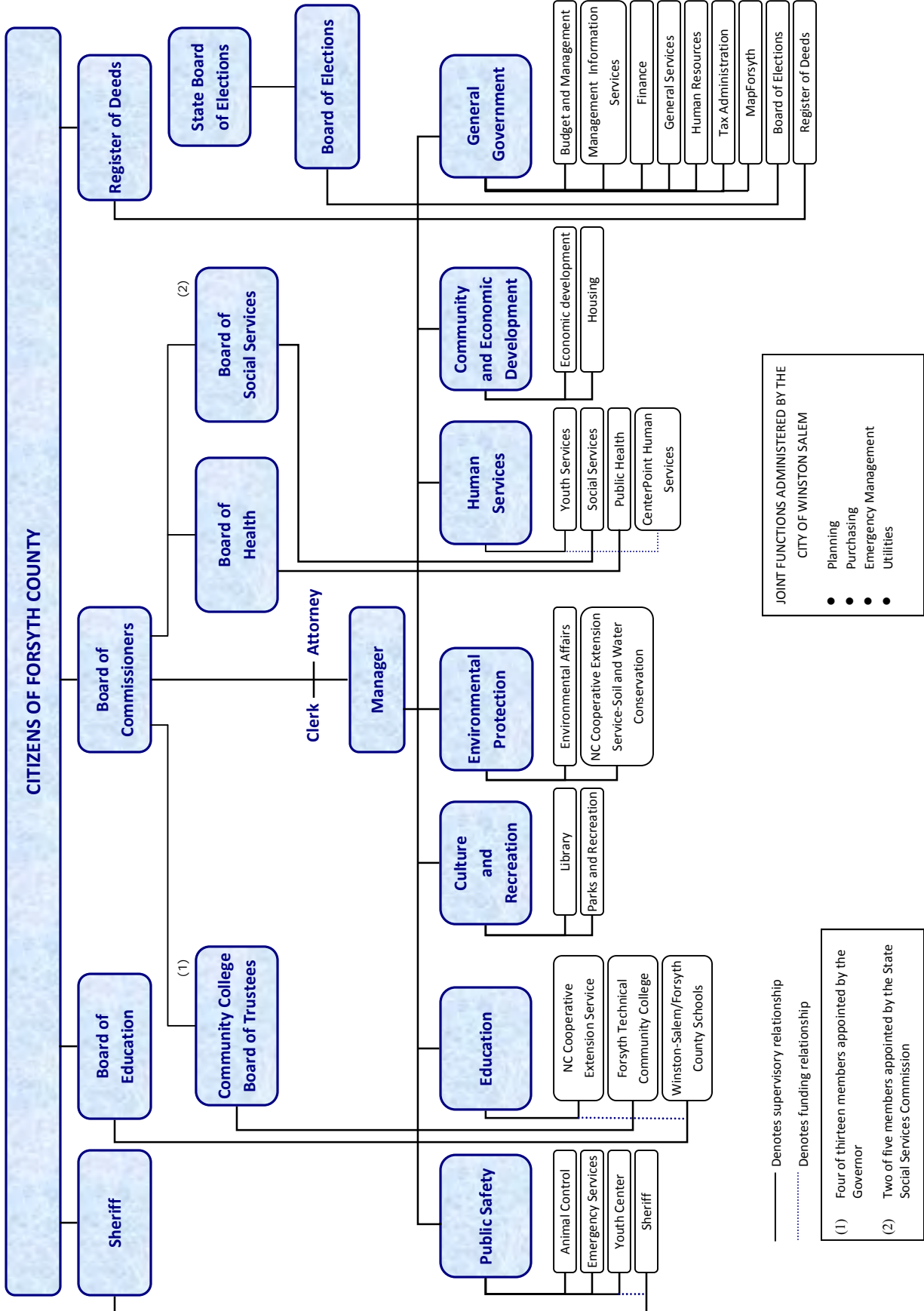


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# PERSONNEL POSITIONS BY SERVICE AREA - FORSYTH COUNTY EMPLOYEES

|                                   | FY 13-14<br>Actual | FY 14-15<br>Budget      Estimate |            | Request    | FY 15-16<br>Recommend      Adopted |            |
|-----------------------------------|--------------------|----------------------------------|------------|------------|------------------------------------|------------|
| <b><u>Public Safety</u></b>       |                    |                                  |            |            |                                    |            |
| <b>Animal Control</b>             |                    |                                  |            |            |                                    |            |
| Full                              | 29                 | 29                               | 29         | 31         | 29                                 | 29         |
| Part                              | 1                  | 1                                | 1          | 1          | 1                                  | 1          |
| <b>Interagency Communications</b> |                    |                                  |            |            |                                    |            |
| Full                              | 2                  | 2                                | 2          | 2          | 2                                  | 2          |
| Part                              | 0                  | 0                                | 0          | 0          | 0                                  | 0          |
| <b>Sheriff</b>                    |                    |                                  |            |            |                                    |            |
| Full                              | 511                | 511                              | 512        | 581        | 512                                | 536        |
| Part                              | 21                 | 21                               | 24         | 24         | 24                                 | 24         |
| <b>Emergency Services</b>         |                    |                                  |            |            |                                    |            |
| Full                              | 228                | 234                              | 234        | 246        | 234                                | 237        |
| Part                              | 13                 | 13                               | 13         | 17         | 13                                 | 13         |
| <b>Total Service Area - Full</b>  | <b>770</b>         | <b>776</b>                       | <b>777</b> | <b>860</b> | <b>777</b>                         | <b>804</b> |
| <b>Total Service Area - Part</b>  | <b>35</b>          | <b>35</b>                        | <b>38</b>  | <b>42</b>  | <b>38</b>                          | <b>38</b>  |

