



**ADOPTED BUDGET 2015-2016**  
**PROJECTED BUDGET 2016-2017**



**Adopted Budget 2015-16  
Projected Budget 2016-17**

**Mayor**

Nancy Vaughan

**Mayor Pro Tem**

Yvonne Johnson

**City Council**

Marikay Abuzuaiter

Mike Barber

Jamal Fox

Sharon Hightower

Nancy Hoffmann

Justin Outling

Tony Wilkins

**City Manager**

Jim Westmoreland

**Budget and Evaluation**

Larry M. Davis, Director

Steven Buter

Haywood Cloud

Jon Decker

Sara Hancock

Karen Kixmiller

Jason Martin

Mickey Sloan

Andrea Turner

Cover Photo

***“Davis Kelly Fountain”***

*Photo Credit: Rick Benton, VP of Visitor Experiences, Greensboro Science Center*

***The Davis Kelly Fountain of Youth and Discovery is located at the Animal Discovery Zoo in the Greensboro Science Center. The fountain features dancing geysers and jumping arches of water. The three connected arches in the Center’s logo represent the Fountain and the connectedness of the organization with the Greensboro Community.***

# TABLE OF CONTENTS

## Introduction

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

## Budget Summaries

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

## Fund Summary

Total Budget.....	21
General Fund.....	24
General Fund Expenditure Highlights.....	26
General Fund Revenue Highlights .....	27

## Community Services

Community Services Summary .....	29
Cemeteries Fund.....	31
Community Development Block Grant Fund.....	32
HOME Investment Fund.....	34
Hotel/Motel Occupancy Tax Fund .....	35
Libraries .....	36
Neighborhood Development.....	38
Non-Departmental Community Services .....	39
Nussbaum Housing Partnership Revolving Fund .....	40
Parks and Recreation.....	42
Workforce Development .....	45

## General Government

General Government Summary.....	47
Budget and Evaluation .....	49
Communications and Marketing .....	50
Economic Development and Business Support.....	51
Economic Development Fund .....	52
Equipment Services Fund .....	53
Executive .....	55
Financial and Administrative Services .....	57
Graphic Services Fund.....	59
Human Relations.....	60
Human Resources .....	62
Information Technology.....	64
Legal.....	67
Legislative .....	68
Network Services/Telecommunications.....	69
Non-Departmental General Government.....	71
Risk Retention Funds.....	72

**Infrastructure**

Infrastructure Summary .....	73
Engineering & Inspections .....	75
Field Operations .....	78
Greensboro Transit Authority .....	81
Municipal Service Districts Fund .....	84
Non-Departmental Infrastructure .....	85
Parking Fund .....	86
Planning .....	88
Solid Waste Management Fund .....	90
State Highway Allocation (Powell Bill) Fund .....	92
Stormwater Management Fund .....	93
Street and Sidewalk Revolving Fund .....	95
Transportation .....	96
War Memorial Coliseum Complex .....	98
Water Resources Fund .....	100

**Public Safety**

Public Safety Summary .....	105
Fire .....	106
Police .....	109
Emergency Telephone System Fund .....	112
Metro Communications .....	114
Technical Services Fund .....	116
Non-Departmental Public Safety .....	117

**Debt Service & Capital Improvements Program**

Debt Service Fund .....	119
Capital Leasing Fund .....	124
Capital Improvements Program .....	125

**Supplemental Information**

Glossary .....	131
Budget Ordinance .....	135
City Directory .....	140



Honorable Mayor and Members of City Council  
City of Greensboro

Ladies and Gentlemen:

I am pleased to provide you with a copy of the 2015-16 Annual Budget and 2016-17 Projected Budget. This document was prepared by the City's Budget and Evaluation Department and represents a comprehensive publication of the City's budget plans and policies for the upcoming fiscal year. The document also includes a second year planning budget that gives us the opportunity to continue planning for and implementing the strategies necessary to meet the future needs of our community.

The Recommended 2015-16 Budget was presented to Council on May 5, 2015 and both hard copy and electronic versions were available for public review. The Council held a preliminary work session in April, additional work sessions in May and a public hearing on the proposed budget in June before acting on the budget. Two council district based community meetings were also held to encourage the community to participate in the budget development process.

City Council adopted the 2015-16 Annual Net Budget, totaling \$487,967,637, on June 16, 2015. The Adopted FY 15-16 General Fund budget of \$264,643,331 is 1.6% higher than the revised FY 14-15 General Fund budget. The budget adds six firefighter positions as part of the three year plan to complete four person staffing for all fire ladder companies. An additional six positions are scheduled to be added in FY 16-17.

A number of program and position reductions were enacted as part of this budget to help maintain the total tax rate at 63.25 cents, the same as FY 14-15. Roughly \$760,000 in program reductions were included in the General Fund budget adopted by City Council.

The 2015-16 and 2016-17 budget columns in this document, as well as the narrative, reflect the budget as adopted by Council with changes made during the Council deliberations. The Manager's Message, however, is included as it was presented with the Recommended Budget.

On behalf of the employees of the City, I thank you for your continued leadership and support of our efforts to meet your priorities in the delivery of high quality services to the Greensboro community.

Respectfully,

A handwritten signature in black ink, appearing to read "Jim Westmoreland", with a stylized flourish at the end.

Jim Westmoreland  
City Manager

# **INTRODUCTION**

**FY 15-16**

# INTRODUCTION

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

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

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

The budget summary section contains budget appropriations and revenues in table and graphic form. Significant changes in funding levels and revenue sources, as well as changes in the property tax rate and in full-time positions, are detailed in the summary section. The fund summary section explains various fund categories and lists expenditures for each fund from actual expenditures in FY 2013-2014 through projections for FY 2016-2017.

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

Included in this description are a listing of key performance objectives and associated performance measures; a summary of appropriations by the three major expenditure categories (Personnel Costs, Maintenance & Operations and Capital Outlay) and a summary of major revenues from actuals in FY 13-14 to projections for FY 16-17. Also included is a summary of total positions since FY 14-15; and budget highlights, including explanations of increases or decreases in appropriations.

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

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

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

# BUDGET PROCESS

## ***Budget Adoption***

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

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

## ***Budget Amendments***

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

The City of Greensboro Budget is a program based budget, but is adopted by funds. Ordinances approved by City Council are required to increase or decrease appropriations in any fund. Budget adjustments within the same fund may be approved by the Budget Officer and reported to City Council.

## ***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. During the year, budget adjustments between divisions and account groups are reviewed by the Budget and Evaluation Department and approved adjustments are reported to City Council.

## ***Budget Calendar***

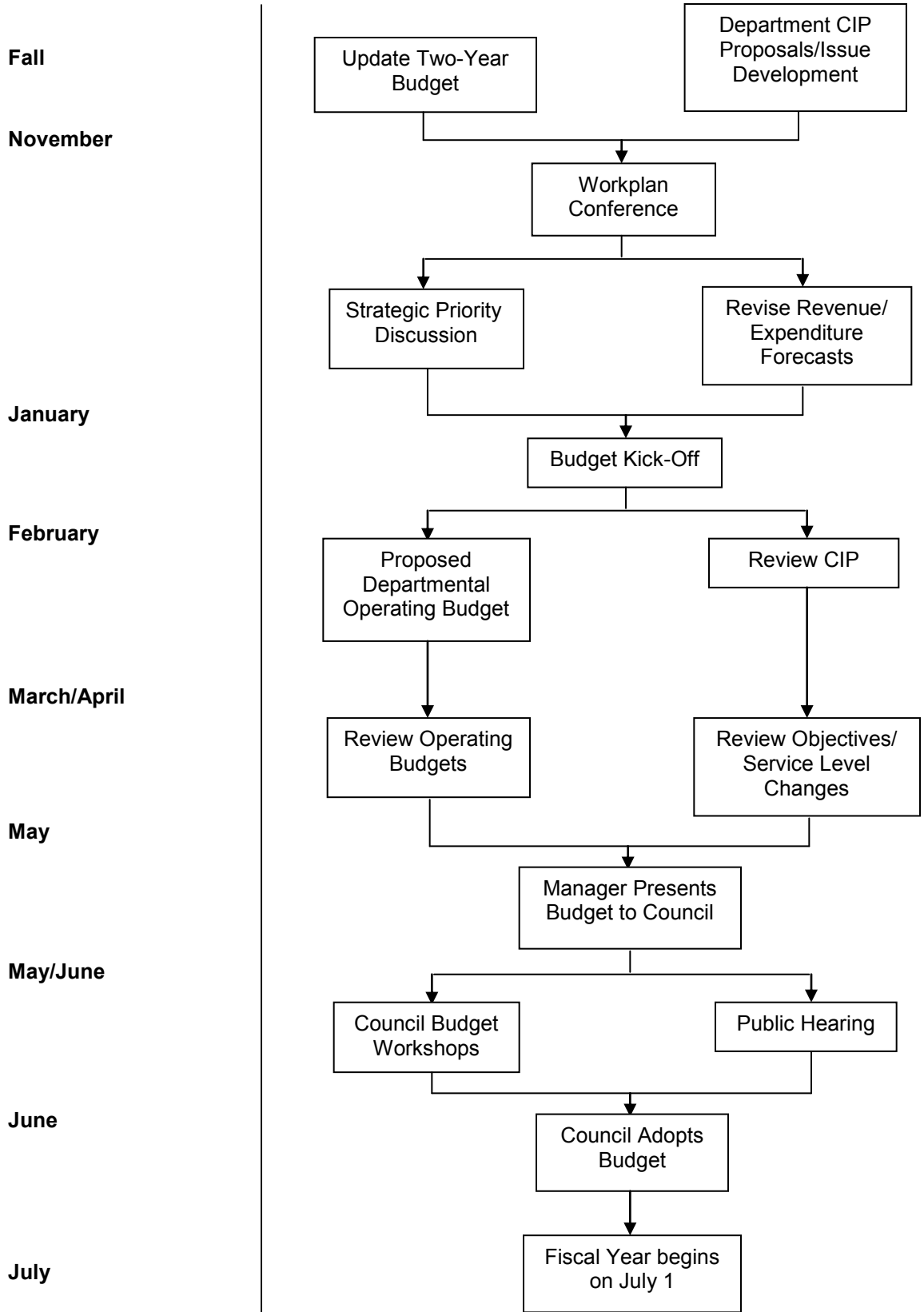
The City of Greensboro budget process begins in October with the development of proposed new and revised capital improvements projects and the identification of key departmental issues. Usually in late fall, a City Council/Staff Planning Conference is held to review the financial condition and budget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

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





Budget Process



# CITY MANAGER'S BUDGET MESSAGE

Mayor and City Council, City of Greensboro

May 5, 2015

Council Members:

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

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

The fiscal year 15-16 budget is built using a development model that I believe works for our organization. City staff and leadership brainstormed ideas and solutions for budget development, looking for efficiencies or reallocations that could be sustained for the long term. Our Result Area teams met to identify specific programs and services that could be reduced while still preserving the basic services required by our residents.

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

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

## **Strategic Goals**

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

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

City Council established the Economic Development Fund in FY 12-13. The one-half cent property tax set aside generates approximately \$1.3 million per year. These funds are fully allocated for the FY 15-16 year and support a variety of projects. Among the projects is continued work on the Renaissance Plaza Shopping Center, supported by a Council-approved grant for its grocery store co-op. The budget also includes \$150,000 for the third and final loan payment for the International Civil Rights Museum (an additional \$100,000 will be provided from the General Fund). The fund will also provide support for the events such as the 17 Days Arts and Cultural Festival and the National Folk Festival.

The City of Greensboro was awarded a \$1 million grant from the US Department of Commerce and the Economic Development Administration in 2013 to conduct an economic development challenge. The Strong Cities Strong Communities program proposals have been received and a winning proposal will be selected in August 2015.

The High Point Road/West Lee Street Gateway Corridor remains an area of key emphasis within the City's overall economic development strategic goals. Phase One of the Streetscape Improvement Project extends from Pinecroft Road to Coliseum Boulevard and will be under construction during FY 15-16.

Union Square is a partnership among Greensboro's colleges and universities to create a state-of-the-art facility to address the continuing education needs of the medical community and to develop a new high tech medical simulation lab. Groundbreaking took place on April 7 2015 at the corner of Lee and Arlington Streets in downtown Greensboro.



The FY 15-16 Recommended Budget includes continued support for various economic development and cultural partners such as the East Market Street Development Corporation, the Piedmont Triad Film Commission, the Children's Museum and the Wyndham Championship. Also included is continued funding for the maintenance of the Downtown Greenway and funding for the Greensboro Science Center, both of which are continuing to provide resources that add positive contributions to the quality of life for Greensboro's residents and visitors.

An important element of the City's economic development efforts center on its minority and women's business enterprise (MWBE) program. In FY 14-15, the City revised the program with a new coordinator and staff. In FY 15-16, the program will advance the City's goals of promoting an inclusive bidding process by using its economic power of purchasing to extend contract opportunities to all interested companies.

"Promote public safety and reduce crime."

Closely aligned with our economic development strategic goal is the organization's desire to promote public safety. A safe community is a critical component of an economically vibrant community.

During the FY 14-15 year, City Council authorized six additional fire fighter positions. The recommended FY 15-16 budget adds six more positions, with a final six additional positions projected for the FY 16-17 budget. These 18 total new positions will increase the manpower availability on all Fire Department ladder companies to the recommended four positions per shift.

Also during the FY 14-15 year, the City named a new police chief. Wayne Scott is a 24-year veteran of the Greensboro Police Department and is working to implement several new initiatives in FY 15-16 designed to make the department a national model for exceptional policing. Among his initiatives are the implementation of Neighborhood Oriented Policing, advanced recruiting efforts to build more diversity on the police force, expanded community outreach, and a greater emphasis on emerging best practices of policing.

Police, Libraries and Parks and Recreation continue their collaboration to provide programming options in an effort to positively impact the juvenile crime rate. For the third year in-a-row, the departments are combining to host the Summer Night Lights (SNL) program. The series of free teen events will be held during the summer at times that are traditionally high risk for juvenile crime. These departments, along with City Council and community partners, are further collaborating to

start the summer with a Teen Summit to inform youth of the variety of activities available through the summer season.

"Maintain infrastructure and provide sustainable growth opportunities."

Bond referenda passed by the residents of Greensboro in 2006, 2008 and 2009 authorized borrowing of over \$228 million for streets, fire stations, parks and other improvements. The City continues its strategy of managing the borrowing for these needed capital improvements with minimal tax rate adjustments for debt service.

Significant projects either underway or soon to be underway include improvements to Fleming Road at Isaacson Road, improvements to Horsepen Creek Road (widening from New Garden Road to Battleground Avenue), High Point Road Streetscape, improvements to Cone Boulevard/Nealtown Road and extension of the Downtown Greenway. In addition, sidewalk improvement projects are underway throughout the City, including improvements along sections of Florida Street, Randleman Road, Vandalia Road, McConnell Road and several other street locations.

During FY 14-15, the Greensboro Department of Transportation implemented a parking services and evaluation study. The study recommended changes to the City's parking fee structure to allow for future improvements and additions to parking structures within downtown limits. In FY 15-16, the revised fee structure will be implemented and structural improvements will be made to the parking decks and their elevators.

The Public Safety and Community Services results area have funded projects that will proceed in future years. The Fire Department will build the McConnell Road Fire Station (to replace the existing fire station on Franklin Boulevard) and a new Burlington Road Fire Station. Parks and Recreation projects will include improvements to Barber Park, Keeley Park, the construction of a new Skate Park and development of several new neighborhood parks.

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

The City seeks alternative funding sources to leverage local dollars wherever possible. Funding commitments backed by municipal agreements with NCDOT are currently in place for approximately

\$23.9 million to support City sidewalk and roadway projects.

The proposed FY 2016-2025 Capital Improvements Plan (CIP) totals \$1.48 billion of identified projects and outlines a future financing plan to maintain our current infrastructure and develop new facilities as needed. The CIP Team is continuing to evaluate all unfunded programs through the developed criteria that scores projects based on City Goals, influence on other City plans, critical need, community support and funding and operation impact.

Additional capital needs in FY 15-16 include continued renovation of Greensboro Police headquarters, street resurfacing and bridge repair and maintenance, and repair and maintenance to City-owned buildings.

One-third of the entire proposed Capital Improvements Plan is devoted to our water and sewer infrastructure. The City continues to plan and implement a variety of water system improvements and maintenance efforts using both debt financing and pay as you go (cash) capital financing. The proposed CIP includes \$550 million in planned water and sewer utility improvements, including such major projects as Osborne Wastewater Treatment Plant capacity upgrade and system wide Sanitary Sewer and Water Line Rehabilitation.

The recommended budget includes a proposed water user rate increase of 5.5% for customers within the City of Greensboro and 8% for customers outside the city limits. This rate increase will ensure the continued financial security of this vital utility resource while keeping our customer rates very competitive when compared to peer cities throughout the state.

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

Departments have made every effort to identify efficiencies and better ways to do business and deliver service whenever possible. For example, previous and ongoing organization efforts such as energy efficiency improvements throughout City facilities continue to pay dividends in energy cost savings. Field Operations continues to evaluate and determine the most cost effective way to provide a variety of services to the community. During FY 15-16, additional moving services will be added to the City's contracted moving efforts where appropriate, allowing for a reduction of about 6 FTEs in Field Operations.

The City continues its efforts to systemically review major departments and services to ensure efficiency in service delivery. The City is currently reviewing it's Equipment Services (garage)

operations, including the evaluation of scheduling, employee training and deployment and the appropriate level of rolling stock throughout the organization. We will conduct a review of selected General Fund user fees to ensure that our fees are appropriate in the market, recouping a reasonable revenue that helps relieve pressure on the city tax rate.

Human Resources will implement a comprehensive customer service initiative this year. As part of responding to Council's identified priorities, staff will develop a program that creates performance standards, identifies measurement and evaluation tools, and provides ongoing training opportunities for employees related to customer service.

The budget also includes funding as part of the City's efforts to recognize and promote hard-working employees through its Employee Engagement Committee. In addition, measures to continue to promote a safe and healthy workforce will be implemented through initiatives like an expanded “Minute Clinic” style program that encourages and allows employees to use Medical Services for common treatments and vaccinations.

The recommended budget includes an average 2.5% merit increase for all employees, based on performance evaluation. The recommended budget also funds the Public Safety Step Program. These recommendations are included within the total compensation budget developed for the FY 15-16 budget.

**Property Tax Rate**

The FY 15-16 Recommended Budget is balanced with a proposed tax rate of 63.25 cents per \$100 property valuation, the same as the current tax rate.

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

Respectfully submitted,



Jim Westmoreland, City Manager



# BUDGET FINANCIAL POLICIES

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

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

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

## **Operating Budget**

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

## **Reserves**

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

## **Revenue Policy**

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

## **Capital Improvements Projects**

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

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

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

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

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

6. The CIP will contain an inventory of existing capital facilities and document any maintenance or replacement plans for these facilities.

Capital facilities to be financed with bonded indebtedness must adhere to the debt policies of the City including maintenance of adopted debt ratios and coordination with the overlapping capital needs of Guilford County.

### ***Debt Management***

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

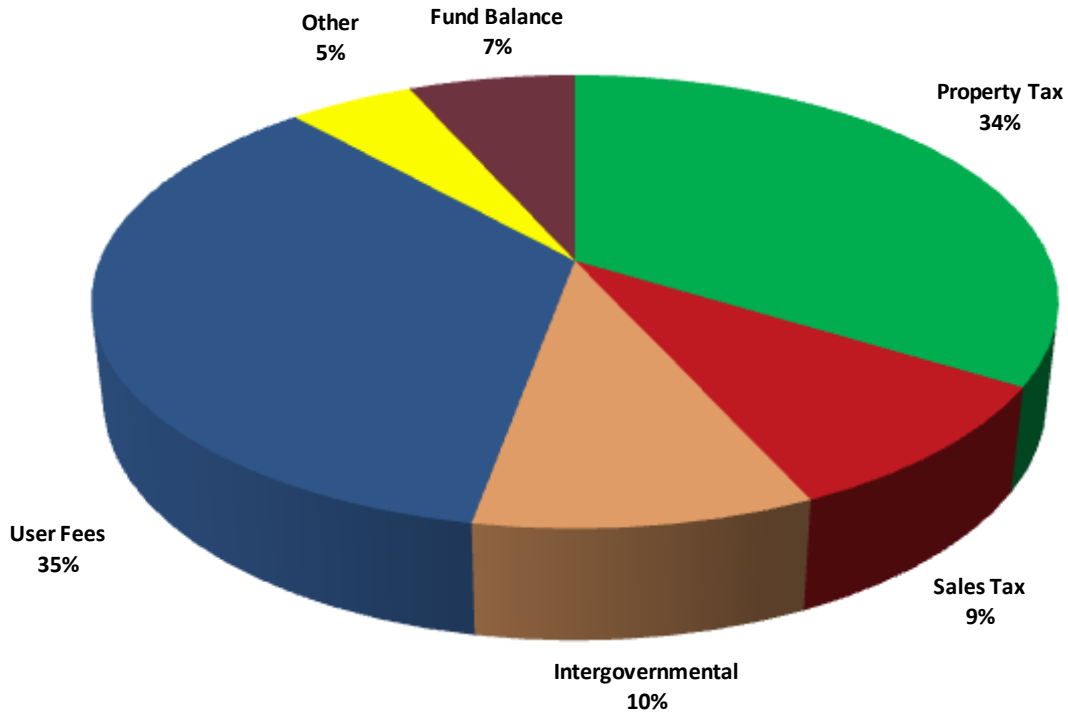
2. Bonds shall only be issued for capital improvement projects having a cost of at least \$100,000 and having a useful life of at least 10 years.

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

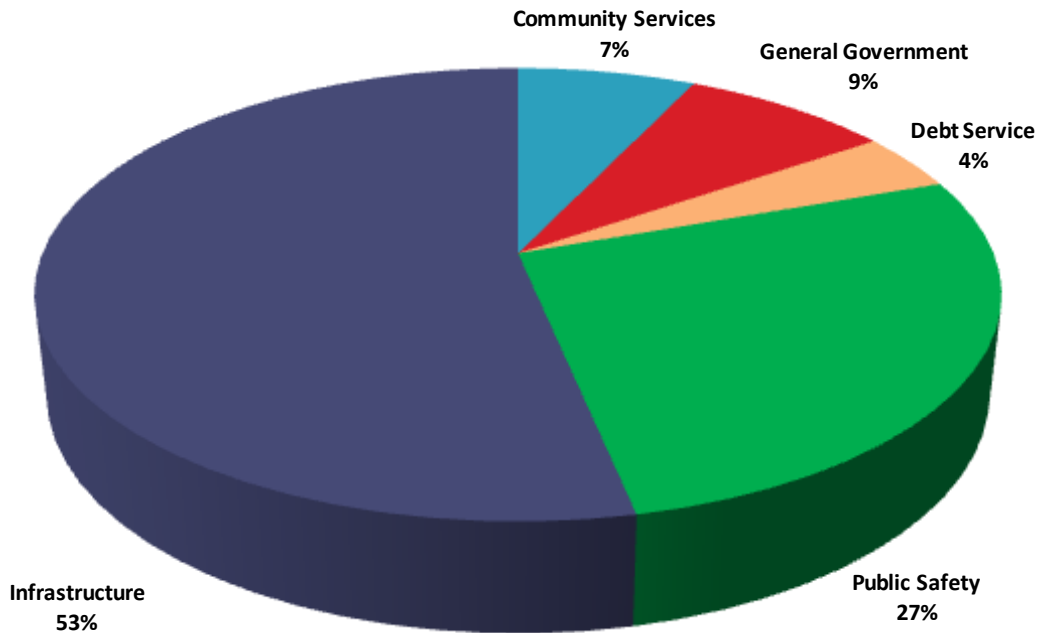


# BUDGET SUMMARY

## WHERE THE MONEY COMES FROM

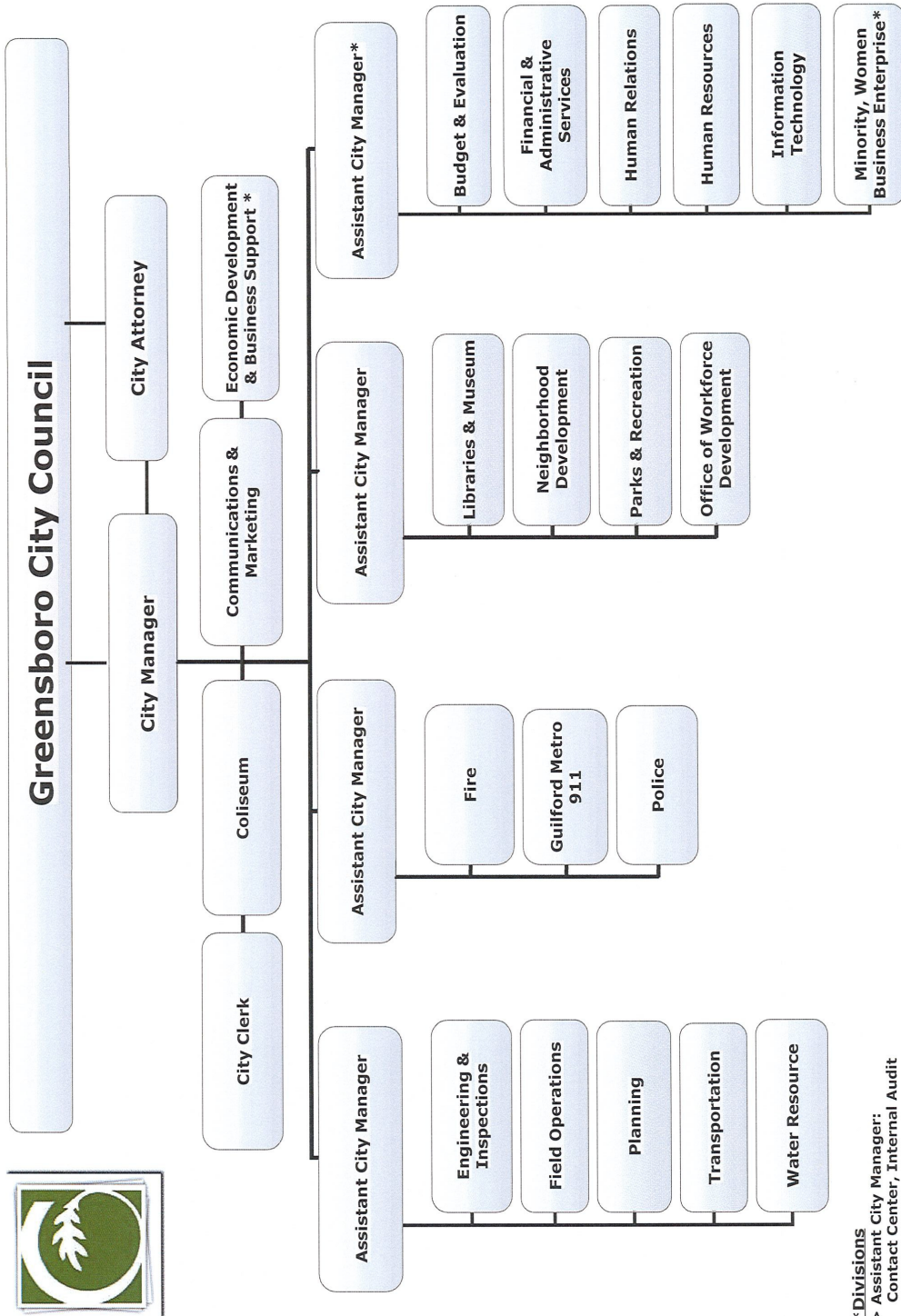


## WHERE THE MONEY GOES



**FY 15-16**

City of Greensboro Organizational Chart



\*Divisions  
 > Assistant City Manager:  
 Contact Center, Internal Audit



# TOTAL BUDGET— EXPENDITURES

The FY 15-16 Net Adopted Budget (all funds) is about \$14.0 million, or 3.0% higher than the revised FY 14-15 budget. Budget changes in various funds and departments, particularly the service reductions and FTE deletions needed to balance the budget, are described in greater detail throughout this document.

The Infrastructure Result Area, the largest service area at \$260.0 million, shows an increase of \$15.6 million over the current year. The Water Resources Fund budget increases from \$107.1 million to \$121.0 million, about \$13.8 million or 12.9%. Most of this increase is driven by capital infrastructure costs. Water Resources will increase the contribution to its capital reserve fund for future capital projects from \$22.3 million to \$26.6 million. Water Resources debt service expenses will also increase from \$21.8 million to \$27.6 million.

The Solid Waste Management Operating Fund increases from \$15.1 million to \$16.1 million to account for a \$1.1 million transfer from the Solid

Waste Operating Fund to the Solid Waste Capital Projects Fund. This will be the first in a series of approximately \$1 million annual transfers providing accumulated funds for significant landfill closure activities to resume in FY 17-18.

The Public Safety Result Area increases from \$129.7 million to \$132.6 million. Six (6) additional firefighter positions are added along with six (6) positions that were authorized by City Council during FY 14-15. These positions, coupled with six (6) more positions projected for FY 16-17, will outfit all ladder company shifts with four (4) positions.

The Community Services Result Area decreases from \$35.8 million to \$34.6 million. The Hotel Motel Occupancy Fund was amended during the FY 14-15 year, adding \$1.1 million to allow for prepayment on outstanding Coliseum debt. The FY 15-16 budget returns to a typical level and is the primary reason for the decrease from FY 14-15 to FY 15-16.

The Projected FY 16-17 Budget is 1.4% higher than the FY 15-16 Adopted Budget.

## Total Net Expenditures by Expenditure Category

Category	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
Personnel Costs	200,758,072	209,729,914	<b>215,864,022</b>	222,404,150
Maintenance & Operations	167,292,154	195,920,698	<b>202,724,470</b>	197,971,277
Debt Service	50,224,332	49,498,462	<b>54,286,373</b>	56,956,247
Capital Outlay	9,971,586	18,781,432	<b>15,092,772</b>	17,480,700
Total Expenditures	428,246,144	473,930,506	<b>487,967,637</b>	494,812,374

Budgeted personnel costs are 2.9% higher than the current year budget, including a net increase of about seven (7) full-time equivalent (FTE) positions within the total operating budget. Twelve (12) positions are added to the Fire Department budget, six (6) added during the FY 14-15 budget year and six (6) more added for FY 15-16.

As part of the organization's overall budget balancing strategy, about fourteen (14) FTE positions have been eliminated. These position reductions are discussed in detail in the appropriate departmental budget pages throughout the document.

Maintenance and Operations (M/O) costs, which include transfers from operating funds to capital projects or capital reserve funds, show about a \$6.8 million or 3.5%, increase compared to the FY 14-15 Budget. The single largest increase in a particular fund occurs in Water Resources. The fund's M/O budget is increasing from \$63.9 million to \$70.9 million, including an increase in the transfer to the Capital Improvements and Reserves Fund from \$22.3 million to \$26.6 million. These contributions

fund a variety of water system infrastructure maintenance and repair and help contain the overall amount of debt financing necessary for the system. The Solid Waste Management Fund M/O Budget increases from \$12.0 million to \$13.0 million with a \$1.1 million transfer to the Solid Waste Capital Reserve Fund. This is the first of three annual contributions to be made to accumulate funding needed for landfill closure activities planned for FY 17-18.

Overall budgeted debt service expenses are increasing from \$49.5 million to \$54.3 million. Payments from the Debt Service Fund to retire general obligation debt decrease hold steady during FY 15-16 at \$19.2 million. Debt service expenses increase significantly, however, in the Water Resources Fund, from \$21.8 million to \$27.6 million.

Capital outlay expenditures are budgeted at \$15.1 million, about \$3.7 million below current year. The Equipment Services Fund is projecting rolling stock replacement needs of \$10.6 million in FY 15-16 as compared to \$13.8 million in the current year.



Total Budget-Expenditures

**Result Areas**

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Community Services</b>				
Cemeteries Fund	794,376	800,335	<b>838,936</b>	861,587
Hotel/Motel Occupancy Tax Fund	3,178,867	5,117,643	<b>3,856,024</b>	3,975,564
Library System	7,548,536	8,623,323	<b>8,682,720</b>	8,907,233
Neighborhood Development	0	1,507,085	<b>1,590,411</b>	1,631,403
Non-Departmental Community Services	1,931,099	1,942,066	<b>1,907,410</b>	1,930,047
Nussbaum Housing Partnership	1,394,670	2,148,403	<b>1,903,399</b>	1,941,193
Parks and Recreation	17,116,619	16,166,887	<b>16,272,287</b>	16,659,374
Subtotal	31,964,167	36,305,742	<b>35,051,187</b>	35,906,401
Less Transfers and Internal Charges	423,091	451,316	<b>415,160</b>	437,797
Total Culture and Recreation	31,541,076	35,854,426	<b>34,636,027</b>	35,468,604
<b>General Government</b>				
Budget and Evaluation	609,640	650,419	<b>762,637</b>	784,584
Communications and Marketing Department			<b>1,066,185</b>	1,089,986
Executive	3,311,410	3,762,109	<b>2,799,368</b>	2,953,906
Economic Development and Business Support	1,081,158	1,129,121	<b>1,173,394</b>	1,127,643
Economic Development Fund	1,275,651	1,721,851	<b>1,402,655</b>	1,367,000
Equipment Services Fund	15,870,097	21,621,363	<b>18,331,214</b>	21,182,215
Financial and Administrative Services	3,584,279	3,846,542	<b>3,834,086</b>	3,938,266
Graphic Services Fund	981,602	1,060,814	<b>987,139</b>	1,004,469
Human Relations	779,327	744,297	<b>497,103</b>	510,953
Human Resources	2,722,264	2,936,383	<b>2,733,111</b>	2,803,466
Information Technology	6,176,395	6,255,659	<b>6,410,619</b>	6,555,925
Legal	980,610	1,003,346	<b>1,076,679</b>	1,098,382
Legislative	1,047,282	680,511	<b>1,331,118</b>	1,000,258
Network Services/Telecommunications Fund	10,074,815	12,774,357	<b>12,780,605</b>	12,834,109
Non-Departmental General Government	4,527,124	3,801,108	<b>3,596,436</b>	3,793,286
Risk Retention Funds	45,941,305	49,262,794	<b>50,311,814</b>	52,189,044
Subtotal	98,962,959	111,250,674	<b>109,094,163</b>	114,233,492
Less Transfers and Internal Charges	65,649,035	67,276,029	<b>68,321,311</b>	70,216,218
Total General Government	33,313,924	43,974,645	<b>40,772,852</b>	44,017,274

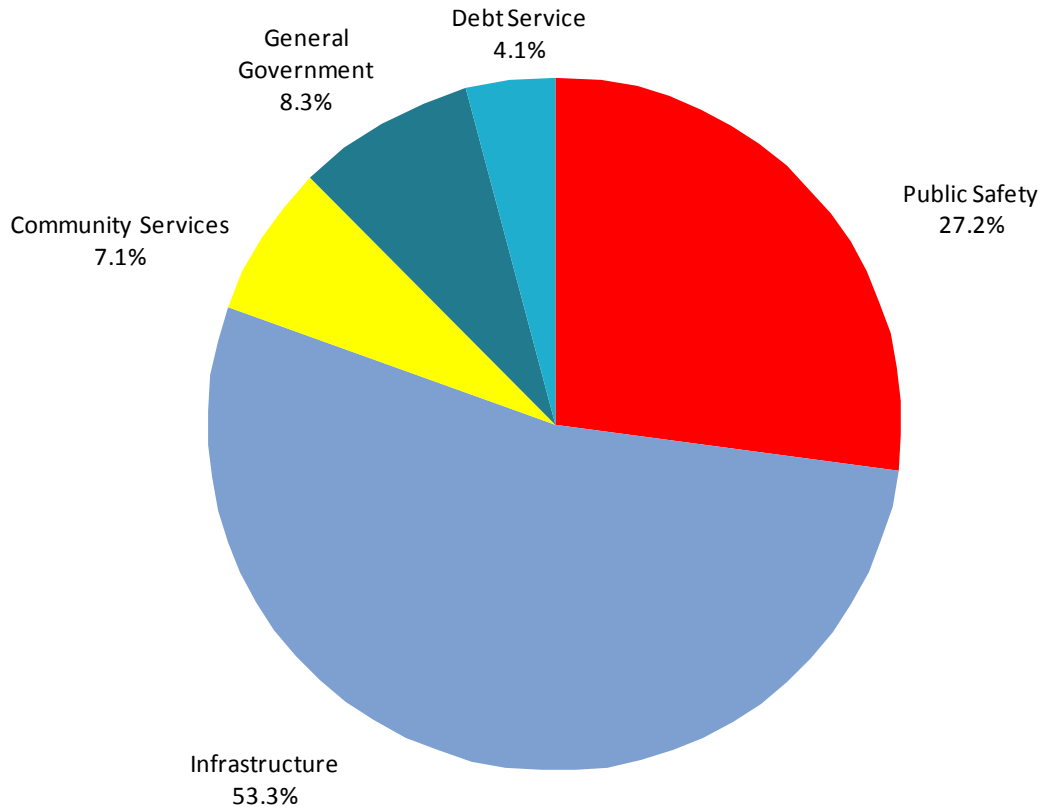
Total Budget-Expenditures

**Result Areas**

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Infrastructure</b>				
Engineering & Inspections	15,154,301	19,059,515	<b>19,356,938</b>	19,688,250
Field Operations	33,163,214	35,343,524	<b>34,821,242</b>	35,514,430
Greensboro Transit Authority	23,511,295	22,728,043	<b>22,532,237</b>	23,017,252
Non-Departmental Infrastructure	5,436,989	4,208,293	<b>4,311,277</b>	4,477,893
Municipal Service District Fund	917,495	918,000	<b>1,117,000</b>	1,034,000
Parking Fund	1,666,688	2,540,024	<b>2,927,681</b>	2,696,625
Planning	3,008,857	1,757,403	<b>1,769,171</b>	1,819,568
Solid Waste Management System Fund	14,315,718	15,070,280	<b>16,061,476</b>	16,174,426
State Highway Gas Tax Allocation Fund	7,510,000	7,760,000	<b>7,835,000</b>	7,835,000
Street and Sidewalk Fund	174,245	0	<b>0</b>	0
Stormwater Management Fund	9,286,250	10,725,506	<b>11,128,474</b>	11,332,751
Transportation	9,403,156	9,441,311	<b>9,485,953</b>	9,620,740
War Memorial Coliseum Complex Fund	20,422,602	25,060,050	<b>25,085,867</b>	25,576,015
Water Resources Fund	87,332,299	107,131,960	<b>120,961,396</b>	115,294,294
Subtotal	231,303,109	261,743,909	<b>277,393,712</b>	274,081,244
Less Transfers and Internal Charges	18,805,184	17,339,326	<b>17,387,419</b>	17,554,035
Total Infrastructure	212,497,925	244,404,583	<b>260,006,293</b>	256,527,209
<b>Public Safety</b>				
Fire	43,748,803	45,827,592	<b>47,380,669</b>	48,580,604
Police	67,038,058	68,651,027	<b>70,175,903</b>	71,594,511
Emergency Telephone System Fund	2,355,010	3,314,045	<b>2,914,722</b>	2,915,007
Metro Communications	6,912,179	7,352,414	<b>7,521,030</b>	7,740,419
Technical Services Fund	2,821,854	3,958,693	<b>4,014,206</b>	4,247,897
Non-Departmental Public Safety	4,874,771	5,035,224	<b>5,336,044</b>	5,514,816
Subtotal	127,750,675	134,138,995	<b>137,342,574</b>	140,593,254
Less Transfers and Internal Charges	4,346,643	4,474,697	<b>4,775,517</b>	4,954,289
Total Public Safety	123,404,032	129,664,298	<b>132,567,057</b>	135,638,965
<b>Debt Service</b>				
Capital Equipment Leases	4,646,393	2,755,434	<b>2,726,361</b>	2,229,493
Debt Service Fund	26,170,468	19,532,224	<b>19,399,408</b>	23,003,322
Debt Service Transfer	17,515,250	18,043,080	<b>18,272,570</b>	21,145,616
Subtotal	48,332,111	40,330,738	<b>40,398,339</b>	46,378,431
Less Transfers and Internal Charges	20,842,925	20,298,184	<b>20,412,931</b>	23,218,109
Total Debt Service	27,489,186	20,032,554	<b>19,985,408</b>	23,160,322
<b>Budget Subtotal</b>	538,313,022	583,770,058	<b>599,279,975</b>	611,192,822
<b>Less Transfers and Charges</b>	110,066,878	109,839,552	<b>111,312,338</b>	116,380,448
<b>TOTAL NET BUDGET</b>	428,246,144	473,930,506	<b>487,967,637</b>	494,812,374



**Expenditures By Result Area  
(Adopted FY 15-16 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

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<i>Property Tax</i>	162,487,649	161,666,000	<b>164,654,600</b>	169,773,600
<i>Sales Tax</i>	40,775,431	42,649,430	<b>46,202,934</b>	48,498,380
<i>Intergovernmental Revenue</i>	45,975,028	44,148,272	<b>47,076,315</b>	47,638,717
<i>User Fees/Charges/Licenses</i>	159,935,689	165,740,633	<b>173,195,593</b>	181,594,505
<i>All Other</i>	107,391,608	99,989,725	<b>100,977,719</b>	103,328,651
<i>Interfund Transfers</i>	34,252,971	34,952,139	<b>34,708,666</b>	37,949,737
<i>Appropriated Fund Balance</i>	53,346,700	34,623,859	<b>32,464,148</b>	22,409,232
<i>Total</i>	604,165,076	583,770,058	<b>599,279,975</b>	611,192,822
<i>Less Transfers &amp; Internal Charges</i>	110,066,878	109,839,552	<b>111,312,338</b>	116,380,448
<i>Net Revenues</i>	494,098,198	473,930,506	<b>487,967,637</b>	494,812,374

### Property Taxes

The City of Greensboro relies on property taxes to raise about one-third of the net revenues needed to support municipal operations in all funds. The FY 15-16 Adopted Budget is balanced with a property tax rate of 63.25 cents, the same rate as FY 14-15. The tax rate is allocated 58.72 cents to the General Fund, 3.34 cents to the Transit Fund, 0.69 cents to the Housing Partnership Fund and 0.50 cents to the Economic Development Fund, which was created in FY 12-13.

