMOUNT ISSUED</u>	<u>ISSUE DATE</u>	<u>AMOUNT OUTSTANDING</u>
Street Improvements	Street Improvements	11,690,864	2008	2,762,056
Transportation	Public Transportation	234,568	2008	55,411
Public Safety	Fire Stations	4,785,185	2008	1,130,553
Greensboro Historical Musuem	Greensboro Historical Musuem	2,486,420	2008	587,427
Library Facilities	Library Facilities	2,251,852	2008	532,016
Economic Development	Economic Development	938,272	2008	221,685
Public Buildings	Public Buildings	469,136	2008	110,842
Parks & Recreation	Parks & Recreation Facilities-War Memorial Stadium	703,704	2008	166,253
Streets	Street Improvements	8,193,182	2006	3,372,333
Housing & Redevelopment	Neighborhood Redevelopment	877,841	2006	361,324
Parks & Recreation	Parks & Recreation Facilities	3,803,977	2006	1,565,733
Streets	Street Improvements	3,372,418	2003	2,117,506
Transportation	Public Transportation	97,300	2003	61,092
Parks & Recreation	Parks & Recreation Facilities	3,230,360	2003	2,028,311
Public Safety	Fire Station	1,006,082	2003	631,709
Public Buildings	Law Enforcement Facilities	1,377,768	2003	865,086
Public Buildings	Library Facilities	646,072	2003	405,663
Greensboro Science Center	Greensboro Science Center	6,000,000	2012A	2,700,000
Parks & Recreation	Parks & Recreation Facilities	4,000,000	2012A	1,800,000
Streets	Street & Bridge Construction	1,412,308	2020A	146,668
Public Safety	Communications System	680,000	2020A	70,625
Public Safety	Training Facilities	1,516,923	2020A	157,537
Public Safety	Construction of Fire Station	156,923	2020A	16,287
Public Buildings	Construction of Public Facilities	627,692	2020A	65,206
Housing & Redevelopment	Low Income Housing Projects	1,046,154	2020A	108,677
TOTAL GENERAL OBLIGATION BONDS		393,375,000		309,770,000
TOTAL GENERAL DEBT		\$571,590,000		\$475,195,000



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

FISCAL YEAR	GENERAL OBLIGATION BONDS		TOTAL Prin. & Int.
	Principal	Interest	
23/24	23,175,000	12,855,581	36,030,581
24/25	23,230,000	11,911,756	35,141,756
25/26	23,125,000	10,879,719	34,004,719
26/27	21,925,000	9,807,431	31,732,431
27/28	21,920,000	8,868,125	30,788,125
28/29	18,510,000	7,828,775	26,338,775
29/30	18,535,000	6,974,013	25,509,013
30/31	18,555,000	6,152,938	24,707,938
31/32	16,770,000	5,423,450	22,193,450
32/33	16,270,000	4,766,275	21,036,275
33/34	16,270,000	4,119,544	20,389,544
34/35	15,590,000	3,485,750	19,075,750
35/36	15,590,000	2,881,400	18,471,400
36/37	15,590,000	2,294,544	17,884,544
37/38	13,415,000	1,724,831	15,139,831
38/39	13,415,000	1,213,156	14,628,156
39/40	6,125,000	833,613	6,958,613
40/41	3,920,000	588,000	4,508,000
41/42	3,920,000	392,000	4,312,000
42/43	3,920,000	196,000	4,116,000
	\$309,770,000	\$103,196,901	\$412,966,901

The table above lists the City's annual principal and interest obligations through fiscal year 2043 on the City's general obligation bonded debt outstanding.



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

FISCAL YEAR	LIMITED OBLIGATION BONDS		TOTAL Prin. & Int.
	Principal	Interest	
23/24	6,710,000	4,826,688	11,536,688
24/25	6,830,000	4,684,496	11,514,496
25/26	6,955,000	4,528,057	11,483,057
26/27	7,105,000	4,349,116	11,454,116
27/28	7,275,000	4,165,655	11,440,655
28/29	7,425,000	3,978,365	11,403,365
29/30	7,600,000	3,779,055	11,379,055
30/31	7,780,000	3,567,357	11,347,357
31/32	7,405,000	3,343,036	10,748,036
32/33	7,595,000	3,129,535	10,724,535
33/34	7,785,000	2,904,722	10,689,722
34/35	7,985,000	2,668,668	10,653,668
35/36	8,200,000	2,423,100	10,623,100
36/37	8,435,000	2,166,590	10,601,590
37/38	8,685,000	1,896,369	10,581,369
38/39	8,940,000	1,618,591	10,558,591
39/40	9,215,000	1,329,903	10,544,903
40/41	7,330,000	1,040,719	8,370,719
41/42	7,580,000	793,130	8,373,130
42/43	7,835,000	535,680	8,370,680
43/44	5,245,000	269,267	5,514,267
44/45	3,605,000	106,565	3,711,565
45/46	1,905,000	25,498	1,930,498
	\$165,425,000	\$58,130,162	\$223,555,162

The table above lists the City's annual principal and interest obligations through fiscal year 2046 on the City's limited obligation bonded debt outstanding. This debt currently supports Coliseum improvements, two new parking decks, and fire fighting facilities.



