

Budget Evaluation & Management

Michael Halford, Director - 301 West Market Street, PO Box 3427, Greensboro, NC 27402 - (336) 641-3240

Description of Services

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

Budget Comments

The FY 07-08 Recommended Budget the Budget Department maintains the same level of staffing that is in place in FY 06-07. Operating expenses are estimated to increase very slightly.

| <u>Performance Measures</u> | FY 06 | FY 07 | FY 08 |
|--|--------------|---------------|--------------|
| Budget Ordinance Amendments Presented to Board | 272 | 115 | 72 |
| Time-frame for Processing Amendments after Board Approval | 1 day | 1 day | 1 day |
| Budget Transfers | 139 | 284 | 152 |
| Agenda Item Reviews | 4 days | 4 days | 4 days |
| Develop "Benchmarking" to Show Service Levels and Impact of Service Delivery | Yes | Yes | Yes |
| Cost Containment Waivers Reviewed/Processed | 43 | None | None |
| Achieve the GFOA Distinguished Budget Presentation Award | Yes | Did Not Apply | Will Apply |

| Expenditure Detail | FY 05-06 ACTUALS | FY 06-07 APPROVED | FY 06-07 AMENDED | FY 07-08 RECOMMENDED |
|---------------------------|-------------------------|--------------------------|-------------------------|-----------------------------|
| Personnel Services | 497,035 | 509,811 | 509,811 | 535,479 |
| Operating Expenses | 12,897 | 24,647 | 24,647 | 22,507 |
| Human Service Assistance | 0 | 0 | 0 | 0 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| TOTAL | 509,932 | 534,458 | 534,458 | 557,986 |

| Revenue Source | FY 05-06 RECEIPTS | FY 06-07 PROJECTED | FY 06-07 AMENDED | FY 07-08 PROJECTED |
|-----------------------|--------------------------|---------------------------|-------------------------|---------------------------|
| Federal/State | 0 | 0 | 0 | 0 |
| User Charges | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 |
| County | 509,932 | 534,458 | 534,458 | 557,986 |
| TOTAL | 509,932 | 534,458 | 534,458 | 557,986 |

| | | | | |
|----------------------------|-------------|-------------|-------------|-------------|
| Full Time Employees | 5.00 | 5.00 | 5.00 | 5.00 |
|----------------------------|-------------|-------------|-------------|-------------|

Finance

Brenda Jones Fox, Director - 201 South Greene Street, PO Box 3427, Greensboro, NC 27402 - (336) 641-3300

Description of Services

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

Budget Comments

The FY 07-08 Recommended Budget includes the funding for level of staffing as in the FY 06-07 budget.

Operating Expenses are projected to increase by approximately \$45,500 due to an increase in the contract for the annual audit, system maintenance on the investment and debt management system, and increased training expenses in connection with the newly-implemented financial reporting system.

| Performance Measures | FY 06 | FY 07 | FY 08 |
|---|--------------|--------------|--------------|
| # of Vouchers + # of Checks per A/P Employee | 20,300 | 20,500 | 19,000 |
| # of Checks or Deposit Advices per P/R Employee | 12,750 | 12,750 | 12,020 |
| # of A/R statements + # of Payments per A/R Employee | 35,000 | 35,000 | 25,000 |
| Basis Points Over (Under) Average Annual Trust Yield (NOTE: FY 90 = 39) | 17 | 20 | 15 |
| # of Software Programs Written | 75 | 55 | 65 |
| Grants Monitored | 250 | 250 | 306 |
| Contracts Pre-audited | 740 | 740 | 1,042 |
| Achieve the Certificate of Achievement for Excellence in Financial Reporting from GFOA | Yes | Yes | Yes |
| Obtain a Clean Audit Opinion on Annual Financial Statements, Indicating Compliance with GAAP and Effectiveness in Recording of Transactions | Yes | Yes | Yes |

| Expenditure Detail | FY 05-06 ACTUALS | FY 06-07 APPROVED | FY 06-07 AMENDED | FY 07-08 REQUESTED |
|---------------------------|-------------------------|--------------------------|-------------------------|---------------------------|
| Personnel Services | 2,082,752 | 2,211,088 | 2,243,388 | 2,359,612 |
| Operating Expenses | 151,096 | 199,900 | 246,290 | 245,472 |
| Human Service Assistance | 0 | 0 | 0 | 0 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| TOTAL | 2,233,849 | 2,410,988 | 2,489,678 | 2,605,084 |

| Revenue Source | FY 05-06 RECEIPTS | FY 06-07 APPROVED | FY 06-07 AMENDED | FY 07-08 PROJECTED |
|-----------------------|--------------------------|--------------------------|-------------------------|---------------------------|
| Federal/State | 0 | 0 | 0 | 0 |
| User Charges | 0 | 0 | 0 | 0 |
| Other | 127,653 | 83,500 | 83,500 | 83,500 |
| County | 2,106,196 | 2,327,488 | 2,406,178 | 2,521,584 |
| TOTAL | 2,233,849 | 2,410,988 | 2,489,678 | 2,605,084 |

| | | | | |
|----------------------------|--------------|--------------|--------------|--------------|
| Full Time Employees | 29.00 | 29.00 | 29.00 | 29.00 |
|----------------------------|--------------|--------------|--------------|--------------|