Tax base growth is projected at approximately 1.58% for FY 15-16, based on projections provided by the Guilford County Tax Department. For the 16-17 planning year, similar valuation growth is projected.

The second-year budget is balanced with a 64.25 cent tax rate, a one cent increase over the adopted rate for FY 15-16. This one cent increase would apply to the General Fund portion of the overall tax

rate and support increased debt service expenses associated with continued authorized borrowing from successful bond referenda in 2006, 2008 and 2009.

### Local Option Sales Tax

The State of North Carolina grants local governments 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.



## Total Budget-Revenues

Sales tax revenue during FY 14-15 has continued the encouraging signs of growth seen in the previous year. Based on receipts for the first half of the year, current year sales tax revenues are projected at \$43.9 million, about \$1.3 million above the budgeted figure of \$42.6 million. For FY 15-16, sales tax revenue is projected at about 5% above revised estimates for the current year. This projection is in line with The North Carolina League of Municipalities estimate of statewide sales tax growth of 4% for FY 15-16. Local option sales tax revenues constitute about 8-9% of 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 Franchise Taxes, various cable and satellite service sales taxes (now shared with local governments through the Video Services Competition Act) and portions of the state tax on gasoline. This revenue category also includes contributions from Guilford County for support for the City's Library System and federal and state grants that help support the Greensboro Transit Authority.

Intergovernmental revenues are budgeted at \$47.1 million, about \$3 million higher than the FY 14-15 budgeted figure of \$44.1 million.

Beginning in FY 14-15, the utility franchise tax previously assessed for the sale of electricity and piped natural gas was replaced with a general sales tax. The volatility often associated with sales tax revenue is evident in the new format. The electric sales tax is projected at \$12.4 million for FY 14-15, which is about 25% higher than revenue received in FY 13-14. Piped Natural Gas sales tax is projected at \$1.4 million for the current year, about 27% below last year.

The North Carolina League of Municipalities has recommended conservative projections for these revenues while it is determined if the initial indications of revenue change hold true over time. Electric Sales Tax is projected at 3.5% growth over current year revised estimates, while no growth is projected for Piped Natural Gas Sales Tax compared to current year.

The Telecommunications Sales Tax revenue continues to decline as more consumers choose to eliminate their landline phone and solely use

wireless. The FY 15-16 budget projection of \$3.66 million is about 2.5% below revised current year estimates of \$3.75 million.

Powell Bill funds, the City's portion of the state gasoline tax, are budgeted at \$7.45 million for FY 15-16, slightly above the \$7.40 million budgeted for current year.

The contribution from Guilford County for support of the City's Library System is budgeted at \$1,356,847, the same amount received from Guilford County during the current year.

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

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

Budgeted revenues for FY 15-16 are \$173.2 million, about \$7.5 million, or 4.5% greater than budgeted revenues for FY 14-15.

User fee revenue generated in the Water Resources Fund is a significant portion of this revenue category. Water Resources user fee revenue is budgeted at \$105.8 million. The final budget includes a water rate increase of 5.5% for customers inside the city limits and 8% for customers outside the city limits to be effective July 1, 2015.

User fee revenues earned by the Parking Fund will increase from \$2.2 million to \$2.6 million as the budget includes increases for both on-street hourly parking and monthly parking deck space rental. Solid Waste Management tipping fee is budgeted at \$4.8 million, the same as FY 14-15.

The elimination of the privilege license fee is also included in this revenue category. This fee elimination results in an approximate \$3 million revenue loss.

## **Other Revenues**

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

Revenues for this category are budgeted for FY 15-16 at \$101.0 million, \$1.0 million more than the current year.

Employer paid premiums into the Risk Retention (Health Insurance) Fund on behalf of employees for health insurance are budgeted to increase from \$26.0 million to \$26.7 million.

## **Interfund Transfers**

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

Budgeted interfund transfers for FY 15-16 are \$34.7 million, about \$243,000 lower than the revised FY 14-15 budget.

The General Fund contribution to the Solid Waste Management Fund is increased slightly from the FY 14-15 amount of \$1.78 million to \$1.81 million. The General Fund transfer to the War Memorial Coliseum Fund will increase from \$2.34 million to \$2.50 million. Also the General Fund contribution to

the Guilford Metro Communications Fund will increase from \$4.42 million to \$4.72 million. The General Fund contribution for the Cemeteries Fund decreases from \$451,300 to \$415,100.

The transfer from the Powell Bill Fund to the General Fund is budgeted at \$5.85 million, the same as current year. The transfer helps to balance the General Fund budget as Powell Bill eligible expenditures in the General Fund are paid for with Powell Bill proceeds.

## **Fund Balance**

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

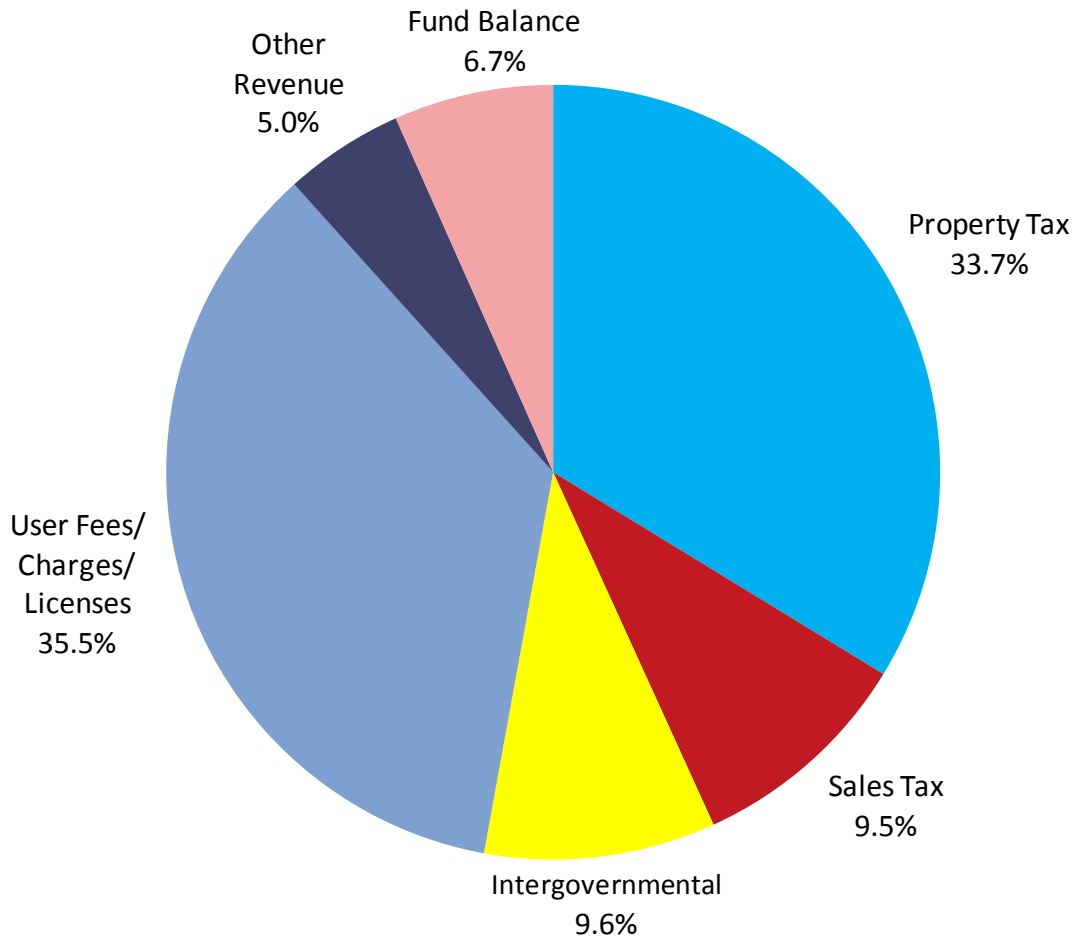
Appropriated fund balance amounts across all funds decrease from \$34.6 million in FY 14-15 to \$32.5 million for FY 15-16.

Appropriated fund balance for the General Fund is \$4.50 million, or 1.7%, of the total adopted fund budget. This appropriation level is comparable to the original budgeted figure of \$4.23 million for FY 14-15 (the FY 14-15 budget was subsequently amended during the year and additional fund balance was appropriated).

The Equipment Services Fund drew upon fund balance reserves in FY 14-15 to fund rolling stock replacement. Less fund balance is needed for FY 15-16, dropping the appropriated fund balance figure from \$6.2 million to \$2.6 million.



**Total Net Revenues by Major Type**  
**(Adopted FY 15-16 Budget)**





# PROPERTY TAX RATE

The adopted property tax rate for FY 15-16 is 63.25 cents per \$100, the same as the adopted FY 14-15 rate. The tax rate is allocated 58.72 cents to the General Fund, 3.34 cents to the Transit Fund, 0.69

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

## Tax Rates and Valuations

Year	Tax Rate	General Fund	Economic Development	Housing Partnership	Transit Fund	Assessed Valuation
FY 91-92	.6100	.6025			.0075	9,853,358,069
FY 92-93	.6600	.6525			.0075	10,000,985,495
FY 93-94	.6700	.6550			.0150	10,349,487,033
FY 94-95	.6700	.6550			.0150	10,710,087,216
FY 95-96	.6700	.6550			.0150	10,883,043,787
FY 96-97*	.5975	.5845			.0130	13,500,898,700
FY 97-98	.6075	.5925			.0150	14,174,257,394
FY 98-99	.5825	.5675			.0150	14,842,657,004
FY 99-00	.5825	.5675			.0150	15,618,162,283
FY 00-01	.5825	.5625			.0200	16,152,476,091
FY 01-02	.5825	.5625			.0200	16,658,812,399
FY 02-03	.6175	.5975			.0200	16,735,458,323
FY 03-04	.6175	.5975			.0200	16,864,364,817
FY 04-05*	.5675	.5500			.0175	20,958,789,781
FY 05-06	.5675	.5475			.0200	21,259,854,794
FY 06-07	.6150	.5800			.0350	22,054,637,868
FY 07-08	.6350	.6000			.0350	22,594,699,541
FY 08-09	.6350	.6000			.0350	24,184,833,849
FY 09-10	.6350	.6000			.0350	24,348,151,212
FY 10-11	.6325	.5975			.0350	24,219,785,239
FY 11-12	.6325	.5918		.0070	.0337	24,456,470,950
FY 12-13*	.6325	.5897	.0025	.0069	.0334	24,660,976,137
FY 13-14	.6325	.5872	.0050	.0069	.0334	25,423,086,180
FY 14-15	.6325	.5872	.0050	.0069	.0334	25,280,000,000
<b>FY 15-16</b>	<b>.6325</b>	<b>.5872</b>	<b>.0050</b>	<b>.0069</b>	<b>.0334</b>	<b>25,679,000,000</b>

### \* Property Revaluation

The FY 15-16 Adopted Budget contains a property tax rate of 58.72 cents for the General Fund, the same as the adopted FY 14-15 Budget.

The budget also includes property tax rate allocations of 3.34 cents for the Transit Fund, 0.69 cents for the Housing Partnership Fund and 0.5 cents (one-half cent) for the Economic Development Fund.

The preliminary FY 16-17 budget is balanced with a 1.0 cent tax rate increase as compared to the adopted rate for FY 15-16. This projected increase is necessary to support increased debt service costs associated with continued authorized borrowing from successful bond referenda in 2006, 2008 and 2009.

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

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

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



# TOTAL BUDGET – POSITION CHANGES

The following charts show the net changes in full-time equivalent positions by Result Area and by Fund Type for FY 14-15 through the Projected FY 16-17 Budget.

The FY 15-16 Adopted Budget includes a total net decrease of about seven (7) full-time equivalent (FTE) positions. This includes a reduction of fourteen (14) positions from the federally funded Workforce Development program.

Overall, the General Fund shows a net increase of about four (4) FTE positions. Twelve (12) positions are added to the Fire Department, six (6) added during the FY 14-15 year and six (6) more included for FY 15-16. In addition to the Fire Department

positions previously referenced, 5.5 FTEs were added subsequent to the adoption of the FY 14-15 budget to create a new downtown maintenance crew that is funded with Business Improvement District (“BID”) funds. These additional positions are partially offset by 14.3 FTE reductions in the General Fund. These reductions are discussed in further detail in the document, but include reductions in the Executive, Communications, Field Operations, Transportation, Parks and Recreation and Libraries Departments.

As the table below highlights, the Communications Department has been created through an internal reorganization.

## Full Time Equivalent Position Changes by Department

RESULT AREAS	2014-15	New Issues	Mid-Year Changes	2015-16	2016-17
<b>Community Services</b>					
Cemeteries Fund	11.442			<b>11.442</b>	11.442
Community Development Fund	9.375		2.500	<b>11.875</b>	11.875
Hotel / Motel Occupancy Tax Fund	0.030			<b>0.030</b>	0.030
Libraries	106.500	-1.000		<b>105.500</b>	105.500
Neighborhood Development	16.500			<b>16.500</b>	16.500
Nussbaum Housing Partnership Fund	12.045			<b>12.045</b>	12.045
Nussbaum Housing Partnership - Grant	4.000		-2.000	<b>2.000</b>	2.000
Parks & Recreation	175.531	-2.500		<b>173.031</b>	173.031
Workforce Development Fund	32.816	-14.000		<b>18.816</b>	18.816
Subtotal	368.239	-17.500	0.500	<b>351.239</b>	351.239
<b>General Government</b>					
Budget and Evaluation	7.000		1.000	<b>8.000</b>	8.000
Communications and Marketing Department	0.000	10.000		<b>10.000</b>	10.000
Debt Service Fund	1.580	-0.030		<b>1.550</b>	1.550
Economic Development and Business Support	5.000	1.000	-2.000	<b>4.000</b>	4.000
Equipment Services	49.250	0.250		<b>49.500</b>	49.500
Executive	35.481	-13.000	3.500	<b>25.981</b>	25.981
Financial and Administrative Services	43.440	0.780	-0.800	<b>43.420</b>	43.420
Graphic Services	9.250	-0.250	-1.000	<b>8.000</b>	8.000
Human Relations	7.900	-3.000		<b>4.900</b>	4.900
Human Relations Grant	0.600			<b>0.600</b>	0.600
Human Resources	29.000	-1.000		<b>28.000</b>	28.000
Information Technology	28.750	-1.000		<b>27.750</b>	27.750
Legal	7.500			<b>7.500</b>	7.500
Legislative	4.000	3.000		<b>7.000</b>	7.000
Network Services/Telecommunications	19.750	1.000		<b>20.750</b>	20.750
Risk Retention Funds	7.200	0.200	-0.200	<b>7.200</b>	7.200
Subtotal	255.701	-2.050	0.500	<b>254.151</b>	254.151

Total Budget-Position Changes

RESULT AREAS	2014-15	New Issues	Mid-Year Changes	2015-16	2016-17
<b>Infrastructure</b>					
Engineering & Inspections	163.500	-1.000		<b>162.500</b>	162.500
Engineering & Inspections Bond	1.000			<b>1.000</b>	1.000
Field Operations	255.991	-6.321	5.481	<b>255.151</b>	255.151
Greensboro Transit Authority	11.750	0.750	1.000	<b>13.500</b>	13.500
Greensboro Transit Authority Grant	1.000		-1.000	<b>0.000</b>	0.000
Parking Facilities Fund	13.000	0.750		<b>13.750</b>	13.750
Planning	16.000			<b>16.000</b>	16.000
Planning - Grant	1.000			<b>1.000</b>	1.000
Solid Waste Management	35.580			<b>35.580</b>	35.580
Stormwater Management	80.250			<b>80.250</b>	80.250
Transportation	59.956	-1.500		<b>58.456</b>	58.456
Transportation - Grant	2.000			<b>2.000</b>	2.000
War Memorial Coliseum Complex	74.250		1.000	<b>75.250</b>	75.250
Water Resources Enterprise	331.625	0.050		<b>331.675</b>	331.675
Subtotal	1046.902	-7.271	6.481	<b>1,046.112</b>	1,046.112
<b>Public Safety</b>					
Fire	566.000	6.000	6.000	<b>578.000</b>	584.000
Police	800.893			<b>800.893</b>	800.893
Emergency Telephone System Fund	2.200			<b>2.200</b>	2.200
Guilford Metro Communications	101.800			<b>101.800</b>	101.800
Technical Services	9.000			<b>9.000</b>	9.000
Subtotal	1479.893	6.000	6.000	<b>1,491.893</b>	1,497.893
<b>TOTAL</b>	3150.735	-20.821	13.481	<b>3,143.395</b>	3,149.395

**Full Time Equivalent Position Changes by Fund**

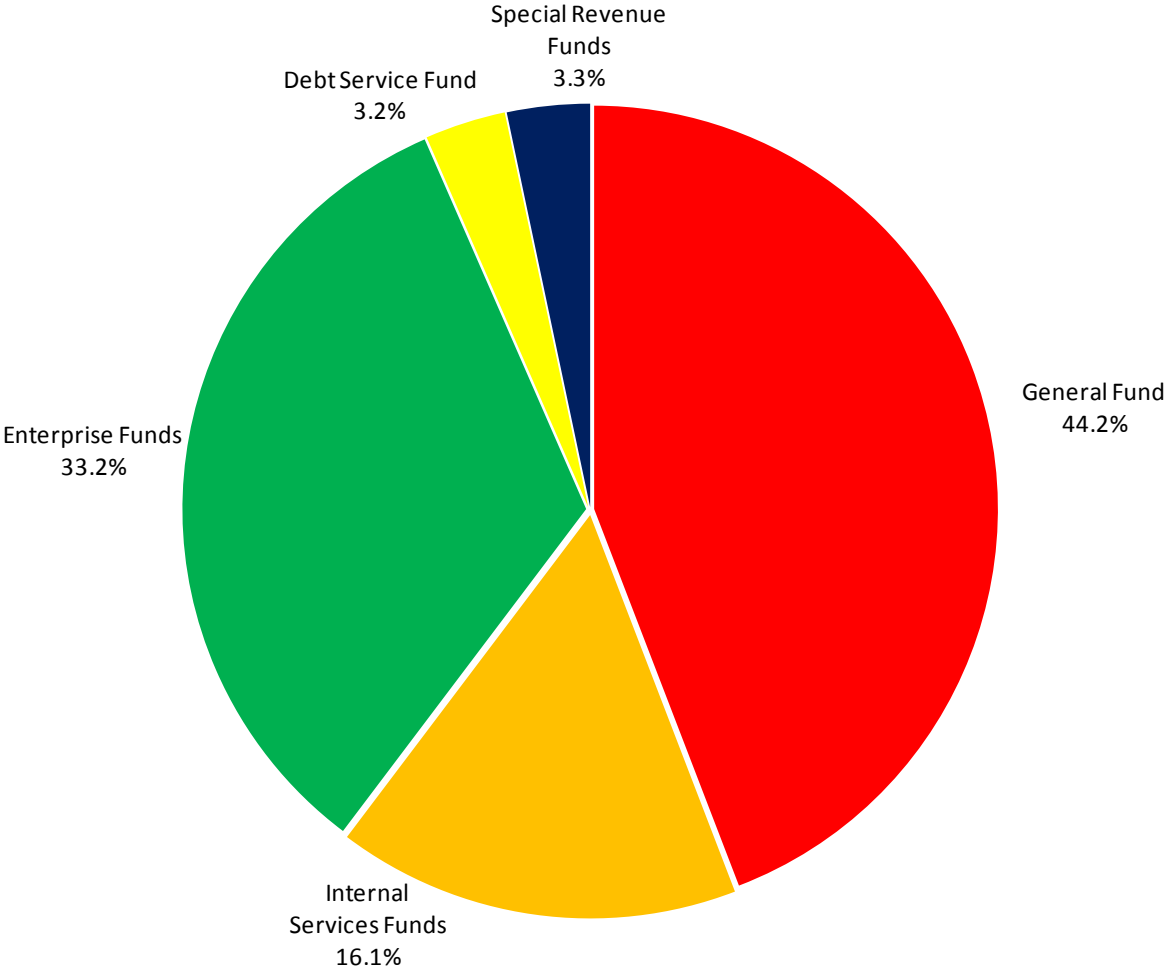
Fund	2014-15	New Issues	Mid-Year Changes	2015-16	2016-17
General Fund	2,328.942	-9.541	13.181	<b>2,332.582</b>	2,338.582
Special Revenue Funds	77.508	-14.000	-0.500	<b>63.008</b>	63.008
Debt Service Fund	1.580	-0.030	0.000	<b>1.550</b>	1.550
Enterprise Funds	546.455	1.550	2.000	<b>550.005</b>	550.005
Internal Service Funds	196.250	1.200	-1.200	<b>196.250</b>	196.250
<b>TOTAL</b>	3,150.735	-20.821	13.481	<b>3,143.395</b>	3,149.395

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



This page intentionally left blank.

# FUND SUMMARY



**FY 15-16**

# TOTAL BUDGET – FUND SUMMARY

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

## **General Fund**

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

## **Special Revenue Funds**

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

These funds are:

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

## **Debt Service Fund**

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

## **Enterprise Funds**

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

These funds are:

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

## **Internal Service Funds**

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

These funds are:

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

The charts on the following pages show actual operating expenditures for each fund in FY 13-14, the Amended FY 14-15 Budget, the Adopted FY 15-16 Budget and the Projected FY 16-17 Budget.



Fund Summary-Total Budget

**Total Expenditures by Fund**

<b>FUND TYPE</b>	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>GENERAL FUND</b>	250,759,143	260,415,825	<b>264,643,331</b>	272,741,140
<b>SPECIAL REVENUE FUNDS</b>				
Municipal Service Districts Fund	917,495	918,000	<b>1,117,000</b>	1,034,000
Cemeteries Fund	794,376	800,335	<b>838,936</b>	861,587
Economic Development Fund	1,275,651	1,721,851	<b>1,402,655</b>	1,367,000
Street and Sidewalk Revolving	174,245	0	<b>0</b>	0
State Highway Allocation	7,510,000	7,760,000	<b>7,835,000</b>	7,835,000
Nussbaum Housing Partnership	1,394,670	2,148,403	<b>1,903,399</b>	1,941,193
Hotel/Motel Occupancy Tax	3,178,867	5,117,643	<b>3,856,024</b>	3,975,564
Emergency Telephone System Fund	2,355,010	3,314,045	<b>2,914,722</b>	2,915,007
Subtotal	17,600,314	21,780,277	<b>19,867,736</b>	19,929,351
<b>DEBT SERVICE FUND</b>	26,170,468	19,532,224	<b>19,399,408</b>	23,003,322
<b>ENTERPRISE FUNDS</b>				
Water Resources Enterprise	87,332,299	107,131,960	<b>120,961,396</b>	115,294,294
Stormwater Management	9,286,250	10,725,506	<b>11,128,474</b>	11,332,751
War Memorial Coliseum	20,422,602	25,060,050	<b>25,085,867</b>	25,576,015
Parking Facilities Fund	1,666,688	2,540,024	<b>2,927,681</b>	2,696,625
Solid Waste Management	14,315,718	15,070,280	<b>16,061,476</b>	16,174,426
Greensboro Area Transit Authority	23,511,295	22,728,043	<b>22,532,237</b>	23,017,252
Subtotal	156,534,852	183,255,863	<b>198,697,131</b>	194,091,363
<b>INTERNAL SERVICE FUNDS</b>				
Equipment Services	15,870,097	21,621,363	<b>18,331,214</b>	21,182,215
Guilford Metro Communications	6,912,179	7,352,414	<b>7,521,030</b>	7,740,419
Technical Services	2,821,854	3,958,693	<b>4,014,206</b>	4,247,897
Network Svcs/Telecommunications	10,074,815	12,774,357	<b>12,780,605</b>	12,834,109
Graphic Services	981,602	1,060,814	<b>987,139</b>	1,004,469
Risk Retention Funds	45,941,305	49,262,794	<b>50,311,814</b>	52,189,044
Capital Leasing	4,646,393	2,755,434	<b>2,726,361</b>	2,229,493
Subtotal	87,248,245	98,785,869	<b>96,672,369</b>	101,427,646
Total Expenditures	538,313,022	583,770,058	<b>599,279,975</b>	611,192,822
Less Transfers and Internal Charges	110,066,878	109,839,552	<b>111,312,338</b>	116,380,448
Net Expenditures	428,246,144	473,930,506	<b>487,967,637</b>	494,812,374

**Total Expenditures by Result Area**

<b>FUND TYPE</b>	2013-14	2014-15	2015-16	2016-17
<b>Result Area</b>	Actual	Budget	Adopted	Projected
<b>GENERAL FUND</b>				
Community Services	26,596,254	28,239,361	<b>28,452,828</b>	29,128,057
General Government	24,819,489	24,809,495	<b>25,280,736</b>	25,656,655
Infrastructure	66,166,517	69,810,046	<b>69,744,581</b>	71,120,881
Public Safety	115,661,632	119,513,843	<b>122,892,616</b>	125,689,931
Debt Service	17,515,250	18,043,080	<b>18,272,570</b>	21,145,616
Subtotal	250,759,143	260,415,825	<b>264,643,331</b>	272,741,140
<b>SPECIAL REVENUE FUNDS</b>				
Community Services	5,367,913	8,066,381	<b>6,598,359</b>	6,778,344
General Government	1,275,651	1,721,851	<b>1,402,655</b>	1,367,000
Infrastructure	8,601,740	8,678,000	<b>8,952,000</b>	8,869,000
Public Safety	2,355,010	3,314,045	<b>2,914,722</b>	2,915,007
Subtotal	17,600,314	21,780,277	<b>19,867,736</b>	19,929,351
<b>DEBT SERVICE FUND</b>				
Debt Service	26,170,468	19,532,224	<b>19,399,408</b>	23,003,322
<b>ENTERPRISE FUNDS</b>				
Infrastructure	156,534,852	183,255,863	<b>198,697,131</b>	194,091,363
Subtotal	156,534,852	183,255,863	<b>198,697,131</b>	194,091,363
<b>INTERNAL SERVICE FUNDS</b>				
General Government	77,514,212	87,474,762	<b>85,137,133</b>	89,439,330
Public Safety	9,734,033	11,311,107	<b>11,535,236</b>	11,988,316
Subtotal	87,248,245	98,785,869	<b>96,672,369</b>	101,427,646
Total Expenditures	538,313,022	583,770,058	<b>599,279,975</b>	611,192,822
Less Transfers and Internal Charges	110,066,878	109,839,552	<b>111,312,338</b>	116,380,448
Net Expenditures	428,246,144	473,930,506	<b>487,967,637</b>	494,812,374





# GENERAL FUND

## **Expenditures by Result Area**

The chart below shows a Result Area comparison of General Fund expenditures for FY 13-14 Actual Expenditures, the FY 14-15 Amended Budget, the FY 15-16 Adopted Budget and the FY 16-17 Projected Budget. The FY 15-16 Adopted Budget is \$4.2 million, or 1.6%, greater than the Amended FY 14-15 Budget.

Approximately \$760,000 in expenditure savings is achieved through planned service reductions or efficiency improvements, including the elimination of 14.3 full-time equivalent (FTE) positions. These reductions are discussed in greater detail throughout the document. Additionally, reduced fuel prices and projections for moderate price changes during FY 15-16 allow for about \$800,000 in budgeted fuel reductions. These savings are concentrated in the Police and the Field Operations Departments.

The Public Safety Result Area, which includes Police, Fire and the General Fund support for the Metro 911 Fund, shows an increase of about \$3.4 million, or about 2.8%. The Adopted Budget includes six additional firefighter positions to add an additional position to two ladder companies for each response shift. Six positions were added during the FY 14-15 budget year for the same purpose, for a total increase of twelve positions over two years. An additional six firefighter positions are projected to be added in FY 16-17, for a total of eighteen new positions over three years. The General Fund transfer to the Metro 911 Fund will increase from \$4.42 million to \$4.72 million.

The Infrastructure Result Area, which includes Field Operations, Transportation, Engineering and Inspections, Planning, and contributions to Solid

Waste Management and the Coliseum Funds, holds steady at about \$69.7 million. The General Fund transfer to the Solid Waste Management Fund is increasing slightly from \$1.78 million to \$1.81 million. The General Fund transfer to the Coliseum Fund is increasing from \$2.34 million to \$2.50 million for a fiscal year that will not include the ACC Men's Basketball Tournament.

The Community Services Result Area, which includes the Library, Neighborhood Development and Parks and Recreation Departments, increases slightly from \$28.2 million to \$28.4 million. Budget reductions are discussed in greater detail within the Result Area section of the document, but include reductions of 3.5 FTE positions in Parks and Recreation and 1.0 FTE in Libraries.

The General Government Result Area budget increases from \$24.8 million to \$25.3 million. The budget includes \$352,000 for the November 2015 municipal election.

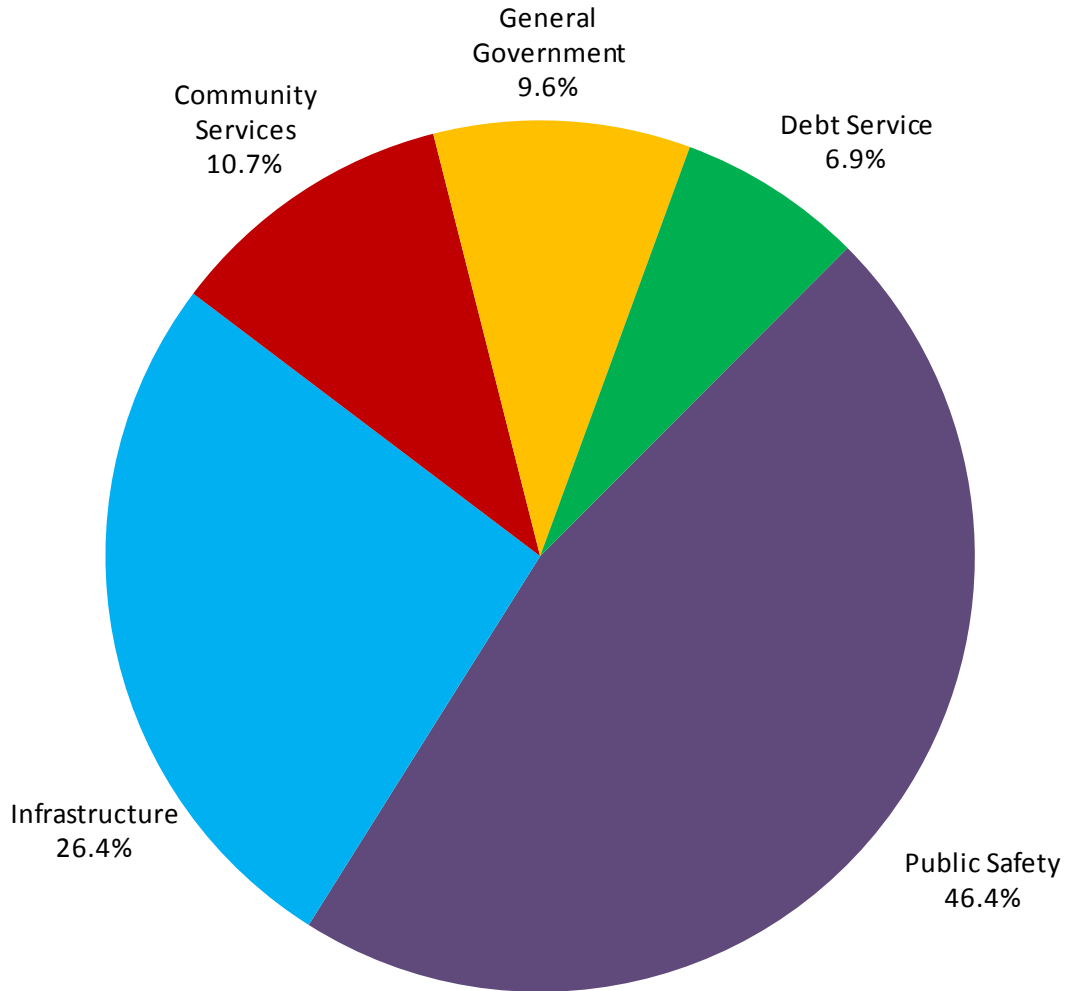
The contribution to the Debt Service Fund will increase from \$18.0 million to \$18.3 million.

The FY 16-17 Projected Budget is \$8.1 million, or 3.1%, higher than the Adopted FY 15-16 Budget. The contribution to the Debt Service Fund is projected to increase from \$18.3 million in FY 15-16 to \$21.1 million in FY 16-17 to allow for continued borrowing for capital improvements authorized through approved voter referenda in 2006, 2008 and 2009. Approximately \$100,000,000 of authorized bonds remain to be sold from the previous three successful bond referenda. As currently projected, the General Fund will require additional revenue equivalent to one cent on the tax rate to fund these increased debt service costs in FY 16-17.

### **General Fund Expenditures by Result Area**

Result Area	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
Community Services	26,596,254	28,239,361	<b>28,452,828</b>	29,128,057
General Government	24,819,489	24,809,495	<b>25,280,736</b>	25,656,655
Infrastructure	66,166,517	69,810,046	<b>69,744,581</b>	71,120,881
Public Safety	115,661,632	119,513,843	<b>122,892,616</b>	125,689,931
Debt Service	17,515,250	18,043,080	<b>18,272,570</b>	21,145,616
Total	250,759,143	260,415,825	<b>264,643,331</b>	272,741,140

**General Fund Expenditures by Result Area  
Adopted FY 15-16 Budget**



**Highlights**

**Expenditures By Category:**

The chart below shows a comparison of General Fund expenditures by expenditure category for FY 13-14 Actual Expenditures, the FY 14-15 Amended Budget, the FY 15-16 Adopted and FY 16-17 Projected Budgets.

**General Fund Expenditures by Expenditure Category**

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
Personnel Costs	153,119,413	159,485,113	<b>163,565,330</b>	168,300,496
Maintenance & Operations	79,963,879	82,626,068	<b>82,780,231</b>	83,269,828
Debt Service	17,515,250	18,043,080	<b>18,272,570</b>	21,145,616
Capital Outlay	160,602	261,564	<b>25,200</b>	25,200
<b>Total</b>	<b>250,759,143</b>	<b>260,415,825</b>	<b>264,643,331</b>	<b>272,741,140</b>

The General Fund Budget projects a \$4.1 million, or 2.5%, increase in budgeted personnel costs. The fund shows a net increase of about four (4) FTE positions, including twelve (12) Fire Department positions, six added after the adoption of the FY 14-15 budget and six more included in the FY 15-16 budget. The FY 15-16 Adopted Budget includes the elimination of approximately 14.3 FTE positions associated with a variety of budget reductions. These reductions are detailed on the appropriate departmental budget pages and include reductions in Parks and Recreation, Libraries, Executive, Transportation and Field Operations Departments.

The budget includes funds for a merit pay adjustment that averages 2.5% for employees. The budget also funds the Public Safety step program for Police Department ranks Officer 1 through Sergeant and Fire Department ranks from Firefighter through Fire Captain.

The Adopted Budget includes a 3.3% increase in contributions to the Risk Retention (Health Insurance) Fund (about \$650,000) for employee health insurance and a 5.0% reduction in contributions for Worker's Compensation costs, a savings of about \$131,000.

Maintenance and Operations (M/O) expenditures, including transfers to other funds, are budgeted at \$82.8 million, just slightly above the current year budget of \$82.6 million.

The General Fund is benefitting from lower fuel costs that have occurred during FY 14-15 and are expected to continue to some extent through the next fiscal year. The M/O budget is reduced by about \$800,000 based on lower fuel prices experienced during the current year and projections for only modest increases during FY 15-16. These reductions are helping to offset increases in computer software and software maintenance and capital leases related to various technologies systems (about \$328,000) and for the scheduled municipal election during FY 15-16 (\$352,000).

The General Fund contribution to the Solid Waste Management Fund increases slightly from \$1.78 million to \$1.81 million. The General Fund contribution to the Coliseum Fund will increase from \$2.34 million to \$2.50 million, an increase of about \$159,500. The General Fund contribution to the Guilford Metro Communications Fund will increase from \$4.42 million to \$4.72 million, an increase of about \$300,000.

General Fund contributions to the Debt Service Fund will increase from \$18.0 million in FY 14-15 to \$18.3 million in FY 15-16.

The FY 16-17 Projected Budget is \$8.1 million, or 3.1%, higher than the Adopted FY 15-16 Budget. Contributions for debt service expenses are projected to increase from \$18.3 million in FY 15-16 to \$21.1 million in FY 16-17.

**Highlights**

**Revenues:**

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

<b>Major General Fund Revenues</b>				
	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
Property Tax	150,325,860	149,734,000	<b>152,400,000</b>	157,337,000
Sales Tax	40,635,088	42,536,430	<b>46,073,934</b>	48,369,380
State Collected Local Revenues	20,038,904	19,944,058	<b>22,332,752</b>	22,739,914
ABC Profit Distribution	3,076,125	3,225,500	<b>3,423,000</b>	3,492,000
Building Permit Revenue	2,038,011	2,372,171	<b>2,494,407</b>	2,577,264
All Other	33,332,878	30,458,244	<b>26,476,958</b>	26,461,361
Transfers from Other Funds	6,786,998	6,939,642	<b>6,939,642</b>	6,939,642
Appropriated Fund Balance	7,054,241	5,205,780	<b>4,502,638</b>	4,824,579
Total	263,288,105	260,415,825	<b>264,643,331</b>	272,741,140

**Property Tax**

The Adopted FY 15-16 General Fund Budget is balanced with a 58.72 cent tax rate, the same rate as the adopted FY 14-15 budget.

Tax base growth is projected at 1.58% for FY 15-16, based on projections provided by the Guilford County Tax Department. This projection is in line with revised estimates for current year valuation growth. For the 16-17 planning year, valuation growth is projected at a similar growth rate.

The second year General Fund budget is balanced with a 1.0 cent tax rate increase as compared to the rate for FY 15-16. This projected increase is necessary to allow a \$2.8 million increase in the General Fund contribution to the Debt Service Fund. This transfer increase is required to support increased debt service costs associated with continued borrowing of authorized funds from bond referenda passed in 2006, 2008 and 2009.

**Sales Tax**

Sales tax revenue during FY 14-15 has continued the encouraging signs of growth seen in the previous year. Based on receipts for the first half of the year, current year sales tax revenues are projected at \$43.8 million, about \$1.3 million above the budgeted figure of \$42.5 million. For FY 15-16, sales tax revenue is projected at about 5% above revised estimates for the current year. This projection is in line with The North Carolina League of Municipalities estimate of statewide sales tax growth of 4% for FY 15-16.

**State Collected Local Revenues/Cable Access**

State collected local revenues include Utility and Franchise Taxes and Beer and Wine Taxes. These are traditional local government revenues which the State of North Carolina collects for local governments. The FY 15-16 budget figure shows a \$2.39 million increase from the current year budget, or about 12.0%. Beginning in FY 14-15,



the utility franchise tax previously assessed for the sale of electricity and piped natural gas was replaced with a general sales tax. The volatility often associated with sales tax revenue is evident in the new format. The electric sales tax is projected at \$12.4 million for FY 14-15, which is about 25% higher than revenue received in FY 13-14. Piped Natural Gas sales tax is projected at \$1.4 million for the current year, about 27% below last year.

The North Carolina League of Municipalities has recommended conservative projections for these revenues while it is determined if the initial indications of revenue growth hold true over time. Electric Sales Tax is projected at 3.5% growth over current year revised estimates while no growth is projected for Piped Natural Gas Sales Tax compared to current year.

The Telecommunications Sales Tax revenue continues to decline as more consumers choose to eliminate their landline phone and solely use wireless. The FY 15-16 budget projection of \$3.66 million is about 2.5% below revised current year estimates of \$3.75 million.