## **Environmental Management**

|  |           |           |           |           |           |           |
|--|-----------|-----------|-----------|-----------|-----------|-----------|
| <b>Environmental Assistance &amp; Protection</b> |           |           |           |           |           |           |
| Full   | 24        | 24        | 24        | 24        | 24        | 24        |
| Part   | 0         | 0         | 0         | 1         | 1         | 1         |
| <b>Total Service Area - Full</b>                 | <b>24</b> | <b>24</b> | <b>24</b> | <b>24</b> | <b>24</b> | <b>24</b> |
| <b>Total Service Area - Part</b>                 | <b>0</b>  | <b>0</b>  | <b>0</b>  | <b>1</b>  | <b>1</b>  | <b>1</b>  |

## **Health**

|                                  |            |            |            |            |            |            |
|----------------------------------|------------|------------|------------|------------|------------|------------|
| <b>Public Health</b>             |            |            |            |            |            |            |
| Full                             | 277        | 269        | 255        | 257        | 257        | 263        |
| Part                             | 9          | 7          | 7          | 7          | 7          | 7          |
| <b>Total Service Area - Full</b> | <b>277</b> | <b>269</b> | <b>255</b> | <b>257</b> | <b>257</b> | <b>263</b> |
| <b>Total Service Area - Part</b> | <b>9</b>   | <b>7</b>   | <b>7</b>   | <b>7</b>   | <b>7</b>   | <b>7</b>   |

## **Social Services**

|                                  |            |            |            |            |            |            |
|----------------------------------|------------|------------|------------|------------|------------|------------|
| <b>Social Services</b>           |            |            |            |            |            |            |
| Full                             | 474        | 474        | 478        | 500        | 500        | 500        |
| Part                             | 2          | 2          | 4          | 4          | 4          | 4          |
| <b>Youth Services</b>            |            |            |            |            |            |            |
| Full                             | 17         | 17         | 17         | 17         | 17         | 17         |
| Part                             | 6          | 6          | 10         | 10         | 10         | 10         |
| <b>Total Service Area - Full</b> | <b>491</b> | <b>491</b> | <b>495</b> | <b>517</b> | <b>517</b> | <b>517</b> |
| <b>Total Service Area - Part</b> | <b>8</b>   | <b>8</b>   | <b>14</b>  | <b>14</b>  | <b>14</b>  | <b>14</b>  |

# PERSONNEL POSITIONS BY SERVICE AREA - FORSYTH COUNTY EMPLOYEES

---

|  | FY 13-14<br>Actual | FY 14-15<br>Budget | Estimate   | Request    | FY 15-16<br>Recommend | Adopted    |
|--|--------------------|--------------------|------------|------------|-----------------------|------------|
| <b><u>Education</u></b>                            |                    |                    |            |            |                       |            |
| <b>N.C. Cooperative Extension Service</b>          |                    |                    |            |            |                       |            |
| Full   | 17                 | 17                 | 17         | 17         | 17                    | 17         |
| Part   | 2                  | 2                  | 2          | 2          | 2                     | 2          |
| <b>Total Service Area - Full</b>                   | <b>17</b>          | <b>17</b>          | <b>17</b>  | <b>17</b>  | <b>17</b>             | <b>17</b>  |
| <b>Total Service Area - Part</b>                   | <b>2</b>           | <b>2</b>           | <b>2</b>   | <b>2</b>   | <b>2</b>              | <b>2</b>   |
| <br>   |                    |                    |            |            |                       |            |
| <b><u>Culture &amp; Recreation</u></b>             |                    |                    |            |            |                       |            |
| <b>Library</b>                                     |                    |                    |            |            |                       |            |
| Full   | 89                 | 89                 | 89         | 89         | 89                    | 89         |
| Part   | 33                 | 33                 | 33         | 33         | 33                    | 33         |
| <b>Parks &amp; Recreation</b>                      |                    |                    |            |            |                       |            |
| Full   | 71                 | 71                 | 71         | 70         | 68                    | 68         |
| Part   | 117                | 120                | 120        | 120        | 120                   | 120        |
| <b>Total Service Area - Full</b>                   | <b>160</b>         | <b>160</b>         | <b>160</b> | <b>159</b> | <b>157</b>            | <b>157</b> |
| <b>Total Service Area - Part</b>                   | <b>150</b>         | <b>153</b>         | <b>153</b> | <b>153</b> | <b>153</b>            | <b>153</b> |
| <br>   |                    |                    |            |            |                       |            |
| <b><u>Community &amp; Economic Development</u></b> |                    |                    |            |            |                       |            |
| <b>Housing</b>                                     |                    |                    |            |            |                       |            |
| Full   | 5                  | 5                  | 5          | 6          | 5                     | 5          |
| Part   | 0                  | 0                  | 0          | 0          | 0                     | 0          |
| <b>Total Service Area - Full</b>                   | <b>5</b>           | <b>5</b>           | <b>5</b>   | <b>6</b>   | <b>5</b>              | <b>5</b>   |
| <b>Total Service Area - Part</b>                   | <b>0</b>           | <b>0</b>           | <b>0</b>   | <b>0</b>   | <b>0</b>              | <b>0</b>   |
| <br>   |                    |                    |            |            |                       |            |
| <b><u>Administration &amp; Support</u></b>         |                    |                    |            |            |                       |            |
| <b>Budget &amp; Management</b>                     |                    |                    |            |            |                       |            |
| Full   | 5                  | 6                  | 6          | 6          | 6                     | 6          |
| Part   | 1                  | 0                  | 0          | 0          | 0                     | 0          |
| <b>Management Information Services</b>             |                    |                    |            |            |                       |            |
| Full   | 42                 | 42                 | 42         | 42         | 42                    | 42         |
| Part   | 0                  | 0                  | 0          | 0          | 0                     | 0          |