Purchasing

Bonnie Stellfox, Director - 301 West Market Street PO Box 3427, Greensboro, NC 27402 - (336) 641-3226

Description of Services

The Guilford County Purchasing Department's primary purpose is to obtain the necessary commodities and services needed by Guilford County on a best value basis (quality, service and price). Purchasing fulfills this purpose by dealing with every supplier in an open, above board, fair, equal, businesslike and competitive manner. The procurement procedures adhere to the North Carolina General Statutes and Guilford County Purchasing Policies. The department realizes that purchasing is a service to each Guilford County Department and to all Guilford County tax payers and looks to maximize the use of each tax dollar. Purchasing solicits bids through search bids (fax), informal, formal, RFP and RFQ processes, awards contracts for project bids as well as price only contracts, participates in Business Fairs and Outreach efforts to increase bidding opportunities for all vendors, and performs consulting activities for all vendors. The department has Minority and Women Owned Business Enterprise Program (MWBE) and encourages and assists MWBE vendors to participate in the bidding process and addresses any questions they may have with the vendor application through the bidding process.

Budget Comments:

The Purchasing Department is currently in the process of training in-house staff and other County employees in the use of the new countywide financial reporting system Lawson FRS. With implementation of the new system, the department will be looking at reengineering their current workflow processes to improve efficiencies. In addition, Purchasing will begin the implementation of Strategic Sourcing beginning in July, 2007, with a go live date of January, 2008. The Purchasing Department will be implementing a new commodity code system by utilizing NIGP Codes in conjunction with Strategic Sourcing.

| Performance Measures | FY 06 | FY 07 | FY 08 |
|---------------------------------------|--------------|--------------|--------------|
| Price Only Contracts | 94 | 92 | 76 |
| Purchase Orders Issued | 10,343 | 10,038 | 12,288 |
| Bids Proposals (Informal & Formal) | 118 | 110 | 79 |
| General Service/Equipment Contracts | 125 | 121 | 118 |
| Surplus Auctions Net Revenue (3/year) | \$159,403 | \$137,088 | \$153,250 |

| Expenditure Detail | FY 05-06 ACTUALS | FY 06-07 APPROVED | FY 06-07 AMENDED | FY 07-08 RECOMMENDED |
|---------------------------|-------------------------|--------------------------|-------------------------|-----------------------------|
| Personnel Services | 387,457 | 429,322 | 429,322 | 435,104 |
| Operating Expenses | 36,231 | 52,996 | 55,124 | 54,588 |
| Human Service Assistance | 0 | 0 | 0 | 0 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| TOTAL | 423,688 | 482,318 | 484,446 | 489,692 |

| Revenue Source | FY 05-06 RECEIPTS | FY 06-07 APPROVED | FY 06-07 AMENDED | FY 07-08 PROJECTED |
|-----------------------|--------------------------|--------------------------|-------------------------|---------------------------|
| Federal/State | 0 | 0 | 0 | 0 |
| User Charges | 0 | 0 | 0 | 0 |
| Other | 56 | 0 | 0 | 0 |
| County | 423,632 | 482,318 | 484,446 | 489,692 |
| TOTAL | 423,688 | 482,318 | 484,446 | 489,692 |

| | | | | |
|----------------------------|-------------|-------------|-------------|-------------|
| Full Time Employees | 7.00 | 7.00 | 7.00 | 7.00 |
|----------------------------|-------------|-------------|-------------|-------------|

Facilities

Summary

Fred Jones, Director - 301 West Market Street PO Box 3427, Greensboro, NC 27402 - (336) 641-3340

Description of Services

The Facilities Department provides maintenance for all County owned facilities, special maintenance and renovations projects, lawn/grounds and janitorial services. The department also provides mail services for all County facilities and installs/maintains

| PROGRAM / ACTIVITY | FY 06 ACTUALS | FY 07 ADOPTED | FY 07 AMENDED | FY 08 RECOMMENDED |
|---------------------------|------------------|------------------|------------------|-------------------|
| Administration | 630,543 | 505,800 | 505,800 | 518,357 |
| Buildings | 1,609,139 | 1,627,988 | 1,670,595 | 1,391,863 |
| Operations | 2,128,191 | 2,442,804 | 2,442,804 | 2,618,321 |
| Distribution Services | 248,841 | 286,330 | 290,228 | 287,578 |
| Total - Facilities | 4,616,714 | 4,862,922 | 4,909,427 | 4,816,119 |