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

The Greensboro ABC Board distributes its net profits (after deducting amounts required for law enforcement, alcohol education and working capital) as follows: 91.4% is distributed to Greensboro, 2.2% is distributed to Summerfield with the remaining 6.4% distributed among Guilford County and municipalities without ABC outlets. Revenues of \$3.42 million are estimated for FY 15-16, which are about 4.0% higher than the current year estimate.

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

Building development fee revenue is projected at \$2.40 million for the current year, about \$362,000 or 17.8% above FY 13-14. The increase is due to a combination of both increased building activity and an increase in the base building permit fee enacted for FY 14-15.

Building development fee revenue is projected at \$2.49 million for FY 15-16, about 4.0% above the revised current year estimates.

### ***Other Revenues***

Other revenues in the General Fund include departmental charges, user fees, fines, licenses and other miscellaneous revenues. These revenues are estimated at \$26.5 million, roughly \$4 million below the current year budget.

The single largest contributor to this category decrease is the elimination of the privilege license fee. This fee elimination results in an approximate \$3 million revenue loss.

Projections for commercial refuse collection fees are being adjusted downward to more accurately reflect actual revenue. This is reducing the budgeted amount for the fee revenue from \$4.81 million to \$4.46 million.

The contribution from Guilford County for library support is budgeted at \$1,356,000, the same amount as received for FY 14-15.

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

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

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

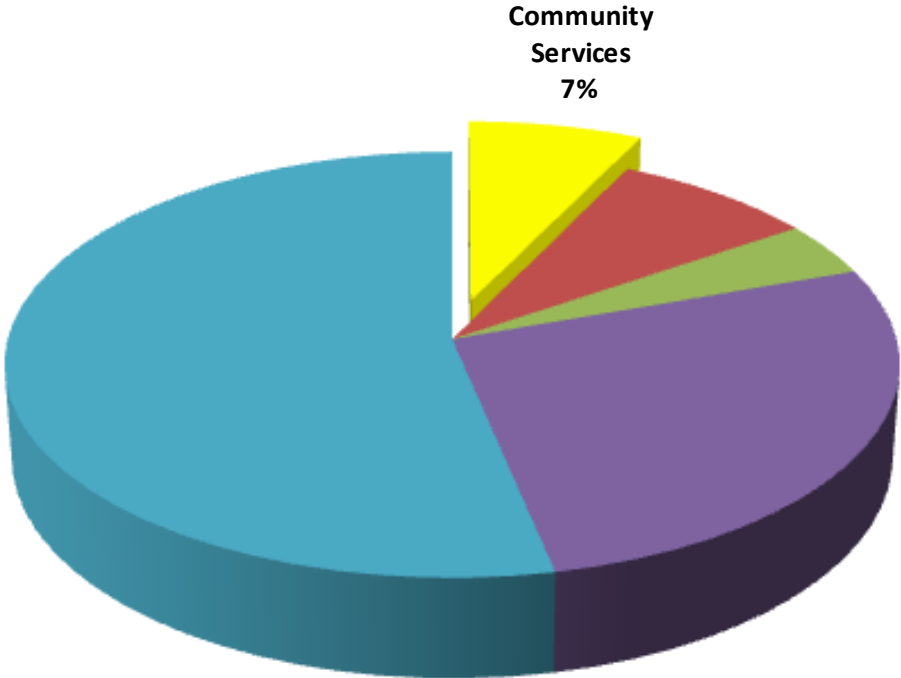
A portion (\$320,000) of the Business Improvement District ("BID") funds generated through the downtown BID property tax is transferred back to the General Fund to support a dedicated city staffed downtown maintenance crew.

### ***Fund Balance***

The fund balance appropriation for the FY 15-16 Budget is \$4.50 million, or 1.7%, of the total budget. This does not include additional fund balance appropriations that will be necessary to carry forward outstanding purchase orders at the end of FY 14-15.

# COMMUNITY SERVICES

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



FY 15-16

# COMMUNITY SERVICES RESULT AREA SUMMARY

## *BUDGET SUMMARY*

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Cemeteries	794,376	800,335	<b>838,936</b>	861,587
Hotel/Motel Occupancy Tax Fund	3,178,867	5,117,643	<b>3,856,024</b>	3,975,564
Libraries	7,548,536	8,623,323	<b>8,682,720</b>	8,907,233
Neighborhood Development	0	1,507,085	<b>1,590,411</b>	1,631,403
Non-Departmental Community Services	1,931,099	1,942,066	<b>1,907,410</b>	1,930,047
Nussbaum Housing Partnership	1,394,670	2,148,403	<b>1,903,399</b>	1,941,193
Parks and Recreation	17,116,619	16,166,887	<b>16,272,287</b>	16,659,374
Subtotal	31,964,167	36,305,742	<b>35,051,187</b>	35,906,401
Less Transfers/Internal Charges	423,091	451,316	<b>415,160</b>	437,797
Total Community Services	31,541,076	35,854,426	<b>34,636,027</b>	35,468,604
Total FTE Positions	322.918	322.048	<b>318.548</b>	318.548
<b>Revenues:</b>				
Cemeteries	439,272	349,019	<b>423,776</b>	423,790
Hotel/Motel Occupancy Tax Fund	4,406,315	5,117,643	<b>3,856,024</b>	3,975,564
Libraries	1,884,242	1,909,111	<b>1,906,147</b>	1,906,147
Neighborhood Development	0	482,000	<b>502,000</b>	502,000
Non-Departmental Community Services	1	0	<b>0</b>	0
Nussbaum Housing Partnership	1,979,569	2,148,403	<b>1,903,399</b>	1,941,193
Parks and Recreation	2,430,171	2,173,614	<b>2,199,614</b>	2,199,614
Subtotal	11,139,570	12,179,790	<b>10,790,960</b>	10,948,308
General Fund Contribution	22,704,931	24,125,952	<b>24,260,227</b>	24,958,093
Less Transfers/Internal Charges	423,091	451,316	<b>415,160</b>	437,797
Total Community Services	33,421,410	35,854,426	<b>34,636,027</b>	35,468,604

## **GRANT FUNDED PROGRAMS**

<b>Expenditures:</b>				
Community Dev. Block Grant Fund	2,651,136	2,146,926	<b>2,117,294</b>	2,117,294
HOME Investment Fund	909,589	980,749	<b>878,969</b>	878,969
Workforce Development	5,152,690	4,702,327	<b>4,078,611</b>	4,067,277
Total Grants	8,713,415	7,830,002	<b>7,074,874</b>	7,063,540
Total FTE Positions	42.672	42.191	<b>30.691</b>	30.691
<b>Revenues:</b>				
Community Dev. Block Grant Fund	2,651,136	2,146,926	<b>2,117,294</b>	2,117,294
HOME Investment Fund	908,589	980,749	<b>878,969</b>	878,969
Workforce Development	5,152,690	4,702,327	<b>4,078,611</b>	4,067,277
Total Grants	8,712,415	7,830,002	<b>7,074,874</b>	7,063,540



# COMMUNITY SERVICES RESULT AREA SUMMARY

## ***BUDGET HIGHLIGHTS***

- The total Community Services Result Area budget in FY 15-16 is decreasing by \$1,218,399, or 3.4%.
- FY 15-16 is the second full year in which the McNairy Branch Library will be operational.
- The FY 15-16 General Fund contribution to Cemeteries is decreasing from \$451,316 to \$415,160, a decrease of \$36,156, or 8.0%.
- In FY 15-16, Parks & Recreation will return the operation of Smith High School pool back to Guilford County Schools in the final year of a three year phased transition.
- The Community Services Result area has a total net reduction of 3.5 FTE positions. This includes the reduction of 1 FTE in Libraries, and the following reductions in Parks and Recreation: 3 FTEs in City Arts, and .5 FTE at the Smith High School Pool. The reductions occurring in Parks and Recreation are due to an increasing use of outside providers for City Arts programs and the transfer of pools to Guilford County. The total also includes the addition of 1 custodian position being transferred from Engineering & Inspections to improve custodial services efficiencies.



# CEMETERIES FUND

## PROGRAMS

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Cemeteries</b>				
The Cemeteries Division operates and maintains three municipal cemeteries, including plot sales, burials, and maintenance of graves, related grounds, facilities, and equipment. This division is also responsible for the maintenance and upkeep of Historic Union Cemetery.				
<i>Appropriation</i>	794,376	800,335	<b>838,936</b>	861,587
<i>Full Time Equivalent Positions</i>	11.442	11.442	<b>11.442</b>	11.442

### Departmental Objectives

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

## PERFORMANCE MEASURES

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Workload Measure</b>				
• Number of markers installed	-	100	100	100
<b>Efficiency Measures</b>				
• Percent of requests completed within 3 work days	-	100%	100%	100%
• Marker installations as a percentage of burials (This excludes existing pre-need markers)	-	80%	80%	80%
<b>Effectiveness Measures</b>				
• Percent of property inquiries resulting in sale	-	95%	95%	95%

## BUDGET SUMMARY

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	540,633	542,890	<b>562,255</b>	585,716
Maintenance & Operations	253,742	252,038	<b>276,681</b>	275,871
Capital Outlay	0	5,407	<b>0</b>	0
Total	794,376	800,335	<b>838,936</b>	861,587
Total FTE Positions	11.442	11.442	<b>11.442</b>	11.442
<b>Revenues:</b>				
User Charges	386,578	303,000	<b>378,500</b>	378,500
Fund Balance	18,420	0	<b>0</b>	0
All Other	34,274	46,019	<b>45,276</b>	45,290
Subtotal	439,272	349,019	<b>423,776</b>	423,790
General Fund Contribution	423,091	451,316	<b>415,160</b>	437,797
Total	862,363	800,335	<b>838,936</b>	861,587

## BUDGET HIGHLIGHTS

- The FY 15-16 Adopted Budget is increasing by \$38,601, or 4.8%.
- The General Fund contribution reduces from \$451,316 to \$415,160, a decrease of \$36,156.



# COMMUNITY DEVELOPMENT BLOCK GRANT

## PROGRAMS

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Program Administration</b>				
Program Administration provides administrative direction and support services for a variety of community renewal and housing programs. The Community Development Block Grant Fund (CDBGF) derives its revenue from a Federal grant program, the amount of which is based upon a formula (entitlement) explicit in the underlying Federal law and regulations. Additional revenues of the CDBGF include program income generated from the sale of land and loan repayments. Following trends in the general economy, program income is projected to be significantly lower than in past years. The CDBGF is one of five operating funds utilized by the Neighborhood Development Department (NDD); each fund, as provided by law, finances, in part, NDD programs and administrative expenses.				
This Federal grant program provides funds for housing and infrastructure improvements in low and moderate income neighborhoods, which have been specifically defined as Community Development Target Areas. Also included are housing rehabilitation loans and grants, neighborhood improvement studies, and other special studies as assigned. Staff assistance is also provided to the Redevelopment Commission and the Greensboro Housing Development Partnership.				
<i>Appropriation</i>	433,646	397,385	<b>393,459</b>	393,459
<i>Full Time Equivalent Positions</i>	9.375	9.375	<b>9.375</b>	9.375
<b>Housing Activities</b>				
NDD directs a portion of available funds to create affordable housing for beneficiaries eligible under Federal regulation. Affordable housing activities are designed to maintain an inventory of housing available to residents earning low and moderate incomes. A principal current emphasis in this budget are the housing rehabilitation and repair programs. The housing rehabilitation and repair programs offer grants and loans to income-eligible residents to help assure that there is a sufficient stock of decent and affordable housing available to residents. The FY 15-16 budget allocates \$570,696 in CDBG funds and \$210,000 in Housing Partnership funding to support housing rehabilitation and repair programs.				
<i>Appropriation</i>	810,445	570,696	<b>457,500</b>	457,500
<i>Full Time Equivalent Positions</i>	N/A	N/A	<b>N/A</b>	N/A
<b>Redevelopment Activities</b>				
Neighborhood Development provides funding for neighborhood revitalization programs in city areas targeted for infrastructure, social, and economic improvement. CDBG funds budgeted during prior years will be used to continue work in the Ole Asheboro and Willow Oaks neighborhoods. Programmatic costs include property acquisition, disposition, maintenance and other undertakings directly and indirectly associated with neighborhood renewal. A Section 108 loan payment is also included. The FY 15-16 budget allocates \$598,715 in 108 loan repayments for the Willow Oaks and South Elm Street development projects.				
<i>Appropriation</i>	1,108,688	822,715	<b>860,205</b>	860,205
<i>Full Time Equivalent Positions</i>	N/A	N/A	<b>N/A</b>	N/A
<b>Homelessness Prevention</b>				
The budget allocates direct funding to Partners Ending Homelessness to support agencies in delivering homelessness prevention services.				
<i>Appropriation</i>	150,000	176,130	<b>176,130</b>	176,130
<i>Full Time Equivalent Positions</i>	N/A	N/A	<b>N/A</b>	N/A
<b>Economic Development</b>				
The budget allocates funding to continue implementing South Elm Street development activities.				
<i>Appropriation</i>	148,357	180,000	<b>230,000</b>	230,000
<i>Full Time Equivalent Positions</i>	N/A	N/A	<b>N/A</b>	N/A

**Departmental Goals & Objectives**

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

**PERFORMANCE MEASURES**

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>Efficiency Measures</b>				
• Number of Greensboro residents who are homeless, as determined through the annual Point-In-Time Count.	897	949	<b>900</b>	900
• Number of housing units developed or rehabilitated that are affordable to households at or below 80% of area median income.	58	30	<b>35</b>	35

**BUDGET SUMMARY**

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>Expenditures:</b>				
Administration	433,646	397,385	<b>393,459</b>	393,459
Housing Activities	810,445	570,696	<b>457,500</b>	457,500
Redevelopment Activities	1,108,688	822,715	<b>860,205</b>	860,205
Homeless Prevention	150,000	176,130	<b>176,130</b>	176,130
Economic Development	148,357	180,000	<b>230,000</b>	230,000
Total	2,651,136	2,146,926	<b>2,117,294</b>	2,117,294
Total FTE Positions	9.375	9.375	<b>11.875</b>	11.875
<b>Revenues:</b>				
Intergovernmental	2,450,138	1,986,926	<b>1,957,294</b>	1,957,294
All Other	200,998	160,000	<b>160,000</b>	160,000
Total	2,651,136	2,146,926	<b>2,117,294</b>	2,117,294

**BUDGET HIGHLIGHTS**

- This summary page is for information only and is not included as part of the total budget.
- The FY 13-14 actual figures are based on CDBG expenditures through June 30, 2014.



# HOME INVESTMENT FUND

## PROGRAMS

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Administration</b>				
Program Administration provides administrative direction and support services primarily for affordable housing development and maintenance. The HOME Investment Fund (HIF) derives its revenue from a Federal grant program, the amount of which is based on a formula (entitlement) explicit in the underlying Federal law and regulations. Additional revenues of the HIF are also derived from those programs within the fund that are income-generating. The HIF is one of five operating funds utilized by the Neighborhood Development Department (NDD).				

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

<i>Appropriation</i>	88,659	80,499	71,053	71,053
<i>Full Time Equivalent Positions</i>	N/A	N/A	N/A	N/A

### Housing Activities

Affordable Housing: The budget allocates \$607,915 in funding to support non-profit housing development and Community Development Housing Organization operations.

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

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

<i>Appropriation</i>	820,930	900,250	807,916	807,916
<i>Full Time Equivalent Positions</i>	N/A	N/A	N/A	N/A

### Departmental Goals & Objectives

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

## PERFORMANCE MEASURES

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Workload Measures</b>				
• Number of rental housing units developed that are affordable to households at or below 80% of area median income - includes new construction and rehabilitation	0	54	76	50
• Number of single family units rehabilitated that are affordable to households at or below 80% of area median income - includes rehab-resale and homeowner rehabilitation	7	10	3	5
• Number of new single family units that are affordable to households at or below 80% of area median income	10	6	3	5
• Number of first time homebuyer households at or below 80% of area median income assisted with downpayment assistance	20	30	10	15

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Administration	88,659	80,499	71,053	71,053
Housing Activities	820,930	900,250	807,916	807,916
Total	909,589	980,749	878,969	878,969
<b>Revenues:</b>				
Intergovernmental	835,363	860,749	758,969	758,969
Program Income	73,226	120,000	120,000	120,000
Total	908,589	980,749	878,969	878,969

## BUDGET HIGHLIGHTS

- This summary page is for information only and is not included as part of the total budget.
- The FY 13-14 actual figures are based on HOME expenditures through June 30, 2014.

# HOTEL/MOTEL OCCUPANCY TAX FUND

## **PROGRAMS**

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>Hotel/Motel Occupancy Tax</b>				
<p>The City of Greensboro levies a 3% Room Occupancy Tax on all hotel/motel rooms within the city limits. The proceeds of the levy are distributed 80% to the City and 20% to the Greensboro Convention and Visitors Bureau. The City currently uses its proceeds to retire debt service on improvements to the Coliseum Complex. The City also funds certain marketing expenses up to \$200,000 annually.</p>				
<i>Appropriation</i>	3,178,867	5,117,643	<b>3,856,024</b>	3,975,564
<i>Full Time Equivalent Positions</i>	0.00	0.03	<b>0.03</b>	0.03

## **BUDGET SUMMARY**

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	0	4,053	<b>5,492</b>	5,621
Maintenance & Operations	3,178,867	5,113,590	<b>3,850,532</b>	3,969,943
Capital Outlay	0	0	<b>0</b>	0
Total	3,178,867	5,117,643	<b>3,856,024</b>	3,975,564
Total FTE Positions	0.000	0.030	<b>0.030</b>	0.030
<b>Revenues:</b>				
Hotel/Motel Occupancy Tax	3,473,517	3,315,590	<b>3,812,020</b>	3,888,260
Transfers	0	920,720	<b>0</b>	0
Other	10,328	38,000	<b>44,004</b>	87,304
Fund Balance	922,470	843,333	<b>0</b>	0
Total	4,406,315	5,117,643	<b>3,856,024</b>	3,975,564

## **BUDGET HIGHLIGHTS**

- This fund provides debt service payments for existing debt at the Coliseum. FY 15-16 occupancy tax revenues are budgeted to increase \$496,430, or 15.0%.
- A portion of one Finance Department FTE position is allocated to this fund.



# GREENSBORO PUBLIC LIBRARY

## PROGRAMS

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>Libraries Administration</b>				
Directs all activities of the Library Department and provides administrative leadership and planning.				
<i>Appropriation</i>	2,059,220	2,580,421	<b>2,551,157</b>	2,593,055
<i>Full Time Equivalent Positions</i>	17.75	17.75	<b>16.75</b>	16.75

### Central Library

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

<i>Appropriation</i>	1,587,699	1,712,445	<b>1,731,557</b>	1,797,857
<i>Full Time Equivalent Positions</i>	29.75	29.75	<b>29.75</b>	29.75

### Community Services

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

<i>Appropriation</i>	2,286,687	2,721,409	<b>2,772,078</b>	2,863,542
<i>Full Time Equivalent Positions</i>	49.25	48.50	<b>48.50</b>	48.50

### Acquisitions

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

<i>Appropriation</i>	1,000,694	914,642	<b>915,465</b>	915,465
<i>Full Time Equivalent Positions</i>	0	0	<b>0</b>	0

### Historical Museum

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

<i>Appropriation</i>	614,236	694,406	<b>712,463</b>	737,314
<i>Full Time Equivalent Positions</i>	10.5	10.5	<b>10.5</b>	10.5

### Departmental Objectives

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

**PERFORMANCE MEASURES**

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Workload Measures</b>				
• Number of educational programs for adults and children	3,899	3,600	3,600	3,600
• Number of visits to or from schools	328.00	325.00	325.00	325.00
• Per capita circulation rate achieved	4.39	4.30	4.30	4.35
• Reference transactions achieved per capita	0.80	0.65	0.70	0.70
• Number of computer users	551,682	590,000	570,000	570,000
• Average Daily Attendance at City Libraries	8,471	10,100	10,000	10,000
<b>Efficiency Measures</b>				
• Percentage of delinquent accounts paid in full	32%	30%	30%	30%
• Economic value of Library volunteers	\$320,204	\$300,000	\$325,000	\$325,000
<b>Effectiveness Measures</b>				
• Percentage of computer uptime	99.70%	99%	99%	99%
• Percentage of time customer finds materials day of request	76%	75%	75%	75%
• Percentage pre-school/toddler parents rating service "satisfactory" or above	98.00%	98%	99%	99%
• Percentage increase in use of library cards	0.4%	2.25%	2.00%	2.00%
• Percentage of customers rating Library and/or Museum Customer Service as satisfactory or above	98%	95%	95%	95%

**BUDGET SUMMARY**

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	5,266,492	5,924,287	6,010,476	6,234,989
Maintenance & Operations	2,282,044	2,699,036	2,672,244	2,672,244
Capital Outlay	0	0	0	0
Total	7,548,536	8,623,323	8,682,720	8,907,233
Total FTE Positions	107.250	106.500	105.500	105.500
<b>Revenues:</b>				
Intergovernmental	1,361,240	1,362,347	1,362,347	1,362,347
User Charges	187,601	215,295	206,425	206,425
All Other	335,400	331,469	337,375	337,375
Subtotal	1,884,242	1,909,111	1,906,147	1,906,147
General Fund Contribution	5,664,294	6,714,212	6,776,573	7,001,086
Total	7,548,536	8,623,323	8,682,720	8,907,233

**BUDGET HIGHLIGHTS**

- The FY 15-16 Adopted Budget is increasing by \$59,397, or 0.7%.
- The overall budget includes \$1,362,347 funding from Guilford County, the same amount received in FY 14-15.
- The department FTE total is reduced by 1 FTE with the elimination of a position in Libraries Administration.



# NEIGHBORHOOD DEVELOPMENT

## PROGRAMS

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Administration</b>				
Administration provides executive leadership, planning and administrative support for all functions and programs of the Neighborhood Development Department, including activities and programs in the General Fund and other funds.				
Appropriation	0	74,909	77,241	79,017
Full Time Equivalent Positions	0.0	0.5	0.5	0.5

## Code Compliance

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

Appropriation	0	1,432,176	1,513,170	1,552,386
Full Time Equivalent Positions	0	16	16	16

## Departmental Goals & Objectives

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

## PERFORMANCE MEASURES

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Efficiency Measures</b>				
• # of junked and abandoned vehicle cases resolved	1,110	1,300	1,300	1,300
• # of cited housing units repaired and in compliance	490	490	500	500
• # of nuisance cases cleared	2,706	3,500	3,000	3,000
• # of zoning cases investigated and resolved	2,647	2,700	2,700	2,700

## BUDGET SUMMARY

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	0	1,052,681	1,090,076	1,131,068
Maintenance & Operations	0	454,404	500,335	500,335
Capital Outlay	0	0	0	0
Total	0	1,507,085	1,590,411	1,631,403
Total FTE Positions	0.000	16.500	16.500	16.500
<b>Revenues:</b>				
User Charges	0	303,000	323,000	323,000
All Other	0	179,000	179,000	179,000
Subtotal	0	482,000	502,000	502,000
General Fund Contribution	0	1,025,085	1,088,411	1,129,403
Total	0	1,507,085	1,590,411	1,631,403

## BUDGET HIGHLIGHTS

- The FY 15-16 Adopted Budget is increasing by \$83,326, or 5.5%.
- Neighborhood Development will be in its second year of existence as a separate department. Previously, Neighborhood Development and Planning operated together as the Planning and Community Development Department.



# NON-DEPARTMENTAL COMMUNITY SERVICES

## **PROGRAMS**

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>Agency/Entity Funding</b>				
Provides funding of the Cemeteries Fund and various non-departmental agencies for the provision of cultural and recreational activities in Greensboro.				
<i>Appropriation</i>	1,931,099	1,942,066	<b>1,907,410</b>	1,930,047

## **BUDGET SUMMARY**

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>Expenditures:</b>				
Cemeteries Fund	423,091	451,316	<b>415,160</b>	437,797
Natural Science Center	1,085,000	1,085,000	<b>1,085,000</b>	1,085,000
Sports Commission	67,500	67,500	<b>67,500</b>	67,500
Fun Fourth	15,990	9,250	<b>9,250</b>	9,250
Greensboro Children's Museum	75,000	75,000	<b>100,000</b>	100,000
Blandwood Mansion	16,750	16,750	<b>16,750</b>	16,750
All Other	247,768	237,250	<b>213,750</b>	213,750
<b>Total</b>	<b>1,931,099</b>	<b>1,942,066</b>	<b>1,907,410</b>	<b>1,930,047</b>
<b>Revenues:</b>				
Natural Science Center Rent	1	0	<b>0</b>	0
General Fund Contribution	1,931,098	1,942,066	<b>1,907,410</b>	1,930,047
<b>Total</b>	<b>1,931,099</b>	<b>1,942,066</b>	<b>1,907,410</b>	<b>1,930,047</b>

## **BUDGET HIGHLIGHTS**

- The FY 15-16 Adopted Budget is decreasing by \$34,656, or 1.8%.
- The transfer to the Cemeteries Fund in FY 15-16 decreases by \$36,156, or 8.0%.
- Funding for the Children's Museum is increasing by \$25,000, or 33.3%.
- Other expenses include support for Center City Park (\$200,000), and Festival of Lights (\$13,750).



# NUSSBAUM HOUSING PARTNERSHIP REVOLVING FUND

## PROGRAMS

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>Housing Services &amp; Administration</b>				
The Housing Services budget allocates funding to support city-wide housing rehabilitation programs. Administration provides executive leadership, planning and administrative support for all functions and programs within the Nussbaum Fund. The Administration Division includes funds that are combined with federal funds and allocated based on federal funds available and priorities.				
<i>Appropriation</i>	1,172,348	1,509,776	<b>1,575,222</b>	1,613,016
<i>Full Time Equivalent Positions</i>	12.195	12.045	<b>12.045</b>	12.045

## Homeless Prevention

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

<i>Appropriation</i>	149,552	518,627	<b>149,552</b>	149,552
<i>Full Time Equivalent Positions</i>	0	0	<b>0</b>	0

## Asset Management

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

<i>Appropriation</i>	72,770	120,000	<b>178,625</b>	178,625
<i>Full Time Equivalent Positions</i>	0	0	<b>0</b>	0

## Departmental Goals & Objectives

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

## PERFORMANCE MEASURES

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b><u>Workload Measures</u></b>				
• Number of housing units developed or rehabilitated that are affordable to households at or below 80% of area median income.	-	7	<b>50</b>	50
<b><u>Efficiency Measures</u></b>				
• Percentage of required planning & reporting documents submitted on time to appropriate agencies.	100%	100%	<b>100%</b>	100%
<b><u>Effectiveness Measures</u></b>				
• Number of Greensboro residents who are homeless, as determined through the annual Point-In-Time Count.	897	949	<b>900</b>	900

## BUDGET SUMMARY

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	818,080	772,075	<b>984,772</b>	1,022,566
Maintenance & Operations	576,590	1,309,128	<b>918,627</b>	918,627
Capital Outlay	0	67,200	<b>0</b>	0
<b>Total</b>	<b>1,394,670</b>	<b>2,148,403</b>	<b>1,903,399</b>	<b>1,941,193</b>
Total FTE Positions	12.195	12.045	<b>12.045</b>	12.045
<b>Revenues:</b>				
User Charges	126,439	51,000	<b>51,000</b>	51,000
Appropriated Fund Balance	54,188	188,643	<b>56,639</b>	66,433
Property Taxes	1,759,518	1,717,000	<b>1,754,000</b>	1,782,000
General Fund Transfer	0	0	<b>0.00</b>	0
All Other	39,423	191,760	<b>41,760</b>	41,760
Subtotal	1,979,569	2,148,403	<b>1,903,399</b>	1,941,193
<b>Total</b>	<b>1,979,569</b>	<b>2,148,403</b>	<b>1,903,399</b>	<b>1,941,193</b>

## BUDGET HIGHLIGHTS

- The FY 15-16 Adopted Budget is decreasing by \$245,004, or 11.4%.
- Operations for housing demolition in the amount of \$50,000 will be reallocated from Neighborhood Development to the Nussbaum Housing Partnership Fund.
- The Nussbaum Housing Partnership Fund programs and finances will continue to be managed by the Neighborhood Development Department.



# PARKS AND RECREATION

## PROGRAMS

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
--	-------------------	-------------------	--------------------	----------------------

### Parks and Recreation Administration

Oversees administrative services for the department in the following areas: budgeting, accounting, human resources, risk management, marketing, technology, resource development and program evaluation. The division also provides support to the Friends of Greensboro Parks and Recreation Foundation and Greensboro Beautiful, Inc. Department-wide costs associated with Worker's Compensation, insurance premiums, training expenses and professional dues are included in this budget division.

<i>Appropriation</i>	2,233,917	2,040,385	<b>2,089,380</b>	2,136,738
<i>Full Time Equivalent Positions</i>	15.0	14.5	<b>15.5</b>	15.5

### Planning and Project Management

Coordinates the department's efforts in the following areas: strategic and long-range planning; Capital Improvement Program; Capital Life Cycle Plan; future recreational bond referendums with regards to open space, greenways, parkland and facilities. Division services include: design, coordination, and management of master planning; design and construction of new parks and facilities; and oversight of renovations and improvements to existing parks and facilities.

<i>Appropriation</i>	94,364	106,993	<b>164,478</b>	170,505
<i>Full Time Equivalent Positions</i>	1	1	<b>2</b>	2

### Park Management and Operations

Oversees the operation and management of the department's parks, gardens, and special facilities, which include regional parks, neighborhood parks; public gardens; trails and greenways; city cemeteries; War Memorial Stadium; Gillespie Golf Course; and the Bryan Park Soccer Complex. The division provides logistical support and heavy equipment for the department's programs and facilities. The division is also responsible for the contract management of the Bryan Park golf operations.

<i>Appropriation</i>	7,675,670	7,852,979	<b>7,796,220</b>	7,991,529
<i>Full Time Equivalent Positions</i>	91.503	92.503	<b>91.503</b>	91.503

### Community Recreation Services

Division oversees the operation of a variety of recreational programs and facilities, which include: ten community recreation centers; youth and adult athletic programming, leagues and tournaments; Greensboro Sportsplex; Simkins Indoor Sports Pavilion; summer camps and playground programs; specialized recreation services; senior adult programs at Smith Senior Center; therapeutic recreation programs for youth and adults; programming and operations of four outdoor pools and two indoor pools; environmental education and outdoor adventure programs; the E.C.O. Bus and the operations and programming at the Watershed Parks (Lakes Brandt, Townsend, and Higgins); The Cultural Arts Center; Festival Park; City Arts (Drama, Music).

<i>Appropriation</i>	6,688,797	5,715,974	<b>5,738,156</b>	5,857,178
<i>Full Time Equivalent Positions</i>	79.027	62.027	<b>58.527</b>	58.527

### Youth Services and Volunteer Management

Division oversees the operation of the youth programming including the Greensboro Youth Council and the Youth Initiatives Coordinator. In partnership with the community, the division strives to provide development opportunities for youth and young adults through leadership, volunteerism, and socialization. The division also manages adult volunteers, internships, scout projects and service learning.

<i>Appropriation</i>	423,871	450,556	<b>484,053</b>	503,424
<i>Full Time Equivalent Positions</i>	5.5	5.5	<b>5.5</b>	5.5

## Departmental Objectives

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

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

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

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

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

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

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

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

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

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

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

## PERFORMANCE MEASURES

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b><u>Workload Measures</u></b>				
• Total number of programs and events per year that attract out of town visitors		20	65	65
• Total number of youth programs offered		3,500	3,500	3,500
• Average daily attendance of recreation centers		1,500	1,500	1,500
<b><u>Efficiency Measures</u></b>				
• Total value of P&R grants, sponsorships and donations		\$135,000	\$135,000	\$135,000
• Total volunteer hours performed in Parks and Recreation		40,000	40,000	40,000
<b><u>Effectiveness Measures</u></b>				
• Customer Satisfaction rating - % of customers responding positively		85%	85%	85%
• Percentage of customer comments/concerns responded to within 2 business days		85%	85%	85%



**BUDGET SUMMARY**

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	11,283,309	10,934,492	<b>10,987,959</b>	11,375,046
Maintenance & Operations	5,779,465	5,202,317	<b>5,284,328</b>	5,284,328
Capital Outlay	53,845	30,078	<b>0</b>	0
Total	17,116,619	16,166,887	<b>16,272,287</b>	16,659,374
Total FTE Positions	192.031	175.531	<b>173.031</b>	173.031
<b>Revenues:</b>				
User Charges	2,285,431	2,034,359	<b>2,060,359</b>	2,060,359
All Other	144,740	139,255	<b>139,255</b>	139,255
Subtotal	2,430,171	2,173,614	<b>2,199,614</b>	2,199,614
General Fund Contribution	14,686,448	13,993,273	<b>14,072,673</b>	14,459,760
Total	17,116,619	16,166,887	<b>16,272,287</b>	16,659,374

**BUDGET HIGHLIGHTS**

- The FY 15-16 Adopted Budget is increasing by \$105,400, or 0.6%.
- Budget reductions include eliminating the following three (3) FTEs in City Arts: Music Education Director, Caldcleugh Multicultural Arts Center Supervisor, and the Administrative Support position at the Greensboro Cultural Arts Center.
- FY 15-16 will be the second full year that the Griffin Recreation Center is operational.
- The operation of Smith High School pool will be returned to Guilford County Schools in this final year of a three year phased transition.

# WORKFORCE DEVELOPMENT

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

## PROGRAMS

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
--	-------------------	-------------------	--------------------	----------------------

### Workforce Development Services

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

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

Appropriation	4,539,195	3,911,594	<b>3,911,594</b>	3,911,594
Full Time Equivalent Positions	28.297	27.816	<b>14.516</b>	14.516

### Administrative Services

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

Appropriation	504,355	434,623	<b>434,623</b>	434,623
Full Time Equivalent Positions	4	4	<b>4</b>	4

### Discretionary and Special Grants

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

Appropriation	109,140	356,110	<b>111,334</b>	100,000
Full Time Equivalent Positions	1.0	1.0	<b>0.3</b>	0.3

### Program Objectives

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



**PERFORMANCE MEASURES**

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>Effectiveness Measures</b>				
• Percentage of WIA/WIOA customers completing training with a national or industry recognized skill-based credential	62%	65%	<b>65%</b>	65%
• Percentage of high school dropouts enrolled in WIA/WIOA that complete secondary school requirements	73%	50%	<b>60%</b>	60%
• Percentage of WIA/WIOA customers who receive a Career Readiness Credential (CRC) by time of exit	34%	75%	<b>75%</b>	75%
• Percentage of WIA/WIOA customers who exit employed	76%	75%	<b>75%</b>	75%
• Percentage of WIA/WIOA customers who exited employed that remain employed six months after exit date	88%	90%	<b>90%</b>	90%
• Meet or exceed state and federal mandated performance measures	78%	80%	<b>80%</b>	80%

**BUDGET SUMMARY**

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	2,124,274	1,446,579	<b>1,178,860</b>	1,178,860
Maintenance & Operations	3,028,416	3,255,748	<b>2,899,751</b>	2,888,417
Capital Outlay	0	0		
Total	5,152,690	4,702,327	<b>4,078,611</b>	4,067,277
Total FTE Positions	33.297	32.816	<b>18.816</b>	18.816
<b>Revenues:</b>				
Intergovernmental	5,152,690	4,702,327	<b>4,078,611</b>	4,067,277
General Fund Contribution	0	0	<b>0</b>	0
Total	5,152,690	4,702,327	<b>4,078,611</b>	4,067,277

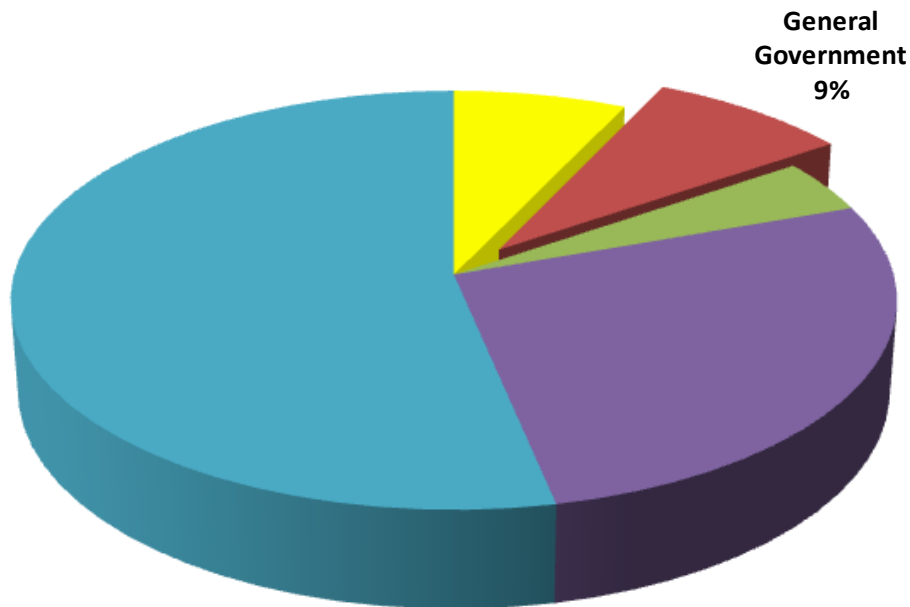
**BUDGET HIGHLIGHTS**

- The FY 15-16 Adopted Budget reflects a projected decrease of \$623,716 or 13.3%. Final FY 15-16 Budget allocations have not yet been released.
- The FY 15-16 Budget reflects a decrease of 14 FTEs, resulting in a reduction of personnel costs.
- Personnel reductions are due to shifting service delivery for jobseekers away from City staff to contractors procured through RFP's.



# GENERAL GOVERNMENT

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



FY 15-16

# GENERAL GOVERNMENT RESULT AREA SUMMARY

## BUDGET SUMMARY

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Budget and Evaluation	609,640	650,419	<b>762,637</b>	784,584
Communications & Marketing Department	0	0	<b>1,066,185</b>	1,089,986
Economic Dev and Business Support	1,081,158	1,129,121	<b>1,173,394</b>	1,127,643
Economic Development Fund	1,275,651	1,721,851	<b>1,402,655</b>	1,367,000
Equipment Services Fund	15,870,097	21,621,363	<b>18,331,214</b>	21,182,215
Executive	3,311,410	3,762,109	<b>2,799,368</b>	2,953,906
Financial and Administrative Services	3,584,279	3,846,542	<b>3,834,086</b>	3,938,266
Graphic Services Fund	981,602	1,060,814	<b>987,139</b>	1,004,469
Human Relations	779,327	744,297	<b>497,103</b>	510,953
Human Resources	2,722,264	2,936,383	<b>2,733,111</b>	2,803,466
Information Technology	6,176,395	6,255,659	<b>6,410,619</b>	6,555,925
Legal	980,610	1,003,346	<b>1,076,679</b>	1,098,382
Legislative	1,047,282	680,511	<b>1,331,118</b>	1,000,258
Network Services Fund	10,074,815	12,774,357	<b>12,780,605</b>	12,834,109
Non-Dept. General Government	4,527,124	3,801,108	<b>3,596,436</b>	3,793,286
Risk Retention Funds	45,941,305	49,262,794	<b>50,311,814</b>	52,189,044
Subtotal	98,962,959	111,250,674	<b>109,094,163</b>	114,233,492
Less Transfers/Internal Charges	65,649,035	67,276,029	<b>68,321,311</b>	70,216,218
Total General Government	33,313,924	43,974,645	<b>40,772,852</b>	44,017,274
Total FTE Positions	254.231	253.521	<b>252.001</b>	252.001
<b>Revenues:</b>				
Communications & Marketing Department	0	0	<b>32,046</b>	32,463
Financial and Administrative Services	3,440,731	3,408,110	<b>418,710</b>	419,710
Economic Development Fund	2,072,556	1,721,851	<b>1,402,655</b>	1,367,000
Executive	119,047	83,000	<b>45,000</b>	45,000
Human Relations	18,215	21,000	<b>21,000</b>	21,000
Non-Dept. General Government	2,211,345	361,475	<b>374,050</b>	374,050
Risk Retention Funds	50,166,705	49,262,794	<b>50,311,814</b>	52,189,044
Internal Service Funds/Other	38,855,467	35,675,249	<b>32,098,958</b>	35,020,793
Subtotal	96,884,066	90,533,479	<b>84,704,233</b>	89,469,060
General Fund Contribution	18,827,326	20,717,195	<b>24,389,930</b>	24,764,432
Less Transfers/Internal Charges	65,649,035	67,276,029	<b>68,321,311</b>	70,216,218
Total General Government	50,062,357	43,974,645	<b>40,772,852</b>	44,017,274



# GENERAL GOVERNMENT RESULT AREA SUMMARY

## ***BUDGET HIGHLIGHTS***

- The FY 15-16 General Government Result Area Budget is decreasing by \$3.2 million, or 7.3%.
- The Human Relations Department moved under the General Government Result Area.
- The FY 15-16 Economic Development Fund Budget includes support for the National Folk Festival, Triad Stage, and Renaissance Center.
- The Communications and Marketing Department was created through a reorganization of the Executive Department with a FY 15-16 budget of \$1.06 million and 10 FTE positions.
- The M/WBE Division was created in the Executive Department with a FY 15-16 Budget of \$169,782.
- The Human Resources Department reorganized to better align divisions to improve customer service and has implemented iApplyGreensboro, an e-recruiting system to increase application processing efficiency and customer service.
- An Employee Minute Clinic was opened in FY 14-15 to reduce health care costs and to provide health care access for employees.