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# PERSONNEL POSITIONS BY SERVICE AREA - FORSYTH COUNTY EMPLOYEES

|  | FY 13-14     | FY 14-15     |              | FY 15-16     |              |              |
|--|--------------|--------------|--------------|--------------|--------------|--------------|
|  | Actual       | Budget       | Estimate     | Request      | Recommend    | Adopted      |
| <b><u>Administration &amp; Support (continued)</u></b> |              |              |              |              |              |              |
| <b>Finance</b>   |              |              |              |              |              |              |
| Full   | 22           | 23           | 23           | 23           | 23           | 23           |
| Part   | 0            | 0            | 0            | 0            | 0            | 0            |
| <b>General Services</b>                                |              |              |              |              |              |              |
| Full   | 140          | 140          | 133          | 133          | 133          | 133          |
| Part   | 4            | 4            | 4            | 4            | 4            | 4            |
| <b>Human Resources</b>                                 |              |              |              |              |              |              |
| Full   | 9            | 9            | 9            | 10           | 9            | 9            |
| Part   | 0            | 0            | 0            | 0            | 0            | 0            |
| <b>MapForsyth</b>                                      |              |              |              |              |              |              |
| Full   | 0            | 0            | 0            | 6            | 6            | 6            |
| Part   | 0            | 0            | 0            | 0            | 0            | 0            |
| <b>Attorney</b>  |              |              |              |              |              |              |
| Full   | 13           | 13           | 13           | 13           | 13           | 13           |
| Part   | 0            | 0            | 0            | 0            | 0            | 0            |
| <b>County Commissioners &amp; Manager</b>              |              |              |              |              |              |              |
| Full   | 6            | 6            | 6            | 6            | 6            | 6            |
| Part   | 1            | 1            | 1            | 1            | 1            | 1            |
| <b>Total Service Area - Full</b>                       | <b>237</b>   | <b>239</b>   | <b>232</b>   | <b>239</b>   | <b>238</b>   | <b>238</b>   |
| <b>Total Service Area - Part</b>                       | <b>6</b>     | <b>5</b>     | <b>5</b>     | <b>5</b>     | <b>5</b>     | <b>5</b>     |
| <b><u>General Government</u></b>                       |              |              |              |              |              |              |
| <b>Board of Elections</b>                              |              |              |              |              |              |              |
| Full   | 8            | 8            | 8            | 8            | 8            | 8            |
| Part   | 0            | 0            | 0            | 0            | 0            | 0            |
| <b>Register of Deeds</b>                               |              |              |              |              |              |              |
| Full   | 19           | 19           | 19           | 19           | 19           | 19           |
| Part   | 3            | 3            | 3            | 3            | 3            | 3            |
| <b>Tax Administration</b>                              |              |              |              |              |              |              |
| Full   | 75           | 74           | 74           | 72           | 72           | 72           |
| Part   | 10           | 0            | 0            | 0            | 0            | 0            |
| <b>Total Service Area - Full</b>                       | <b>102</b>   | <b>101</b>   | <b>101</b>   | <b>99</b>    | <b>99</b>    | <b>99</b>    |
| <b>Total Service Area - Part</b>                       | <b>13</b>    | <b>3</b>     | <b>3</b>     | <b>3</b>     | <b>3</b>     | <b>3</b>     |
| <b>Grand Total</b>                                     |              |              |              |              |              |              |
| <b>Full-Time Positions</b>                             | <b>2,083</b> | <b>2,082</b> | <b>2,066</b> | <b>2,178</b> | <b>2,091</b> | <b>2,124</b> |
| <b>Part-Time Positions</b>                             | <b>223</b>   | <b>213</b>   | <b>222</b>   | <b>227</b>   | <b>223</b>   | <b>223</b>   |

# PERSONNEL POSITIONS BY SERVICE AREA - FORSYTH COUNTY EMPLOYEES

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## Departmental Changes:

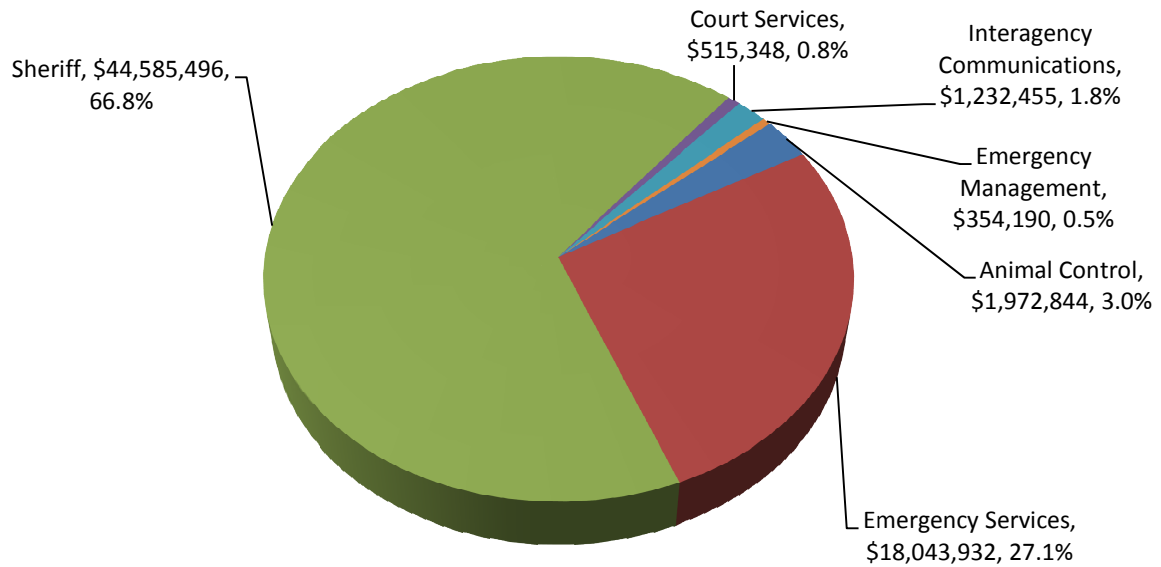
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|                          |  |
|--------------------------|--|
| Sheriff                  | FY16 adopted budget includes \$1.225m to fund some positions. The Sheriff decided to allocate the resources to 24FT positions including: 16FT Detention Officers, 2 Investigators, 4 Patrol Deputies, 1 Transportation Deputy & 1 Court Bailiff. The Sheriff also requested that DEA forfeiture funds & State Criminal Alien Assistance Program (SCAAP) rollover funds be appropriated to outfit the new positions and pay for vehicles, where allowable.  |
| Emergency Services       | FY16 adopted budget includes \$300,000 to fund a pilot Mobile Integrated Healthcare Pilot program. The EMS director intends to hire 3 FT positions within the allocated funds, and these 3 positions are included in the numbers for Emergency Services adopted budget.  |
| Public Health            | CY Estimate reflects the deletion of 14FT positions due to changes in funding for Carolina Access program and Nurse Family Partnership program. Difficulty in filling and retaining positions and trying to meet NFP program requirements did not mesh therefore department eliminated positions (vacant). FY16 adopted budget includes 8FT School Health Nurse positions. The Manager's Recommended budget included 2FT School Health Nurse positions but during budget deliberations, 6 additional nurses were included. |
| Social Services          | FY16 adopted budget includes 22FT requested positions: 2FT in Adult Services to respond to increased Guardianship cases and 20FT IMCW positions to address Medicaid and Food & Nutrition cases requiring entry and management through NCFASST system. Higher reimbursement allows additional positions with minimal County dollar impact.  |
| Youth Services           | FY16 will see a transition in Youth Services. The County will no longer operate a youth detention facility. While the positions are in the adopted budget, they will be phased out during the first quarter of the fiscal year.  |
| NC Cooperative Extension | FY16 adopted budget includes funds for an Urban Agriculture program to be implemented and includes 1 position.   |
| Parks & Recreation       | FY16 adopted budget deletes 3 Golf positions at Tanglewood on the recommendation of the Consultant managing golf operations for the next year.   |
| General Services         | FY15 Estimate - elimination of Custodial positions & shifting to contract at Hall of Justice.  |
| MapForsyth               | New City/County department to manage street addressing and GIS-related projects. Reallocated 2 positions from Tax and 1 from MIS to this new department and will add 2 City positions and 1 new addressing analyst position.   |

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# PUBLIC SAFETY SERVICE AREA

## Public Safety Service Area - \$66.7 million - 16.1% of General Fund Expenditures



### Operating Goals & Objectives:

Create a community that is safe, healthy, convenient and pleasant. This will be accomplished by:

- a. Meeting the law enforcement needs of the unincorporated areas of the County, as well as several municipalities through the Sheriff's Office which patrols, investigates crime, executes court orders, serves papers and eviction notices, and collects judgments.
- b. Providing School Liaison officers in middle and high schools throughout the unincorporated areas of the County.
- c. Meeting space needs for detention facilities for the adult populations of the County.
- d. Providing adequate security services for the State-administered Court system.
- e. Providing responsive and professional fire protection to unincorporated areas of the County.
- f. Providing assistance related to animal control through picking up strays, unwanted, sick or injured animals, and dangerous and aggressive animals.
- g. Providing safe, humane housing for strays, abandoned, abused and impounded animals, as well as providing euthanasia for unwanted animals.
- h. Enforcing state and local laws concerning animals, and investigating animal bites and reports of animal cruelty.
- i. Providing special financial support to endeavors of the State-administered District Attorney's office.
- j. Maintaining responsive and professional emergency ambulance services throughout all areas of the County, both incorporated and unincorporated.
- k. Providing the rabies quarantine program.
- l. Aiding the community before, during and after disasters, both natural and man-made.
- m. Administering programs related to animals, including responsible adoption program, lost and found program, and microchip ID program.



# ANIMAL CONTROL

**Mission:** The Department of Animal Control is concerned with the protection of the public’s health and safety and with the welfare of animals in our community. The Department is responsible for the timely and effective enforcement of state laws and county ordinances concerning animals and for providing safe, humane shelter for stray, unwanted and abused animals.

**Program Descriptions:**

*Administration* - responsible for developing policies and procedures, providing budget and financial control and providing oversight for the overall operations of the department. In conjunction with the Animal Protection & Control Advisory Board, this program facilitates communication and coordination of animal interest organizations. Provides public/private partnership programs which benefit the people and animals of the community.

*Patrol* - enforces local and state regulations establishing care and control requirements of animal ownership in Forsyth County. Officers of this program also address rabies control and provide emergency response to animal concerns primarily involving domestic pets, livestock and wildlife throughout Forsyth County.

*Custody & Care* - responsible for providing safe, humane housing and care for stray, unwanted, abandoned, abused,

and impounded animals. Responsibilities include feeding, cleaning, health evaluation and treatment, behavior evaluation, vaccinations, micro-chipping and humane euthanasia. The Custody & Care staff cares for an average of 200 animals daily while maintaining the standards, certifications and licenses required by the NC Animal Welfare Act.

**Accomplishments:** Performance goals for all division programs are reflecting positive results. We believe this is attributable to the enhanced community assistance public/private programs providing assistance to low income households and shared resources promoting department programs. Animals requiring shelter are down by 13%, rehomed animals are up by 7% while euthanasia has been reduced 23% compared to 2014.

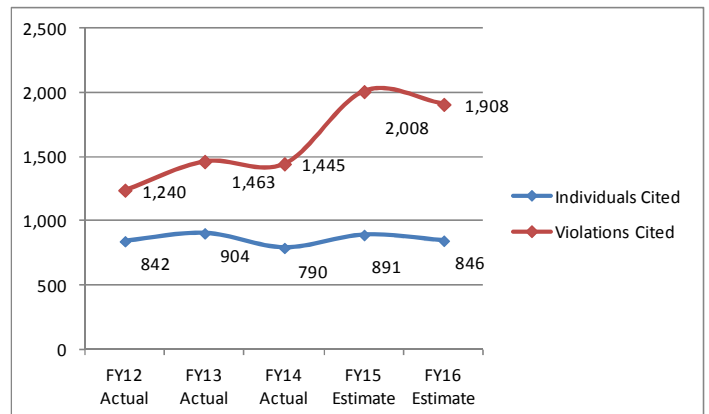
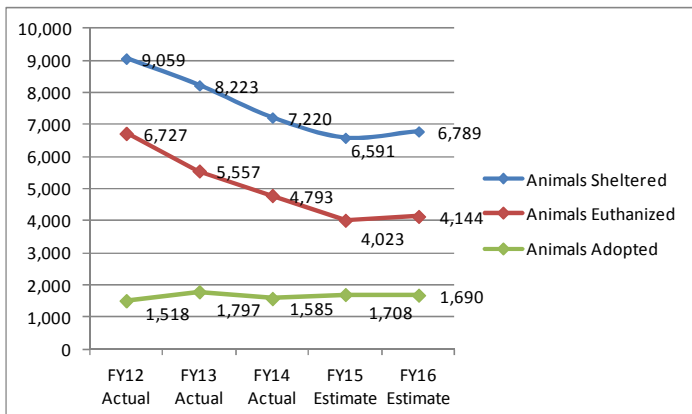
Revised processes in the Administration and Patrol programs have seen overall revenue collection increase 23% and service calls reduce by 14% compared to 2014.

**FY16 GOALS:** - The department has been meeting with private organizations regarding expansion of current successful partnership programs such as Forsyth Spay Day Coalition. The goal is cooperative, coordinated, targeting of animal welfare resource deprived areas of the County with support and education resources.