Budget Comments:

While the Facilities Department FY 08 recommended budget is decreasing by \$ 46,803 over the approved FY 07 budget, county funds has increased by \$ 322,973 due to the lost of revenues received in prior fiscal years by Evergreens Nursing Center. In an effort to prolong the life of county buildings and reduce energy related cost, the Facilities department is researching and hope to present to the board at a later date information regrading "Energy Performance Contracting". The county would seek proposals from interested Energy Services Companies to conduct a technical energy audit of facilities which will aid Facilities in identifying and implement capital improvements to reduce energy and related costs in facilities such that an annual cost savings are applied to annual payments for improvements. North Carolina Statue 143.64.17B provides for local government to utilize energy savings and other utility savings for funding capital improvements.

| Expenditure Detail | FY 06 ACTUALS | FY 07 ADOPTED | FY 07 AMENDED | FY 08 RECOMMENDED |
|---------------------------|------------------|------------------|------------------|-------------------|
| Personnel Services | 2,820,815 | 2,968,968 | 2,968,968 | 3,163,471 |
| Operating Expenses | 1,795,899 | 1,893,954 | 1,940,459 | 1,652,648 |
| Human Services Assistance | 0 | 0 | 0 | 0 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| TOTAL | 4,616,714 | 4,862,922 | 4,909,427 | 4,816,119 |

| Revenue Source | FY 06 ACTUALS | FY 07 ADOPTED | FY 07 AMENDED | FY 08 RECOMMENDED |
|----------------|------------------|------------------|------------------|-------------------|
| Federal/State | 0 | 0 | 0 | 0 |
| User Charges | 0 | 0 | 0 | 0 |
| Other | 817,476 | 851,277 | 851,277 | 481,501 |
| County | 3,799,238 | 4,011,645 | 4,058,150 | 4,334,618 |
| TOTAL | 4,616,714 | 4,862,922 | 4,909,427 | 4,816,119 |

| | | | | |
|----------------------------|--------------|--------------|--------------|--------------|
| Full Time Employees | 56.00 | 56.00 | 56.00 | 56.00 |
|----------------------------|--------------|--------------|--------------|--------------|

| Administration | | | |
|--|--------------|--------------|--------------|
| <u>Description of Services</u> | | | |
| The Administration unit of the Facilities Department handles all aspects of Administration for all sub-units within the Buildings unit, such as payroll, processing of all work orders, requisitions and purchase orders. Administration is also responsible for Central Supply, which stocks supplies for various jobs performed within the Buildings unit, as well as janitorial supplies for various departments. | | | |
| <u>Performance Measures</u> | FY 06 | FY 07 | FY 08 |
| Work Orders Processed (Monthly) | 5000 | 5000 | 5000 |
| Continue to Work w/OSHA and EPA on New Lead Paint Regulations | | | |
| Work with Engergy Consultant to lower utility costs | | | |
| Buildings | | | |
| <u>Description of Services</u> | | | |
| The Buildings unit of the Facilities Department has the function to provide maintenance of County facilities, special maintenance projects and lawns/grounds. | | | |
| <u>Performance Measures</u> | FY 06 | FY 07 | FY 08 |
| Utilize labor from Prison Farm, Jail, & State Inmate Work Program (Misc. Jobs) | 40 projects | 37 projects | 31 projects |
| Utilize Agricultural Center (Information, Training & Services) | | | |
| Complete Maintenance Within Budgeted Funds | | | |
| Operations | | | |
| <u>Description of Services</u> | | | |
| The Operations unit of the Facilities Department provides general and mechanical maintenance service for user departments throughout the County. Also, the unit supervises and provides janitorial service for County Facilities. | | | |
| <u>Performance Measures</u> | FY 06 | FY 07 | FY 08 |
| State Inmate Work Program, Jail & Prison Farm Labor for Painting, Changing Light Bulbs, Cleaning and Maintenance Projects | | | |
| Continue Multi-craft Training | | All Staff | All Staff |
| Customer Satisfaction Quarterly Survey Score (Range - 1-5) | 4 | 4 | 4 |
| Distribution Services | | | |
| <u>Description of Services</u> | | | |
| The Distribution Services unit of the Facilities Department provides mail services at the lowest possible cost on a quality and reliable basis, operated at the lowest possible cost from three mail rooms (2 in Greensboro and 1 in High Point). | | | |
| <u>Performance Measures</u> | FY 06 | FY 07 | FY 08 |
| Percentage of Presort Mail Discounted | 87.00% | 87.00% | 87.00% |
| # of Daily Stops (est.) | 224 | 224 | 224 |
| # of Outgoing Pieces (est.) | 1,050,633 | 1,100,000 | 1,100,000 |
| Saving from Presort - Barcode Required (est.) | \$23,599 | \$24,000 | \$24,000 |