# BUDGET AND EVALUATION

## PROGRAMS

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
--	-------------------	-------------------	--------------------	----------------------

### Budget and Evaluation

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

Appropriation	609,640	650,419	762,637	784,584
Full Time Equivalent Positions	7	7	8	8

### Departmental Objectives

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

## PERFORMANCE MEASURES

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Effectiveness Measures</b>				
• Percent of CIP projects with identified funding	61%	70%	70%	70%
• Percentage of service enhancements funded that were high rated	82%	90%	90%	90%
• Ratio of Actual Revenue to Actual Expenditures (GF)	98.3%	100%	100%	100%

## BUDGET SUMMARY

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	555,564	594,477	706,257	728,204
Maintenance & Operations	54,076	55,942	56,380	56,380
Capital Outlay	0	0	0	0
Total	609,640	650,419	762,637	784,584
Total FTE Positions	7.000	7.000	8.000	8.000
<b>Revenues:</b>				
General Fund Contribution	609,640	650,419	762,637	784,584
Total	609,640	650,419	762,637	784,584

## BUDGET HIGHLIGHTS

- The FY 15-16 Budget is increasing by \$112,218, or 17.2%.
- The FY 15-16 Budget includes an increase of one FTE added during FY 14-15.



# COMMUNICATIONS AND MARKETING DEPARTMENT

## PROGRAMS

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
--	-------------------	-------------------	--------------------	----------------------

### Communications and Marketing

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

<i>Appropriation</i>	0	0	<b>636,616</b>	653,671
<i>Full Time Equivalent Positions</i>	0	0	<b>6</b>	6

### GTN Television

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

<i>Appropriation</i>	0	0	<b>429,569</b>	436,315
<i>Full Time Equivalent Positions</i>	0	0	<b>4</b>	4

### Departmental Objectives

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

## PERFORMANCE MEASURES

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
--	-------------------	-------------------	--------------------	----------------------

### Workload Measures

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

## BUDGET SUMMARY

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
--	-------------------	-------------------	--------------------	----------------------

<b>Expenditures:</b>				
Personnel Costs	0	0	<b>744,479</b>	768,280
Maintenance & Operations	0	0	<b>321,706</b>	321,706
Capital Outlay	0	0	<b>0</b>	0
Total	0	0	<b>1,066,185</b>	1,089,986
Total FTE Positions	0	0	<b>10.000</b>	10.000
<b>Revenues:</b>				
Other	0	0	<b>32,046</b>	32,463
General Fund Contribution	0	0	<b>1,034,139</b>	1,057,523
Total	0	0	<b>1,066,185</b>	1,089,986

## BUDGET HIGHLIGHTS

- The Communications and Marketing Department represents a new department in FY 15-16, created by a reorganization of the Executive Department.
- Graphic Services, which includes printing and mailroom services, now reports to the Communications and Marketing Department.

# ECONOMIC DEVELOPMENT AND BUSINESS SUPPORT

## PROGRAMS

2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
-------------------	-------------------	----------------------------	----------------------

### Economic Development Planning and Business Support

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

<i>Appropriation</i>	1,081,158	1,129,121	<b>1,173,394</b>	1,127,643
<i>Full Time Equivalent Positions</i>	4	5	<b>4</b>	4

### Division Strategies

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

## PERFORMANCE MEASURES

2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
-------------------	-------------------	----------------------------	----------------------

### Workload Measures

- Number of requests for business assistance completed
- |  |     |     |            |     |
|--|-----|-----|------------|-----|
|  | 256 | 300 | <b>360</b> | 400 |
|--|-----|-----|------------|-----|

### Effectiveness Measures

- Dollar value ratio of non-City investment initiated as a result of economic development incentives funded provided
- |  |    |      |             |      |
|--|----|------|-------------|------|
|  | -- | 1:30 | <b>1:30</b> | 1:30 |
|--|----|------|-------------|------|

## BUDGET SUMMARY

2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
-------------------	-------------------	----------------------------	----------------------

<b>Expenditures:</b>				
Personnel Costs	305,529	407,178	<b>423,585</b>	434,980
Maintenance & Operations	775,629	721,943	<b>749,809</b>	692,663
Capital Outlay	0	0	<b>0</b>	0
Total	1,081,158	1,129,121	<b>1,173,394</b>	1,127,643
Total FTE Positions	4.000	5.000	<b>4.000</b>	4.000
<b>Revenues:</b>				
Other	202,799	218,715	<b>0</b>	0
General Fund Contribution	878,359	910,406	<b>1,173,394</b>	1,127,643
Total	1,081,158	1,129,121	<b>1,173,394</b>	1,127,643

## BUDGET HIGHLIGHTS

- The FY 15-16 Budget is increasing by \$44,273, or 3.9%.
- The FY 15-16 Budget includes a reduction of one vacant FTE.



# ECONOMIC DEVELOPMENT FUND

## PROGRAMS

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
--	-------------------	-------------------	--------------------	----------------------

### Economic Development Fund

The Economic Development Fund was established by City Council. The one-half cent set aside from Ad Valorem (Property) Tax generates approximately \$1.27 million per year. The Office of Economic Development and Business Support, established in the FY 11-12 budget, administers the ED fund in support of a variety of City Council directed economic development initiatives. The primary purpose of the fund is to support economic development efforts that create jobs and increase capital investment that result in a higher quality of life. Funds set aside for Economic Development will be used to support the following programs:

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

<i>Appropriation</i>	1,275,651	1,721,851	<b>1,402,655</b>	1,367,000
<i>Full Time Equivalent Positions</i>	0	0	<b>0</b>	0

## BUDGET SUMMARY

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
--	-------------------	-------------------	--------------------	----------------------

<b>Expenditures:</b>				
Personnel Costs	43,022	64,751	<b>0</b>	0
Maintenance & Operations	1,232,629	1,657,100	<b>1,402,655</b>	1,367,000
Capital Outlay	0	0	<b>0</b>	0
Total	1,275,651	1,721,851	<b>1,402,655</b>	1,367,000
Total FTE Positions	0.000	0.000	<b>0.000</b>	0.000
<b>Revenues:</b>				
Property Taxes	1,262,457	1,260,000	<b>1,271,000</b>	1,291,000
Other Revenue	810,099	461,851	<b>131,655</b>	76,000
Total	2,072,556	1,721,851	<b>1,402,655</b>	1,367,000

## BUDGET HIGHLIGHTS

- The FY 15-16 Budget is decreasing by \$319,196, or 18.5% due to the amount of fund balance that was appropriated in FY 14-15. The level of programming in FY 15-16 is not decreasing.
- The FY 15-16 Budget includes support for the Renaissance Center, Triad Stage, and the National Folk Festival.

# EQUIPMENT SERVICES FUND

## PROGRAMS

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Administration</b>				
Responsible for Equipment Services operations; coordinates all fuel and repair billing and maintains all repair and performance histories on City owned vehicles and equipment.				
<i>Appropriation</i>	987,022	1,030,657	1,057,018	1,069,099
<i>Full Time Equivalent Positions</i>	6.25	6.25	6.50	6.50

## Mechanical

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

<i>Appropriation</i>	3,082,931	3,196,181	3,135,671	3,124,591
<i>Full Time Equivalent Positions</i>	43	43	43	43

## Capital Replacement

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

<i>Appropriation</i>	11,800,144	17,394,525	14,138,525	16,988,525
<i>Full Time Equivalent Positions</i>	0	0	0	0

## Departmental Strategies

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

## PERFORMANCE MEASURES

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Effectiveness Measures</b>				
• Percentage of Fleet replaced at estimated economic life cycle	80%	84%	80%	80%
• Percentage of fleet availability	93%	93%	96%	96%
• Percentage of vehicles requiring same repairs within 30 days of service	0.5%	0.5%	0.5%	0.5%
• Percentage of Non-Administrative Police fleet available	94%	95%	95%	95%
• Percentage of shop Technicians with 1 or more ASE certifications	38%	60%	60%	60%





## **BUDGET SUMMARY**

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	3,297,538	3,296,738	<b>3,365,665</b>	3,447,835
Maintenance & Operations	4,117,612	4,324,625	<b>4,285,549</b>	4,284,380
Capital Outlay	8,454,947	14,000,000	<b>10,680,000</b>	13,450,000
<b>Total</b>	<b>15,870,097</b>	<b>21,621,363</b>	<b>18,331,214</b>	<b>21,182,215</b>
Total FTE Positions	49.250	49.250	<b>49.500</b>	49.500
<b>Revenues:</b>				
Internal Charges	14,692,063	14,424,972	<b>14,646,372</b>	15,348,888
Fund Balance	10,773,427	6,183,891	<b>2,611,342</b>	4,759,827
Inter-Fund Transfers	0	0	<b>0</b>	0
User Charges	35,183	10,000	<b>10,000</b>	10,000
All Other	962,266	1,002,500	<b>1,063,500</b>	1,063,500
<b>Total</b>	<b>26,462,939</b>	<b>21,621,363</b>	<b>18,331,214</b>	<b>21,182,215</b>

## **BUDGET HIGHLIGHTS**

- The FY 15-16 Budget is decreasing by \$3.29 million, or 15.2%.
- The FY 15-16 Budget decrease is largely due to reductions in the number of scheduled replacements for Fire apparatus and Solid Waste vehicles and equipment.

# EXECUTIVE

## PROGRAMS

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>City Manager's Office</b>				
Provides administrative leadership to City Government, carrying out the policies, programs, ordinances and resolutions approved by City Council; manages municipal services, departments and positions created by City Charter; informs City Council of the City's financial condition and future financial needs; prepares reports for the City Council concerning the affairs of the City.				
<i>Appropriation</i>	1,426,373	1,571,586	<b>1,508,006</b>	1,541,999
<i>Full Time Equivalent Positions</i>	10.481	9.481	<b>8.481</b>	8.481

## Communications & GTN

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

<i>Appropriation</i>	815,367	999,548	<b>0</b>	0
<i>Full Time Equivalent Positions</i>	9	10	<b>0</b>	0

## M/WBE

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

<i>Appropriation</i>	0	15,880	<b>169,782</b>	254,067
<i>Full Time Equivalent Positions</i>	0.0	0.0	<b>1.5</b>	1.5

## Contact Center

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

<i>Appropriation</i>	705,191	793,876	<b>761,184</b>	784,214
<i>Full Time Equivalent Positions</i>	12	12	<b>12</b>	12

## Internal Audit

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

<i>Appropriation</i>	364,478	381,219	<b>360,396</b>	373,626
<i>Full Time Equivalent Positions</i>	4	4	<b>4</b>	4

## Departmental Objectives

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



**PERFORMANCE MEASURES**

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
• % of Internal Audit audit/review findings resolved	97%	96%	95%	95%
• Average call abandon rate	16%	19.5%	9%	9%
• Average call waiting time (seconds)	99	98	50	50
• % increase for M/WBE utilization within each contracting program	--	--	3%	3%
• % of public record requests organization-wide responded to within 2 business days	56%	95%	95%	95%
• Average# of days to complete a public record requests	4.77 days	3 days	2 days	2 days
• % of programming on GTN that is original	82%	90%	--	--

**BUDGET SUMMARY**

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	2,620,843	2,890,850	2,215,575	2,290,113
Maintenance & Operations	690,567	871,259	583,793	663,793
Capital Outlay	0	0	0	0
Total	3,311,410	3,762,109	2,799,368	2,953,906
Total FTE Positions	35.481	35.481	25.981	25.981
<b>Revenues:</b>				
User Charges	53,932	45,000	45,000	45,000
Other	65,115	38,000	0	0
Subtotal	119,047	83,000	45,000	45,000
General Fund Contribution	3,192,363	3,679,109	2,754,368	2,908,906
Total	3,311,410	3,762,109	2,799,368	2,953,906

**BUDGET HIGHLIGHTS**

- The FY 15-16 Budget is decreasing by \$962,741, or 25.6%.
- An M/WBE Division was created under the Executive Department with a FY 15-16 budget of \$169,782.
- In FY 15-16, Communications and GTN functions move to the new Communications and Marketing Department.

# FINANCIAL AND ADMINISTRATIVE SERVICES

## PROGRAMS

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Administration</b>				
Provides financial management for all City funds and transactions; administers debt policies; develops long range financial plans and oversees internal controls, financial policies and procedures.				
<i>Appropriation</i>	672,043	706,573	687,886	699,810
<i>Full Time Equivalent Positions</i>	4.50	4.17	4.17	4.17
<b>Accounting</b>				
Maintains an accounting system in accordance with generally accepted accounting principles; provides payroll and related services along with capital asset and contract management.				
<i>Appropriation</i>	550,322	598,515	603,652	620,926
<i>Full Time Equivalent Positions</i>	7	7	7	7
<b>Central Contracting</b>				
Supports bidding and contracting functions for professional and other services across the organization. Services include bid specification development, conducting bids and requests for proposals, contract development, contract execution, grants management and certain functions of M/WBE Program compliance.				
<i>Appropriation</i>	112,628	107,362	104,359	106,481
<i>Full Time Equivalent Positions</i>	1.5	1.5	1.0	1.0
<b>Collections</b>				
Prepares all required notices/invoices and collects all City revenues including business permits, parking tickets, assessments, user fees and utility payments, including Stormwater, Water and Sewer and Solid Waste payments.				
<i>Appropriation</i>	1,205,252	1,327,769	1,300,882	1,330,576
<i>Full Time Equivalent Positions</i>	15.5	15.5	15.0	15.0
<b>Financial Reporting</b>				
Prepares reports on the financial condition of the City, including the Comprehensive Annual Financial Report and reports for State agencies; Provides grant management assistance, monitoring of the City's debt portfolio and coordinates the risk management program. Coordinates the audit function.				
<i>Appropriation</i>	253,600	285,161	251,524	262,215
<i>Full Time Equivalent Positions</i>	3.35	3.35	3.20	3.20
<b>Purchasing</b>				
Purchases materials, supplies and equipment for all City departments; awards purchase and service agreements; conducts the bidding process for all contracts except construction contracts; arranges and conducts the sale of surplus property.				
<i>Appropriation</i>	292,952	328,350	392,433	409,587
<i>Full Time Equivalent Positions</i>	5	5	6	6
<b>Treasury</b>				
Provides cash and investment management to meet the City's liquidity needs along with preservation of principal balances; provides accounts payable and accounts receivable services and supports electronic commerce initiatives for banking and cash receipts/disbursements.				
<i>Appropriation</i>	497,481	492,812	493,350	508,671
<i>Full Time Equivalent Positions</i>	7.05	6.92	7.05	7.05



**Departmental Objectives**

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

**PERFORMANCE MEASURES**

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Effectiveness Measures</b>				
• Tax-supported debt per capita	\$587	<\$1,000	<\$1,000	<\$1,000
• % of minimum General Fund undesignated Fund	9%	9%	9%	9%
• City general obligation bond rating	AAA/AAA/AAA	AAA/AAA/AAA	AAA/AAA/AAA	AAA/AAA/AAA
• Revenue bond rating	AAA/AA1/AAA	AAA/AA1/AAA	AAA/AA1/AAA	AAA/AA1/AAA
• Certificate of participation rating	AA+/AA2/AA	AA+/AA1/AA+	AA+/AA1/AA+	AA+/AA1/AA+
• % Parking tickets collected	75%	75%	75%	75%
• % Miscellaneous billing collected	99%	99%	99%	99%
• % Assessments collected	80%	75%	75%	75%
• % Stormwater/Solid Waste (Cycle 8) Collected	99%	95%	95%	95%
• GFOA financial reporting standard met	Yes	Yes	Yes	Yes

**BUDGET SUMMARY**

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	2,907,220	3,020,147	<b>3,060,788</b>	3,164,968
Maintenance & Operations	677,059	826,395	<b>773,298</b>	773,298
Capital Outlay				
Total	3,584,279	3,846,542	<b>3,834,086</b>	3,938,266
Total FTE Positions	43.900	43.440	<b>43.420</b>	43.420
<b>Revenues:</b>				
Licenses/Permits	3,073,462	2,986,000	<b>20,100</b>	20,100
Internal Charges	114,154	150,110	<b>130,110</b>	130,110
All Other	253,115	272,000	<b>268,500</b>	269,500
Subtotal	3,440,731	3,408,110	<b>418,710</b>	419,710
General Fund Contribution	143,548	438,432	<b>3,415,376</b>	3,518,556
Total	3,584,279	3,846,542	<b>3,834,086</b>	3,938,266

**BUDGET HIGHLIGHTS**

- The FY 15-16 Budget is decreasing by \$12,456, or 0.3%.

# GRAPHIC SERVICES

## PROGRAMS

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Printing/Mailroom</b>				
Provides graphic services and printing for departments of the City of Greensboro and Guilford County. Also provides mail services for all City departments.				
<i>Appropriation</i>	981,602	1,060,814	987,139	1,004,469
<i>Full Time Equivalent Positions</i>	9.25	9.25	8.00	8.00

### Departmental Strategies

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

## PERFORMANCE MEASURES

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Workload Measure</b>				
• Number of printed images	6,783,437	7,000,000	7,250,000	7,250,000
<b>Efficiency Measures</b>				
• Percent of waste and reprints	1%	1%	2%	2%
• Percent of deadlines met	99%	99%	99%	99%
<b>Effectiveness Measures</b>				
• Percent of customer satisfaction	99%	99%	98%	98%
• Percent of jobs on recycled paper	35%	30%	30%	30%

## BUDGET SUMMARY

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	505,971	548,286	490,224	502,554
Maintenance & Operations	475,631	512,528	496,915	501,915
Capital Outlay	0	0	0	0
Total	981,602	1,060,814	987,139	1,004,469
Total FTE Positions	9.250	9.250	8.000	8.000
<b>Revenues:</b>				
User Charges	174,777	209,000	190,966	193,383
Internal Charges	802,799	851,814	796,173	811,086
Fund Balance	928	0	0	0
All Other	0	0	0	0
Total	978,504	1,060,814	987,139	1,004,469

## BUDGET HIGHLIGHTS

- The FY 15-16 Budget is decreasing by \$73,675, or 6.9%.
- The FY 15-16 Budget includes a reduction of one vacant FTE and a reallocation of .25 FTE.
- In FY 15-16, the Graphic Services Division will report to the Communications and Marketing Department.



# HUMAN RELATIONS

## PROGRAMS

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
--	-------------------	-------------------	--------------------	----------------------

### Human Relations

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

<i>Appropriation</i>	464,622	410,609	<b>497,103</b>	510,953
<i>Full Time Equivalent Positions</i>	4.9	3.9	<b>4.9</b>	4.9

### Community Relations

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

<i>Appropriation</i>	314,705	333,688	<b>0</b>	0
<i>Full Time Equivalent Positions</i>	4	4	<b>0</b>	0

### Departmental Strategies

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

**PERFORMANCE MEASURES**

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Workload Measures</b>				
• Number of complaints conciliated	7	4	5	5
• Number of requests for assistance received yearly	3,592	3,000	3,000	2,500
• Number of programs affirmatively furthering fair housing	10	10	10	10
• Number of participants served through youth-based programs annually	320	120	120	250
<b>Efficiency Measures</b>				
• Percent of programs conducted yearly without general fund expenditures	85%	85%	85%	85%
• Percent of requests for technical assistance responded to within 48 hours	100%	100%	100%	100%
• Percent of complaints requiring full investigating yearly	80%	80%	83%	85%

**BUDGET SUMMARY**

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	645,719	606,065	387,360	401,177
Maintenance & Operations	133,608	138,232	109,743	109,776
Capital Outlay	0	0	0	0
Total	779,327	744,297	497,103	510,953
Total FTE Positions	7.900	7.900	4.900	4.900
<b>Revenues:</b>				
All Other	18,215	21,000	21,000	21,000
General Fund Contribution	761,112	723,297	476,103	489,953
Total	779,327	744,297	497,103	510,953

**BUDGET HIGHLIGHTS**

- The FY 15-16 Budget is decreasing by \$247,194, or 33.2% due to the Community Relations Division reorganization to the Legislative Department, which included the transfer of three FTEs.
- The Human Relations Department has moved from the Community Services Result Area to the General Government Result Area.





# HUMAN RESOURCES

## PROGRAMS

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Administration</b>				
Responsible for overall department administration, policy interpretation, unemployment insurance, technical assistance to client departments and employees. Provides support to departmental staff and consulting services to the organization for human resources' cross-functional initiatives and special projects.				
<i>Appropriation</i>	786,507	862,791	556,262	564,369
<i>Full Time Equivalent Positions</i>	9	8	4	4
<b>Benefits</b>				
Develops and maintains a multi-faceted benefits program including health, life, dental and vision insurance programs, retirement systems, leave, wellness and other benefit programs for City employees.				
<i>Appropriation</i>	278,983	267,081	119,516	124,283
<i>Full Time Equivalent Positions</i>	3	3	2	2
<b>Employment</b>				
Develops, implements, and administers employment systems, policies, practices and applicant data; oversees the processes and systems related to job postings, applicant tracking, E-verifications, and background checks, including vendor relations and contract administration; determines effective recruitment strategies and recommends employment branding and outreach initiatives; analyzes success and costs associated with past and ongoing initiatives, as well as trends in quality and diversity of applicant pools and achievement of goals. Serves as the advisors and subject matter experts on all areas of employment, recruiting, and advertising/marketing.				
<i>Appropriation</i>	301,834	329,308	281,436	295,222
<i>Full Time Equivalent Positions</i>	6	5	4	4
<b>Employee Safety &amp; Health</b>				
Administers an organizational safety program and a medical services program. Provides treatment of occupational injuries and illnesses, employee health counseling, pre-employment and periodic physicals, and OSHA and SARA mandated surveillance services.				
<i>Appropriation</i>	134,660	140,065	0	0
<i>Full Time Equivalent Positions</i>	1	1	0	0
<b>HRIS and Compensation</b>				
Develops, manages, and audits compensation programs, analyzes labor market trends, performs position classification/management; researches laws/regulations, creates and interprets policies; delivers training programs; manages HRIS functions including: Lawson table maintenance, system testing, data/transactional integrity, Lawson queries and Crystal reports, form design, user training, employee communications, and liaison to ES and Payroll. Manages electronic, physical and imaged personnel records, as well as regulatory reporting. Responds to employment verification and public information requests.				
<i>Appropriation</i>	450,748	497,511	764,303	785,853
<i>Full Time Equivalent Positions</i>	5	5	7	7
<b>Learning &amp; Development, Employee Relations, and Law/Compliance/EEO/AA</b>				
Provides leadership, personal development, management, supervisory policy, legal and diversity education for the organization. Provides organizational development through workgroup intervention, coaching and mediation. Provides technical assistance and facilitation of employee relations issues including mediation and the formal complaint process. The Learning Center also hosts executive assessments and other major City events in addition to the regular services offered. Conducts compliance audits, and HR Legal Counsel that works on DOL, EEOC, ER, and Unemployment issues.				
<i>Appropriation</i>	769,532	839,627	1,011,594	1,033,739
<i>Full Time Equivalent Positions</i>	7	7	11	11

**Departmental Objectives**

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

**PERFORMANCE MEASURES**

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>Effectiveness Measures</b>				
• Average posting to referral timeframe	15 Days	56 Days	<b>15 Days</b>	15 Days
• Background checks to hiring managers within 5 days	90%	91%	<b>90%</b>	90%
• Percent of Supervisors attending Foundations of Supervision Training	33%	73%	<b>33%</b>	33%
• Percent of Second Level Managers attending Foundations of Management Training	33%	51%	<b>33%</b>	33%
• Percent FLSA payroll errors corrected within 90 days	95%	95%	<b>95%</b>	95%
• Percent of OSHA violations resolved within 90 days	95%	100%	<b>95%</b>	95%

**BUDGET SUMMARY**

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	2,380,665	2,519,598	<b>2,324,136</b>	2,399,291
Maintenance & Operations	341,599	416,785	<b>408,975</b>	404,175
Capital Outlay	0	0	<b>0</b>	0
Total	2,722,264	2,936,383	<b>2,733,111</b>	2,803,466
Total FTE Positions	31.000	29.000	<b>28.000</b>	28.000
<b>Revenues:</b>				
User Charges	0	0	<b>0</b>	0
Other	0	0	<b>0</b>	0
General Fund Contribution	2,722,264	2,936,383	<b>2,733,111</b>	2,803,466
Total	2,722,264	2,936,383	<b>2,733,111</b>	2,803,466

**BUDGET HIGHLIGHTS**

- The FY 15-16 Budget is decreasing by \$203,272, or 6.9%.
- The FY 15-16 Budget includes a transfer of one FTE in Employee Safety and Health to the Employee Insurance Risk Retention Fund.
- The Human Resources Department reorganized to better align divisions to improve customer service.
- Human Resources has implemented iApplyGreensboro, an e-recruiting system to increase application processing efficiency and customer service.



# INFORMATION TECHNOLOGY

## **PROGRAMS**

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
--	-------------------	-------------------	----------------------------	----------------------

### **Administration**

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

<i>Appropriation</i>	502,288	478,399	<b>440,752</b>	457,246
<i>Full Time Equivalent Positions</i>	4	4	<b>4</b>	4

### **IT Public Safety**

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

<i>Appropriation</i>	2,589,648	2,707,649	<b>2,891,111</b>	2,907,004
<i>Full Time Equivalent Positions</i>	6.00	6.75	<b>5.75</b>	5.75

### **Computer Operations and Billing**

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

<i>Appropriation</i>	190,521	201,025	<b>190,865</b>	195,375
<i>Full Time Equivalent Positions</i>	3	3	<b>3</b>	3

### **Application Services**

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

<i>Appropriation</i>	524,281	589,995	<b>570,521</b>	595,398
<i>Full Time Equivalent Positions</i>	6	6	<b>6</b>	6

### **Enterprise Business Services**

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

<i>Appropriation</i>	1,776,974	1,705,016	<b>1,761,306</b>	1,826,687
<i>Full Time Equivalent Positions</i>	4	4	<b>4</b>	4

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

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

<i>Appropriation</i>	592,683	573,575	<b>556,064</b>	574,215
<i>Full Time Equivalent Positions</i>	5	5	<b>5</b>	5

## Departmental Objectives

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

## PERFORMANCE MEASURES

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b><u>Workload Measures</u></b>				
• Average number of hardware devices deployed	500	950	950	950
• Number of PSIT Service Desk Calls Closed	2993	4000	4500	6000
• Number of enforced IT Security Policies and Standards to the organization	11	11	11	11
• % of in house applications migrated to current Visual Basic software release	30%	50%	75%	100%
<b><u>Efficiency Measures</u></b>				
• Customer satisfaction rating on deployments	99%	97%	97%	97%
• Successful completion of citizen requests for statistical information within promised timeframe	95%	97%	97%	97%
• Percentage of service requests responded to within 24 hours	50%	75%	80%	85%
• Percentage of service requests successfully fulfilled within promised timeframe	70%	75%	80%	85%
• # of new application development/modification requests	50	60	65	70



**Effectiveness Measures**

• Percent of deployments within 30 days of hardware receipt	70%	99%	<b>99%</b>	99%
• Percentage of service requests closed within 3 days	70%	80%	<b>85%</b>	90%
• Percent of customers rating service received as "good" or "excellent"	94%	98%	<b>98%</b>	98%
• Respond to and correct application errors within 24 hours	99%	100%	<b>100%</b>	100%
• Percentage of uptime availability of systems, servers and network	98%	98%	<b>98%</b>	98%
• Average response time to application development requests or modifications	3 days	3 days	<b>3 days</b>	3 days
• Percentage of GIS based data requests from economic development agencies that are responded to within 2 days	100%	100%	<b>100%</b>	100%

***BUDGET SUMMARY***

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	2,458,378	2,511,705	<b>2,437,872</b>	2,530,178
Maintenance & Operations	3,718,017	3,743,954	<b>3,972,747</b>	4,025,747
Capital Outlay	0	0	<b>0</b>	0
 Total	 6,176,395	 6,255,659	 <b>6,410,619</b>	 6,555,925
Total FTE Positions	28.000	28.750	<b>27.750</b>	27.750
<b>Revenues:</b>				
Internal Charges	0	0	<b>0</b>	0
All Other	0	0	<b>0</b>	0
Subtotal	0	0	<b>0</b>	0
General Fund Contribution	6,176,395	6,255,659	<b>6,410,619</b>	6,555,925
 Total	 6,176,395	 6,255,659	 <b>6,410,619</b>	 6,555,925

***BUDGET HIGHLIGHTS***

- The FY 15-16 Budget is increasing by \$154,960, or 2.5%.
- The FY 15-16 Budget includes a correction to a position allocation with the transfer of one FTE to Network Services.

# LEGAL

## PROGRAMS

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Legal Services</b>				
Provides legal advice to the Mayor, City Council, City Manager, Boards and Commissions and City Departments; represents the City and its officers in civil cases; prepares the legislative program for City Council; drafts and approves legal opinions, ordinances, resolutions, contracts and other legal documents.				
<i>Appropriation</i>	980,610	1,003,346	1,076,679	1,098,382
<i>Full Time Equivalent Positions</i>	7.5	7.5	7.5	7.5

### 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 seeking necessary rights of way to maintain City infrastructure.
- 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.

## PERFORMANCE MEASURES

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Efficiency Measures</b>				
• Percent of resolutions and ED contracts drafted or approved within 2 work weeks of request	90%	90%	95%	95%
• Average time it takes to complete ED contract review	4 days	5 days	5 days	5 days
• Turnaround time to prepare paperwork for property nuisance and fire code violation litigation	21 days	30 days	30 days	30 days
• Percent of requests for legal advice responded to in 2 days	90%	90%	90%	90%
• Percent PIRT requests responded to in 2 days or less	70%	75%	80%	85%
<b>Effectiveness Measures</b>				
• Percent City condemnation actions successfully settled or resolved	90%	90%	95%	95%

## BUDGET SUMMARY

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	805,482	811,866	887,114	918,817
Maintenance & Operations	175,128	191,480	189,565	179,565
Capital Outlay	0	0	0	0
Total	980,610	1,003,346	1,076,679	1,098,382
Total FTE Positions	7.500	7.500	7.500	7.500
<b>Revenues:</b>				
All Other	26	0	0	0
General Fund Contribution	980,584	1,003,346	1,076,679	1,098,382
Total	980,610	1,003,346	1,076,679	1,098,382

## BUDGET HIGHLIGHTS

- The FY 15-16 Budget is increasing by \$73,333, or 7.3%.



# LEGISLATIVE

## **PROGRAMS**

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
--	-------------------	-------------------	----------------------------	----------------------

### **Governing Body**

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

Appropriation	277,733	297,110	<b>319,323</b>	321,243
Full Time Equivalent Positions	0	0	<b>0</b>	0

### **City Clerk**

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

Appropriation	458,963	383,401	<b>381,923</b>	391,109
Full Time Equivalent Positions	4	4	<b>4</b>	4

### **Elections**

Provides funding for council elections and anticipated special elections.

Appropriation	310,586	0	<b>351,900</b>	0
Full Time Equivalent Positions	0	0	<b>0</b>	0

### **Community Relations**

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

Appropriation	0	0	<b>277,972</b>	287,906
Full Time Equivalent Positions	0	0	<b>3</b>	3

### **Departmental Goals & Objectives**

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

## **PERFORMANCE MEASURES**

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
--	-------------------	-------------------	----------------------------	----------------------

### **Efficiency Measures**

- |  |          |          |                 |          |
|--|----------|----------|-----------------|----------|
| • Percentage of Council meeting summaries distributed within 48 hours of meeting | 100%     | 95%      | <b>95%</b>      | 95%      |
| • Turnaround time to issue Street Preaching Permits                              | 48 Hours | 48 Hours | <b>48 Hours</b> | 48 Hours |
| • Turnaround time to issue Solicitation permits                                  | 24 Hours | 24 Hours | <b>24 Hours</b> | 24 Hours |
| • Agenda packets distributed 3 days prior to meeting                             | 95%      | 95%      | <b>95%</b>      | 95%      |
| • Contracts reviewed, attested and filed within 48 hours of receipt              | 95%      | 95%      | <b>95%</b>      | 95%      |

## **BUDGET SUMMARY**

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
--	-------------------	-------------------	----------------------------	----------------------

<b>Expenditures:</b>				
Personnel Costs	455,109	481,870	<b>705,871</b>	726,911
Maintenance & Operations	547,663	198,641	<b>625,247</b>	273,347
Capital Outlay	44,510	0	<b>0</b>	0
Total	1,047,282	680,511	<b>1,331,118</b>	1,000,258
Total FTE Positions	4.000	4.000	<b>7.000</b>	7.000
<b>Revenues:</b>				
All Other	0	0	<b>0</b>	0
General Fund Contribution	1,047,282	680,511	<b>1,331,118</b>	1,000,258
Total	1,047,282	680,511	<b>1,331,118</b>	1,000,258

## **BUDGET HIGHLIGHTS**

- The FY 15-16 budget is increasing by \$650,607, or 95.6%% due to the transfer of the Community Relations Division from the Human Relations Department and the municipal election scheduled for November 2015.

# NETWORK SERVICES FUND

## PROGRAMS

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
--	-------------------	-------------------	----------------------------	----------------------

### Network Services

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

Appropriation	9,545,432	12,035,065	<b>11,074,719</b>	11,114,785
Full Time Equivalent Positions	17.75	17.75	<b>14.75</b>	14.75

### Security

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

Appropriation	413,926	524,720	<b>526,742</b>	529,032
Full Time Equivalent Positions	1	1	<b>1</b>	1

### Telecommunications

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

Appropriation	0	0	<b>1,050,005</b>	1,059,095
Full Time Equivalent Positions	0	0	<b>4</b>	4

### Web Development

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

Appropriation	115,457	214,572	<b>129,139</b>	131,197
Full Time Equivalent Positions	1	1	<b>1</b>	1

### Departmental Objectives

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

## PERFORMANCE MEASURES

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>Workload Measures</b>				
• Help Desk calls closed	7,886	9,000	<b>9,000</b>	9,000
• % of public records requests responded to within 2 business days	80%	95%	<b>95%</b>	95%
• Volume of technology courses offered	30	30	<b>30</b>	35
• Telecom work orders closed	515	2,000	<b>2,300</b>	2,400





General Government - Network Services Fund

**Efficiency Measures**

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

**Effectiveness Measures**

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

**BUDGET SUMMARY**

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	1,412,289	1,494,617	<b>1,617,976</b>	1,671,480
Maintenance & Operations	8,047,575	8,429,740	<b>8,312,629</b>	8,312,629
Capital Outlay	614,951	2,850,000	<b>2,850,000</b>	2,850,000
Total	10,074,815	12,774,357	<b>12,780,605</b>	12,834,109
Total FTE Positions	19.750	19.750	<b>20.750</b>	20.750
<b>Revenues:</b>				
Internal Charges	8,955,496	9,925,133	<b>9,925,133</b>	9,925,133
Fund Balance	1,603,782	107,659	<b>113,907</b>	167,411
All Other	651,921	2,741,565	<b>2,741,565</b>	2,741,565
Total	11,211,199	12,774,357	<b>12,780,605</b>	12,834,109

**BUDGET HIGHLIGHTS**

- The FY 15-16 Budget is increasing by \$6,248.
- The FY 15-16 Budget includes a correction of a position allocation with a transfer of one FTE from Information Technology.
- The Telecommunications Division was created to better manage telecommunication systems, mobile devices, and to more efficiently address internal customer needs.

# NON-DEPARTMENTAL GENERAL GOVERNMENT

## PROGRAMS

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Agency/Entity Funding</b>				
Provides funding of non-departmental agencies and specific fund entities for the purpose of various general government activities.				
<i>Appropriation</i>	22,042,374	21,844,188	<b>21,869,006</b>	24,938,902

## BUDGET SUMMARY

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Architectural Salvage	30,850	14,850	<b>14,850</b>	14,850
Armory	0	3,000	<b>0</b>	0
Awards & Condemnations	3	0	<b>0</b>	0
Contingency	0	0	<b>0</b>	0
Downtown/Infill Development	290,000	290,000	<b>290,000</b>	290,000
East Market Street Development Corporation	32,400	32,400	<b>50,000</b>	50,000
Employee Benefit Fund	97,272	70,000	<b>93,125</b>	93,125
Education Assistance Program	17,716	0	<b>0</b>	0
General Insurance	15,240	16,195	<b>16,195</b>	16,195
Greensboro Economic Development Partnership	192,412	130,500	<b>0</b>	0
Guilford County Tax Collection	1,171,064	1,325,000	<b>1,325,000</b>	1,325,000
Piedmont Film Commission	27,000	0	<b>0</b>	0
Piedmont Triad Partnership	30,132	30,132	<b>0</b>	0
Police & Staff Parking	102,183	119,960	<b>131,340</b>	133,190
Postage	140,168	130,000	<b>142,000</b>	142,000
Prior Year Corrections	29,463	45,000	<b>45,000</b>	45,000
Pride in Performance Program	0	4,000	<b>4,000</b>	4,000
Public & Educational Cable TV Access	258,564	259,185	<b>259,185</b>	259,185
Special Planning Activities/Service	79,553	42,500	<b>60,000</b>	60,000
Transfer to Debt Service/Capital Lease	17,515,250	18,043,080	<b>18,272,570</b>	21,145,616
Transfers to Other Funds	9,383	16,727	<b>0</b>	0
Unemployment Insurance	146,551	185,704	<b>185,704</b>	185,704
Capital Reserve	170,000	893,648	<b>375,000</b>	600,000
Other Expenses	1,687,170	192,307	<b>605,037</b>	575,037
<b>Total</b>	<b>22,042,374</b>	<b>21,844,188</b>	<b>21,869,006</b>	<b>24,938,902</b>
<b>Revenues:</b>				
Transfers/Internal Charges	0	0	<b>0</b>	0
User Charges/Fees	59,058	68,500	<b>68,500</b>	68,500
Miscellaneous Revenues	2,152,287	292,975	<b>305,550</b>	305,550
Subtotal	2,211,345	361,475	<b>374,050</b>	374,050
General Fund Contribution	19,831,029	21,482,713	<b>21,494,956</b>	24,564,852
<b>Total</b>	<b>22,042,374</b>	<b>21,844,188</b>	<b>21,869,006</b>	<b>24,938,902</b>

## BUDGET HIGHLIGHTS

- Funds previously budgeted for the Greensboro Partnership Economic Development (GPED) and Piedmont Triad Partnership (PTP) have been moved to "Other Expenses" for future appropriation by Council for FY 15-16 Economic Development Support Services. It is anticipated that the funding will be used to either support the operations of a new, centralized ED agency or to purchase support services from the GPED and/or the PTP.