**PROGRAM SUMMARY**

|                | FY 13-14                | FY 14-15                |                         | FY 15-16                |                         |                         |
|----------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                | Actual                  | Original                | Estimate                | Request                 | Recommend               | Adopted                 |
| Administration | 314,032                 | 392,741                 | 308,194                 | 383,538                 | 383,269                 | 383,269                 |
| Patrol         | 803,024                 | 829,929                 | 1,068,879               | 834,913                 | 833,413                 | 833,413                 |
| Custody & Care | 684,865                 | 741,553                 | 665,593                 | 797,608                 | 756,162                 | 756,162                 |
| <b>Total</b>   | <b><u>1,801,921</u></b> | <b><u>1,964,223</u></b> | <b><u>2,042,666</u></b> | <b><u>2,016,059</u></b> | <b><u>1,972,844</u></b> | <b><u>1,972,844</u></b> |

**Key Performance Measures:**



# ANIMAL CONTROL

|                                | FY 13-14                | FY 14-15                |                         | Request  | FY 15-16                |                         |
|--------------------------------|-------------------------|-------------------------|-------------------------|--|-------------------------|-------------------------|
|                                | Actual                  | Original                | Estimate                |  | Recommend               | Adopted                 |
| <b>EXPENDITURES</b>            |                         |                         |                         |  |                         |                         |
| <i>Personal Services</i>       |                         |                         |                         |  |                         |                         |
| Salaries & Wages               | 926,077                 | 1,002,825               | 1,192,767               | 984,167  | 984,167                 | 984,167                 |
| Employee Benefits              | 432,590                 | 459,276                 | 408,462                 | 456,451  | 456,451                 | 456,451                 |
| <b>Total Personal Services</b> | <b>1,358,667</b>        | <b>1,462,101</b>        | <b>1,601,229</b>        | <b>1,440,618</b>   | <b>1,440,618</b>        | <b>1,440,618</b>        |
| <i>Operating Expenditures</i>  |                         |                         |                         |  |                         |                         |
| Professional Fees              | 147,204                 | 163,350                 | 160,158                 | 173,550  | 168,550                 | 168,550                 |
|                                |                         |                         |                         | <i>Vet fees, temporary help in shelter, pet licensing.</i>   |                         |                         |
| Maintenance Service            | 22,198                  | 21,900                  | 15,926                  | 61,546   | 23,600                  | 23,600                  |
|                                |                         |                         |                         | <i>Solid waste disposal, equipment repair on traps, radios, &amp; other equipment.</i>                                     |                         |                         |
| Rent                           | 66                      | 200                     | 125                     | 200  | 200                     | 200                     |
|                                |                         |                         |                         | <i>Rental equipment for hearing tribunal.</i>  |                         |                         |
| Utility Services               | 4,566                   | 5,274                   | 4,754                   | 5,020  | 5,020                   | 5,020                   |
|                                |                         |                         |                         | <i>Water/sewer service.</i>  |                         |                         |
| Other Purchased Services       | 21,920                  | 31,269                  | 22,682                  | 31,069   | 30,800                  | 30,800                  |
|                                |                         |                         |                         | <i>Insurance premiums, cellular phone service.</i>   |                         |                         |
| Training & Conference          | 6,145                   | 3,725                   | 3,032                   | 3,545  | 3,545                   | 3,545                   |
|                                |                         |                         |                         | <i>Ongoing training for shelter staff &amp; recertification of existing ACO's; certification of new ACO's.</i>             |                         |                         |
| General Supplies               | 56,017                  | 58,156                  | 51,257                  | 79,339   | 79,339                  | 79,339                  |
|                                |                         |                         |                         | <i>Uniforms, office supplies, janitorial supplies, radios, vests, officer safety equip., traps, other small equipment.</i> |                         |                         |
| Energy                         | 71,905                  | 73,898                  | 71,207                  | 79,822   | 79,822                  | 79,822                  |
|                                |                         |                         |                         | <i>Electricity and natural gas costs.</i>  |                         |                         |
| Operating Supplies             | 111,222                 | 121,200                 | 106,603                 | 120,200  | 120,200                 | 120,200                 |
|                                |                         |                         |                         | <i>Animal food, tags, medical and veterinary supplies.</i>   |                         |                         |
| Other Operating Costs          | 2,011                   | 23,150                  | 5,693                   | 21,150   | 21,150                  | 21,150                  |
|                                |                         |                         |                         | <i>Insurance claims, memberships &amp; dues.</i>   |                         |                         |
| <b>Total Operating Exps.</b>   | <b>443,254</b>          | <b>502,122</b>          | <b>441,437</b>          | <b>575,441</b>   | <b>532,226</b>          | <b>532,226</b>          |
| <i>Capital Outlay</i>          | <b>0</b>                | <b>0</b>                | <b>0</b>                | <b>0</b>   | <b>0</b>                | <b>0</b>                |
| <b>TOTAL EXPENDITURES</b>      | <b><u>1,801,921</u></b> | <b><u>1,964,223</u></b> | <b><u>2,042,666</u></b> | <b><u>2,016,059</u></b>  | <b><u>1,972,844</u></b> | <b><u>1,972,844</u></b> |
| Cost-Sharing Expenses          | 215,022                 | 228,950                 | 268,946                 | 237,857  | 237,857                 | 237,857                 |
| <b>REVENUES</b>                | <b><u>326,064</u></b>   | <b><u>405,675</u></b>   | <b><u>391,780</u></b>   | <b><u>405,750</u></b>  | <b><u>405,750</u></b>   | <b><u>405,750</u></b>   |
| <b>POSITIONS (FT/PT)</b>       | 29/1                    | 29/1                    | 29/1                    | 30/1   | 29/1                    | 29/1                    |

**Budget Highlights:** The FY 2016 Adopted Budget for Animal Control reflects a net County dollar increase of \$8,546 (0.5%) over the previous year's budget. The primary driver of the increase is due to a one-time expenditure to replace the stainless steel mobile kennels used to transfer animals at the animal shelter. This cost is partially offset by a decrease in Personal Services as a result of staff turnover in FY 2015.