Property Management

Summary

David Grantham, Director - 301 West Market Street PO Box 3427, Greensboro, NC 27402 - (336) 641-3778

Description of Services

Property Management provides services in several areas. Courts for the 18th Judicial District provide 255,000 square feet of furnished Courts space in Greensboro and High Point including maintenance, furniture, and utilities. Real Estate Services include

| PROGRAM / ACTIVITY | FY 06 ACTUALS | FY 07 ADOPTED | FY 07 AMENDED | FY 08 RECOMMENDED |
|------------------------|---------------|---------------|---------------|-------------------|
| Property Management | 275,966 | 256,482 | 258,582 | 278,517 |
| Courts | 1,361,611 | 1,371,282 | 1,377,873 | 1,471,540 |
| Total - Property Mgmt. | 1,637,577 | 1,627,764 | 1,636,455 | 1,750,057 |

The recommended FY 07-08 budget for Property Management and Courts will allow the department to operate in an efficient and effective manner. The courts recommended funding includes funds for the replacement of chillers at the Greensboro Courthouse.

| Expenditure Detail | FY 05-06 ACTUALS | FY 06-07 ADOPTED | FY 07 AMENDED | FY 07-08 RECOMMENDED |
|---------------------------|------------------|------------------|------------------|----------------------|
| Personnel Services | 372,380 | 388,292 | 388,292 | 415,916 |
| Operating Expenses | 1,265,197 | 1,239,472 | 1,248,163 | 1,334,141 |
| Human Services Assistance | 0 | 0 | | 0 |
| Capital Outlay | 0 | 0 | | 0 |
| TOTAL | 1,637,577 | 1,627,764 | 1,636,455 | 1,750,057 |

| Revenue Source | FY 05-06 RECEIPTS | FY 06-07 ADOPTED | FY 07 AMENDED | FY 07-08 PROJECTED |
|----------------|-------------------|------------------|------------------|--------------------|
| Federal/State | 0 | 0 | 0 | 0 |
| User Charges | 0 | 0 | 0 | 0 |
| Other | 1,128,486 | 1,094,780 | 1,094,780 | 1,200,000 |
| County | 509,091 | 532,984 | 541,675 | 550,057 |
| TOTAL | 1,637,577 | 1,627,764 | 1,636,455 | 1,750,057 |

| | | | | |
|----------------------------|-------------|-------------|-------------|-------------|
| Full Time Employees | 5.00 | 5.00 | 5.00 | 5.00 |
|----------------------------|-------------|-------------|-------------|-------------|

Administration**Description of Services**

The Property Management Division will strive to effectively manage all County properties and maximize return on investments. This division will continue to administer all County real estate transactions including leasing. Property Management also oversees

| <u>Performance Measures</u> | FY 05 | FY 06 | FY 07 |
|---|--------------|--------------|--------------|
| Property Management Annual Rental Revenue | \$1,821,800 | \$1,874,900 | \$1,516,824 |
| Capital Projects (planning or construction stage) | 3 | 5 | 8 |

Courts**Description of Services**

Property Management/Courts provide mandated (and non-mandated) physical space and services to the State Courts System in this judicial district. Courts are also provided non-physical services such as access to National Police Information Network computer

| <u>Performance Measures</u> | FY 06 | FY 07 | FY 08 |
|---|-----------------|-----------------|-----------------|
| Space Allocated for Two Court Facilities | 254,766 sq. ft. | 254,766 sq. ft. | 254,766 sq. ft. |
| Number of Law Library Patrons Served (est.) | 11,900 | 11,000 | 11,000 |
| Number of Inquiries Concerning Database Research System | 2,200 | 2,100 | 2,100 |

Information Services

Summary

Barbara C. Weaver, CIO/Director - 201 North Eugene Street PO Box 3427, Greensboro, NC 27402 - (336) 641-3371

Description of Services

The Information Services (IS) Department is the facilitator for the implementation of efficient business through continually evolving information technology. IS engenders the commitment to improve business processes based on readily available technologies the commitment to improved business processes based on readily available technologies, commits to the exploration and integration of available technology for the continual improvement of business processes, and focuses on developing and maintaining relevant core competencies in constantly evolving technologies. The department promotes the development of new ideas through exposure to, and understanding of, evolving technologies and encourages and maintains a culture of flexibility and acceptance. IS provides computer technology infrastructure (computers, data lines, wireless, high speed printing and tax bill mailings, disaster recovery planning, training, support, software licenses), Internet/intranet, microcomputer replacements, repair, support, security, telephone services, cell phone billing, application systems support and programming, special reporting requests data entry for legacy systems, email and database support.