# RISK RETENTION FUNDS

## PROGRAMS

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>General Risk Retention Fund</b>				
This fund was established to accumulate claim reserves and to pay claims and administrative fees for general liability, vehicle liability, and public official and law enforcement liability.				
<i>Appropriation</i>	3,340,691	4,367,149	4,902,706	5,108,232
<i>Full Time Equivalent Positions</i>	0.2	0.2	0.2	0.2

## Employee Risk Retention Fund

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
This fund was established for employee dental, health, and workers' compensation coverage. The employee's premiums and the City's contribution are deposited in this fund. Payments for health coverage are made for the payment of claims and administrative expenses.				
<i>Appropriation</i>	42,600,614	44,895,645	45,409,108	47,080,812
<i>Full Time Equivalent Positions</i>	7	7	7	7

## BUDGET SUMMARY

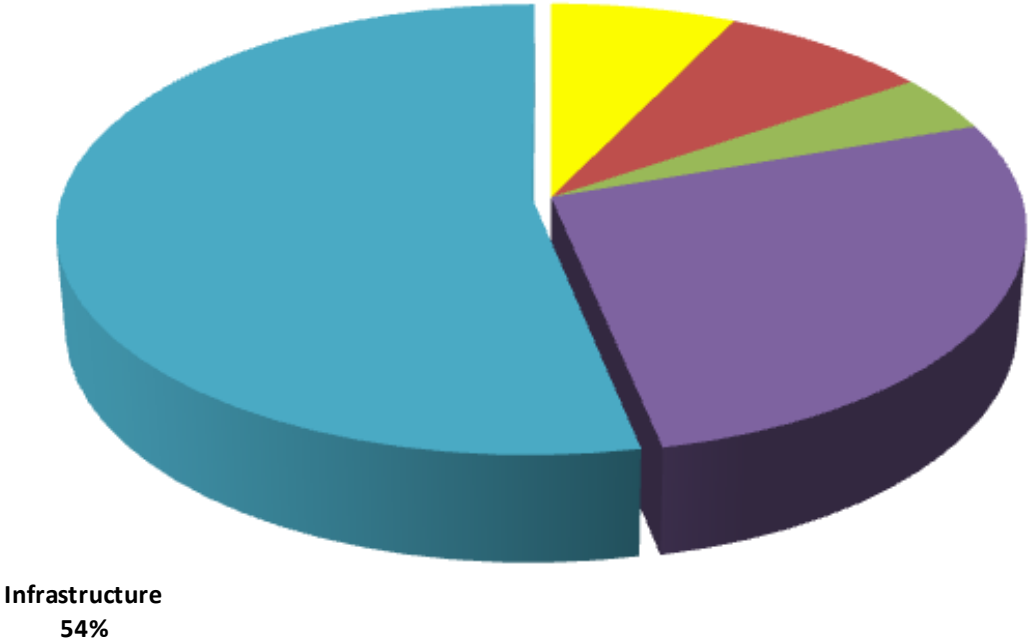
	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	469,499	552,650	587,849	609,499
Maintenance & Operations	45,471,806	48,710,144	49,723,965	51,579,545
Capital Outlay	0	0	0	0
Total	45,941,305	49,262,794	50,311,814	52,189,044
Total FTE Positions	7.200	7.200	7.200	7.200
<b>Revenues:</b>				
Internal Charges	42,855,797	44,599,694	45,587,229	46,988,735
Fund Balance	5,725,446	3,921,600	3,715,085	4,190,809
User Charges	934,502	740,000	980,000	980,000
All Other	650,960	1,500	29,500	29,500
Subtotal	50,166,705	49,262,794	50,311,814	52,189,044
General Fund Transfer	0	0	0	0
Total	50,166,705	49,262,794	50,311,814	52,189,044

## BUDGET HIGHLIGHTS

- The FY 15-16 Budget for the General and Employee Risk Retention Funds is increasing by \$1,049,020, or 2.1%.
- The General Risk Retention Fund is increasing by \$535,557, or 12.3%, as a result of higher claims payments.
- The Employee Risk Retention Fund is increasing by \$513,463, or 1.1%.
- As a result of a pilot program, the Medical Clinic will offer extended hours for employee clinic services through a service enhancement with total expenses of \$100,000. The total cost of this program is expected to be fully offset by decreases in claims and other revenues. The enhancement does not increase the overall budget.
- The Employee Risk Retention Fund received a transfer of 1 FTE, a safety & health manager, from the Human Resources Department. A safety administrator, 1 FTE, was reduced in the same fund leading to a net change of 0 FTEs.
- The FY 15-16 Budget includes an FTE decrease of 0.2 from FY 14-15, a correction to position allocations across the General and Risk Retention Funds, and the increase of 0.2 FTEs allocating a portion of a financial manager position leading to a net change of 0 FTEs.

# INFRASTRUCTURE

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



# INFRASTRUCTURE RESULT AREA SUMMARY

## *BUDGET SUMMARY*

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>Expenditures:</b>				
Engineering & Inspections	15,154,301	19,059,515	<b>19,356,938</b>	19,688,250
Field Operations	33,163,214	35,343,524	<b>34,821,242</b>	35,514,430
Greensboro Transit Authority	23,511,295	22,728,043	<b>22,532,237</b>	23,017,252
Municipal Service Districts Fund	917,495	918,000	<b>1,117,000</b>	1,034,000
Non-Departmental Infrastructure	5,436,989	4,208,293	<b>4,311,277</b>	4,477,893
Parking Fund	1,666,688	2,540,024	<b>2,927,681</b>	2,696,625
Planning	3,008,857	1,757,403	<b>1,769,171</b>	1,819,568
Solid Waste Management Fund	14,315,718	15,070,280	<b>16,061,476</b>	16,174,426
State Highway (Powell Bill) Fund	7,510,000	7,760,000	<b>7,835,000</b>	7,835,000
Stormwater Management Fund	9,286,250	10,725,506	<b>11,128,474</b>	11,332,751
Street and Sidewalk Revolving Fund	174,245	0	<b>0</b>	0
Transportation	9,403,156	9,441,311	<b>9,485,953</b>	9,620,740
War Memorial Coliseum Complex Fund	20,422,602	25,060,050	<b>25,085,867</b>	25,576,015
Water Resources Fund	87,332,299	107,131,960	<b>120,961,396</b>	115,294,294
Subtotal	231,303,109	261,743,909	<b>277,393,712</b>	274,081,244
Less Transfers/Internal Charges	18,805,184	17,339,326	<b>17,387,419</b>	17,554,035
 Total Infrastructure	 212,497,925	 244,404,583	 <b>260,006,293</b>	 256,527,209
Total FTE Positions	1,033.752	1,041.902	<b>1,042.112</b>	1,042.112
 <b>Revenues:</b>				
Engineering & Inspections	5,708,267	5,948,944	<b>5,775,861</b>	5,841,684
Field Operations	14,035,073	13,745,230	<b>13,488,310</b>	13,488,310
Greensboro Transit Authority	26,183,656	22,728,043	<b>22,532,237</b>	23,017,252
Municipal Service Districts Fund	1,136,500	918,000	<b>1,117,000</b>	1,034,000
Parking Fund	2,490,862	2,540,024	<b>2,927,681</b>	2,696,625
Planning	632,918	229,600	<b>224,634</b>	224,634
Solid Waste Management Fund	17,783,943	13,288,070	<b>14,255,699</b>	14,277,033
State Highway (Powell Bill) Fund	7,796,136	7,760,000	<b>7,835,000</b>	7,835,000
Stormwater Management Fund	10,445,955	10,725,506	<b>11,128,474</b>	11,332,751
Street and Sidewalk Revolving Fund	34,420	0	<b>0</b>	0
Transportation	2,276,505	2,238,505	<b>2,076,800</b>	2,076,800
War Memorial Coliseum Complex Fund	17,513,925	22,719,576	<b>22,585,867</b>	23,001,015
Water Resources Fund	105,348,142	107,131,960	<b>120,961,396</b>	115,294,294
Subtotal	211,386,302	209,973,458	<b>224,908,959</b>	220,119,398
General Fund Contribution	48,694,743	51,770,451	<b>52,484,753</b>	53,961,846
Less Transfers/Internal Charges	18,805,184	17,339,326	<b>17,387,419</b>	17,554,035
 Total Infrastructure	 241,275,861	 244,404,583	 <b>260,006,293</b>	 256,527,209



# INFRASTRUCTURE RESULT AREA SUMMARY

## ***BUDGET HIGHLIGHTS***

- The FY 15-16 Infrastructure Result Area budget increases by just over \$15.6 million, or 6.4% from FY 14-15. The increase includes a \$13.8 million increase in Water Resources, largely to fund upcoming capital expenses. The result area increase also includes just over \$89,000 for enhancements in Transportation, Water Resources, and Parking.
- A \$100,000 reduction within Engineering & Inspections' energy budget, a reduction of about 3.8%, is occurring in FY 15-16 to help reduce the total budget, maintain the current tax rate, and to more closely align with historic actual expenditures.
- FY 15-16 will be the first full year that Field Operations has provided the Downtown Cleaning and Maintenance program within the Central Business District. The program receives funding from the Business Improvement District (BID) tax. It will cost \$342,828 and result in the addition of 5.481 FTEs to the Field Operations Department.
- The FY 15-16 GTA Budget uses \$841,736 in fund balance and the projected FY 16-17 budget will use \$1,187,316 to balance the Transit Fund. The City will continue to explore options to improve the long-term financial outlook for GTA, including the service and fare changes.
- Following the recommendations of an outside consultant, the City is increasing on-street and surface lot hourly rates and increasing monthly parking rates to prepare for capital and maintenance needs and to be more in line with peer city rates. The City is maintaining hourly deck rates. The rate increases will result in approximately \$450,000 in additional parking revenue in FY 15-16. Additionally, one parking enforcement vehicle is being added to the FY 15-16 Budget to improve parking enforcement downtown. The enhancement is being funded through cuts within the Parking Fund.
- The FY 15-16 Budget includes the third increase of a multi-year phased increase to planning development fees that will increase revenue by just over \$15,000.
- Two Transportation enhancements in FY 15-16 result in an additional \$30,000 for pavement marking maintenance to cover the increasing cost of paint and other materials and an additional \$48,500 to pay for the maintenance of the improved traffic signal system.
- The FY 15-16 Budget includes a rate increase for Water Resources. The rate increases by 5.5% for residents inside city limits, and 8% for residents outside city limits. This rate increase will result in a \$2.12 increase per month for city residents and a \$7.33 increase per month for non-city residents.
- A General Fund contribution of \$2.5 million is included to support operations in FY 15-16. This transfer is necessary to support the War Memorial Coliseum Complex operations not otherwise offset by user fees.

# ENGINEERING AND INSPECTIONS

## PROGRAMS

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Business &amp; Technology</b>				
Manages the Department's budget, provides human resources, administrative and contract support, manages infrastructure records, administers the City's cable franchises, cell towers and assessments program, coordinates departmental technology needs and provides applications development and GIS support.				
<i>Appropriation</i>	1,084,533	1,194,932	<b>1,212,754</b>	1,236,021
<i>Full Time Equivalent Positions</i>	11	10	<b>10</b>	10
<b>Engineering Design</b>				
Provides engineering design and management for City roadway, sidewalk, bridge structures, water and sewer infrastructure projects and conducts horizontal and vertical control surveys; provides plan review; utility coordination and contract management services.				
<i>Appropriation</i>	2,294,235	2,412,758	<b>2,480,524</b>	2,531,653
<i>Full Time Equivalent Positions</i>	31	29	<b>29</b>	29
<b>Property Management</b>				
Researches, acquires, manages and sells City real estate properties.				
<i>Appropriation</i>	568,345	568,041	<b>579,619</b>	605,270
<i>Full Time Equivalent Positions</i>	9	9	<b>9</b>	9
<b>Construction Inspections</b>				
Inspects all improvements and additions made to the City's street and utility systems.				
<i>Appropriation</i>	1,185,908	1,241,330	<b>1,256,750</b>	1,285,609
<i>Full Time Equivalent Positions</i>	14	14	<b>14</b>	14
<b>Facilities Maintenance</b>				
Provides all mechanical, electrical, plumbing, structural, and custodial maintenance for City owned buildings and structures. Manages the City's general fund energy budget.				
<i>Appropriation</i>	7,151,746	10,560,454	<b>10,659,237</b>	10,762,821
<i>Full Time Equivalent Positions</i>	54.5	66.5	<b>65.5</b>	66.5
<b>Facilities Construction</b>				
Manages the design and oversees the construction and renovations of City buildings and facilities.				
<i>Appropriation</i>	589,030	624,120	<b>592,957</b>	611,807
<i>Full Time Equivalent Positions</i>	6	6	<b>5</b>	5
<b>Development Services</b>				
Protects the lives, health and property of Greensboro citizens through enforcement of the North Carolina State Building Code (general construction, plumbing, heating and electrical).				
<i>Appropriation</i>	2,280,504	2,457,880	<b>2,575,097</b>	2,655,069
<i>Full Time Equivalent Positions</i>	29	29	<b>30</b>	29



**Departmental Objectives**

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

**PERFORMANCE MEASURES**

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b><u>Workload Measures</u></b>				
• # of plan reviews conducted	1,420	1,235	<b>1,235</b>	1,235
• # of work orders completed	72,414	69,630	<b>69,630</b>	69,630
• # of City facility audits performed	81	83	<b>83</b>	83
• # of roadway footage inspected	226,158	100,000	<b>100,000</b>	100,000
• # of linear feet of new sidewalk installed	100,120	80,000	<b>80,000</b>	80,000
<b><u>Efficiency Measures</u></b>				
• Average cost per plan review	\$378	\$465	<b>\$465</b>	\$465
• % of major facilities audited	100%	100%	<b>100%</b>	100%
• % of City of Greensboro inspection costs compared to other jurisdictions	56.8%	60.5%	<b>60.5%</b>	60.5%
• Average # of inspections per day per inspector	18.1	17.2	<b>17.2</b>	17.2
<b><u>Effectiveness Measures</u></b>				
• % of plan reviews completed within time commitments	99%	98%	<b>98%</b>	98%
• % of work orders completed on time	77%	86%	<b>89%</b>	89%
• % of construction projects completed within targeted timeline	83%	95%	<b>95%</b>	95%
• % of trades inspections completed within targeted time frame	82%	92%	<b>92%</b>	92%
• Average grade for facilities capital renewal maintenance	-	C-	<b>C</b>	C



**BUDGET SUMMARY**

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	9,854,519	10,787,347	<b>10,952,410</b>	11,302,834
Maintenance & Operations	5,299,782	8,246,968	<b>8,379,328</b>	8,360,216
Capital Outlay	0	25,200	<b>25,200</b>	25,200
<b>Total</b>	<b>15,154,301</b>	<b>19,059,515</b>	<b>19,356,938</b>	<b>19,688,250</b>
Total FTE Positions	154.500	163.500	<b>162.500</b>	162.500
<b>Revenues:</b>				
User Charges	839,856	747,773	<b>712,290</b>	695,256
Internal Charges	1,416,000	1,416,000	<b>1,416,000</b>	1,416,000
Licenses/Permits	2,512,882	2,854,041	<b>2,715,541</b>	2,798,398
Transfers	850,000	850,000	<b>850,000</b>	850,000
All Other	89,529	81,130	<b>82,030</b>	82,030
Subtotal	5,708,267	5,948,944	<b>5,775,861</b>	5,841,684
General Fund Contribution	9,446,034	13,110,571	<b>13,581,077</b>	13,846,566
<b>Total</b>	<b>15,154,301</b>	<b>19,059,515</b>	<b>19,356,938</b>	<b>19,688,250</b>

**BUDGET HIGHLIGHTS**

- The FY 15-16 Budget is increasing by \$297,423, or 1.6%.
- The total FTEs in Engineering & Inspections is decreasing by 1 in FY 15-16 due to the transfer of one custodian to Parks & Recreation to improve custodial services efficiencies.
- A \$100,000 reduction within Engineering & Inspections' energy budget, a reduction of about 3.8%, is occurring in FY 15-16. The reduction will result in a budget that more closely aligns with historical energy expenses and is possible, in part, due to the extensive energy saving improvements the department has made over the last few years.



# FIELD OPERATIONS

## PROGRAMS

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Field Operations Administration</b>				
Responsible for overall department administration, including fiscal procedures, management of operations, human resource information, employee training and development, communications, and planning processes that support the department.				
<i>Appropriation</i>	1,927,566	1,953,695	<b>1,992,929</b>	2,034,380
<i>Full Time Equivalent Positions</i>	11.67	11.67	<b>11.67</b>	11.67
<b>Work Management &amp; Support Operations</b>				
Responsible for customer service and billing administration as well as the management, tracking, and costing of the various departmental operations. Also responsible for creation and maintenance of GIS routing applications for solid waste collections and other departmental sections. Manages resources that are necessary to ensure the safety of employees, equipment, and day-to-day operations. Provides training and recordkeeping of departmental safety procedures in accordance with OSHA standards. Staff is also responsible for the purchase, storage, and inventory of all supplies, departmental uniforms, office furniture, small tools, and additional equipment.				
<i>Appropriation</i>	1,408,563	1,509,041	<b>1,628,522</b>	1,628,957
<i>Full Time Equivalent Positions</i>	7	7	<b>7</b>	7
<b>Solid Waste &amp; Recycling Collection</b>				
Responsible for the collection of solid waste and recyclables generated by residents and commercial establishments with the City. Commercial collection services are fee-based. Customers include commercial businesses, institutions, restaurants, and multi-family complexes. Also conducts routine inspections of waste and works to educate customers to reduce contamination. Administers recycling contract and coordinates event participation, field trips, recycling education, and FCR facility tours.				
<i>Appropriation</i>	12,477,647	12,873,271	<b>12,622,676</b>	12,866,537
<i>Full Time Equivalent Positions</i>	64	64	<b>64</b>	64
<b>Yard Waste &amp; Bulk Collection</b>				
Responsible for the manual curbside collection of containerized and/or bundled yard waste debris (grass clippings, leaves, tree limbs) and bulky materials (furniture) from residential properties. Some limited yard waste and bulky material collection services are provided to multi-family residential complexes and businesses.				
<i>Appropriation</i>	3,374,401	3,481,297	<b>3,520,853</b>	3,636,746
<i>Full Time Equivalent Positions</i>	36	36	<b>36</b>	36
<b>Special Services</b>				
Responsible for manual curbside solid waste collection in areas where automated collection is not possible with current equipment. Provides for the initial delivery and necessary maintenance of municipally-provided containers. Additional services provided in this section are appliance pick-up, ABC collection, and Central Business District collection.				
<i>Appropriation</i>	1,245,421	1,394,034	<b>1,294,570</b>	1,329,667
<i>Full Time Equivalent Positions</i>	16	16	<b>16</b>	16
<b>Downtown Cleaning and Maintenance</b>				
Responsible for cleaning and providing maintenance to the Central Business District which also consists of special events cleanup tree maintenance, landscaping services, litter collection, graffiti removal, and coordination of other service needs for the CBD.				
<i>Appropriation</i>	0	335,642	<b>342,828</b>	346,630
<i>Full Time Equivalent Positions</i>	0.000	0.000	<b>5.481</b>	5.481
<b>Landscape Maintenance</b>				
Program provides mowing, tree maintenance, and landscaping services for city street rights-of-way, city parks, gateway facilities, and open spaces. Staff in this program is also responsible for administrative oversight of contracted mowing services.				
<i>Appropriation</i>	3,535,678	3,835,433	<b>3,870,267</b>	3,975,071
<i>Full Time Equivalent Positions</i>	54.321	54.321	<b>48.000</b>	48.000

**Leaf Collection**

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

<i>Appropriation</i>	813,506	895,774	<b>798,093</b>	807,245
<i>Full Time Equivalent Positions</i>	0	0	<b>0</b>	0

**Street Maintenance**

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

<i>Appropriation</i>	7,447,091	8,003,728	<b>7,724,552</b>	7,867,932
<i>Full Time Equivalent Positions</i>	64	63	<b>63</b>	63

**Technical Planning & Support**

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

<i>Appropriation</i>	933,341	1,061,609	<b>1,025,952</b>	1,021,265
<i>Full Time Equivalent Positions</i>	4	4	<b>4</b>	4

**Departmental Objectives**

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

**PERFORMANCE MEASURES**

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>Workload Measures</b>				
• # Residential refuse tons collected (including yard waste and bulk collections)	75,319	75,500	<b>75,600</b>	76,000
• # Residential recycling tons collected	18,080	18,100	<b>18,200</b>	18,100
• Number of lane miles maintained	3,624	3,624	<b>3,624</b>	3,624
• Number of acres mowed	1,360	1,360	<b>1,360</b>	1,360



## Infrastructure - Field Operations

### Efficiency Measures

• Residential refuse tons collected per collection FTE (including yard waste and bulk collections)	1,196	1,200	<b>1,200</b>	1,200
• Leaf tons collected cost per collection point	\$25	\$35	<b>\$35</b>	\$35
• Snow removal cost per lane mile (Priority 1 and 2)	\$132	\$100	<b>\$100</b>	\$100
• Cost per lane mile resurfaced	\$90,424	\$90,000	<b>\$90,000</b>	\$90,000

### Effectiveness Measures

• Percent of Street Segments Rated 85 or Above on Standard Rating System	67.5%	67.5%	<b>67.5%</b>	67.5%
• Household recycling tons as a % of total household disposal tons	23%	25%	<b>25%</b>	25%
• % of potholes repaired within 24 hours	54%	75%	<b>75%</b>	75%

## **BUDGET SUMMARY**

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	13,251,172	14,164,259	<b>14,394,502</b>	14,949,896
Maintenance & Operations	19,912,042	20,994,265	<b>20,426,740</b>	20,564,534
Capital Outlay	0	185,000		0
<b>Total</b>	<b>33,163,214</b>	<b>35,343,524</b>	<b>34,821,242</b>	<b>35,514,430</b>
Total FTE Positions	256.991	255.991	<b>255.151</b>	255.151
<b>Revenues:</b>				
User Charges	6,290,287	6,404,230	<b>6,102,310</b>	6,102,310
Transfers From Other Funds	5,716,000	5,716,000	<b>5,716,000</b>	5,716,000
Intergovernmental	147,642	100,000	<b>145,000</b>	145,000
All Other	1,881,144	1,525,000	<b>1,525,000</b>	1,525,000
Subtotal	14,035,073	13,745,230	<b>13,488,310</b>	13,488,310
General Fund Contribution	19,128,141	21,598,294	<b>21,332,932</b>	22,026,120
<b>Total</b>	<b>33,163,214</b>	<b>35,343,524</b>	<b>34,821,242</b>	<b>35,514,430</b>

## **BUDGET HIGHLIGHTS**

- The FY 15-16 Budget is decreasing by \$522,282, or 1.5%.
- FY 15-16 will be the first full year that Field Operations has provided the Downtown Cleaning and Maintenance program to maintain the Central Business District. The City took over responsibilities for this service from Downtown Greensboro Incorporated (DGI) midway through FY 14-15. The budget for Downtown Cleaning and Maintenance is \$342,828 in FY 15-16 and Business Improvement District (BID) tax funding will be used to support the service. The new program also results in the addition of 5.481 FTEs to the Field Operations Department.
- Due to increasing mowing responsibilities spread across the City, and in an effort to improve efficiency, Field Operations is contracting out a portion of the mowing responsibilities, resulting in the elimination of 14 seasonal temporary positions (6.321 FTEs).



## PROGRAMS

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
--	-------------------	-------------------	--------------------	----------------------

### Transit Administration

The GDOT-Public Transportation Division is responsible for the oversight of the public transportation programs sponsored by the City. The Greensboro Transit Authority (GTA) is the fifth largest medium size urban transit system in North Carolina. GTA has served the Greensboro community as the public transportation provider since 1991. More specifically, GTA operates within the city limits which comprise 131 square miles, serving over 270,000 citizens. The sole destination served outside of the Greensboro city limits is the Jamestown campus of the Guilford Technical Community College. GTA also works in partnership with the Piedmont Authority for Regional Transportation (PART) to provide transportation access throughout the Triad. The GDOT-Public Transportation Division staff is responsible for the oversight of transit operations, service planning and monitoring, marketing and communications, and Federal and State compliance. In addition, the GDOT-Public Transportation Division staff oversees the ADA Paratransit Program known as SCAT, and the Higher Education Area Transit Service, known as HEAT, vehicle maintenance, service planning, marketing and communications, procurement, passenger amenities, pass sales, program administration, Federal and State compliance, and transit facilities (J. Douglas Galyon Depot and the GTA Transit Operations and Maintenance Facility & Administrative Offices). The Public Transportation Division also serves as the support staff to the Greensboro Transit Authority Board.

<i>Appropriation</i>	2,331,177	2,834,442	<b>2,828,352</b>	2,848,782
<i>Full Time Equivalent Positions</i>	12.75	11.75	<b>10.75</b>	10.75

### Fixed Route Service

GTA operates (16) Weekday, (15) Saturday/Evening routes and (7) Sunday routes. In addition, 1 Connector service (South Town) is offered on weekdays and on Saturday to enhance the on-time performance of the fixed-route service in the area. GTA's fixed-route service has experienced explosive increases in service levels, ridership, and operating costs over the past twelve years. GTA's fixed-route service continues to experience healthy increases in ridership. In fact, beginning in FY 2013, GTA's ridership exceeded 4.6 million passenger trips which represented the highest ridership in GTA's history. However, due to inclement weather in FY 2014, GTA experienced a slight decrease in ridership. GTA's passengers use the fixed-route services to travel to work, school, medical appointments and recreational destinations. 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. The introduction of 30-minute all day service (system-wide) in January 2007 was the primary factor in increased operating costs over the years. The expansion of Evening Service on weekdays and Saturdays from seven routes to fifteen routes to meet increased demand and overcrowded conditions in 2009 have also contributed to increased operating costs. GTA also operates a reduced level of service on holidays; Martin Luther King, Jr., Memorial Day, July 4th, Labor Day and Good Friday, and provided almost 36,400 passenger trips last year.

<i>Appropriation</i>	13,563,980	12,564,520	<b>11,500,741</b>	11,752,777
<i>Full Time Equivalent Positions</i>	0	0	<b>0</b>	0

### SCAT Service

GTA continues to provide critical specialized transportation to persons with disabilities, allowing them a measure of independence in their travel, through its (city-wide) complimentary paratransit service known as SCAT. Last year, over 1,990 certified ADA users took over 213,660 passenger trips to employment, educational, medical, dialysis, shopping, religious and recreational destinations. SCAT services are available from 5:15 AM until 11:30 PM Monday through Friday, from 6:00 AM to 10:00 PM Saturday, and from 6:00 AM to 6:00 PM Sunday. Service is also provided on Easter, Memorial Day, July Fourth, Labor Day, and Good Friday.

<i>Appropriation</i>	6,682,793	6,415,525	<b>6,448,045</b>	6,653,729
<i>Full Time Equivalent Positions</i>	0	0	<b>0</b>	0



**HEAT Service**

Since the inception of GTA's university pass program known as the Higher Education Area Transit Service (HEAT), over 368,000 passenger trips were made by almost 11,000 area university and college students. In addition, almost 4,500 students have taken over 505,600 trips on non-HEAT or GTA regular fixed routes. Continuing strong ridership and large numbers of students riding indicate that students continue to place a high value on HEAT. A review of similar programs around the country prior to implementation suggested that ridership gains would be huge in the first year and would then level off in following years. HEAT ridership is leveling off in its ninth year, reflecting a successful partnership among the participating colleges and universities, the City of Greensboro and GTA.

<i>Appropriation</i>	0	0	<b>885,197</b>	885,197
<i>Full Time Equivalent Positions</i>	0	0	<b>0</b>	0

**J. Douglas Galyon Depot**

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

<i>Appropriation</i>	933,345	913,556	<b>869,902</b>	876,767
<i>Full Time Equivalent Positions</i>	0.00	0.00	<b>2.75</b>	2.75

***Greensboro Transit Authority Strategies***

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

**PERFORMANCE MEASURES**

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Workload Measures</b>				
• Number of passengers (in millions)	4.7	4.8	5.0	5.0
<b>Efficiency Measures</b>				
• Average cost per fixed route passenger	\$3.04	\$2.85	\$2.90	\$2.90
• Average cost per SCAT passenger	32.45	30.00	30.00	31.00
• Passengers per service hour	26.50	28.00	28.00	28.00
• Percent of customer service requests completed within timeframe	89%	95%	92%	95%
<b>Effectiveness Measures</b>				
• Percent of fixed routes that operated on time	99%	85%	90%	95%
• Percent of fare cost recovery for fixed route service	19%	21%	22%	22%
• Percent of fare cost recovery for SCAT service	4%	5%	5%	5%

**BUDGET SUMMARY**

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	741,599	837,028	911,350	936,061
Maintenance & Operations	22,753,997	21,867,800	21,620,887	22,081,191
Capital Outlay	15,700	23,215	0.0	0
<b>Total</b>	<b>23,511,295</b>	<b>22,728,043</b>	<b>22,532,237</b>	<b>23,017,252</b>
Total FTE Positions	12.750	11.750	13.500	13.500
<b>Revenues:</b>				
User Charges	2,992,620	3,045,788	3,060,553	3,060,988
Federal & State Grants	7,949,303	6,509,231	6,462,719	6,462,719
Duke Power Contribution	1,048,238	1,007,805	963,754	915,759
Ad Valorem Tax	8,459,442	8,331,000	8,510,000	8,644,000
Appropriated Fund Balance	2,505,428	865,801	841,736	1,187,316
Licenses and Permits	1,664,397	1,265,025	1,265,025	1,265,025
All Other	1,564,228	1,703,393	1,428,450	1,481,445
Subtotal	26,183,656	22,728,043	22,532,237	23,017,252
General Fund Contribution	0	0	0	0
<b>Total</b>	<b>26,183,656</b>	<b>22,728,043</b>	<b>22,532,237</b>	<b>23,017,252</b>

**BUDGET HIGHLIGHTS**

- The FY 15-16 Budget for GTA is decreasing by \$195,806, or 0.9%.
- The FY 15-16 Budget uses \$841,736 in fund balance and the projected FY 16-17 budget will use \$1,187,316 to balance the Transit Fund. This increasing use of fund balance is not sustainable in the long-term. The City will continue to explore options to improve the long-term financial outlook for GTA, including service and fare changes.
- Three positions from the General Fund are being reallocated to other funds based on time allocation. Two of the positions, totaling 0.75 FTE, are being partially allocated to the Transit Fund at a cost of \$31,149. Additionally, a Grants Administrator position was added during FY 14-15.



# MUNICIPAL SERVICE DISTRICTS FUND

## PROGRAMS

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Historic Tax Districts</b>				
In 1989, the College Hill and Charles B. Aycock Historic Districts became special taxation districts under North Carolina Municipal Service District legislation with each district paying 5 cents per \$100 in assessed valuation. Property owners in Charles B. Aycock Historic District still pay 5 cents per \$100 in assessed valuation. Property owners in College Hill pay 1 cent per \$100 in assessed valuation after the rate was reduced from 5 cents to 1 cent in FY 11-12. The property tax funds from these districts go to fund projects that enhance the special character of these neighborhoods. Projects are identified and prioritized by the district property owners. In the College Hill Historic District, Municipal Service District funds have been used most recently to improve landscaping, replace trash receptacles and conduct a tree inventory and management plan. In the Charles B. Aycock Historic District, Municipal Service District funds have most recently been used to install sign-toppers, conduct planning projects, and install trash receptacles in the neighborhood.				
Appropriation	135,426	225,000	225,000	225,000
Full Time Equivalent Positions	0	0	0	0

## Business Improvement District (Downtown)

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

Appropriation	782,069	693,000	892,000	809,000
Full Time Equivalent Positions	0	0	0	0

## BUDGET SUMMARY

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	0	0	0	0
Maintenance & Operations	917,495	918,000	1,117,000	1,034,000
Capital Outlay	0	0	0	0
Total	917,495	918,000	1,117,000	1,034,000
Total FTE Positions	0.000	0.000	0.000	0.000
<b>Revenues:</b>				
Special District Property Tax	680,373	624,000	719,600	719,600
Fund Balance	292,030	181,000	268,400	185,400
All Other	164,097	113,000	129,000	129,000
Subtotal	1,136,500	918,000	1,117,000	1,034,000
General Fund Contribution	0	0	0	0
Total	1,136,500	918,000	1,117,000	1,034,000

## BUDGET HIGHLIGHTS

- The FY 15-16 Budget for Municipal Service District is increasing by \$199,000, or 21.7%.
- The Historic Tax District funds are typically used for projects such as maintenance and repair of signs, fences, trash receptacles, landscaping and streetscape enhancements.
- The Downtown Business Improvement District supports the Field Operations Department's Downtown Cleaning & Maintenance program and Downtown Greensboro Inc. programs.



# NON-DEPARTMENTAL INFRASTRUCTURE

## **PROGRAMS**

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>Agency/Entity Funding</b>				
Provides appropriations for non-departmental agencies and special fund entities for the purpose of infrastructure related activities.				
<i>Appropriation</i>	5,436,989	4,208,293	<b>4,311,277</b>	4,477,893

## **BUDGET SUMMARY**

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>Expenditures:</b>				
Environmental Health Control	0	5,500	<b>5,500</b>	5,500
Transfer to Coliseum Operations	2,715,000	2,340,474	<b>2,500,000</b>	2,575,000
Coliseum Operations Support	256,000	0	<b>0</b>	0
Transfer to Street and Sidewalk Fund	0	80,109	<b>0.0</b>	0
Transfer to Solid Waste Management System Fund	2,465,989	1,782,210	<b>1,805,777</b>	1,897,393
Total	5,436,989	4,208,293	<b>4,311,277</b>	4,477,893
<b>Revenues:</b>				
General Fund Contribution	5,436,989	4,208,293	<b>4,311,277</b>	4,477,893
Total	5,436,989	4,208,293	<b>4,311,277</b>	4,477,893

## **BUDGET HIGHLIGHTS**

- The General Fund contribution to Non-Departmental Infrastructure programs is increasing by \$102,984, or 2.5% in FY 15-16.
- The General Fund contribution to the War Memorial Coliseum Fund is increasing by \$159,526 to \$2.5 million in FY 15-16.



# PARKING FUND

## PROGRAMS

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>Parking Operations</b>				
<p>Transportation staff manages all City-owned parking facilities, including on- and off-street facilities, spaces, etc. Staff collects and accounts for revenue, installs and maintains traffic counting devices, coordinates monthly parking contracts and maintains parking facilities and equipment. The current inventory of off-street parking includes the Davie, Greene, Church and Bellemeade parking decks and 6 surface lots.</p>				
<i>Appropriation</i>	1,666,688	2,540,024	<b>2,927,681</b>	2,696,625
<i>Full Time Equivalent Positions</i>	11	13	<b>13.75</b>	13.75

### Departmental Objectives & Strategies

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

## PERFORMANCE MEASURES

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b><u>Workload Measures</u></b>				
• Monthly average of hourly daytime vehicle visits to deck	17,148	19,500	<b>18,000</b>	18,000
• Number of tickets issued to on-street vehicles in CBD	27,458	32,000	<b>30,000</b>	30,000
• Number of tickets issued to off-street vehicles in CBD	8,437	12,000	<b>10,000</b>	11,000
<b><u>Efficiency Measures</u></b>				
• Percent of parking facilities utilized by monthly parkers	75%	75%	<b>82%</b>	85%
• Average cost per City-owned space (does not include enforcement)	\$294.00	\$320.00	<b>\$320.00</b>	\$320.00
• Percent Parking Operations cost recovery from parking revenue	114.0%	112.0%	<b>112.0%</b>	114.0%
• Percent ticket appeals completed within 5 days	29%	45%	<b>55%</b>	60%
<b><u>Effectiveness Measure</u></b>				
• Percent of parking meters repaired within 48 hours	89%	85%	<b>90%</b>	95%
• Percent of tickets appealed vs. issued (yearly)	11%	9%	<b>9%</b>	8%
• Percent of boots/tows vs. parking violations (yearly)	<1%	<1%	<b>&lt;1%</b>	<1%

## BUDGET SUMMARY

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	545,976	657,870	<b>759,169</b>	789,899
Maintenance & Operations	1,120,712	1,882,154	<b>2,140,012</b>	1,906,726
Capital Outlay	0	0	<b>28,500</b>	0
Total	1,666,688	2,540,024	<b>2,927,681</b>	2,696,625
Total FTE Positions	11.000	13.000	<b>13.750</b>	13.750
<b>Revenues:</b>				
Parking Fees	2,228,135	2,175,000	<b>2,644,535</b>	2,684,625
All Other	30,242	12,000	<b>12,000</b>	12,000
Appropriated Fund Balance	232,485	353,024	<b>271,146</b>	0
Subtotal	2,490,862	2,540,024	<b>2,927,681</b>	2,696,625
General Fund Contribution	0	0	<b>0</b>	0
Total	2,490,862	2,540,024	<b>2,927,681</b>	2,696,625

## BUDGET HIGHLIGHTS

- The FY 15-16 Budget for the Parking Fund is increasing by \$387,657, or 15.3%.
- Three positions from the General Fund are being reallocated to other funds based on time allocation. Two of the positions, totaling .75 FTE, are being partially allocated to the Parking Fund at a cost of \$58,485.
- Based on the recommendations of an outside consultant, the City is increasing on-street and surface lot hourly rates and increasing monthly parking rates to prepare for capital and maintenance needs and to be more in line with peer city rates. The City is maintaining hourly deck rates. The rate increases will result in approximately \$450,000 in additional parking revenue in FY 15-16.
- An enhancement in FY 15-16 will provide an additional parking enforcement vehicle to help improve parking enforcement throughout downtown. The enhancement is being funded through the reduction of contract enforcement personnel, which will provide additional savings beyond the cost of the new vehicle. The net savings will be \$1,500 in FY 15-16 and \$30,000 in FY 16-17.
- The FY 15-16 Budget includes approximately \$700,000 in structural repairs and elevator upgrades at the Greene Street Parking Deck and Bellemeade Parking Deck.



# PLANNING

## PROGRAMS

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Planning</b>				
Provides assistance to the community in development and permit review processes; develops and carries out plans in strategic locations and provides general information to decision makers and the public to support quality growth throughout the City. Carries out the adopted Comprehensive Plan, redevelopment plans, and other small area plans to ensure high quality growth and focused development for the community. Administers, enforces, interprets, and amends land development codes and the local Historic Preservation Program. Processes subdivisions, annexation petitions, street closings and other actions as requested. Provides necessary staff support for the Zoning Commission, Planning Board, Board of Adjustment, Historic Preservation Commission, Redevelopment Commission, and other appointed bodies. This program also includes the administration of two Municipal Service Districts.				
<i>Appropriation</i>	1,672,517	1,757,403	1,769,171	1,819,568
<i>Full Time Equivalent Positions</i>	17.35	16.00	16.00	16.00

### Local Ordinance Inspections

Protects citizen safety and welfare through enforcement of the Local Housing Ordinance, the Junked/Abandoned Vehicle Ordinances, and Property Cleanliness Ordinances. In FY 2014-15 Local Ordinance Inspections was moved to the newly created Neighborhood Development Department in the Community Services Result Area.

<i>Appropriation</i>	1,336,340	0	0	0
<i>Full Time Equivalent Positions</i>	12.25	0.00	0.00	0.00

### Departmental Goals & Objectives

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

## PERFORMANCE MEASURES

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Efficiency Measures</b>				
• Number of area plan or comprehensive plan implementation tasks initiated or completed.	9	7	7	7
• Percentage of Plans Reviewed within the Established Goal of 5 Business Days (High Priority) and 10 Business Days (Normal), respectively.	94.0%	95%	95%	95%

## BUDGET SUMMARY

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	2,164,904	1,304,079	<b>1,311,124</b>	1,361,521
Maintenance & Operations	843,953	453,324	<b>458,047</b>	458,047
Capital Outlay	0	0	<b>0</b>	0
Total	3,008,857	1,757,403	<b>1,769,171</b>	1,819,568
Total FTE Positions	29.600	16.000	<b>16.000</b>	16.000
<b>Revenues:</b>				
Licenses/Permits	29,995	38,500	<b>38,515</b>	38,515
User Charges	550,424	188,600	<b>183,619</b>	183,619
All Other	52,499	2,500	<b>2,500</b>	2,500
Subtotal	632,918	229,600	<b>224,634</b>	224,634
General Fund Contribution	2,375,939	1,527,803	<b>1,544,537</b>	1,594,934
Total	3,008,857	1,757,403	<b>1,769,171</b>	1,819,568

## BUDGET HIGHLIGHTS

- The FY 15-16 Budget for Planning is increasing by \$11,768, or 0.7%.
- FY 14-15 was the first full year Planning and Neighborhood Development operated as separate departments, with Code Compliance operating within the Neighborhood Development Department.
- The budget includes the third increase of a multi-year phased increase to planning development fees. The fees had not been increased since 2007 and were part of a broad user fee cost recovery evaluation. No fees increase more than 25% from the previous fiscal year. The fee increases are budgeted to increase revenue by just over \$15,000.



# SOLID WASTE MANAGEMENT FUND

## PROGRAMS

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Waste Disposal Administration &amp; Operations</b>				
Responsible for the proper and safe disposal of waste generated within the City and the immediately surrounding Piedmont Triad counties. Waste disposal operations include the landfilling and transferring of municipal solid waste, the landfilling of construction/demolition material, and the composting of yard waste, including grass clippings, leaves, limbs and branches.				
<i>Appropriation</i>	13,834,689	14,084,162	15,083,631	15,192,229
<i>Full Time Equivalent Positions</i>	33.58	33.58	33.58	33.58

## Waste Disposal Monitoring & Regulatory Compliance

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

<i>Appropriation</i>	481,029	986,118	977,845	982,197
<i>Full Time Equivalent Positions</i>	2	2	2	2

## Departmental Strategies

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

## PERFORMANCE MEASURES

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Workload Measures</b>				
• Tons of solid waste and C&D debris received at the solid waste transfer station (Includes Yard Waste & Bulk)	196,771	200,000	200,000	200,000
• Tons of solid waste received at the landfill	7,125	7,500	7,500	7,500
• Tons of yardwaste received at the landfill	51,012	30,000	30,000	30,000
• Tons of C&D debris received at the landfill	37,336	40,000	40,000	40,000
<b>Efficiency Measures</b>				
• Average Transfer Station tons per load processed	23.50	23.50	23.50	23.50
<b>Effectiveness Measures</b>				
• % regulatory reports submitted to NCDENR	100%	100%	100%	100%

## BUDGET SUMMARY

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	2,015,683	2,124,967	<b>2,209,068</b>	2,294,459
Maintenance & Operations	12,300,036	12,797,063	<b>13,852,408</b>	13,879,967
Capital Outlay	0	148,250	<b>0</b>	0
Total	14,315,718	15,070,280	<b>16,061,476</b>	16,174,426
Total FTE Positions	35.580	35.580	<b>35.580</b>	35.580
<b>Revenues:</b>				
User Charges	12,144,985	11,570,000	<b>11,435,000</b>	11,435,000
Fund Balance	5,140,132	1,408,070	<b>2,510,699</b>	2,522,033
All Other	498,826	310,000	<b>310,000</b>	320,000
Subtotal	17,783,943	13,288,070	<b>14,255,699</b>	14,277,033
General Fund Transfer	2,465,989	1,782,210	<b>1,805,777</b>	1,897,393
Total	20,249,932	15,070,280	<b>16,061,476</b>	16,174,426

## BUDGET HIGHLIGHTS

- The FY 15-16 Budget is increasing by \$991,196, or 6.6%.
- The FY 15-16 Budget includes a General Fund Transfer of just over \$1.8 million, an increase of 1.3% from the transfer in FY 14-15.
- The FY 15-16 Budget also includes a \$1.125 million transfer from the Solid Waste Fund to the Solid Waste Capital Reserve Fund to prepare for the Phase III closure at the landfill projected to begin in FY 17-18.