**Horizon Issues:** The proposed move of the Animal Welfare Section of the NC Department of Agriculture to the Department of Public Safety may have impacts not anticipated. Future rule making processes and inspection criteria are unclear at this time. Legislation regulating commercial dog breeders may fall to local agencies for enforcement. The high number of puppy mills in North Carolina is a high profile public issue. Annual state inspections have begun identifying issues related to age such as flooring and deteriorating kennels that will require resurfacing and replacement in the near future.

# EMERGENCY MANAGEMENT

**Mission:** The mission of the Winston-Salem/Forsyth County Office of Emergency Management is to aid the community before, during, and after unusual events and major disasters through educational services, open communications, and cooperative efforts.

**Program Descriptions:**

*Emergency Management* - Coordinates the preparation of City/County agencies and other community resources for response to and recovery from disasters and unusual events on a 24-hour basis. Provides coordination of the Forsyth County Homeland Security/Preparedness Task Force consisting of more than 20 local emergency response agencies. Provide coordination of the implementation and maintenance of the National Incident Management System (NIMS) in municipal and county emergency response and recovery.

*HAZMAT* - provides hazardous material support services to all of Forsyth County. Conducts pre-incident surveys of businesses with hazardous materials and provides training to outside agencies and emergency responders.

*Homeland Preparedness* - accounts for grant funds received for the NC Department of Public Safety, Division of Emergency Management for disaster related equipment and training.

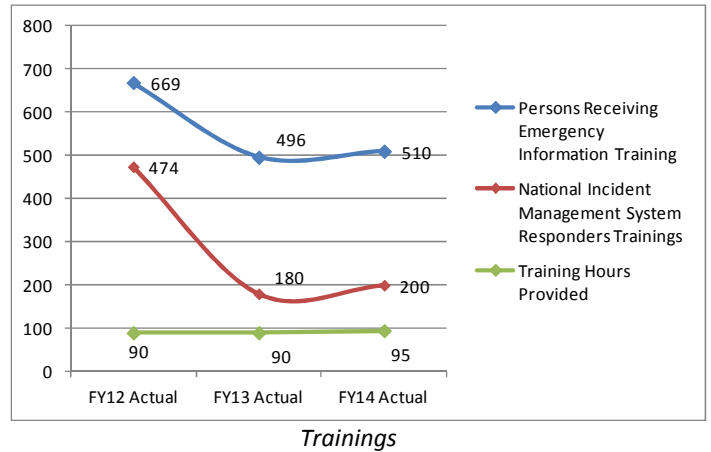
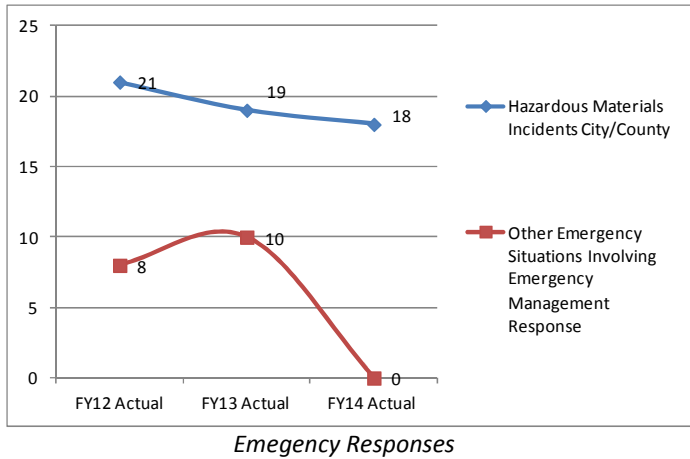
**Accomplishments:** Conducted 3 multi-Agency Emergency management simulations.

**Emergency Management is a joint City/County agency administered by the City of Winston-Salem. For more information, please visit:**  
<http://www.cityofws.org/departments/emergency-management>

**PROGRAM SUMMARY**

|                       | FY 13-14              | FY 14-15              |                       | FY 15-16              |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                       | Actual                | Original              | Estimate              | Request               | Recommend             | Adopted               |
| Emergency Management  | 497,083               | 518,930               | 518,930               | 483,340               | 483,340               | 534,450               |
| Hazmat Response       | 195,753               | 232,240               | 232,240               | 233,920               | 233,920               | 233,920               |
| Homeland Preparedness | 26,258                | 0                     | 129,020               | 0                     | 0                     | 0                     |
| <b>Total</b>          | <b><u>719,094</u></b> | <b><u>751,170</u></b> | <b><u>880,190</u></b> | <b><u>717,260</u></b> | <b><u>717,260</u></b> | <b><u>768,370</u></b> |