| PROGRAM / ACTIVITY | FY 06 ACTUALS | FY 07 ADOPTED | FY 07 AMENDED | FY 08 RECOMMENDED |
|-------------------------------------|------------------|------------------|------------------|-------------------|
| Administration | 344,176 | 399,345 | 399,345 | 453,938 |
| Computer Services | 4,828,972 | 4,202,742 | 5,112,859 | 3,801,192 |
| Technical Support Services | 1,860,933 | 1,957,894 | 1,957,894 | 2,031,112 |
| Application Software | 1,096,433 | 1,284,291 | 1,284,291 | 1,398,929 |
| Telecommunications | 479,614 | 568,407 | 513,075 | 510,053 |
| Total - Information Services | 8,610,128 | 8,412,679 | 9,267,464 | 8,195,224 |

Budget Comments

The recommended budget for Information Services will allow the department to continue to focus on project management methodology, benchmarking and performance measures, efficient and effective support services to a dispersed workforce, building new skills in preparation of elimination of the mainframe and training in new technologies. The countywide technology fund continues to allow the county to replace obsolete desktops and software as well as changes to obsolete telecommunications infrastructure.

| Expenditure Detail | FY 05-06 ACTUALS | FY 06-07 ADOPTED | FY06- 07 AMENDED | FY 07-08 RECOMMENDED |
|--------------------|------------------|------------------|------------------|----------------------|
| Personnel Services | 3,974,819 | 4,328,680 | 4,328,680 | 4,579,221 |
| Operating Expenses | 3,432,135 | 3,536,167 | 3,799,208 | 2,912,538 |
| Debt Payment | 0 | 0 | 370,172 | 273,712 |
| Capital Outlay | 1,203,175 | 547,832 | 769,404 | 429,753 |
| TOTAL | 8,610,129 | 8,412,679 | 9,267,464 | 8,195,224 |

| Revenue Source | FY 05-06 RECEIPTS | FY 06-07 ADOPTED | FY 06-07 AMENDED | FY 07-08 RECOMMENDED |
|----------------|-------------------|------------------|------------------|----------------------|
| Other | 0 | 130,000 | 615,187 | 15,000 |
| County | 8,610,129 | 8,282,679 | 8,652,277 | 8,180,224 |
| TOTAL | 8,610,129 | 8,412,679 | 9,267,464 | 8,195,224 |

| | | | | |
|----------------------------|--------------|--------------|--------------|--------------|
| Full Time Employees | 53.00 | 52.00 | 52.00 | 52.00 |
|----------------------------|--------------|--------------|--------------|--------------|

Administration

Description of Services

The Administration unit of Information Services supports two departments (Information Services and Geographical Information Systems), coordinating all activities to ensure effective and efficient departmental operations and service delivery. Administrative work includes referring County Departments, outside vendors and agencies to appropriate staff for planning, developing and implementing new projects. Administrative support also includes budgeting, billing, accounting, and contract negotiations, and miscellaneous personnel and administrative support activities.

| <u>Performance Measures</u> | FY 06 | FY 07 | FY 08 |
|---|--------------|--------------|--------------|
| Provide prompt and efficient daily support services to both the internal office as well as outside users | 97% | 99% | 99% |
| Oversee County-wide IT projects to ensure that projects are completed within the budget limitations and time-frames | 100% | 95% | 97% |
| <i>New for FY 07-08</i> | | | |
| Develop, test and update Business Continuity Plan for Information Services Department | | | 95% |

Computer Services

Description of Services

The Computer Services Division operates the County's Enterprise Computing environment. They provide interactive processing and support to the County and external agencies. Computer Services' staff verifies the successful completion and prepares distribution to customer locations. The Computer Services staff also print and insert mass mailing.

| <u>Performance Measures</u> | FT 06 | FY 07 | FY 08 |
|--|--------------|--------------|--------------|
| Uninterrupted hardware services Monday thru Friday 8:00 am - 5:00 pm on Mainframe and Servers | 99% | 98% | 99.50% |
| Process Daily & Monthly Tax bills (print, insert, seal, postmark, and have ready for mailing within 2 business days. | 92% | 92% | 98% |
| Uninterrupted network services Monday thru Sunday, 24x7 | 98% | 98% | 99% |
| Uninterrupted Data infrastructure services 7x24 (except for scheduled maintenance | 98% | 99% | 97% |
| Complete security trouble calls within 24 hours | N/A | 98% | 99% |

Technical Support Services

Description of Services

Technical Support Services provides technical support for integrated enterprise computing solutions. The staff installs and maintains system software and communication networks, manages data resources and security, provides training and support for PC/LAN systems and end-user tools, and provide consultation and technical support for all hardware platforms enhancing Excellent Customer Service.