# STATE HIGHWAY (POWELL BILL) FUND

## PROGRAMS

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
--	-------------------	-------------------	----------------------------	----------------------

### Local Street System Construction and 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.

Appropriation	5,846,000	5,846,000	<b>5,846,000</b>	5,846,000
Full Time Equivalent Positions	0	0	<b>0</b>	0

### Capital Improvement Program (CIP)

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

Appropriation	1,664,000	1,914,000	<b>1,989,000</b>	1,989,000
Full Time Equivalent Positions	0	0	<b>0</b>	0

## BUDGET SUMMARY

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	0	0	<b>0</b>	0
Maintenance & Operations	7,510,000	7,760,000	<b>7,835,000</b>	7,835,000
Capital Outlay	0	0	<b>0</b>	0
Total	7,510,000	7,760,000	<b>7,835,000</b>	7,835,000
Total FTE Positions	0.000	0.000	<b>0.000</b>	0.000
<b>Revenues:</b>				
Intergovernmental	7,353,524	7,400,000	<b>7,475,000</b>	7,475,000
User Charges	1,504	0	<b>0</b>	0
Fund Balance	340,000	310,000	<b>310,000</b>	310,000
All Other	101,108	50,000	<b>50,000</b>	50,000
Total	7,796,136	7,760,000	<b>7,835,000</b>	7,835,000

## BUDGET HIGHLIGHTS

- The FY 15-16 Budget for the State Highway Fund increases by \$75,000, or 1.0%.



# STORMWATER MANAGEMENT FUND

## PROGRAMS

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Stormwater Administration</b>				
The Stormwater Management Fund, administered by the Stormwater Management Division of the Water Resources Department, was created in FY 93-94 to manage the City of Greensboro's stormwater system and the National Pollutant Discharge Elimination System Municipal Stormwater Discharge permit. The Stormwater program monitors and manages the quality and quantity of stormwater runoff and helps protect limited water resources throughout the City. Appropriations in the Administration section fund the management and overall operations of the Stormwater Utility.				
<i>Appropriation</i>	786,738	795,236	<b>802,157</b>	813,792
<i>Full Time Equivalent Positions</i>	3.25	3.25	<b>3.25</b>	3.25
<b>Stormwater System Operations &amp; Maintenance</b>				
Responsible for operation and maintenance of stormwater infrastructure and drainage conveyance system. Provides and/or directs the provision of associated services that enhance and ensure the effectiveness of the stormwater system, including storm drain inventory, drainage maintenance, storm sewer construction, street cleaning, litter collection and seasonal leaf collection. Most of these activities are carried out by staff assigned to the Greensboro Field Operations Department. Field Operations staff occupies the positions listed and funded in this section. This section also contains the ongoing capital funding for the Stormwater Program.				
<i>Appropriation</i>	7,212,877	8,338,180	<b>8,687,376</b>	8,840,705
<i>Full Time Equivalent Positions</i>	61	61	<b>62</b>	62
<b>Operations Management</b>				
Responsible for coordination and oversight of stormwater system construction and maintenance services provided by Field Operations, as well as private contractors. This section also interacts with the development community to ensure that future private stormwater systems are designed to minimize flooding and pollution impacts on the public stormwater system and local receiving waters. This section is also responsible for managing implementation of the Stormwater Improvement Program (SIP) designed to reduce public drainage problems in residential areas of the City. Also includes technical support for special stormwater projects such as stream restoration, pond inspections, and environmental permitting/mitigation for stormwater-related projects.				
<i>Appropriation</i>	361,716	445,670	<b>458,795</b>	471,483
<i>Full Time Equivalent Positions</i>	4	5	<b>5</b>	5
<b>Water Quality &amp; Monitoring</b>				
Monitors stormwater run-off and local receiving streams to ensure compliance with State and Federal water quality standards and regulatory requirements. This section also includes sampling the quality of physical, chemical and biological attributes of streams and lakes. Technical staff in this area also routinely inspect 300+ stormwater ponds and other structural best management practices to help ensure functionality and water quality protection of Greensboro's drinking water supplies.				
<i>Appropriation</i>	537,136	659,864	<b>667,210</b>	682,356
<i>Full Time Equivalent Positions</i>	5	6	<b>6</b>	6
<b>Planning &amp; Engineering</b>				
Designs, develops, implements and maintains stormwater management databases and drainage basin information that assists the division in evaluating the effectiveness of current policies and practices to support recommendations for future changes in those practices. Responsible for all long-range master planning with regards to stormwater infrastructure and drainage basins. Reviews all site plans for new development or redevelopment including the administration of the FEMA delegated floodplain administration responsibilities.				
<i>Appropriation</i>	330,063	393,556	<b>419,936</b>	431,415
<i>Full Time Equivalent Positions</i>	4	4	<b>4</b>	4
<b>Public Education &amp; Awareness</b>				
Designs, develops, implements and maintains a stormwater public awareness campaign to inform citizens and businesses of stormwater and water quality programs. Public awareness is essential in helping improve local water quality by promoting knowledge of each person's impact upon water pollution prevention.				
<i>Appropriation</i>	57,720	93,000	<b>93,000</b>	93,000
<i>Full Time Equivalent Positions</i>	0	0	<b>0</b>	0



**Departmental Objectives**

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

**Departmental Strategies**

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

**PERFORMANCE MEASURES**

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Workload Measures</b>				
• Best Management Practices Inspections	263	180	180	180
• Stream sites monitored per month	20	19	20	20
<b>Efficiency Measures</b>				
• Percent of stormwater plan review completed within mandated timeframe	100%	100%	100%	100%

**BUDGET SUMMARY**

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	4,000,250	4,388,688	4,520,174	4,714,059
Maintenance & Operations	5,285,999	6,336,818	6,608,300	6,618,692
Capital Outlay	0	0	0	0
Total	9,286,250	10,725,506	11,128,474	11,332,751
Total FTE Positions	77.250	80.250	80.250	80.250
<b>Revenues:</b>				
User Charges	9,802,799	10,070,380	9,903,543	9,953,012
Fund Balance	503,626	558,276	1,103,031	1,247,839
All Other	139,530	96,850	121,900	131,900
Total	10,445,955	10,725,506	11,128,474	11,332,751

**BUDGET HIGHLIGHTS**

- The FY 15-16 Budget is increasing by \$402,968, or 3.8%.
- The Stormwater budget includes a transfer to the Stormwater Capital Projects Fund of \$3 million, an increase of approximately \$315,000, and the use of just over \$1.1 million in fund balance.

# STREET AND SIDEWALK REVOLVING FUND

## PROGRAMS

	2013-14 Actual	2014-15 Budget	2015-16 <b>Adopted</b>	2016-17 Projected
<b>Street Construction</b>				
Provides funds for various roadway improvements throughout the City.				
<i>Appropriation</i>	174,245	0	0	0
<i>Full Time Equivalent Positions</i>	0	0	0	0
<b>Bridge Construction</b>				
Provides funds for bridge construction and maintenance, thereby enabling the City to adhere to Federal Bridge Safety requirements.				
<i>Appropriation</i>	0	0	0	0
<i>Full Time Equivalent Positions</i>	0	0	0	0
<b>Red Light Photo Program</b>				
Costs associated with program expenses are offset by revenue from civil citations. <u>See Budget Highlights.</u>				
<i>Appropriation</i>	0	0	0	0
<i>Full Time Equivalent Positions</i>	0	0	0	0

## BUDGET SUMMARY

	2013-14 Actual	2014-15 Budget	2015-16 <b>Adopted</b>	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	0	0	0	0
Maintenance & Operations	174,245	0	0	0
Capital Outlay	0	0	0	0
Total	174,245	0	0	0
Total FTE Positions	0.000	0.000	<b>0.000</b>	0.000
<b>Revenues:</b>				
Licenses/Permits	0	0	0	0
User Charges	12,002	0	0	0
Fund Balance	35,000	0	0	0
All Other	-12,582	0	0	0
Total	34,420	0	<b>0</b>	0

## BUDGET HIGHLIGHTS

- In prior years, most of this fund's expenditures for street and sidewalk construction were financed through appropriations from fund balance (generated through prior year assessments to property owners and revenues from a portion of the Motor Vehicle License Tax that was previously recorded in this fund). There is no longer sufficient fund balance available to continue financing significant projects from this fund. Therefore, FY 13-14 was the final year for the Street and Sidewalk Revolving Fund. The remaining revenues and expenses from this fund will be appropriated to the Engineering and Inspections Department and the Street and Sidewalk Capital Project Fund.



# TRANSPORTATION

## PROGRAMS

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>Transportation Administration</b>				
Allocates and manages resources that are necessary to ensure the safe, efficient and convenient movement of vehicles and pedestrians over Greensboro streets, thoroughfares and sidewalks. The Parking Enforcement section of GDOT is also housed under Administration. This section is responsible for enforcing traffic regulations throughout the city, however, the primary enforcement area is the Central Business District and areas around NC A&T University and UNC-Greensboro.				
<i>Appropriation</i>	1,505,900	1,502,202	<b>1,466,598</b>	1,492,896
<i>Full Time Equivalent Positions</i>	13.83	12.83	<b>11.33</b>	11.33

## Engineering

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

<i>Appropriation</i>	1,072,417	1,064,218	<b>1,093,867</b>	1,122,964
<i>Full Time Equivalent Positions</i>	12.126	12.126	<b>12.126</b>	12.126

## Street Lighting

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

<i>Appropriation</i>	3,279,513	3,350,000	<b>3,350,000</b>	3,350,000
<i>Full Time Equivalent Positions</i>	0	0	<b>0</b>	0

## Traffic Operations

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

<i>Appropriation</i>	3,280,412	3,264,983	<b>3,311,004</b>	3,383,602
<i>Full Time Equivalent Positions</i>	32	32	<b>32</b>	32

## Planning

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

<i>Appropriation</i>	264,914	259,908	<b>264,484</b>	271,278
<i>Full Time Equivalent Positions</i>	3	3	<b>3</b>	3

## Departmental Objectives

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

## PERFORMANCE MEASURES

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Workload Measures</b>				
• Number of High Accident Locations studied	39	40	40	40
• Number of Streetlights inspected along major travel corridors	5,426	5,400	5,400	5,400
• Number of linear feet of new sidewalk installed	11,440	15,000	15,000	15,000
• Number of plan reviews conducted	880	850	870	875
• Number of special events requiring Transportation maintenance services	70	75	75	80
<b>Efficiency Measures</b>				
• Average cost per plan review	\$245	\$225	\$240	\$235
<b>Effectiveness Measure</b>				
• Percent of GDOT workorders completed on time	89%	90%	90%	90%
• Percent of GDOT maintenance completed on schedule	92%	95%	95%	95%
• Percent Public Information Requests completed within 2 days	74%	95%	85%	85%

## BUDGET SUMMARY

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	4,046,304	3,993,954	3,961,811	4,079,152
Maintenance & Operations	5,356,852	5,447,357	5,524,142	5,541,588
Capital Outlay	0	0	0.0	0
Total	9,403,156	9,441,311	9,485,953	9,620,740
Total FTE Positions	60.956	59.956	58.456	58.456
<b>Revenues:</b>				
Fines and Forfeitures	1,166,256	1,235,000	1,235,000	1,235,000
State Maint. Fees	890,441	863,705	707,000	707,000
License & Permits	71,494	77,000	77,000	77,000
All Other	148,314	62,800	57,800	57,800
Subtotal	2,276,505	2,238,505	2,076,800	2,076,800
General Fund Contribution	7,126,651	7,202,806	7,409,153	7,543,940
Total	9,403,156	9,441,311	9,485,953	9,620,740

## BUDGET HIGHLIGHTS

- The FY 15-16 Budget is increasing by \$44,642, or 0.5%.
- The Transportation budget includes an additional \$30,000 for pavement marking maintenance to cover the increasing cost of paint and other materials. It also includes an additional \$48,500 to pay for the maintenance of the improved traffic signal system, which will no longer be covered under the initial installation contract beginning in FY 15-16.
- The reduction of 1.5 FTEs is due to the reallocation of three staff members to the Parking Fund and Transit Fund based on their time allocation.



# WAR MEMORIAL COLISEUM COMPLEX FUND

## PROGRAMS

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Administration</b>				
Provides executive management for the Coliseum Complex, including management of the Box Office and vaults, marketing, event advertising, and sales.				
<i>Appropriation</i>	2,935,686	2,758,925	<b>2,941,359</b>	2,987,148
<i>Full Time Equivalent Positions</i>	18.25	18.25	<b>18.25</b>	18.25

## Events/Parking/Catering

Operates the Coliseum Complex, includes the Arena, the War Memorial Auditorium, the Special Events Center, the Pavilion and the Parking Lot. Includes the maintenance of all of these facilities, grounds, and associated technical systems. Also includes the contracted catering operation.

<i>Appropriation</i>	17,486,916	22,301,125	<b>22,144,508</b>	22,588,867
<i>Full Time Equivalent Positions</i>	54.5	56.0	<b>57.0</b>	57.0

## Departmental Strategies

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

## PERFORMANCE MEASURES

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Workload Measures</b>				
• Total event attendance	1,453,705	1,436,217	<b>1,292,865</b>	N/A
• Total number of performances	1,149	953	<b>947</b>	N/A

## BUDGET SUMMARY

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	7,054,866	6,946,838	<b>7,275,534</b>	7,433,918
Maintenance & Operations	13,214,987	18,032,067	<b>17,810,333</b>	18,142,097
Capital Outlay	152,749	81,145	<b>0.0</b>	0
Total	20,422,602	25,060,050	<b>25,085,867</b>	25,576,015
Total FTE Positions	72.750	74.250	<b>75.250</b>	75.250
<b>Revenues:</b>				
Concession Revenues	1,483,971	1,696,430	<b>1,449,889</b>	1,750,037
Admissions and Charges	6,732,508	13,289,072	<b>12,480,000</b>	12,380,000
Other Revenues	9,297,446	7,734,074	<b>8,655,978</b>	8,870,978
Subtotal	17,513,925	22,719,576	<b>22,585,867</b>	23,001,015
General Fund Contribution	2,715,000	2,340,474	<b>2,500,000</b>	2,575,000
Total	20,228,925	25,060,050	<b>25,085,867</b>	25,576,015

## **BUDGET HIGHLIGHTS**

- The FY 15-16 Budget for the Coliseum increases \$25,817, or 0.1%.
- A General Fund contribution of \$2.5 million is included to support operations in FY 15-16. This transfer is necessary to support the War Memorial Coliseum Complex operations not otherwise offset by user fees.
- The War Memorial Coliseum Fund had a mid-year addition of an administrative assistant, one (1) FTE, for the Greensboro Aquatics Center.
- The Greensboro Coliseum will host Legendary Musician James Taylor, Taylor Swift, The Bryan Lecture Series, the home season for UNCG Men's Basketball, and the Women's ACC Basketball Tournament
- The Greensboro Aquatic Center will host the eSynchro National Championships, NC AG Long Course and NC Senior Long Course Championships, USA Swimming Futures Meet, the ACC Swimming & Diving Meet, the DIII NCAA Swimming & Diving Championships, the YMCA Short Course Nationals, and the US Masters Short Course Championships
- Upcoming family show highlights include the Ringling Brothers and Barnum & Bailey Circus, Disney on Ice, Sesame Street Live, Monster Truck Jam, and Marvel Universe Live.
- Trade show and convention highlights include the International Market America Convention, the NC Nursery and Landscapers Association Conference, the NC Coaches Clinic Convention and Trade Show and many other trade and consumer shows.



# WATER RESOURCES FUND

## PROGRAMS

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>Water Resources Administration</b>				
Water Resources Administration directs, plans, and coordinates all water and sewer operations including billing, engineering, and operations of plants and infrastructure systems, as well as the same functions of the stormwater utility (within a separate fund). It is also this area's responsibility to plan for long term utility needs of the city and seek alignment of utility plans and policies with the overall goals of the City of Greensboro. This area serves the human resources, public education, and technology needs of the department as well.				
<i>Appropriation</i>	9,210,035	9,263,886	<b>9,867,829</b>	9,755,811
<i>Full Time Equivalent Positions</i>	16.00	17.25	<b>18.30</b>	18.30
<b>Billing and Customer Information</b>				
The Billing and Customer Information Division is responsible for capturing data and maintaining over 100,000 water meters and each year generating over one million bills for customers on both a monthly and quarterly basis. This division maintains customer information such that accurate and timely billing information is available to all water and sewer utility customers.				
<i>Appropriation</i>	4,169,650	5,242,502	<b>6,006,785</b>	6,154,036
<i>Full Time Equivalent Positions</i>	33	44	<b>44</b>	44
<b>Engineering</b>				
The Engineering Division manages the long range capital plan of the water and sewer utility and executes the engineering and construction of projects that support the maintenance, expansion, and compliance strategies of these systems. The current capital plan of major projects spans several years; roughly \$25 million annually is actually spent as these projects are constructed over multiple years.				
<i>Appropriation</i>	20,212,212	24,320,069	<b>29,097,180</b>	24,366,026
<i>Full Time Equivalent Positions</i>	10	11	<b>11</b>	11
<b>Water Supply</b>				
The Water Supply Division is responsible for maintenance and operation of the reservoir system, two water production facilities, and delivery of quality water through the transmission system that meets or exceeds all standards for drinking water. The division includes laboratory facilities to assure quality of product. As interconnections to other city's water supplies have become a part of the Greensboro supply strategy, Water Supply also manages the delivery of these supplies to the Greensboro system.				
<i>Appropriation</i>	13,770,791	18,954,158	<b>20,027,871</b>	19,233,985
<i>Full Time Equivalent Positions</i>	46.625	54.625	<b>54.625</b>	54.625
<b>Water Reclamation</b>				
The Water Reclamation Division accepts all liquid wastes generated by the residential and commercial community, treats that waste and releases it into the environment in a manner that is consistent with the requirements of environmental law. Facilities include two water reclamation plants and one biosolids incineration facility.				
<i>Appropriation</i>	11,701,064	13,984,399	<b>14,012,186</b>	14,366,149
<i>Full Time Equivalent Positions</i>	55	55	<b>54</b>	54
<b>Construction and Maintenance</b>				
This division constructs, maintains and repairs the water & sewer pipes, and sewage pump stations. It also houses the 24/7 dispatch function for the department.				
<i>Appropriation</i>	11,912,650	13,595,429	<b>14,320,607</b>	14,862,166
<i>Full Time Equivalent Positions</i>	161.75	149.75	<b>149.75</b>	149.75
<b>Debt Service</b>				
Funding used to make debt principal and interest payments is derived from operating revenues.				
<i>Appropriation</i>	16,355,897	21,771,517	<b>27,628,938</b>	26,556,121



**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**

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b><u>Workload Measures</u></b>				
• Number of water customer accounts	103,051	103,000	<b>103,500</b>	103,500
• Average water MGD treated daily	32.2	34.0	<b>34.4</b>	34.4
• Average wastewater MGD treated daily	30.3	28.5	<b>28.5</b>	28.5
<b><u>Efficiency Measures</u></b>				
• Maintenance personnel per 100 miles of sewer line	2.60	2.75	<b>2.75</b>	2.75
• Maintenance personnel per 100 miles of water line	2.20	2.20	<b>2.20</b>	2.20
• Peak day water demand- % of capacity	66%	69%	<b>69%</b>	69%
• % of wastewater system capacity utilized	54%	50%	<b>50%</b>	50%
<b><u>Effectiveness Measures</u></b>				
• Billed water as a percentage of finished water or "excellent"	84%	86%	<b>86%</b>	86%
• Percent of water main breaks repaired within 24 hours	74%	80%	<b>80%</b>	80%
• Percent of weeks compliant with NPDES Permit at T.Z. Osborne Wastewater Plant	99.0%	98.0%	<b>98.0%</b>	98.0%
• Percent of weeks compliant with NPDES Permit at North Buffalo Wastewater Plant	100.0%	99.0%	<b>99.0%</b>	99.0%



## BUDGET SUMMARY

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	19,141,930	20,533,027	<b>21,348,807</b>	22,182,760
Maintenance & Operations	67,895,131	85,705,141	<b>98,493,589</b>	91,981,034
Capital Outlay	295,239	893,792	<b>1,119,000</b>	1,130,500
Total	87,332,299	107,131,960	<b>120,961,396</b>	115,294,294
Total FTE Positions	322.375	331.625	<b>331.675</b>	331.675
<b>Revenues:</b>				
Water and Sewer Services	87,401,636	89,977,697	<b>101,754,104</b>	108,063,567
Assessments	292,022	50,000	<b>50,000</b>	50,000
Capacity Use Fees	1,924,904	2,000,000	<b>2,000,000</b>	2,000,000
Industrial Waste Control	1,143,591	1,100,000	<b>1,100,000</b>	1,100,000
Water Line Connections	153,401	150,000	<b>150,000</b>	150,000
All Other	3,329,868	2,448,519	<b>2,582,519</b>	2,647,519
Appropriated Fund Balance	11,102,720	11,405,744	<b>13,324,773</b>	1,283,208
Total	105,348,142	107,131,960	<b>120,961,396</b>	115,294,294

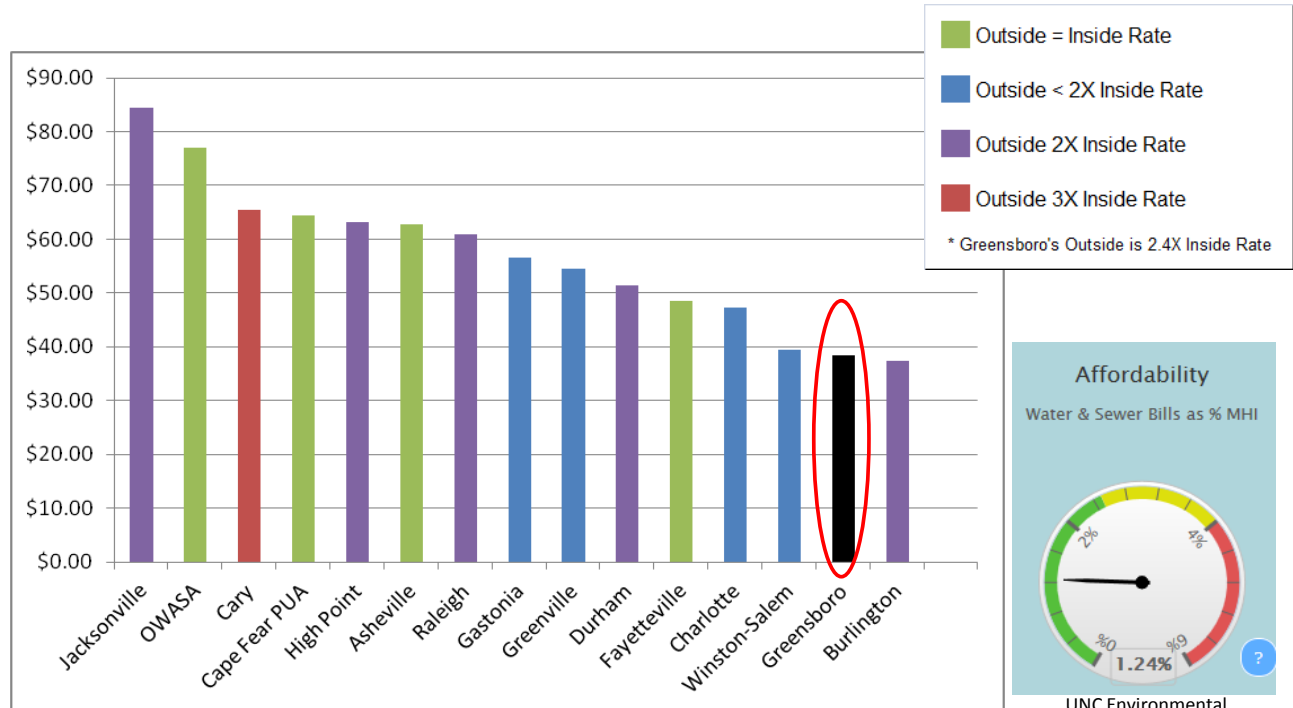
## BUDGET HIGHLIGHTS

- The Water Resources FY 15-16 Budget is increasing by \$13,829,436, or 12.9%.
- The FY 15-16 Budget does include a rate increase for Water Resources. The rate increases by 5.5% for residents inside city limits, and 8% for residents outside city limits. This rate increase will result in a \$2.12 increase per month for city residents and a \$7.33 increase per month for non-city residents (average residential bill is calculated at 6 units; 1 unit = 748 gallons).
- The TZ Osborne (TZO) improvements to meet the Jordan Lake rules are proceeding slower than initially estimated, spreading the impact of debt service costs over the next 5 years. Approximately \$95 million in Revenue Bonds are planned to be issued between 2016 and 2019 to fund the TZO improvements.
- Please see the graph on the next page for average rate comparisons with comparable water/sewer utilities in the State of North Carolina. In addition, the graph shows a comparison of each North Carolina city/ regional utility's outside city rate vs inside city rate. The graph legend explains the shades of the graph bars when it comes to its relationship between outside city rates vs. inside city rates. A dial is also included showing affordability of the rates based on the Median Household Income (MHI) and percentage spent annually on water bills for 5,000 gallons.

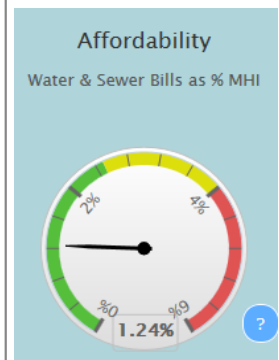


# Rate Comparison to Other NC Cities

Rates as of January 1, 2015 (Avg. Residential Customer – 6 units)



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



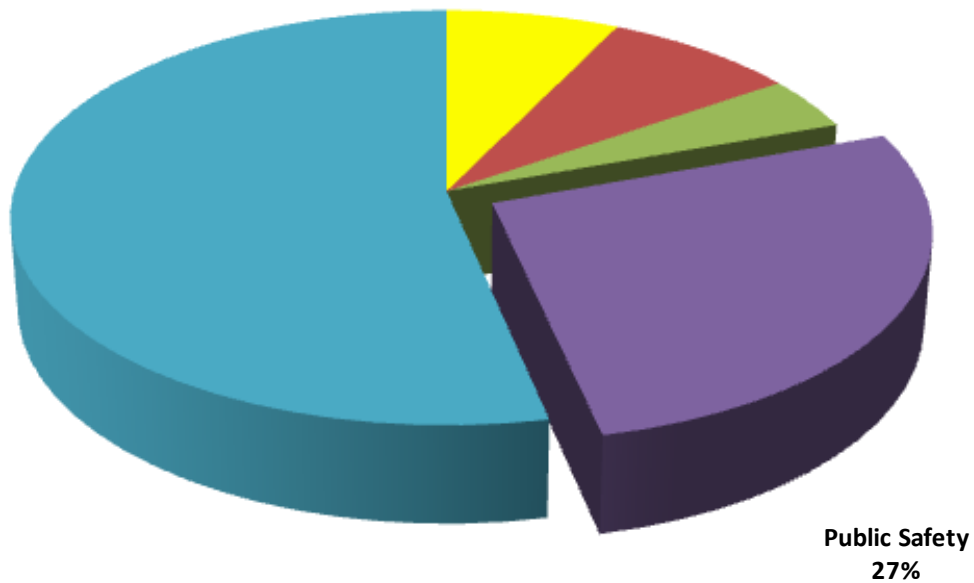
UNC Environmental Finance Center 1



This page intentionally left blank.

# PUBLIC SAFETY

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



FY 15-16

# PUBLIC SAFETY RESULT AREA SUMMARY

## ***BUDGET SUMMARY***

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>Expenditures:</b>				
Fire	43,748,803	45,827,592	<b>47,380,669</b>	48,580,604
Police	67,038,058	68,651,027	<b>70,175,903</b>	71,594,511
Emergency Telephone System Fund	2,355,009	3,314,045	<b>2,914,722</b>	2,915,007
Metro Communications Fund	6,912,179	7,352,414	<b>7,521,030</b>	7,740,419
Technical Services Fund	2,821,854	3,958,693	<b>4,014,206</b>	4,247,897
Non-Departmental	4,874,772	5,035,224	<b>5,336,044</b>	5,514,816
Subtotal	127,750,675	134,138,995	<b>137,342,574</b>	140,593,254
Less Transfers/Internal Charges	4,346,643	4,474,697	<b>4,775,517</b>	4,954,289
Total Public Safety	123,404,032	129,664,298	<b>132,567,057</b>	135,638,965
Total FTE Positions	1,462.893	1,479.893	<b>1,491.893</b>	1,497.893
<b>Revenues:</b>				
Fire	1,800,053	1,636,726	<b>1,486,991</b>	1,486,991
Police	2,161,124	2,796,929	<b>2,796,929</b>	2,796,929
Emergency Telephone System Fund	2,730,655	3,314,045	<b>2,914,722</b>	2,915,007
Metro Communications Fund	3,185,641	2,933,220	<b>2,801,016</b>	2,841,633
Technical Services Fund	3,931,832	3,958,693	<b>4,014,206</b>	4,247,897
Subtotal	13,809,305	14,639,613	<b>14,013,864</b>	14,288,457
General Fund Contribution	115,991,596	119,499,382	<b>123,328,710</b>	126,304,797
Less Transfers/Internal Charges	4,346,643	4,474,697	<b>4,775,517</b>	4,954,289
Total Public Safety	125,454,258	129,664,298	<b>132,567,057</b>	135,638,965

## ***BUDGET HIGHLIGHTS***

- The FY 15-16 Public Safety Result Area increases by \$2,902,759, or 2.2%.
- The FY 15-16 Fire Budget is increasing by \$1,553,077, or 3.4%. This increase is driven largely, in part, through the mid-year addition of 6 new firefighter positions, and the addition of 6 additional firefighters for Ladder Company personnel for Stations 10 and 52. These enhancements have been in direct response to Council directives issued in FY 14-15.
- The new Reedy Fork Fire Station opened in FY 14-15. FY 15-16 will reflect the first full year of operations for this station. The station also houses apparatus and staff for Guilford County Emergency Medical Services.
- The FY 15-16 Police Budget is increasing by \$1,524,876, or 2.2%.
- The FY 15-16 Metro Communications Budget is increasing by \$168,616, or 2.3%.
- Guilford Metro's appropriated fund balance will continue to decrease over the next two fiscal years.
- According to the consolidation agreement, Guilford County pays a percentage of the cost of the consolidated department, net user charges and appropriated fund balance, based on the percentage of County calls dispatched. For FY 15-16, Guilford County's share is \$2,541,546 or 35%. This is slightly higher than 34%, or \$2,276,554 in FY 14-15.



# FIRE

## PROGRAMS

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>Fire Administration</b>				
Provides executive leadership, planning and resource management functions for the Fire Department.				
<i>Appropriation</i>	2,682,882	1,870,750	<b>1,896,244</b>	1,918,084
<i>Full Time Equivalent Positions</i>	11	11	<b>11</b>	11
<b>Training</b>				
Provides firefighting, career and professional development training as well as recruit firefighter training. Offers curriculum for all Federal and State mandated certifications required for specialized job responsibilities within fire service.				
<i>Appropriation</i>	1,448,722	1,088,778	<b>1,227,483</b>	1,246,944
<i>Full Time Equivalent Positions</i>	7	8	<b>9</b>	9
<b>Fire and Life Safety</b>				
Takes pro-active steps such as inspections, investigations and public education to minimize the chance of damage to life and property which may be caused by fire or hazardous conditions.				
<i>Appropriation</i>	1,692,834	1,690,790	<b>1,736,697</b>	1,771,056
<i>Full Time Equivalent Positions</i>	22	22	<b>22</b>	22
<b>Emergency Services</b>				
Trains for and responds to emergency situations involving fire, hazardous material accidents, emergency medical/rescue and disasters to minimize damage to the lives and property of Greensboro Citizens.				
<i>Appropriation</i>	32,266,642	35,820,630	<b>37,141,564</b>	38,184,010
<i>Full Time Equivalent Positions</i>	499	513	<b>525</b>	531
<b>Regulatory and Fleet Services</b>				
Assures departmental compliance with all State and Federal regulatory mandates; tracks injuries and accidents involving fire personnel; supplies all necessary fire apparatus, other equipment and supplies; and repairs and maintains all fire equipment.				
<i>Appropriation</i>	5,013,056	5,047,985	<b>5,020,004</b>	5,110,088
<i>Full Time Equivalent Positions</i>	12	12	<b>11</b>	11
<b>Stations</b>				
Maintenance and Operations cost for 24 fire stations.				
<i>Appropriation</i>	644,668	308,659	<b>358,677</b>	350,422
<i>Full Time Equivalent Positions</i>	0	0	<b>0</b>	0

**Departmental Objectives**

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

**PERFORMANCE MEASURES**

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Workload Measures</b>				
• Total number of Fires	1,111	1,100	1,000	1,100
• Total number of Residential Structure Fires	223	200	210	210
• Total number of Commercial Structure Fires	52	45	42	42
• Total number of Medical Events	22,523	22,500	23,423	24,359
• Total number of Cardiac Arrest Patients	163	155	163	163
• Total number of General Fire Inspections	6,262	6,200	7,000	7,000
• Total number of Fire Investigations	232	300	300	300
<b>Efficiency Measures</b>				
• Percentage of first due unit arrival in 6 minutes or less (medical)*	62.43%	70.00%	70.00%	70.00%
• Percentage of first due unit arrival in 6 minutes 20 seconds or less (fires)	89.75%	90.00%	90.00%	90.00%
• Percentage of cardiac arrest patients that regain a pulse before being turned over to a higher level of medical care	27.61%	33.00%	25.00%	25.00%
• Percentage of compliance with the state mandated minimum inspection frequency for all occupancies	86.32%	95.00%	95.00%	95.00%
• Percent of when 9-1-1 call processing was 60 seconds or less (Metro 911 function) (Moderate Fire Hazard)	44.05%	40.00%	40.00%	40.00%
• Percent where turn out time was 80 seconds or less. (Moderate Fire Hazard)	73.80%	90.00%	90.00%	90.00%
• Percent where travel time for first arriving unit was 4 minutes or less (Moderate Fire Hazard)	91.28%	90.00%	90.00%	90.00%
• Percent where 17 persons arrived on scene in 11 minutes 35 seconds or less. (Moderate Fire Hazard)	95.79%	90.00%	90.00%	90.00%
• Percent where entire first alarm complement arrived in 10 minutes, 20 sec or less (Moderate Fire Hazard)	82.81%	85.00%	85.00%	85.00%

\* Prior to July 1, 2012, this measurement began when a medical call was handed off to the fire dispatcher console. Since July 1, 2012 the measurement begins when the call is received initially.





Public Safety - Fire

**Effectiveness Measures**

• Percentage of actual residential structure fires that are contained to the room of origin	72.65%	70.00%	<b>70.00%</b>	70.00%
• Percentage of total number of fires that were commercial structures	18.90%	20.00%	<b>20.00%</b>	20.00%
• Percentage of total dollar loss that were commercial structures	9.03%	7.00%	<b>3.00%</b>	3.00%
• Percentage of dollar loss based on total value of commercial property where fires occurred	1.85%	8.29%	<b>0.06%</b>	0.06%
• Number/Percentage of fire deaths inside of the room of origin	(0) 0%	25.0%	<b>25.00%</b>	25.00%
• Number/Percentage of fire deaths outside of the room of origin	(1) 100%	75.0%	<b>75.00%</b>	75.00%
• Percent of property value saved by fire protection services	98.37%	85.00%	<b>95.00%</b>	95.00%
• Cost per inspection	\$83.90	\$69.00	<b>\$78.89</b>	\$78.89

**BUDGET SUMMARY**

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	37,337,054	39,454,743	<b>41,207,234</b>	42,391,198
Maintenance & Operations	6,360,563	6,351,563	<b>6,173,435</b>	6,189,406
Capital Outlay	51,186	21,286	<b>0</b>	0
<b>Total</b>	<b>43,748,803</b>	<b>45,827,592</b>	<b>47,380,669</b>	48,580,604
Total FTE Positions	551.000	566.000	<b>578.000</b>	584.000
<b>Revenues:</b>				
Intergovernmental	396,786	401,746	<b>401,746</b>	401,746
User Charges	198,419	230,410	<b>245,675</b>	245,675
All Other	1,204,848	1,004,570	<b>839,570</b>	839,570
Subtotal	1,800,053	1,636,726	<b>1,486,991</b>	1,486,991
General Fund Contribution	41,948,750	44,190,866	<b>45,893,678</b>	47,093,613
<b>Total</b>	<b>43,748,803</b>	<b>45,827,592</b>	<b>47,380,669</b>	48,580,604

**BUDGET HIGHLIGHTS**

- The FY 15-16 Budget increasing by \$1,553,077, or 3.4%.
- In FY 14-15, the Fire Department had a mid-year addition of 6 new firefighter positions to aid in improve staffing levels for Ladder Company. This mid-year addition was done at the direction of Council.
- The FY 15-16 Budget includes an enhancement of 6 additional firefighters for Ladder Company personnel for Stations 10 and 52. This enhancement has been included in direct response to Council directives issued in FY 14-15.
- The FY 16-17 Budget includes funding for an additional 6 firefighters for Ladder Company personnel for Stations 14 and 20.
- Additional revenues in the amount of \$25,465 have been budgeted for proposed Plan Review User Fees.
- The new Reedy Fork Fire Station opened in FY 14-15. FY 15-16 will reflect the first full year of operations for this station. The station also houses apparatus and staff for Guilford County Emergency Medical Services.