As of June 30, 2023

COMBINED ENTERPRISE SYSTEM REVENUE BONDS				
ISSUE	PURPOSE	AMOUNT ISSUED	ISSUE DATE	AMOUNT OUTSTANDING
Water Resources	Water & Wastewater	49,480,000	2006	2,945,000
Water Resources	Water & Wastewater	33,985,000	2015	13,945,000
Water Resources	Water & Wastewater	29,310,000	2016	24,865,000
Water Resources	Water & Wastewater	90,690,000	2017	77,320,000
Water Resources	Water & Wastewater	116,290,000	2020	110,580,000
Water Resources	Water & Wastewater	87,935,000	2022	84,635,000
Total Revenue Bonds		\$407,690,000		\$ 314,290,000

FISCAL YEAR	WATER REVENUE		SEWER REVENUE		TOTAL W&S REVENUE BOND	
	Principal	Interest	Principal	Interest	Principal	Prin. & Int.
23/24	7,285,050	5,518,092	7,919,950	7,072,008	15,205,000	27,795,100
24/25	6,753,300	5,170,216	7,101,700	6,730,584	13,855,000	25,755,800
25/26	6,921,850	4,850,391	7,993,150	6,430,121	14,915,000	26,195,513
26/27	5,777,550	4,518,263	6,852,450	6,081,850	12,630,000	23,230,113
27/28	6,073,700	4,241,763	7,666,300	5,784,650	13,740,000	23,766,413
28/29	5,711,350	3,949,522	5,858,650	5,430,915	11,570,000	20,950,438
29/30	5,783,500	3,675,010	6,646,500	5,167,027	12,430,000	21,272,038
30/31	5,528,650	3,395,314	4,816,350	4,860,799	10,345,000	18,601,113
31/32	3,509,500	3,207,204	7,675,500	4,657,183	11,185,000	19,049,388
32/33	3,051,900	3,048,898	5,563,100	4,308,265	8,615,000	15,972,163
33/34	3,224,500	2,910,460	5,950,500	4,058,853	9,175,000	16,144,313
34/35	3,268,600	2,771,313	5,801,400	3,820,749	9,070,000	15,662,063
35/36	3,400,700	2,640,396	6,004,300	3,623,242	9,405,000	15,668,638
36/37	3,536,700	2,502,988	6,208,300	3,416,649	9,745,000	15,664,638
37/38	3,679,550	2,359,833	6,420,450	3,202,780	10,100,000	15,662,613
38/39	3,823,600	2,217,967	6,616,400	3,010,808	10,440,000	15,668,775
39/40	3,945,900	2,093,331	6,804,100	2,821,544	10,750,000	15,664,875
40/41	4,076,350	1,962,316	6,998,650	2,625,397	11,075,000	15,662,713
41/42	4,226,700	1,812,117	7,258,300	2,364,496	11,485,000	15,661,613
42/43	4,383,950	1,656,359	7,531,050	2,093,866	11,915,000	15,665,225
43/44	4,550,450	1,489,684	7,824,550	1,802,654	12,375,000	15,667,338
44/45	4,753,700	1,284,972	8,141,300	1,482,990	12,895,000	15,662,963
45/46	4,440,750	1,070,861	7,404,250	1,150,140	11,845,000	14,066,000
46/47	4,634,450	878,291	7,660,550	895,460	12,295,000	14,068,750
47/48	3,595,500	676,789	5,404,500	631,136	9,000,000	10,307,925
48/49	3,757,000	515,580	5,578,000	457,620	9,335,000	10,308,200
49/50	3,890,250	380,705	5,739,750	296,120	9,630,000	10,306,825
50/51	2,951,000	240,890	1,589,000	129,710	4,540,000	4,910,600
51/52	3,071,250	122,850	1,653,750	66,150	4,725,000	4,914,000
TOTAL	\$129,607,250	\$71,162,372	\$184,682,750	\$94,473,766	\$314,290,000	\$479,926,138