| Performance Measures | FY 06 | FY 07 | FY 08 |
|---|--------------|--------------|--------------|
| Completion of all ADOPTED communication changes in 24 hours | 99% | 99% | 100% |
| <i>From receipt of trouble call: Help Desk</i> | 98% | 98% | 98% |
| Resolution of non-county employees within 1 Day | 99% | 99% | 99% |
| Work orders assigned withing 1 hour of receipt | 99% | 99% | 100% |
| New FY 07-08: | | | |
| Email on 24x7 | | | |
| Availability of Exchange Servers | | | 98% |
| Availability of Blackberry Servers | | | 98% |
| Citrix 24x7 | | | |
| System availability | | | 98% |
| Access to applications | | | 98% |
| LAWSON SERVERS: | | | |
| E-Recruit 24x7 | | | 99% |
| Lawson Intel Servers 24x7 | | | 99% |
| Sans 24x7 | | | 100% |
| Tivoli 24x7 | | | |
| System availability | | | 99% |
| Success of backing up data | | | 97% |
| Success of restoring data | | | 100% |
| McAfee 24x7 | | | |
| Success with mcAfee data fille update | | | 99% |

Application Software

Description of Services

Application Software Services develops information systems, implements application software packages, maintains and enhances existing systems to support County departments in fulfilling their operational responsibilities and provision of services to the public. Services provided include needs and workflow assessments, identification of requirements, assistance with development of FRP's and evaluation of application packages, development and/or selection of software packages and interfaces, user doucmentatin/procedures, system and operational documentation/procedures, user training and implementation of systems.

| Performance Measures | FT 06 | FY07 | FY 08 |
|--|--------------|-------------|--------------|
| Complete all applications projects on time within budgets | 99.83% | 99.83% | 99.00% |
| Remain competitive with applications hourly rate vs. external consulting | 100% | 100% | 100% |
| All applications will be available during prime shift. | 99% | 99% | 99% |

Telecommunications

Description of Services

The Telecommunications Group was created to administer, manage, operate, and maintain the telecommunications systems, and provide and administer telephone services for Guilford County Government.

| <u>Performance Measures</u> | FY 06 | FY 07 | FY 08 |
|--|--------------|--------------|--------------|
| Average # of Work Orders Completed Monthly | 696-58/mo | 671-56/mo | 571-48/mo |
| Average # of Trouble Reports Handled Monthly | 588-49/mo | 325-27/mo | 302-25/mo |
| # of Voice Mail Users Supported Annually | 2103 | 2169 | 2277 |
| | 1670-GSO | 1733-GSO | 1814-GSO |
| | 433-HP | 436-HP | 463-HP |
| Completion of telecom work orders involving Telco vendors by posted due date | 98% | 98% | 98% |
| Completion of normal telecom work orders withing two (2) working days. | 98% | 98% | 98% |
| Address trouble and contact the users call within 24 hours | 98% | 98% | 98% |
| Completion of trouble calls (not involving external vendors) within two (2) working days | 98 | 99% | 99% |
| Completion of trouble calls involving external vendors within five (5) working days | 98 | 99% | 99% |

Human Resources

Summary

Sharisse C. Fuller, Director - 201 South Greene Street, PO Box 3427, Greensboro, NC 27402 - (336) 641-3324

Description of Services

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

| PROGRAM / ACTIVITY | FY 06 (actual) | FY 07 (approved) | FY 07 (amended) | FY 08 |
|-------------------------------------|------------------|------------------|------------------|------------------|
| Human Resources | 1,242,859 | 1,309,857 | 1,309,857 | 1,342,509 |
| Incentive Prog. / Retiree Insurance | 2,399,031 | 2,781,695 | 2,781,695 | 2,866,664 |
| Total | 3,641,890 | 4,091,552 | 4,091,552 | 4,209,173 |

| Expenditure Detail | FY 05-06 ACTUALS | FY 06-07 APPROVED | FY 06-07 AMENDED | FY 07-08 RECOMMENDED |
|--------------------------|------------------|-------------------|------------------|----------------------|
| Personnel Services | 3,451,081 | 3,827,494 | 3,827,494 | 3,941,167 |
| Operating Expenses | 190,809 | 264,058 | 264,058 | 268,006 |
| Human Service Assistance | 0 | 0 | 0 | 0 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| TOTAL | 3,641,890 | 4,091,552 | 4,091,552 | 4,209,173 |

| Revenue Source | FY 05-06 RECEIPTS | FY 06-07 APPROVED | FY 06-07 AMENDED | FY 07-08 PROJECTED |
|----------------|-------------------|-------------------|------------------|--------------------|
| Federal/State | 0 | 0 | 0 | 0 |
| User Charges | 0 | 0 | 0 | 0 |
| Other | 5,103 | 0 | 0 | 0 |
| County | 3,636,786 | 4,091,552 | 4,091,552 | 4,209,173 |
| TOTAL | 3,641,890 | 4,091,552 | 4,091,552 | 4,209,173 |

| | | | | |
|----------------------------|--------------|--------------|--------------|--------------|
| Full Time Employees | 18.00 | 16.00 | 16.00 | 16.00 |
|----------------------------|--------------|--------------|--------------|--------------|