# POLICE

## PROGRAMS

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Police Administration</b>				
Police Administration includes Chief of Police, four Assistant Chiefs of Police, Executive Officer to the Chief of Police, Police Attorney, Professional Standards, Public Information Officer, and Community Outreach. Police Administration creates and manages departmental goals and objectives; it also directs and provides oversight to all departmental activities. Administration also provides administrative and legal support to the Police Department in a variety of areas. Professional Standards is responsible for managing all aspects of internal employee investigations, conducts administrative investigations of misconduct allegations against Police employees, and produces a comprehensive annual report on all aspects of the department's internal investigations.				
<i>Appropriation</i>	3,527,289	3,509,558	<b>3,411,384</b>	3,467,834
<i>Full Time Equivalent Positions</i>	21	22	<b>21</b>	21
<b>Management Bureau</b>				
The Management Bureau includes the Divisions of Resource Management, Training, Research and Planning, and Information Services. Resource Management is responsible for budget preparation and oversight, grant agreements and grant documentation. It oversees the hiring process for Police employees and manages/coordinates the training and evaluation program that is provided to all police officers. Research and Planning conducts internal inspection and audits of department functions, equipment, policies, procedures and personnel through the Staff Inspections Section. CALEA is responsible for ongoing compliance with the standards of the Commission on Accreditation of Law Enforcement Agencies. The Division is also responsible for research projects, development of policy and procedures. Records Division provides support services through record management of all case files and related documents including processing investigative and supplementary reports. It also provides the Crime Analysis function, Watch Operations and Telephone Response Unit.				
<i>Appropriation</i>	14,639,274	13,277,365	<b>13,068,040</b>	13,331,144
<i>Full Time Equivalent Positions</i>	63	64	<b>64</b>	64
<b>Investigative Bureau</b>				
The Investigative Bureau includes Criminal Investigations and Vice/Narcotics. The Investigative Bureau provides support services to field units on a city-wide basis. Criminal investigations provide investigative services for crimes against persons and crimes against property. It also includes a Family Victims Unit that manages investigations of sexual assault, domestic violence and youth crimes and victimization. The Crimestoppers Program is also managed through CID. Vice/Narcotics Division investigates criminal activity related to the sale/distribution of narcotics, prostitution, gambling, and ABC violations. They also house the intelligence and task force squads.				
<i>Appropriation</i>	11,220,212	11,251,917	<b>11,521,838</b>	11,756,588
<i>Full Time Equivalent Positions</i>	143	141	<b>141</b>	141
<b>Support Bureau</b>				
The Support Bureau includes Operational Support, Special Operations and Forensic Services. Operation Support includes Watch Operations, Police Neighborhood Resource Centers and School Resource Officer Programs. Special Operations manages all special teams as well as Traffic Safety Team and Crash Reconstruction. Forensic Services manages the Crime Scene Investigators and the Department's Evidence/Property section.				
<i>Appropriation</i>	8,636,052	8,785,460	<b>9,351,735</b>	9,552,814
<i>Full Time Equivalent Positions</i>	116.893	117.893	<b>117.893</b>	117.893
<b>Patrol Bureau</b>				
The Patrol Bureau includes four geographic divisions: Eastern, Western, Southern and Central. Patrol divisions provide continuous police coverage to respond to citizen initiated calls for service and for proactive law enforcement activities. Additional support units assigned to Patrol Bureau are Patrol Operations Division which houses Canine, Building Security and Police Reserves. Satellite facilities have administrative personnel that assist in the delivery of police services at each location from 8:00 am-5:00 pm Monday through Friday. Each division also includes Community Resource Teams (CRT), which are proactive patrol units created under the department reorganization March, 2011. CRTs are neighborhood based and focused on problem-solving and crime prevention.				
<i>Appropriation</i>	29,015,231	31,826,727	<b>32,822,906</b>	33,486,131
<i>Full Time Equivalent Positions</i>	455	456	<b>457</b>	457



**Departmental Objectives**

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

**PERFORMANCE MEASURES**

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b><u>Workload Measures</u></b>				
• Felony Offenses Reported (Part I Crimes)	12,376	15,236	<b>15,236</b>	15,236
• Offenses Reported-15 years of age and under	1,530	4,500	<b>4,500</b>	4,500
• Number of Priority Offenders managed under electronic monitoring	274	200	<b>200</b>	200
• Number of Part I Crimes cleared by arrest, exception or unfounded	4,386	4,200	<b>4,200</b>	4,200
<b><u>Efficiency Measures</u></b>				
• Average Police Response Time to High Priority Calls (in minutes)	6:43	6:00	<b>6:00</b>	6:00
• First due GPD unit arrival to Priority I Calls in 7 minutes or less	65%	90%	<b>90%</b>	90%
• First due GPD unit arrival to Priority II Calls within 12 minutes	76%	90%	<b>90%</b>	90%
• GPD Average Training Hours (Patrol Personnel)	40	40	<b>40</b>	40
<b><u>Effectiveness Measures</u></b>				
• Percent of Felony cases cleared	58%	30%	<b>30%</b>	30%
• Reduce the UCR Part I Crime rate	-1%	-10%	<b>-10%</b>	-10%
• Reduce case closure suspense time for homicides, aggravated assaults and robberies	N/A	-15%	<b>-15%</b>	-15%
• Percent of citizens satisfaction survey indicating a positive impression/perception of GPD	80%	75%	<b>75%</b>	75%

**BUDGET SUMMARY**

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	56,618,063	57,839,811	<b>59,572,091</b>	60,927,136
Maintenance & Operations	10,408,934	10,811,216	<b>10,603,812</b>	10,667,375
Capital Outlay	11,061	0	<b>0</b>	0
Total	67,038,058	68,651,027	<b>70,175,903</b>	71,594,511
Total FTE Positions	798.893	800.893	<b>800.893</b>	800.893
<b>Revenues:</b>				
Intergovernmental	1,061,054	1,064,051	<b>1,064,051</b>	1,064,051
Licenses/Permits	5,940	6,000	<b>6,000</b>	6,000
User Charges	611,278	556,608	<b>556,608</b>	556,608
All Other	482,852	1,170,270	<b>1,170,270</b>	1,170,270
Subtotal	2,161,124	2,796,929	<b>2,796,929</b>	2,796,929
General Fund Contribution	64,876,934	65,854,098	<b>67,378,974</b>	68,797,582
Total	67,038,058	68,651,027	<b>70,175,903</b>	71,594,511

**BUDGET HIGHLIGHTS**

- The FY 15-16 Police Budget is increasing by \$1,524,876, or 2.2%.
- Funding for Premium Pay expenditures is increased by \$300,000 to more accurately budget for and reflect typical annual expenditures. This is used to pay officers for off-duty City-sanctioned events and other special events such as Presidential campaigns.
- Additional funding in the amount of \$131,420 has been budgeted to aid in offsetting the cost of increased security at the Melvin Municipal Office Building, the Chavis Library, and the McGirt-Horton Library.



# EMERGENCY TELEPHONE SYSTEM FUND

## PROGRAMS

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>911 Wireless</b>				
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.				
<i>Appropriation</i>	2,355,009	3,314,045	<b>2,914,722</b>	2,915,007
<i>Full Time Equivalent Positions</i>	1.8	2.2	<b>2.2</b>	2.2

## Departmental Objectives

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

## PERFORMANCE MEASURES

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Workload Measures</b>				
• Number of monthly educational contacts	6	8.7	<b>7.0</b>	8.0
• Number of people contacted via educational events	350	500	<b>400</b>	450
• Total calls dispatched	439,595	432,778	<b>440,235</b>	445,423
• Number of in-service training sessions	6	6	<b>6</b>	6
<b>Efficiency Measures</b>				
• Seconds to dispatch law high priority calls (120 seconds goal)	123 sec	111 sec	<b>118 sec</b>	117 sec
<b>Effectiveness Measures</b>				
• Percentage of 911 calls answered within 10 seconds or less	97%	96%	<b>98%</b>	98%
• Percentage of non-emergency calls answered within 15 seconds or less	99%	96%	<b>97%</b>	97%
• Percentage of Fire calls dispatched within 60 seconds	62%	91%	<b>85%</b>	85%
• Percentage of public record requests processed within 2 days or less of initial request	99%	99%	<b>99%</b>	99%
• Percentage of EMD (Medical) protocol compliance met by 911	97%	95%	<b>96%</b>	96%
• Percentage of EFD (Fire) protocol compliance met by 911	97%	95%	<b>96%</b>	96%

**BUDGET SUMMARY**

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	173,440	167,862	<b>171,957</b>	177,573
Maintenance & Operations	2,181,569	3,146,183	<b>2,742,765</b>	2,737,434
Capital Outlay	0	0	<b>0</b>	0
Total	2,355,009	3,314,045	<b>2,914,722</b>	2,915,007
Total FTE Positions	1.800	2.200	<b>2.200</b>	2.200
<b>Revenues:</b>				
User Charges	2,607,288	2,760,822	<b>1,798,811</b>	2,905,877
All Other	10,077	4,000	<b>7,500</b>	9,000
Appropriated Fund Balance	113,290	549,223	<b>1,108,411</b>	130
Subtotal	2,730,655	3,314,045	<b>2,914,722</b>	2,915,007
General Fund Contribution	0	0	<b>0</b>	0
Total	2,730,655	3,314,045	<b>2,914,722</b>	2,915,007

**BUDGET HIGHLIGHTS**

- The FY 15-16 Budget reflects a decrease of \$399,323, or 12.0%.
- The FY 15-16 Budget is decreasing because additional funding obtained from the State in FY 14-15 for the replacement of generators and the uninterrupted power supply (UPS). This additional funding will not be received in FY 15-16.



# METRO COMMUNICATIONS FUND

## PROGRAMS

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Metro Communications Administration</b>				
Administration section includes the Metro Communications Director who creates and manages the department goals and objectives. This section also provides executive management for Guilford Metro Emergency Communications, Training/Quality Assurance, 911 Information Systems, and Technical Services including budget, planning and personnel management.				
Appropriation	894,851	973,922	953,137	973,631
Full Time Equivalent Positions	6	6	6	6

## Emergency Communications

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

Appropriation	5,722,565	5,889,135	6,056,776	6,246,726
Full Time Equivalent Positions	93.4	93.0	93.0	93.0

## Support Services

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

Appropriation	294,763	489,357	511,117	520,062
Full Time Equivalent Positions	2.8	2.8	2.8	2.8

## Departmental Objectives

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

## PERFORMANCE MEASURES

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Workload Measures</b>				
• Number of monthly educational contacts	5.5	8.7	7.0	8.0
• Number of people contacted via educational events	350	500	400	450
• Total calls dispatched	439,595	432,778	440,235	445,423
• Number of in-service training sessions	6	6	6	6
<b>Efficiency Measures</b>				
• Seconds to dispatch law high priority calls (120 seconds goal)	123 sec	111 sec	118 sec	117 sec

Public Safety - Metro Communications Fund

**Effectiveness Measures**

• Percentage of 911 calls answered within 10 seconds or less	97%	96%	98%	98%
• Percentage of non-emergency calls answered within 15 seconds or less	99%	96%	97%	97%
• Percentage of Fire calls dispatched within 60 seconds	62%	91%	85%	85%
• Percentage of public record requests processed within 2 days or less of initial request	99%	99%	99%	99%
• Percentage of EMD (Medical) protocol compliance met by 911	97%	95%	96%	96%
• Percentage of EFD (Fire) protocol compliance met by 911	97%	95%	96%	96%

**BUDGET SUMMARY**

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	6,075,212	6,360,561	6,528,127	6,747,168
Maintenance & Operations	652,961	756,853	992,903	993,251
Capital Outlay	184,006	235,000	0	0
<b>Total</b>	<b>6,912,179</b>	<b>7,352,414</b>	<b>7,521,030</b>	<b>7,740,419</b>
Total FTE Positions	102.200	101.800	101.800	101.800
<b>Revenues:</b>				
Cost Recovery - Guilford Co.	2,031,161	2,276,554	2,541,546	2,637,808
User Charges	16,225	13,131	13,131	13,131
All Other	72,826	60,503	59,003	60,503
Appropriated Fund Balance	1,065,429	583,032	187,336	130,191
Subtotal	3,185,641	2,933,220	2,801,016	2,841,633
General Fund Contribution	4,291,140	4,419,194	4,720,014	4,898,786
<b>Total</b>	<b>7,476,781</b>	<b>7,352,414</b>	<b>7,521,030</b>	<b>7,740,419</b>

**BUDGET HIGHLIGHTS**

- The FY 15-16 Budget is increasing by \$168,616, or 2.3%.
- Guilford Metro's use of appropriated fund balance will continue to decrease over the next two fiscal years. For FY 15-16, \$187,336 in fund balance is appropriated, a decrease of \$395,696, or 67.8%, from FY 14-15. A similar decrease is projected for FY 16-17.
- According to the consolidation agreement, Guilford County pays a percentage of the cost of the consolidated department, net user charges and appropriated fund balance, based on the percentage of County calls dispatched. For FY 15-16, Guilford County's share is approximately 35%, or \$2,541,546. This is slightly higher than 34%, or \$2,276,554, in FY 14-15.





# TECHNICAL SERVICES FUND

## PROGRAMS

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>Technical Services</b>				
Designs, installs, maintains and develops specifications of communications and security equipment systems for the City; reviews all systems, monitors growth patterns, and projects future electronic equipment needs for all City departments. Technical Services also provides services to Guilford County, the Town of Gibsonville, the City of Burlington, Town of Elon, State Universities and other public safety and general government agencies.				
<i>Appropriation</i>	2,821,854	3,958,693	<b>4,014,206</b>	4,247,897
<i>Full Time Equivalent Positions</i>	9	9	<b>9</b>	9

## Departmental Objectives

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

## PERFORMANCE MEASURES

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>Workload Measures</b>				
• Number of work orders completed	1,582	4,408	<b>3,200</b>	3,300
• Number of preventative maintenance checks performed on system	12	12	<b>36</b>	36
<b>Effectiveness Measures</b>				
• Complete 90% of all system service requests within 24 hours	90%	90%	<b>90%</b>	90%
• Be on site for 90% of all dispatched calls for service within one hour	90%	90%	<b>90%</b>	90%
• Maintain 99.99% radio system availability	99.99%	99.99%	<b>99.99%</b>	99.99%

## BUDGET SUMMARY

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	697,756	806,946	<b>820,685</b>	837,539
Maintenance & Operations	2,085,493	3,147,747	<b>3,193,521</b>	3,410,358
Capital Outlay	38,605	4,000	<b>0</b>	0
Total	2,821,854	3,958,693	<b>4,014,206</b>	4,247,897
Total FTE Positions	9.000	9.000	<b>9.000</b>	9.000
<b>Revenues:</b>				
User Charges	1,255,500	1,021,873	<b>1,018,212</b>	1,250,931
Internal Charges	2,341,130	2,206,402	<b>2,292,370</b>	2,293,342
Appropriated Fund Balance	288,481	701,418	<b>674,624</b>	674,624
All Other	46,721	29,000	<b>29,000</b>	29,000
Total	3,931,832	3,958,693	<b>4,014,206</b>	4,247,897

## BUDGET HIGHLIGHTS

- The FY 15-16 Budget is increasing by \$55,513, or 1.4%.

# NON-DEPARTMENTAL PUBLIC SAFETY

## **PROGRAMS**

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
--	-------------------	-------------------	----------------------------	----------------------

### **Transfer to Metro Communications**

In FY 04-05, Emergency Communications was broken out from within the Police Department and became an independent City department budgeted in a separate fund. In FY 06-07 the Emergency Communications Departments of the City of Greensboro and Guilford County Emergency consolidated. In FY 11-12 in accordance with the requirements of NCGS 62A pertaining to required financial reporting to the State Public Safety Answering Point (PSAP) Board for Emergency Telephone Service funding, the City established the "Guilford Metro Communications Fund" and now reports all emergency communications revenues, expenditures and fund balance in the "Guilford Metro Communications Fund." The funding budgeted in Non-Departmental Public Safety represents the portion of Guilford Metro Communications operations that continues to be supported by the General Fund. In FY 2013-14 the City's contribution is 68%.

<i>Appropriation</i>	4,291,140	4,419,194	<b>4,720,014</b>	4,898,786
----------------------	-----------	-----------	------------------	-----------

### **Agency/Entity Funding**

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

<i>Appropriation</i>	583,632	616,030	<b>616,030</b>	616,030
----------------------	---------	---------	----------------	---------

### **Other Programs**

This program documents one time funding for special projects such as Police Department support for the 2012 Democratic National Convention, 2013 Presidential Inauguration, and 2016 Presidential campaign.

<i>Appropriation</i>	0	0	0	0
----------------------	---	---	---	---

## **BUDGET SUMMARY**

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
--	-------------------	-------------------	----------------------------	----------------------

<b>Expenditures:</b>				
Transfer to Metro Communications	4,291,140	4,419,194	<b>4,720,014</b>	4,898,786
Animal Control	583,632	616,030	<b>616,030</b>	616,030
All Other	0	0	<b>0</b>	0
Total	4,874,772	5,035,224	<b>5,336,044</b>	5,514,816
<b>Revenues:</b>				
General Fund Contribution	4,874,772	5,035,224	<b>5,336,044</b>	5,514,816
Total	4,874,772	5,035,224	<b>5,336,044</b>	5,514,816

## **BUDGET HIGHLIGHTS**

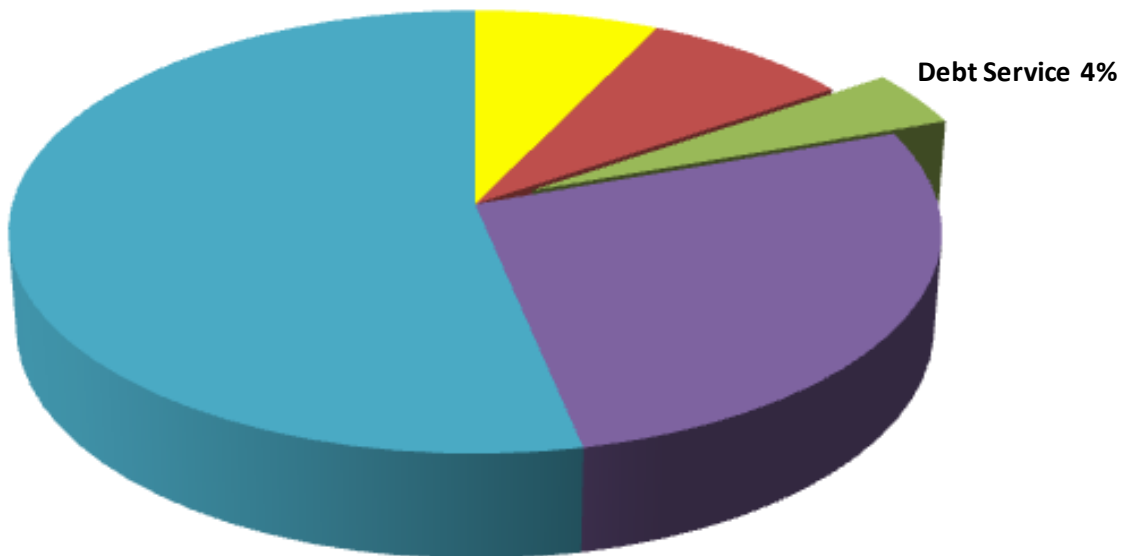
- The FY 15-16 General Fund contribution to Guilford Metro Communications is increasing by \$300,820, or 6.0%.



This page intentionally left blank.

# DEBT SERVICE & CAPITAL IMPROVEMENTS PROGRAM

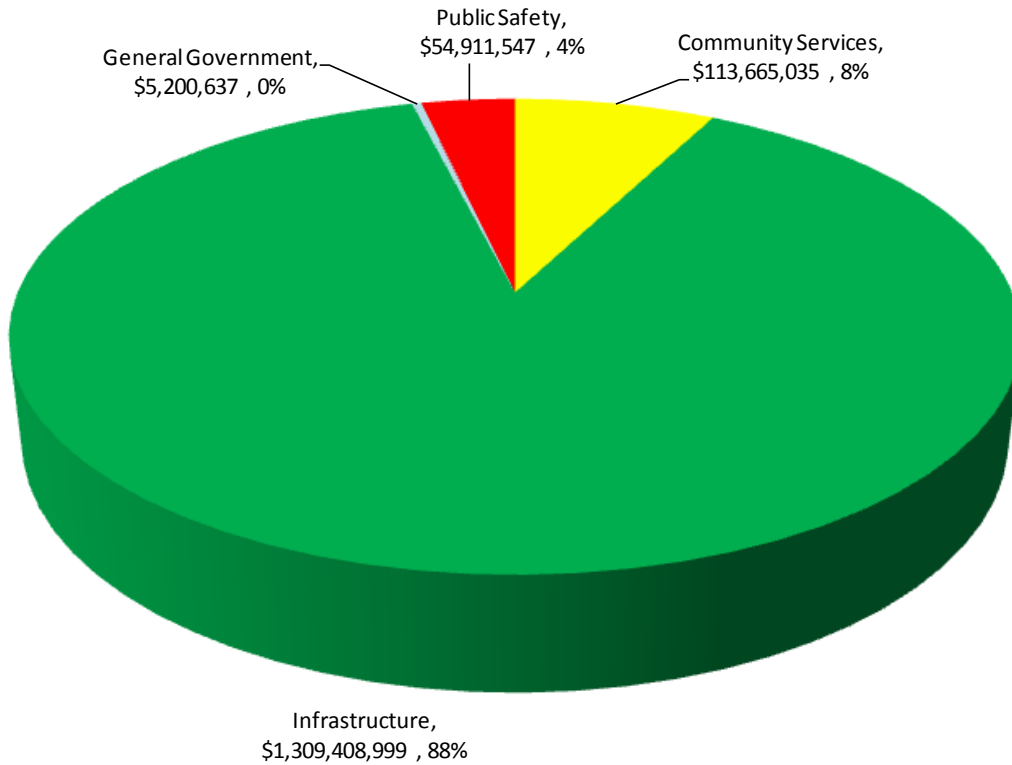
Debt Service Fund  
Capital Leasing Fund  
Capital Improvements Program



FY 15-16

# CAPITAL IMPROVEMENTS PROGRAM 2016-2025

Community Services  
General Government  
Infrastructure  
Public Safety



FY 15-16

# DEBT SERVICE FUND

## PROGRAMS

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<p>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.</p>				
<i>Appropriation</i>	26,170,468	19,532,224	<b>19,399,408</b>	19,399,408
<i>Full Time Equivalent Positions</i>	1.40	1.58	<b>1.58</b>	1.58

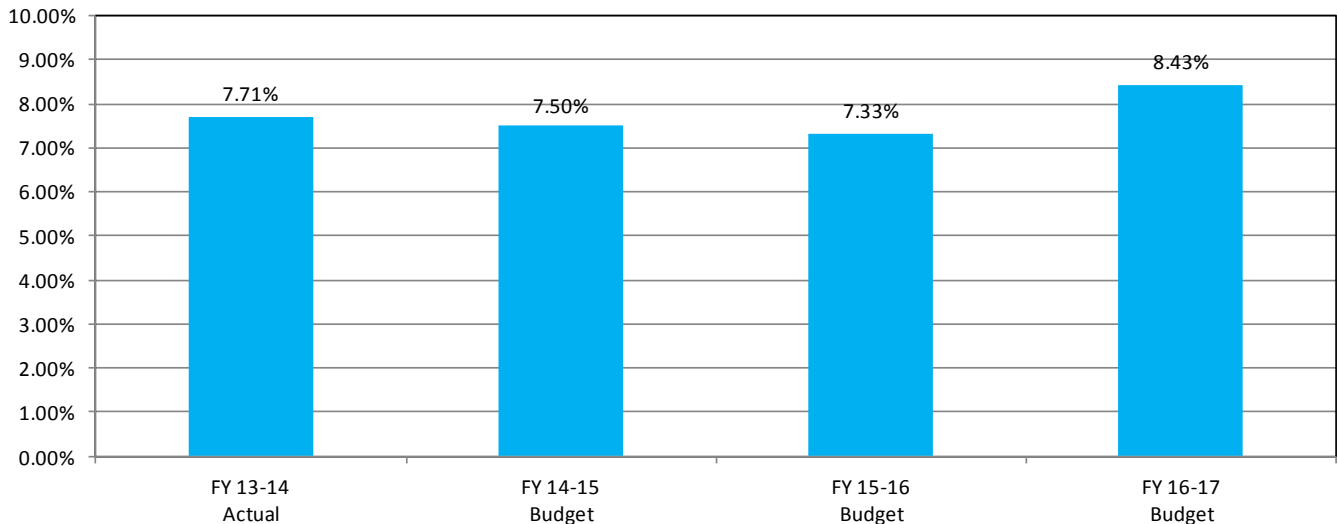
## BUDGET SUMMARY

	2013-14 Actual	2014-15 Budget	2015-16 Adopted	2016-17 Projected
<b>Expenditures:</b>				
General Obligation Bond Retirement	26,170,468	19,532,224	<b>19,399,408</b>	23,003,322
Hotel/Motel Debt Retirement	0	0	<b>0</b>	0
Installment Financing Agreements	0	0	<b>0</b>	0
Total	26,170,468	19,532,224	<b>19,399,408</b>	23,003,322
Total FTE Positions	1.400	1.580	<b>1.580</b>	1.580
<b>Revenues:</b>				
Transfer	17,515,250	18,043,080	<b>18,272,570</b>	21,145,616
All Other	9,236,111	1,065,144	<b>1,126,838</b>	1,363,000
Fund Balance	3,166,444	424,000	<b>0</b>	494,706
Total	29,917,805	19,532,224	<b>19,399,408</b>	23,003,322

## BUDGET HIGHLIGHTS

- The FY 15-16 Debt Service Fund is decreasing \$132,816, or 0.68%.
- The FY 13-14 General Obligation Bond Retirement of \$26,170,468 included \$6,831,619 of one-time refinancing costs.
- A 1 cent increase to the property tax rate in FY 16-17 is included to pay for the increasing debt service costs associated with the planned debt issuance and project timeline.

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



Note: FY 13-14 debt service figure does not include one-time refinancing costs included in budget summary above.



Capital Improvements/Debt Service-Debt Service Fund

**SUMMARY OF OUTSTANDING DEBT ISSUES  
AS OF JUNE 30, 2015**

	<u>ISSUE</u>	<u>PURPOSE</u>	<u>AMOUNT ISSUED</u>	<u>ISSUE DATE</u>	<u>AMOUNT OUTSTANDING</u>
1	<b>BOND ANTICIPATION NOTES</b>				
	BANs - Public Improvement Projects	Public Improvement Projects	\$10,578,269	2014	\$10,578,269
2	<b>LIMITED OBLIGATION BONDS</b>				
	Limited Obligation Bonds	Coliseum Improvements	24,450,000	2014	24,450,000
	<b>GENERAL OBLIGATION BONDS</b>				
	Streets	Street Improvements	5,179,400	2014	4,919,100
	Public Safety	Fire Stations	1,476,583	2014	1,402,375
	Library Facilities	Library Facilities	2,271,667	2014	2,157,500
	Parks & Recreation	Parks & Recreation Facilities-Gateway Gardens	545,200	2014	517,800
	Parks & Recreation	Greensboro Science Center	4,157,150	2014	3,948,225
	Parks & Recreation	Parks & Recreation Facilities	6,000,000	2012	5,100,000
	Greensboro Science Center	Greensboro Science Center	4,000,000	2012	3,400,000
	Street Improvements	Street Improvements	18,240,000	2010	14,592,000
	Transportation	Public Transportation	500,000	2010	400,000
	Public Safety	Fire Stations	345,000	2010	276,000
	Neighborhood Redevelopment	Neighborhood Redevelopment	1,300,000	2010	1,040,000
	Library Facilities	Library Facilities	300,000	2010	240,000
	Economic Development	Economic Development	4,000,000	2010	3,200,000
	Parks & Recreation	Parks & Recreation Facilities-Aquatics/Hilltop Rd.	15,315,000	2010	12,252,000
	Street Improvements	Street Improvements	24,920,000	2008	16,705,134
	Transportation	Public Transportation	500,000	2008	335,175
	Public Safety	Fire Stations	10,200,000	2008	6,837,575
	Greensboro Historical Musuem	Greensboro Historical Musuem	5,300,000	2008	3,552,857
	Library Facilities	Library Facilities	4,800,000	2008	3,217,682
	Economic Development	Economic Development	2,000,000	2008	1,340,701
	Public Buildings	Public Buildings	1,000,000	2008	670,350
	Parks & Recreation	Parks & Recreation Facilities-War Memorial Stadium	1,500,000	2008	1,005,526
	Streets	Street Improvements	14,000,000	2006	4,204,933
	Housing & Redevelopment	Neighborhood Redevelopment	1,500,000	2006	2,146,300
	Parks & Recreation	Parks & Recreation Facilities	6,500,000	2006	9,303,767
	Transportation	Public Transportation System	500,000	2005	229,080
	Parks & Recreation	Parks & Recreation Facilities	4,500,000	2005	2,061,728
	Library Facilities	Library Facilities	1,700,000	2005	778,876
	Public Safety	Fire Stations	4,380,000	2005	2,006,749
	Parks & Recreation	Greensboro Science Center	3,500,000	2005	1,603,567
	Streets	Street Improvements	17,330,000	2003	6,829,753
	Transportation	Public Transportation	500,000	2003	197,050
	Parks & Recreation	Parks & Recreation Facilities	16,600,000	2003	6,542,060
	Public Safety	Fire Station	5,170,000	2003	2,037,497
	Public Buildings	Law Enforcement Facilities	7,080,000	2003	2,790,228
	Public Buildings	Library Facilities	3,320,000	2003	1,308,412
	Streets	Street & Bridge Construction	13,500,000	1998	5,335,096
	Public Safety	Communications System	6,500,000	1998	2,568,750
	Public Safety	Training Facilities	14,500,000	1998	5,730,288
	Public Safety	Construction of Fire Station	1,500,000	1998	592,788
	Public Buildings	Construction of Public Facilities	6,000,000	1998	2,371,154
	Housing & Redevelopment	Low Income Housing Projects	10,000,000	1998	3,951,924
	<b>TOTAL GENERAL OBLIGATION BONDS</b>		<b>252,430,000</b>		<b>149,700,000</b>
	<b>TOTAL GENERAL DEBT</b>		<b>\$287,458,269</b>		<b>\$184,728,269</b>
1	Limited Obligation Note (LON) is a three-year term note issued to be paid solely from pledged revenue.				
	Interest expense of this note is initially being recorded in Hotel Motel Fund.				
2	Bond Anticipation Note (BAN) is a three-year term note issued for the temporary financing of capital project expenditures until the permanent financing is issued.				

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

<b><u>GENERAL OBLIGATION BONDS</u></b>							
<b><u>FISCAL</u></b> <b><u>YEAR</u></b>	<b><u>Principal</u></b>	<b><u>Interest</u></b>	<b><u>TOTAL</u></b> <b><u>Prin. &amp; Int.</u></b>	<b><u>FISCAL</u></b> <b><u>YEAR</u></b>	<b><u>Principal</u></b>	<b><u>Interest</u></b>	<b><u>TOTAL</u></b> <b><u>Prin. &amp; Int.</u></b>
15/16	\$11,750,000	\$6,936,220	\$18,686,220	25/26	8,370,000	1,564,580	9,934,580
16/17	12,060,000	6,443,570	18,503,570	26/27	6,995,000	1,160,146	8,155,146
17/18	12,205,000	5,866,420	18,071,420	27/28	6,995,000	832,486	7,827,486
18/19	12,645,000	5,276,020	17,921,020	28/29	3,180,000	500,200	3,680,200
19/20	12,760,000	4,686,015	17,446,015	29/30	3,180,000	355,540	3,535,540
20/21	13,195,000	4,109,380	17,304,380	30/31	3,180,000	216,580	3,396,580
21/22	13,340,000	3,471,370	16,811,370	31/32	1,180,000	117,000	1,297,000
22/23	10,565,000	2,820,857	13,385,857	32/33	680,000	68,000	748,000
23/24	8,370,000	2,349,200	10,719,200	33/34	680,000	34,000	714,000
24/25	8,370,000	1,965,190	10,335,190				
					\$149,700,000	\$48,772,774	\$198,472,774

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

<b><u>LIMITED OBLIGATION BONDS</u></b>							
<b><u>FISCAL</u></b> <b><u>YEAR</u></b>	<b><u>Principal</u></b>	<b><u>Interest</u></b>	<b><u>TOTAL</u></b> <b><u>Prin. &amp; Int.</u></b>	<b><u>FISCAL</u></b> <b><u>YEAR</u></b>	<b><u>Principal</u></b>	<b><u>Interest</u></b>	<b><u>TOTAL</u></b> <b><u>Prin. &amp; Int.</u></b>
15/16	\$590,000	\$487,734	\$1,077,734	28/29	980,000	291,809	1,271,809
16/17	610,000	478,884	1,088,884	29/30	1,030,000	267,309	1,297,309
17/18	630,000	466,684	1,096,684	30/31	1,065,000	251,216	1,316,216
18/19	655,000	454,084	1,109,084	31/32	1,095,000	233,909	1,328,909
19/20	685,000	440,984	1,125,984	32/33	1,135,000	216,116	1,351,116
20/21	720,000	423,859	1,143,859	33/34	1,170,000	196,963	1,366,963
21/22	745,000	409,459	1,154,459	34/35	1,210,000	177,219	1,387,219
22/23	760,000	402,009	1,162,009	35/36	1,270,000	146,969	1,416,969
23/24	800,000	383,009	1,183,009	36/37	1,335,000	115,219	1,450,219
24/25	840,000	363,009	1,203,009	37/38	1,400,000	81,844	1,481,844
25/26	880,000	342,009	1,222,009	38/39	1,455,000	55,594	1,510,594
26/27	925,000	320,009	1,245,009	39/40	1,510,000	28,313	1,538,313
27/28	955,000	306,134	1,261,134				
					\$24,450,000	\$7,340,347	\$31,790,347

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





**SUMMARY OF OUTSTANDING DEBT ISSUES  
AS OF JUNE 30, 2015**

<u>Issue</u>	<u>Purpose</u>	<u>Amount Issued</u>	<u>Issue Date</u>	<u>Amount Outstanding</u>
<b>SPECIAL OBLIGATION BONDS</b>				
Solid Waste Disposal Facilities	Solid Waste Transfer Station & Improvements	\$8,400,000	2005	\$3,585,000
The special obligation debt is funding the 2005 construction of the Solid Waste Transfer Station and various improvement therein.				
<b>CERTIFICATES OF PARTICIPATION</b>				
Coliseum	Aquatic Center	\$7,000,000	2010	\$6,210,000
Certificates of participation issued for Coliseum expansion, including the Aquatic Center, will be repaid with Hotel/Motel Tax revenues.				

**REQUIREMENTS**

Fiscal Year	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
15-16	\$655,000	\$172,700	\$827,700
16-17	680,000	146,500	826,500
17-18	715,000	112,500	827,500
18-19	750,000	76,750	826,750
19-20	785,000	39,250	824,250
<b>TOTAL</b>	<b>\$3,585,000</b>	<b>\$547,700</b>	<b>\$4,132,700</b>

**ANNUAL CERTIFICATES OF PARTICIPATION DEBT SERVICE REQUIREMENTS**

Fiscal Year	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
15-16	\$280,000	\$281,975	\$561,975
16-17	290,000	270,775	560,775
17-18	305,000	259,175	564,175
18-19	315,000	246,975	561,975
19-20	330,000	234,375	564,375
20-21	340,000	221,175	561,175
21-22	355,000	207,575	562,575
22-23	370,000	193,375	563,375
23-24	385,000	178,575	563,575
24-25	400,000	165,100	565,100
25-26	415,000	149,100	564,100
26-27	435,000	127,313	562,313
27-28	460,000	104,475	564,475
28-29	485,000	80,325	565,325
29-30	510,000	54,863	564,863
30-31	535,000	28,088	563,088
<b>TOTAL</b>	<b>\$6,210,000</b>	<b>\$2,803,239</b>	<b>\$9,013,239</b>

Capital Improvements/Debt Service-Debt Service Fund

As of June 30, 2015						
<b>COMBINED ENTERPRISE SYSTEM REVENUE BONDS</b>						
<u>ISSUE</u>	<u>PURPOSE</u>	<u>AMOUNT ISSUED</u>	<u>ISSUE DATE</u>	<u>AMOUNT OUTSTANDING</u>		
Water Resources	Water & Wastewater	\$49,480,000	2006	\$42,800,000		
Water Resources	Water & Wastewater	38,040,000	2007	\$28,955,000		
Water Resources	Water & Wastewater	43,180,000	2009	\$36,305,000		
Water Resources	Water & Wastewater	38,385,000	2012	\$30,890,000		
Water Resources	Water & Wastewater	70,665,000	2014	\$70,665,000		
Total Revenue Bonds		239,750,000		209,615,000		
<b>BOND ANTICIPATION NOTES <sup>3</sup></b>						
<sup>1</sup> Water Resources	Water & Wastewater	9,539,804	2014	9,539,804		
Total		\$249,289,804		\$219,154,804		
<b>TOTAL W&amp;S REVENUE BOND<sup>2</sup></b>						
<u>FISCAL YEAR</u>	<u>WATER REVENUE <sup>2</sup></u>		<u>SEWER REVENUE<sup>2</sup></u>		<u>Principal</u>	<u>Prin. &amp; Int.</u>
	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>		
15/16	\$5,946,200	\$5,114,757	\$6,523,800	\$4,889,538	\$12,470,000	\$22,474,295
16/17	6,243,650	4,816,878	6,841,350	4,566,347	13,085,000	22,468,225
17/18	6,541,750	4,516,614	7,173,250	4,228,037	13,715,000	22,459,651
18/19	6,865,150	4,189,861	7,514,850	3,879,990	14,380,000	22,449,851
19/20	7,261,150	3,841,349	7,378,850	3,499,808	14,640,000	21,981,157
20/21	7,607,800	3,484,206	7,717,200	3,145,385	15,325,000	21,954,591
21/22	7,978,500	3,112,129	8,096,500	2,772,322	16,075,000	21,959,451
22/23	6,652,000	2,745,590	6,418,000	2,390,249	13,070,000	18,205,839
23/24	6,865,750	2,419,984	6,849,250	2,082,138	13,715,000	18,217,122
24/25	6,112,450	2,100,862	5,997,550	1,766,237	12,110,000	15,977,099
25/26	6,458,950	1,786,229	6,476,050	1,461,085	12,935,000	16,182,314
26/27	5,623,050	1,488,262	4,691,950	1,153,827	10,315,000	12,957,089
27/28	6,003,900	1,234,510	4,961,100	947,518	10,965,000	13,147,028
28/29	5,034,550	955,477	3,365,450	721,590	8,400,000	10,077,067
29/30	5,491,850	722,671	3,303,150	571,354	8,795,000	10,089,025
30/31	4,483,750	468,038	1,781,250	422,712	6,265,000	7,155,750
31/32	2,771,350	258,893	3,673,650	343,184	6,445,000	7,047,077
32/33	1,449,100	133,463	1,920,900	176,917	3,370,000	3,680,380
33/34	1,522,200	68,499	2,017,800	90,801	3,540,000	3,699,300
<b>TOTAL</b>	<b>\$106,913,100</b>	<b>\$43,458,272</b>	<b>\$102,701,900</b>	<b>\$39,109,039</b>	<b>\$209,615,000</b>	<b>\$292,182,311</b>
<sup>1</sup> Bond Anticipation Note (BAN) is a short term note issued for the temporary financing of capital project expenditures until the permanent financing is issued.						
<sup>2</sup> Excludes BAN						
<sup>3</sup> Authorized up to \$30 million						



# CAPITAL LEASING FUND

## **PROGRAMS**

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>Capital Leasing Fund</b>				
The Capital Leasing Fund accounts for installment lease payments on capital property, including equipment, computers and improved real property.				
<i>Appropriation</i>	4,646,393	2,755,434	<b>2,726,361</b>	2,229,493
<i>Full Time Equivalent Positions</i>	0.00	0.00	<b>0.00</b>	0.00

## **BUDGET SUMMARY**

	2013-14 Actual	2014-15 Budget	<b>2015-16 Adopted</b>	2016-17 Projected
<b>Expenditures:</b>				
Personnel Costs	0	0	<b>0</b>	0
Maintenance & Operations	4,646,393	2,680,434	<b>2,451,361</b>	2,229,493
Capital Outlay	0	75,000	<b>275,000</b>	0
Total	4,646,393	2,755,434	<b>2,726,361</b>	2,229,493
<b>Revenues:</b>				
Internal Charges	2,869,183	2,255,104	<b>2,140,361</b>	2,072,493
All Other	351,840	85,000	<b>85,000</b>	25,000
Fund Balance	1,544,194	415,330	<b>501,000</b>	132,000
Total	4,765,217	2,755,434	<b>2,726,361</b>	2,229,493

## **BUDGET HIGHLIGHTS**

- The FY 15-16 Capital Leasing Fund budget is decreasing by \$29,073 or 1.1%.
- The FY 13-14 budget included \$2.4 million in debt service and related expenses associated with the Coliseum Inn demolition project. There are no such budgeted expenses in the FY 15-16 budget.
- Funds appropriated for Capital Leasing are typically used to finance equipment needs for City departments.

# CAPITAL IMPROVEMENTS PROGRAM

## Introduction

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

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

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

## CIP Preparation

Departments annually submit capital projects for consideration and inclusion in the CIP. The City does not have immediate plans to pursue additional funding via referenda to support capital projects. For that reason, the FY 15-16 CIP is an update of the previous year's CIP, including scoring efforts introduced during CIP preparation for FY 13-14. For the FY 13-14 CIP, the City Manager's Office assembled a Capital Improvements Committee made up of staff members from multiple City departments for the purpose of facilitating a more holistic and comprehensive approach to capital planning. Projects funded with authorized bonds were reevaluated by the CIP committee based on a list of criteria to determine which projects were most closely tied with the goals and high-level indicators as set in the City's Management, Accountability, and Performance (MAP) program.

The CIP committee used a similar process to rank all unauthorized CIP projects to develop priorities for various funding sources and identify which projects should be addressed in future referenda. After City staff reviewed authorized projects, the committee scored unauthorized bond

projects. The results of this scoring process were presented to City departments for feedback.

A preliminary CIP is prepared as part of the annual budget review. A Final CIP is presented to the City Council in June and is adopted concurrently with the Annual Operating Budget.

## Relationship to Annual Operating Budget

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



**Expenditure Overview**

The FY 2016-2025 Capital Improvements Program (CIP) totals **\$1,481,303,218**.

**Highlights**

The Infrastructure Result Area equals approximately \$1.3 billion or 88% of the total proposed CIP spending over the next ten years. The result area consists of Engineering & Inspections, Field Operations, Planning and Community Development, Transportation, Coliseum, and the Water Resources departments.