Human Resources

Description of Services

Human Resources provides comprehensive, cost-effective, responsive, and quality human resources services to County departments, employees, and citizens while maintaining compliance with applicable laws and regulations. This will be achieved by aggressively seeking innovative strategies which contribute to effective employment planning and Human Resources management for the County's operating and staff departments.

| Performance Measures | FY 06 | FY 07 | FY 08 |
|--|---|---|--|
| Compensation Systems | Conduct regular market-based comparisons for benchmarked positions to assure salary equity and competitiveness. | Utilize Lawson software to support the County's goal of assuring salary equity and competitiveness within the marketplace. | Complete annual market survey; utilize Lawson for analyzing market data. Ensure competitive, market-based compensation and accurate classifications. |
| Recruitment / Selection | Serve as end user contact for eRecruit to facilitate efficient operation of online application process. | Use technology resources to allow the County to migrate toward a paperless on-line recruitment process, allowing for more efficient applicant tracking and screening. | Attend more career fairs; begin hosting an annual GC Career Fair. Assist dept. managers with hiring process (interview questions, interview panels, etc.). Explore recruitment strategies to attract bilingual/diverse professionals to GC. Enhance online recruitment process by creating and utilizing reports to evaluate efficiency and effectiveness. Utilize Lawson software to further reduce the need for maintaining paper files. |
| Benefits | Continue to close monitor issues re: coverage levels and cost containment of health care plan. Phase in eBenefit module of PeopleSoft to streamline enrollment, eligibility maintenance and coverage changes | Continue to explore cost containment opportunities by analyzing the benefit structure for prescription reimbursement, reviewing alternate coverage options and offering classes designed to promote a healthy workplace. Offer employees on-line access to their benefit information. | Implement Lawson self-service module. Deploy online enrollment for open enrollment. Focus on long-term strategic needs (e.g. Wellness/Health Care) as well as short-term. Form a Guilford County Core Health Team to look at options to deal with health care cost crisis. Provide health care information to employees to encourage them to be more cost conscious consumers of health care services and products. Coordinate blood drives w/ Red Cross |
| Administrative/Employee Relations/Training | Enhance countywide training opportunities to encourage more efficient operations. Provide technical support for eRecruit and Intranet. | Utilize the Lawson software to more effectively manage, monitor, and document employee grievances. | Ensure that GC Personnel Regulations are interpreted appropriately, and that employees understand the policies. Educate managers/supervisors in utilizing established policies/practices to handle employee issues. Develop an Exit Interview Process. Design and implement new training opportunities; continue to support existing diversity programs. Design an employee recognition/appreciation program. Engage employees, supervisors and managers in sessions such as employee relations "road shows" aimed at enhancing leadership skills. Enhance service delivery to citizens by offering skill-building opportunities to employees. Offer comprehensive customer service-training program to front line |
| HRMS/ERP/Other | Test, finalize procedures and implement eRecruit module in PeopleSoft to allow for online application submission, tracking and screening. Continue to provide system support for additional applications; develop and generate requested reports for County Management and media. | Enhance data reporting capabilities by fully utilizing the capabilities of the Lawson software. Explore procedural changes to simplify processes and reduce paperwork. | Identify and implement transaction processing improvement opportunities. Cross-train staff. Map HR processes and review benchmarking/ best practice studies to assist in reengineering HR procedures/ programs. Re-design the HR internal web page to provide employees more convenient access to regs, procedural guidelines, forms and services. Implement employee self-service to meet employee needs and reduce delivery expense. Assess HR's current environment and identify areas of potential risk, and/or weakness; mitigate by developing a formal plan to prioritize process reviews; redesign based upon level of risk. Assist depts. in leveraging technological tools and other outside resources to meet new |

Incentive Programs

Description of Services

Incentive Programs provide both cash and non-cash incentives to build employee morale (through the funding of the Incentive Council and related efforts) and to recognize employee excellence and achievement on a number of levels: individual performance; longevity; group accomplishments; and special project efforts. Incentive programs are designed to complement the County's compensation plan by offering a means to recognize exemplary efforts and to honor employees reaching service milestones.

Also included in this category is the expense of the county's contribution to health insurance for retirees who meet the qualifying criteria. Currently, slightly more than 500 retirees are participating in this program.

| <i>Performance Measures</i> | FY 06 | FY 07 | FY 08 |
|--|--------------|--------------|--------------|
| Employee Service Awards | 430 | 500 | 368 |
| Employee Appreciation/Recognition (To Include Active and Retired Employees) | | | |
| Retirees' Health Insurance (Participants receiving partial County contributions) | 367 | 475 | 502 |

Parking/Fleet Operations

Description of Services

Parking/Fleet Operations provides adequate parking for public and employees in a fair and equitable manner and provides the most economical and efficient transportation for County departments and personnel. The Parking/Fleet Department manages fleet operations for all county vehicles, excluding Sheriff's Department, Emergency Services and Animal Control. This includes managing the County's contracts with outside vendors to ensure proper and timely preventive maintenance is performed on vehicles. The department manages over 2200 parking spaces in Greensboro and High Point and maintains and provides vehicle titles and registrations for all county vehicles, including Sheriff's Department and Emergency Services.

Budget Comments

The recommended budget for Parking and Fleet Operations includes funds for replacement vehicles, as well as additional funding to cover the increase in fuel prices.

| Performance Measures | FY 05 | FY 07 | FY 08 |
|---|--------------|--------------|--------------|
| Vehicles Owned | 152 | 152 | 152 |
| Miles Driven (est.) | 1,600,000 | 1,200,000 | 1,200,000 |
| Avg. Mileage of Retired Vehicles | 100,000 | 110,000 | 120,000 |
| Avg. Operational Cost / Mile | \$0.20 | \$0.20 | \$0.20 |
| Number of Staff Assigned Parking Spaces | 1,451 | 1,451 | 1,530 |
| Number of Public Parking Spaces | 644 | 644 | 677 |
| Number of additional spaces needed | 977 | 900 | 700 |

| Expenditure Detail | FY 05-06 ACTUALS | FY 06-07 ADOPTED | FY 06-07 AMENDED | FY 07-08 RECOMMENDED |
|---------------------------|-------------------------|-------------------------|-------------------------|-----------------------------|
| Personnel Services | 50,881 | 50,810 | 50,810 | 56,685 |
| Operating Expenses | 319,185 | 451,876 | 356,365 | 528,276 |
| Human Services Assistance | 0 | 0 | 0 | 158,006 |
| Capital Outlay | 324,578 | 173,927 | 173,927 | |
| TOTAL | 694,644 | 676,613 | 581,102 | 742,967 |

| Revenue Source | FY 05-06 RECEIPTS | FY 06-07 ADOPTED | FY 06-07 AMENDED | FY 07-08 PROJECTED |
|-----------------------|--------------------------|-------------------------|-------------------------|---------------------------|
| Federal/State | 0 | 0 | 0 | 0 |
| User Charges | 0 | 0 | 0 | 0 |
| Other | 347,156 | 325,124 | 325,124 | 340,374 |
| County | 347,488 | 351,489 | 255,978 | 402,593 |
| TOTAL | 694,644 | 676,613 | 581,102 | 742,967 |

| | | | | |
|----------------------------|-------------|-------------|-------------|-------------|
| Full Time Positions | 1.00 | 1.00 | 1.00 | 1.00 |
|----------------------------|-------------|-------------|-------------|-------------|

Debt Service

County

Description of Services

Debt Service accounts for the payment of principal, interest, and related fiscal agency fees on general obligation bonds and notes in accordance with applicable laws and regulations.

| Performance Measures | FY 06 | FY 07 | FY 08 |
|-----------------------------------|--------------|--------------|--------------|
| Amount of Principal Payment | \$ 8,346,492 | \$ 7,243,175 | \$ 8,968,170 |
| Amount of Interest and Other Fees | \$ 4,085,175 | \$ 4,510,460 | \$ 4,944,100 |

| Expenditure Detail | FY 05-06 ACTUALS | FY 06-07 APPROVED | FY 06-07 AMENDED | FY 07-08 RECOMMENDED |
|---------------------------|-------------------------|--------------------------|-------------------------|-----------------------------|
| Personnel Services | 0 | 0 | 0 | 0 |
| Operating Expenses | 12,431,667 | 11,753,635 | 11,753,635 | 13,912,270 |
| Human Service Assistance | 0 | 0 | 0 | 0 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| TOTAL | 12,431,667 | 11,753,635 | 11,753,635 | 13,912,270 |

| Revenue Source | FY 05-06 RECEIPTS | FY 06-07 APPROVED | FY 06-07 AMENDED | FY 07-08 PROJECTED |
|-----------------------|--------------------------|--------------------------|-------------------------|---------------------------|
| Federal/State | 0 | 0 | 0 | 0 |
| User Charges | 0 | 0 | 0 | 0 |
| Other | 819,846 | 748,036 | 748,036 | 730,447 |
| County | 11,611,821 | 11,005,599 | 11,005,599 | 13,181,823 |
| TOTAL | 12,431,667 | 11,753,635 | 11,753,635 | 13,912,270 |

| | | | | |
|----------------------------|-------------|-------------|-------------|-------------|
| Full Time Employees | 0.00 | 0.00 | 0.00 | 0.00 |
|----------------------------|-------------|-------------|-------------|-------------|