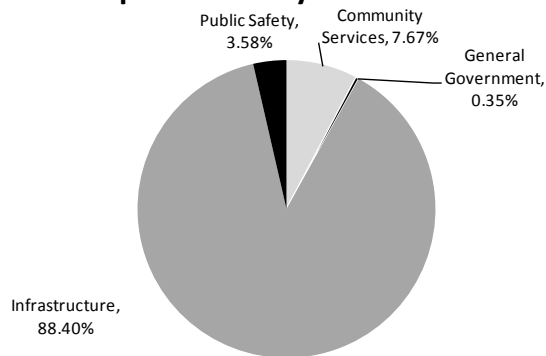
Projected Transportation capital expenditures over the next ten years total just over \$582 million, which accounts for 45% of the Infrastructure Result Area and 39% of the total proposed CIP. Projects planned for FY 15-16 include the completion of Phase I of the High Point Road Streetscape, the streetscape near the planned LeBauer Park at the Summit/Bellemeade/Davie intersection, work on the Downtown Greenway, and a number of sidewalk improvements and street maintenance projects.

Water Resources projects totaling just over \$550 million make up 42% of the Infrastructure Result Area and 37% of the total proposed CIP. Water and Sewer projects in FY 15-16 include starting a major modification to the TZ Osborne Water Reclamation Facility to increase plant hydraulic capacity to 56 million gallons per day to provide the capacity to absorb the flow increase from the future decommissioning of the North Buffalo plant. Other projects include ongoing water and sewer line rehabilitation, expansion and renovations, and various projects at the water and wastewater treatment plants and smaller facilities.

The Field Operations Department has projects totaling \$96.9 million, which equates to 7.3% of the Infrastructure Result Area and 6.4% of the total proposed CIP. The proposed projects by Field Operations include the Eugene Street Bridge rehabilitation, and other ongoing street, sidewalk and bridge maintenance.

Projects that fall within the Community Services Result Area account for the second largest project total of the four Result Areas, including \$113.7 million in Parks and Recreation and Libraries projects, or 7.7% of all projects over the next 10 years. Community Services projects planned for FY 15-16 include a number of projects previously approved by City Council, such as the Barber Park Phase II project and Hester Park improvements. Eighty-five percent of the Community Services projects, or \$96,279,228, are unfunded.

**Expenditures by Result Area**



The Public Safety Result Area includes \$53 million in projects making up 3.6% of the total CIP. Construction of new and replacement of aging Fire Stations is the most common Public Safety project. Construction of a new station on Burlington Road (Station #65) is planned to be completed over the next year. After the construction of that station, remaining available funding for Fire Stations is currently planned to be put toward the replacement of the Franklin Boulevard Station (Station #56). Another major Public Safety project is the replacement of 800MHZ radios for Guilford Metro 911.

A number of major projects have been partially or fully completed since the adoption of the previous CIP, including the Griffin Community Recreation Center, a major earthen dam project at Lake Higgins and Lake Brandt, part of the Downtown Greenway, and a variety of street and sidewalk projects. Other needs, including primarily newly identified infrastructure projects, have been identified and added to the CIP. The net result is that the total CIP for FY 16-25 remains just under \$1.5 billion.

**Funding Overview**

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

**Highlights**

Through the 2006, 2008 and 2009 bond referenda, the City was authorized to issue 228.4 million in bonds. To date, \$129.4 million of the authorized funding has been issued, \$51 million of which was issued in FY 13-14. The remaining \$99 million of authorized but unissued debt is allocated \$87.3 million for Street Improvements, \$3.5 million for Public Safety projects, \$3.2 million for Parks and Recreation projects, and \$5 million for the Greensboro Science Center. As directed by City Council, current plans are for these bonds to be issued over the next six years. Currently, additional revenue to pay the increasing debt service costs associated with the planned debt issuance and project timeline will require a 1 cent increase to the property tax rate in FY 16-17.

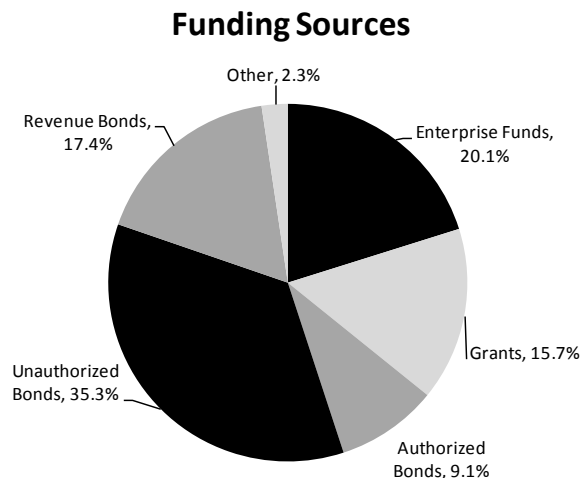
Given the current debt issuance plan, there are no immediate plans for a future referendum. Therefore, most of the project requests for Unauthorized Bonds are found in the final five year period of the document (FY 20-25). This document includes approximately \$523 million in Unauthorized Bonds requests.

Over the next ten years, the City will continue its efforts to fund a significant portion of Water Resources projects using Pay-As-You-Go funding (using Enterprise Funds). Water Resources expects to fund \$298 million of projects through Enterprise Funds, allowing the department to save on interest expenses and improve its position with bond rating agencies. In addition, Water Resources estimates spending \$257 million in Revenue bonds over the next 10 years.

The City continues to seek grant funding to provide additional funding for CIP projects as opportunities allow. Total Grants funding in the CIP equates to \$232 million. Grants are defined to include any

funding received from the State or Federal Government. State Powell Bill funding is one example. During the 10 year planning period, it is estimated that Grants will be used to fund \$10 million in Street Maintenance, \$2.75 million in Community Development projects, and \$183 million in Transportation projects.

Finally this CIP includes \$34.7 million categorized as Other Revenue. Examples of Other Revenue include private donations and financing through Certificates of Participation. One major project funded partially through Other Revenue will be the planned performing arts center.



**CITY OF GREENSBORO  
CAPITAL IMPROVEMENTS PROGRAM SUMMARY  
FY 2016-2025**

<b>EXPENDITURES</b>	<b>FY 15-16</b>	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>FY 19-20</b>	<b>FY 20-25</b>	<b>TOTAL</b>
Community Services	15,382,265	3,040,000	0	0	0	95,242,770	113,665,035
General Government	5,200,637	0	0	0	0	0	5,200,637
Infrastructure	182,913,578	124,451,832	92,857,401	72,510,437	101,133,920	735,541,831	1,309,408,999
Public Safety	4,004,000	3,500,000	8,000,000		16,625,000	20,899,547	53,028,547
<b>TOTAL</b>	<b>207,500,480</b>	<b>130,991,832</b>	<b>100,857,401</b>	<b>72,510,437</b>	<b>117,758,920</b>	<b>851,684,148</b>	<b>1,481,303,218</b>

<b>FUNDING SOURCES</b>	<b>FY 15-16</b>	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>FY 19-20</b>	<b>FY 20-25</b>	<b>TOTAL</b>
General Fund	0	0	0	0	0	0	0
Enterprise Funds	37,652,142	28,473,808	24,215,516	26,526,000	22,416,000	159,058,115	298,341,581
Grants	36,282,854	38,502,419	4,006,758	9,976,400	44,788,152	98,747,000	232,303,583
Authorized Bonds	58,082,773	22,682,605	29,849,190	13,054,100	11,809,128	0	135,477,796
Unauthorized Bonds	0	0	8,000,000	0	20,668,640	494,558,763	523,227,403
Revenue Bonds	46,374,000	41,333,000	30,175,937	22,953,937	18,077,000	98,320,270	257,234,144
Other	29,108,711	0	4,610,000	0	0	1,000,000	34,718,711
<b>TOTAL</b>	<b>207,500,480</b>	<b>130,991,832</b>	<b>100,857,401</b>	<b>72,510,437</b>	<b>117,758,920</b>	<b>851,684,148</b>	<b>1,481,303,218</b>

Capital Improvements Program

**CAPITAL PROJECT STATUS REPORT - FEBRUARY 28, 2015**

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

		APPROPRIATIONS (AS AMENDED)	TOTALS	UNCOLLECTED/ UNENCUMBERED BALANCE
Street & Sidewalk Capital Project (401):				
	Receipts	\$ 39,128,460	\$ 14,255,191	\$ 24,873,269
	Disbursements/Obligations	39,128,460	20,166,600	18,961,860
State Highway Capital Project (402)				
	Receipts	13,722,542	12,895,878	826,664
	Disbursements/Obligations	13,722,542	10,175,885	3,546,657
General Capital Improvements (410)				
	Receipts	7,257,901	6,563,095	694,806
	Disbursements/Obligations	7,257,901	5,711,653	1,546,248
Public Improvement Bond Series 03 (441) Streets				
	Receipts	78,313,905	77,530,081	783,824
	Disbursements/Obligations	78,313,905	73,574,759	4,739,146
Public Improvement Bond Series 03 (442) Public Transp.				
	Receipts	2,041,280	2,043,100	(1,820)
	Disbursements/Obligations	2,041,280	1,858,527	182,753
Public Improvement Bond Series 03 (443) P&R				
	Receipts	34,252,729	34,256,431	(3,702)
	Disbursements/Obligations	34,252,729	34,192,624	60,105
Public Improvement Bond Series 05 (448) Redevelopment				
	Receipts	3,105,629	3,416,036	(310,407)
	Disbursements/Obligations	3,105,629	2,801,311	304,318
Library Facilities Bond Fund Series 08 (451)				
	Receipts	9,008,288	8,216,454	791,834
	Disbursements/Obligations	9,008,288	8,537,927	470,361
Historical Museum Bond Fund Series 08 (452)				
	Receipts	5,737,568	5,753,385	(15,817)
	Disbursements/Obligations	5,737,568	5,524,382	213,186
Parks & Recreation Bond Fund Series 08 (453)				
	Receipts	5,000,000		5,000,000
	Disbursements/Obligations	5,000,000	35,681	4,964,319
Economic Development Bond Fund Series 08 (454)				
	Receipts	10,165,120	6,165,201	3,999,919
	Disbursements/Obligations	10,165,120	4,964,483	5,200,637
Fire Station Bond Fund Series 08 (455)				
	Receipts	25,176,992	17,679,893	7,497,099
	Disbursements/Obligations	25,176,992	17,810,390	7,366,602
Public Buildings Bond Fund Series 08 (461)				
	Receipts	1,083,180	1,083,180	
	Disbursements/Obligations	1,083,180	1,083,180	
War Memorial Stadium Bond Fund Series 08 (462)				
	Receipts	1,624,770	1,624,817	(47)
	Disbursements/Obligations	1,624,770	304,033	1,320,737
Street Improvements Bond Fund Series 10 (471)				
	Receipts	134,000,000	11,439,140	122,560,860
	Disbursements/Obligations	134,000,000	23,634,274	110,365,726





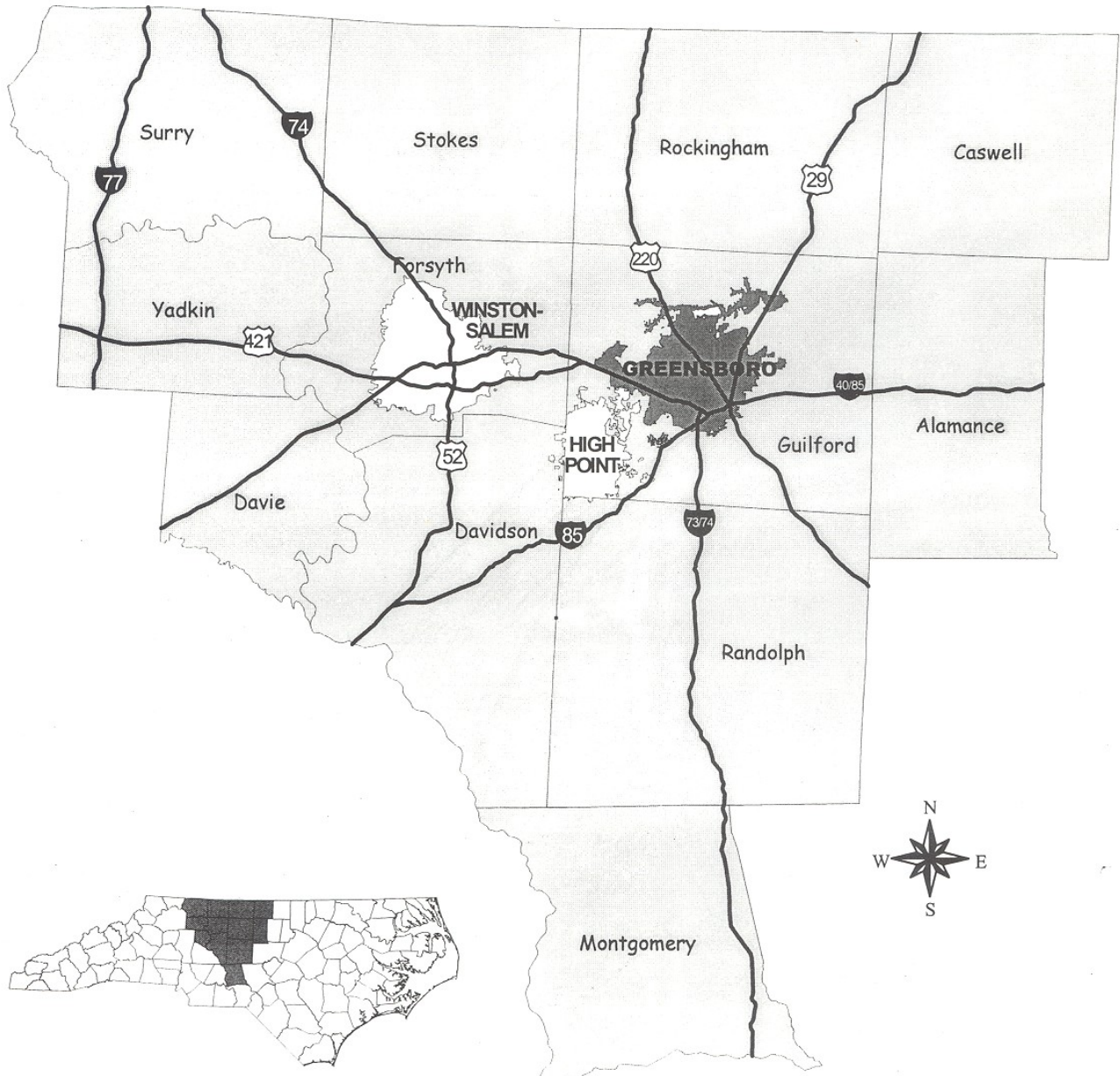
Capital Improvements Program

**CAPITAL PROJECT STATUS REPORT - FEBRUARY 28, 2015 (Continued)**

Parks & Recreation Bond Fund Series 10 (472)			
Receipts	8,190,000	1,677,709	6,512,291
Disbursements/Obligations	8,190,000	1,988,090	6,201,910
Housing Bond Fund Series 10 (473)			
Receipts	1,000,000		1,000,000
Disbursements/Obligations	1,000,000	336,735	663,265
Greensboro Science Ctr Bond Fund Series 10 (474)			
Receipts	20,000,000	11,049,441	8,950,559
Disbursements/Obligations	20,000,000	15,076,516	4,923,484
Water Resources Capital Improvements Fund (503)			
Receipts	101,367,694	96,254,558	5,113,136
Disbursements/Obligations	101,367,694	83,738,143	17,629,551
County Construction Projects (504)			
Receipts	21,046,190	19,365,491	1,680,699
Disbursements/Obligations	21,046,190	19,849,693	1,196,497
Stormwater Capital Improvements (506)			
Receipts	17,145,206	17,543,024	(397,818)
Disbursements/Obligations	17,145,206	10,602,259	6,542,947
Water and Sewer Extension Fund (507)			
Receipts	20,171,161	20,061,219	109,942
Disbursements/Obligations	20,171,161	4,801,947	15,369,214
Water Resources Bond Series 2007 (512)			
Receipts	49,500,000	49,731,764	(231,764)
Disbursements/Obligations	49,500,000	49,246,367	253,633
Water Resources Bond Series 2009 (513)			
Receipts	55,202,620	55,201,075	1,545
Disbursements/Obligations	55,202,620	55,202,597	23
Water Resources Bond Series 10 (514)			
Receipts	20,965,455	20,965,455	
Disbursements/Obligations	20,965,455	20,965,455	
Water Resources Bond Series 14 (515)			
Receipts	57,140,000	5,414,337	51,725,663
Disbursements/Obligations	57,140,000	49,470,028	7,669,972
Coliseum Improvements Fund (524)			
Receipts	14,552,178	14,599,521	(47,343)
Disbursements/Obligations	14,552,178	14,552,178	
P&R Fac. Bond Fund-Aquatics Center 10 (525)			
Receipts	19,820,687	19,816,474	4,213
Disbursements/Obligations	19,820,687	896,350	18,924,337
Coliseum Improvement Bnd Fund (526)			
Receipts	28,550,720	27,909,216	641,504
Disbursements/Obligations	28,550,720	27,825,786	724,934
Performing Arts Center Fund (527)			
Receipts	18,066,000	12,545,772	5,520,228
Disbursements/Obligations	18,066,000	17,192,731	873,269
Parking Facilities Cap Project Fund (545)			
Receipts	500,998	503,554	(2,556)
Disbursements/Obligations	500,998	227,050	273,948
Solid Waste Capital Improvement (554)			
Receipts	7,979,433	8,142,981	(163,548)
Disbursements/Obligations	7,979,433	7,581,956	397,477

# SUPPLEMENTAL INFORMATION

## Piedmont Triad Region



FY 15-16

# SUPPLEMENTAL INFORMATION

## City of Greensboro City Council Districts



Nancy Hoffmann  
District 4



Justin Outling  
District 3



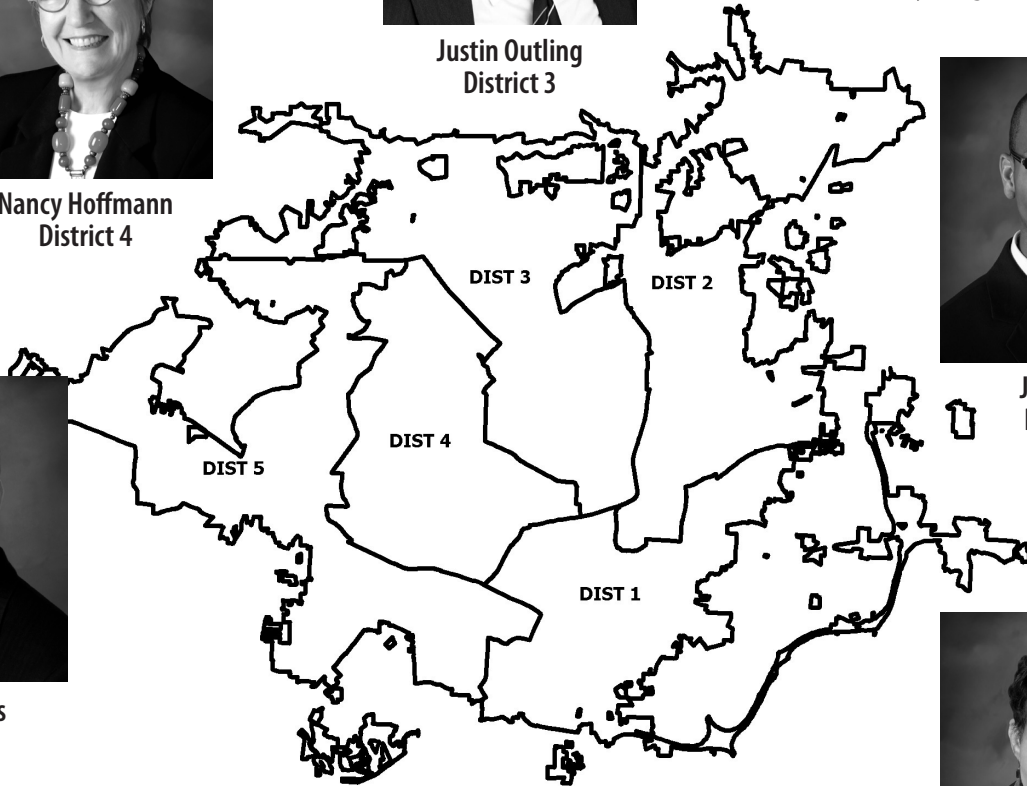
Mayor  
Nancy Vaughan



Jamal Fox  
District 2



Tony Wilkins  
District 5



Sharon Hightower  
District 1



Yvonne Johnson  
Mayor Pro Tem



Marikay Abuzuaiter  
At Large



Mike Barber  
At Large

**FY 15-16**

## GLOSSARY

**ACCOUNTING SYSTEM:** The total set of records and procedures that are used to record, classify and report information on the financial status of an entity or fund during a specific time period.

**ACCRUAL BASIS:** Method of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**ADOPTED BUDGET:** The official expenditure plan of the City as authorized by City Council for a specified fiscal year.

**AD VALOREM TAXES:** Commonly referred to as property taxes, are levied on both real and personal property according to the property's valuation and the tax rate.

**ALL OTHER REVENUE:** Category of revenue that encompasses revenues not otherwise included in a specific category. Examples include interest earnings, sale of materials or fixed assets, cost refunds and cost sharing arrangements.

**AMENDED BUDGET:** A budget that includes City Council authorized changes to the original adopted budget.

**APPROPRIATED FUND BALANCE:** Amount of fund balance appropriated as a revenue for a given fiscal year, to offset operating expenditures that exceed current revenue.

**APPROPRIATION:** An authorization from a governing body to make expenditures for a specific purpose.

**ASSESSED VALUATION:** The total value of real estate and personal property as determined by tax assessors which is used as a basis for levying property taxes.

**AUTHORIZED BONDS:** Bonds that are legally authorized to be sold, by voter or council approval, which may or may not have been sold.

**AUTHORIZED POSITIONS:** Employee positions, which are authorized in the adopted budget, to be filled during the fiscal year.

**BENEFITS:** Federal and State mandated employee benefits and other council approved programs such as health insurance.

**BOND:** A written promise to pay a specific sum of money plus interest within a specific period of time. The City sells bonds primarily to finance the construction of new roads or major building facilities.

**BUDGET:** A financial plan containing estimated expenditures and revenues to cover those expenditures for a specified period of time, usually a fiscal year.

**BUDGET ORDINANCE:** Legal instrument used by governing boards to establish spending authority for local governments.

**BUDGET SYSTEM:** The total set of records and procedures that are used to record, classify and report information on the financial plan for an entity or fund covering a specific time period.

**CAPITAL BUDGET:** A financial plan for projected capital projects containing estimated expenditures and revenues to cover those expenditures for a specified period of time, usually a fiscal year.

**CAPITAL IMPROVEMENT:** Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's infrastructure.

**CAPITAL IMPROVEMENT PROGRAM (CIP):** A long range plan, usually covering 6 years, which outlines proposed capital improvement projects and estimates the costs and identifies funding sources associated with those projects. The first year of this plan is included in the Annual Budget.

**CAPITAL OUTLAY:** Expenditures budgeted to purchase fixed assets costing \$1,000 or more with an expected useful life of at least one(1) year.

**CAPITAL PROJECT:** A project expected to have a useful life of 10 years or more which is estimated to cost in excess of \$100,000.

**CAPITAL PROJECT FUND:** A fund used to account for the receipt and expenditure of resources used to purchase or construct major capital facilities.

**CONTINGENCY:** Appropriations for unanticipated expenditures usually controlled by the governing board.

**COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG):** A federal domestic assistance grant administered by the U.S. Department of Housing and Community Development to develop viable urban communities by providing decent housing and a suitable living environment for persons of low and moderate income.

**DEBT SERVICE:** Category of expenditures for payment of principal and interest on borrowed funds such as bonds or lease-purchase payments.

**DEBT SERVICE FUND:** A fund used to account for resources dedicated to the payment of principal and interest on general long term debt.

**DEPARTMENT:** An organizational unit established by the City to perform a group of related services and activities.

**DONATIONS:** Category of revenue that includes revenue received from private contributions for public service expenditures.

**ENCUMBRANCES:** A reserve of financial resources that will be used to pay for specified goods and services that have not yet been delivered.

**ENTERPRISE FUND:** A fund used to account for operations in which the cost of providing services are financed or recovered primarily through user charges.

**EXPENDITURES:** The total amount of funds paid out by a government to acquire various goods and services.

**FIDUCIARY FUND:** Funds used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations or other governments.

**FISCAL YEAR (FY):** The period designated for the beginning and ending of transactions. North Carolina State Statutes sets this period as beginning July 1 and ending June 30.

**FULL-TIME EQUIVALENT POSITIONS (FTEs):** The amount of staff resources dedicated to a function converted to a decimal equation related to a full-time position based on 2080 hours per year. For example a part-time position working 20 hours a week would be equivalent to .5 of a full-time position. This does not include positions that are not used on a regular schedule but fill in as necessary such as ticket takers or ushers at events.

**FUND:** A fiscal and accounting entity having revenue and expenditures that are equal.

**FUND BALANCE:** The amount of resources remaining in a fund when revenues have exceeded appropriations for expenditures.

**GAAP:** An acronym meaning "Generally Accepted Accounting Principles", which refers to a set of standard accounting rules and procedures used by governmental agencies to account for the receipt and expenditure of funds.

**GENERAL FUND:** A fund used to account for the overall operations of a governmental unit. Unless there is a legal, contractual or managerial requirement for separate accounting, all activities of the unit are recorded in the General Fund.

**GENERAL FUND CONTRIBUTION:** That portion of a department's budget which is not supported by its own revenues, but is instead supported by general revenues such as the property tax.

**GENERAL FUND TRANSFER:** That portion of a budget in a particular fund which is not supported by its own revenues, but is instead supported by general revenues such as the property tax.

**GENERAL OBLIGATION BONDS:** Bonds issued by the government usually requiring voter approval that are backed by the government's full faith and credit.

**GRANTS:** A contribution by a government or other organization to support a particular function or program.

**HOLD HARMLESS FUNDS:** Funds allocated by the state of North Carolina to local governments designed as reimbursement for net revenue losses experienced due to the elimination of previously state shared revenues.

**INTER-FUND TRANSFERS:** Transfers of money between distinct accounting funds as authorized by City Council.

**INTERGOVERNMENTAL REVENUES:** A category of revenues that are derived from other governments in the form of grants, entitlements, shared revenues or payments in lieu of taxes.

**INTERNAL CHARGES:** Charges for goods or services provided by one department or agency of a government to other departments within the government on a cost-reimbursement basis.

**INTERNAL SERVICE FUNDS:** Funds 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.

**ISSUED BONDS:** Authorized bonds that have been sold.

**LEASE PURCHASE AGREEMENT:** A contractual agreement to purchase, over a 5 year period, a fixed asset costing in excess of \$10,000.

**LICENSES/PERMITS:** Category of revenue that includes funds generated from fees established by state or local statutes. Examples include business privilege licenses, motor vehicle licenses and building permits.

**MAP (Management, Accountability, Performance):** MAP is the City's way of linking services we provide to the goals and results we want to achieve. Basically, it sets the vision for the City and defines the road map for our success. From MAP is a critical part of how we operate as a City and how we serve the community.

**MAINTENANCE AND OPERATIONS:** Category of expenditures for on-going service delivery costs such as telephone charges, utility charges and office supplies.

**MODIFIED ACCRUAL:** A method for recording the receipt and expenditure of funds in which revenues are recorded when the amount becomes measurable and available to pay current liabilities and expenditures are recorded when the liability is actually incurred.

**NON-DEPARTMENTAL:** Expenditures for agencies, community organizations or other purposes that are not related to a specific governmental department or division.

**OPERATING BUDGET:** A financial plan for providing day to day costs of delivering city services for a specified period of time, usually a fiscal year.

**OTHER REVENUES:** A category of revenues that account for miscellaneous revenue items not otherwise defined and typically include items such as interest income, internal service charges, donations and sale of assets.

**PERFORMANCE MEASURE:** Data collected to determine how effective or efficient a program is in achieving its objectives.

**PERFORMANCE OBJECTIVE:** A target or result to accomplish during a one-year time frame (or other time frame as noted) which is specific, measurable, realistic and consistent with overall departmental and organizational goals.

**PERSONNEL COSTS:** Category of expenditures for employee salaries, related taxes and benefits.

**PROGRAMS:** A group of related services and activities usually performed by one organizational unit.

**PROJECTED BUDGET:** A planning budget that projects expenditures and revenues for some future fiscal year.

**PROPERTY TAX:** A tax levied on the value of real property set annually by City Council to fund general governmental expenditures. Property tax is expressed as a dollar value per \$100 of assessed valuation.

**PROPERTY TAX RATE:** The value expressed in the form of a dollar value per \$100 of assessed valuation that is used to generate the revenues necessary to fund governmental operations that are included in the adopted budget.

**RESULT AREAS:** These are areas of City government that share a common mission. The four result areas, which include all City departments, are Community Services, General Government, Infrastructure, and Public Safety.

**REVENUES:** The gross income received by a government to be used for the provision of programs and services.

**SALES TAX:** A tax levied on the taxable sales of all final goods. The State of North Carolina levies a 4.75% sales tax and allows counties to levy up to a 2% sales tax. Guilford County levies the full 2% sales tax and distributes the proceeds on a per capita basis with jurisdictions within the County.

**SPECIAL ASSESSMENT FUND:** A fund used to account for services that benefit a limited number of taxpayers.

**SPECIAL REVENUE FUND:** Fund used to account for revenues that must be used for a particular purpose. Special revenue funds are used only when required by law.

**STRATEGIES:** Strategies are developed to show how we will accomplish Result Area objectives. These are determined by staff within each Result Area as they're creating their work plans.

**TAXES:** Category of revenue derived from statutory authority to levy compulsory charges for the purpose of financing services for the common benefit. Examples include ad valorem property taxes and sales taxes.

**UNAUTHORIZED BONDS:** Bonds that are projected as a likely funding source for a capital project but which have not been legally authorized by voter or council approval.

**USER CHARGES:** Category of revenue that encompasses fees charged primarily for the delivery or use of a public service. Examples include water and sewer charges, parking fees, admissions to facilities, rent and waste/trash collection fees.

# GREENSBORO BUDGET ORDINANCE

Be it ordained by the City Council of the City of Greensboro that for the purpose of financing expenditures of the City of Greensboro, North Carolina, there is hereby appropriated from taxes and other revenue collectible the following funds for operation of City government and its activities for the Fiscal Year 2015-16 beginning July 1, 2015 and ending June 30, 2016.

*Section 1.* It is estimated that the following expenditures are necessary for current operating expenditures and debt service payments for the City of Greensboro for the Fiscal Year 2015-16, beginning July 1, 2015 and ending June 30, 2016.

## General Fund

Current Operating Expense	246,370,761	
Transfer to Debt Service	<u>18,272,570</u>	264,643,331

## State Highway Allocation Fund (Powell Bill)

Current Operating Expense		7,835,000
---------------------------	--	-----------

## Cemeteries Operating Fund

Current Operating Expense		838,936
---------------------------	--	---------

## Hotel/Motel Occupancy Tax Fund

Current Operating Expense		3,856,024
---------------------------	--	-----------

## Economic Development Fund

Current Operating Expense		1,402,655
---------------------------	--	-----------

## Municipal Service Districts Fund

Current Operating Expense		1,117,000
---------------------------	--	-----------

## Nussbaum Housing Partnership Revolving Fund

Current Operating Expense		1,903,399
---------------------------	--	-----------

## Emergency Telephone System Fund

Current Operating Expense		2,914,722
---------------------------	--	-----------

## Debt Service Fund

Debt Service		19,399,408
--------------	--	------------

## Water Resources Enterprise Fund

Current Operating Expense	93,355,458	
Debt Service	<u>27,605,938</u>	120,961,396

## Stormwater Management Fund

Current Operating Expense		11,128,474
---------------------------	--	------------

## War Memorial Coliseum Complex Fund

Current Operating Expense		25,085,867
---------------------------	--	------------

## Parking Fund

Current Operating Expense		2,927,681
---------------------------	--	-----------



<b>Solid Waste Management System Fund</b>	
Current Operating Expense	16,061,476
<b>Greensboro Transit Authority Fund</b>	
Current Operating Expense	22,532,237
<b>Equipment Services Fund</b>	
Current Operating Expense	18,331,214
<b>Technical Services Fund</b>	
Current Operating Expense	4,014,206
<b>Network Services Fund</b>	
Current Operating Expense	12,780,605
<b>Graphic Services Fund</b>	
Current Operating Expense	987,139
<b>Employee Insurance Fund</b>	
Current Operating Expense	45,409,108
<b>General Insurance Fund</b>	
Current Operating Expense	4,902,706
<b>Capital Leasing Fund</b>	
Current Operating Expense	2,726,361
<b>Guilford Metro Communications Fund</b>	
Current Operating Expense	<u>7,521,030</u>
Total	599,279,975
Less Total Transfers and Internal Charges	<u>-111,312,338</u>
<b>Net Total</b>	<b>487,967,637</b>

Section 2. It is estimated that the following revenues will be available during the Fiscal Year 2015-16, beginning July 1, 2015 and ending June 30, 2016 to meet the foregoing appropriations:

<b>General Fund</b>		
Current Operating Revenue	260,140,693	
Appropriated Fund Balance	<u>4,502,638</u>	264,643,331
<b>State Highway Allocation Fund (Powell Bill)</b>		
Current Operating Revenue	7,525,000	
Appropriated Fund Balance	<u>310,000</u>	7,835,000
<b>Cemeteries Operating Fund</b>		
Current Operating Revenue	838,936	838,936
<b>Hotel/Motel Occupancy Fund</b>		
Current Operating Revenue	3,856,024	3,856,024
<b>Economic Development Fund</b>		
Current Operating Revenue	1,347,000	
Appropriated Fund Balance	<u>55,655</u>	1,402,655
<b>Municipal Service Districts Fund</b>		
Current Operating Revenue	848,600	
Appropriated Fund Balance	<u>268,400</u>	1,117,000
<b>Nussbaum Housing Partnership Revolving Fund</b>		
Current Operating Revenue	1,846,760	
Appropriated Fund Balance	<u>56,639</u>	1,903,399
<b>Emergency Telephone System Fund</b>		
Current Operating Revenue	1,806,311	
Appropriated Fund Balance	<u>1,108,411</u>	2,914,722
<b>Debt Service Fund</b>		
Current Operating Revenue	19,399,408	19,399,408
<b>Water Resources Enterprise Fund</b>		
Current Operating Revenue	107,636,623	
Appropriated Fund Balance	<u>13,324,773</u>	120,961,396
<b>Stormwater Management Fund</b>		
Current Operating Revenue	9,792,717	
Appropriated Fund Balance	<u>1,335,757</u>	11,128,474
<b>War Memorial Coliseum Complex Fund</b>		
Current Operating Revenue	25,010,867	
Appropriated Fund Balance	<u>75,000</u>	25,085,867
<b>Parking Fund</b>		
Current Operating Revenue	2,656,535	
Appropriated Fund Balance	<u>271,146</u>	2,927,681

<b>Solid Waste Management System</b>		
Current Operating Revenue	13,550,777	
Appropriated Fund Balance	<u>2,510,699</u>	16,061,476
<b>Greensboro Area Transit Authority Fund</b>		
Current Operating Revenue	21,690,501	
Appropriated Fund Balance	<u>841,736</u>	22,532,237
<b>Equipment Services Fund</b>		
Current Operating Revenue	15,719,872	
Appropriated Fund Balance	<u>2,611,342</u>	18,331,214
<b>Technical Services Fund</b>		
Current Operating Revenue	3,339,582	
Appropriated Fund Balance	<u>674,624</u>	4,014,206
<b>Network Services Fund</b>		
Current Operating Revenue	12,666,698	
Appropriated Fund Balance	<u>113,907</u>	12,780,605
<b>Graphic Services Fund</b>		
Current Operating Revenue	987,139	987,139
<b>Employee Insurance Fund</b>		
Current Operating Revenue	45,029,750	
Appropriated Fund Balance	<u>379,358</u>	45,409,108
<b>General Insurance Fund</b>		
Current Operating Revenue	1,566,979	
Appropriated Fund Balance	<u>3,335,727</u>	4,902,706
<b>Capital Leasing Fund</b>		
Current Operating Revenue	2,225,361	
Appropriated Fund Balance	<u>501,000</u>	2,726,361
<b>Guilford Metro Communications Fund</b>		
Current Operating Revenue	7,333,694	
Appropriated Fund Balance	<u>187,336</u>	<u>7,521,030</u>
Total		599,279,975
Less Transfers and Internal Charges		<u>-111,312,338</u>
<b>Net Total</b>		<b>487,967,637</b>

*Section 3.* There is hereby levied the following rates of tax on each one hundred dollars (\$100.00) valuation of taxable real property and taxable tangible personal property, as listed for taxes as of January 1, 2015, for the purpose of raising the revenue from Current Year's Property tax, as set forth in the foregoing estimates of revenue, and in order to finance the foregoing appropriations:

a) For the payment of general operating expenses and capital expenditures of the City including the payment of principal and interest of the bonded indebtedness of the City of Greensboro	.5872
b) For the payment of general operating expenses and capital expenditures associated with the Greensboro Transit Authority Fund	.0334
c) For the payment of general operating expenses and capital expenditures associated with the Housing Partnership Fund	.0069
d) For the payment of general operating expenses and capital expenditures associated with the Economic Development Fund	<u>.0050</u>
<b>Total</b>	<b>.6325</b>

Such rates of tax are based on an estimated total appraised valuation of property for purposes of taxation of \$25,679,000,000 and an estimated rate of collection of ninety-eight percent (98%).

*Section 4.* There is hereby levied the following rates of tax on each one hundred dollars (\$100.00) valuation of taxable real property and taxable tangible personal property in the following municipal service districts, as listed for taxes as of January 1, 2015, for the purposes as set forth in the Municipal Service Districts as authorized by City Council:

a) College Hill Historic District for improvements as stated in the Special Historic District Plan	.01
b) Charles B. Aycock District for improvements as stated in the Special Historic District Plan	.05
c) Business Improvement District for improvements as stated in the Downtown Greensboro Business Improvement District Business Plan	.08

Such rates of tax are based on the estimated total appraised valuations in each Municipal Service District and an estimated rate of collection of ninety-eight percent (98%).

*Section 5.* Appropriations hereinabove authorized and made for water and sewer operating fund, water and sewer current operating expense and debt service, are made from revenue collectible for the operation of the combined water and sewer systems and miscellaneous revenue.

*Section 6.* Appropriations hereinabove authorized and made shall have the amounts of the outstanding purchase orders and unearned portion of contracts at June 30, 2015 (rounded to the nearest dollar) added to each appropriation as it applies in order to properly account for the payment against the fiscal year in which it is paid.

*Section 7.* Copies of this ordinance shall be furnished to the Budget and Evaluation Director, Finance Director and the City Clerk within five days after adoption to be kept on file by them for their direction in the disbursement of City funds.

*Section 8.* This ordinance shall be effective from and after the date of July 1, 2015.

# CITY DIRECTORY

## City Contact Center (336) 373-CITY

### City of Greensboro Elected Officials

Mayor	Nancy Vaughan.....	373-2396
Mayor Pro Tem	Yvonne Johnson .....	373-2396
City Council Member At Large	Marikay Abuzuaiter.....	373-2396
City Council Member At Large	Mike Barber.....	373-2396
City Council Member	Jamal Fox.....	373-2396
City Council Member	Sharon Hightower.....	373-2396
City Council Member	Nancy Hoffmann .....	373-2396
City Council Member	Justin Outling .....	373-2396
City Council Member	Tony Wilkins.....	373-2396

### City Manager's Office

City Manager	Jim Westmoreland.....	373-2002
Assistant City Manager	David Parrish.....	373-2002
Assistant City Manager	Wesley Reid.....	373-2002
Assistant City Manager	Mary Vigue.....	373-2002
Assistant City Manager	Chris Wilson.....	373-2002

### Directory of Staff by Program

Budget & Evaluation .....	373-2291
Building Inspections.....	373-2155
Cemeteries .....	373-2160
Coliseum .....	373-7400
Economic Development and Business Support.....	373-2293
Engineering & Inspections.....	373-2302
Equipment Services.....	373-2807
Field Operations .....	373-2796
Financial and Administrative Services .....	373-2077
Fire .....	574-4088
Graphic Services .....	373-2013
Greensboro Transit Authority.....	373-2634
Guilford Metro 911.....	373-2933
Human Relations .....	373-2038
Human Resources.....	373-2020
Information Technology .....	373-2490
Internal Audit .....	373-2823
Legal.....	373-2320
Legislative.....	373-2397
Libraries.....	373-2159
Neighborhood Development .....	373-2349
Nussbaum Housing Partnership Fund.....	373-2349
Office of Workforce Development.....	373-5922
Parks & Recreation.....	373-2489
Planning .....	373-2144
Police.....	373-2350
Solid Waste Management .....	373-4379
Technical Services .....	373-2316
Transportation .....	373-4368
Water Resources.....	373-2055