**Key Performance Measures:**



**2**  
 Number of Multiagency disaster simulations with volunteers

**1**  
 With volunteers

# EMERGENCY MANAGEMENT

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|                            | FY 13-14<br>Actual    | FY 14-15<br>Original  | Estimate              | Request               | FY 15-16<br>Recommend | Adopted  |
|----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|--|
| <b><u>EXPENDITURES</u></b> |                       |                       |                       |                       |                       |  |
| Payments T/O Agencies      | 337,296               | 355,590               | 355,390               | <b>328,630</b>        | <b>328,630</b>        | <b>354,190</b>   |
|                            |                       |                       |                       |                       |                       | <i>County portion paid to City of Winston-Salem for administering program.</i> |
| Other Purchased Services   | 29,258                | 0                     | 70,520                | <b>0</b>              | <b>0</b>              | <b>0</b>   |
|                            |                       |                       |                       |                       |                       | <i>Regional Hazard Mitigation Plan funded by FEMA.</i>                         |
| Grant Equipment            | 0                     | 0                     | 58,500                | <b>0</b>              | <b>0</b>              | <b>0</b>   |
|                            |                       |                       |                       |                       |                       | <i>Homeland Security Grant Equipment - Regional Water Purification System.</i> |
| <b>TOTAL EXPENDITURES</b>  | <b><u>366,554</u></b> | <b><u>355,590</u></b> | <b><u>484,410</u></b> | <b><u>328,630</u></b> | <b><u>328,630</u></b> | <b><u>354,190</u></b>  |
| <b><u>REVENUES</u></b>     |                       |                       |                       |                       |                       |  |
| City                       | 344,297               | 355,580               | 355,580               | 328,630               | 328,630               | 354,180  |
| County                     | 366,554               | 355,590               | 484,410               | 328,630               | 328,630               | 354,190  |

**Horizon Issues/Opportunities:** Included in the capital project to up-fit the County Public Safety Center are funds to build space to move the Emergency Management function from the Smith Reynolds Airport to the County Public Safety Center which also houses the County's Emergency Operations Center. With this construction project and move, there exists an opportunity to discuss shifting the administration of this function as a City of Winston-Salem administered program to a County administered program. The rationale for making such a change is the fact that the majority of federal and state grant opportunities, particularly with Homeland Security Grants are required to pass-through the County's budget. In addition, the majority of Emergency Management operations across the State are County-administered functions.

# INTERAGENCY COMMUNICATIONS

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**Mission:** To coordinate & manage the infrastructure, assets, and resources associated with the 800 MHZ digital trunked radio system that is jointly owned by the County of Forsyth & the City of Winston-Salem. To guide both Public Safety & non-emergency agencies in the coordinated use of the system as they respond to the needs of the public & to assist them in addressing their interoperable communication needs.

**Program Descriptions:**

*Interagency Communications* - Assist County and City departments with planning and usage of two way radios to increase departmental efficiency; Maintain compliance with the Federal Communications Commission rules and technical

parameters; Manage radio system security and operational integrity

**Accomplishments:** Interagency Communications continues to manage current revenue generating tower co-locations while exploring other potential revenue generating sources.

**FY16 Goals:** - Development of a proactive approach to the detection of equipment degradation and/or malfunction in the effort to maximize the up time for the radio equipment on our public safety and non-public safety radio users expect.

**PROGRAM SUMMARY**

|                            | FY 13-14<br>Actual      | FY 14-15                |                         |                         | FY 15-16                |                         |
|----------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                            |                         | Original                | Estimate                | Request                 | Recommend               | Adopted                 |
| Interagency Communications | 1,167,077               | 1,219,440               | 1,136,501               | 1,298,855               | 1,232,455               | 1,232,455               |
| <b>TOTAL EXPENDITURES</b>  | <b><u>1,167,077</u></b> | <b><u>1,219,440</u></b> | <b><u>1,136,501</u></b> | <b><u>1,298,855</u></b> | <b><u>1,232,455</u></b> | <b><u>1,232,455</u></b> |

# INTERAGENCY COMMUNICATIONS

|                                | FY 13-14                | FY 14-15                |                         | Request   | FY 15-16                |                         |
|--------------------------------|-------------------------|-------------------------|-------------------------|---|-------------------------|-------------------------|
|                                | Actual                  | Original                | Estimate                |   | Recommend               | Adopted                 |
| <b>EXPENDITURES</b>            |                         |                         |                         |   |                         |                         |
| <b>Personal Services</b>       |                         |                         |                         |   |                         |                         |
| Salaries & Wages               | 131,436                 | 132,298                 | 136,582                 | 136,052   | 136,052                 | 136,052                 |
| Other Employee Compensation    | 522                     | 520                     | 526                     | 520   | 520                     | 520                     |
| Employee Benefits              | 39,707                  | 37,292                  | 37,815                  | 38,986  | 38,986                  | 38,986                  |
| <b>Total Personal Services</b> | <b>171,665</b>          | <b>170,110</b>          | <b>174,923</b>          | <b>175,558</b>  | <b>175,558</b>          | <b>175,558</b>          |
| <b>Operating Expenditures</b>  |                         |                         |                         |   |                         |                         |
| Professional Fees              | 0                       | 18,021                  | 0                       | 18,382  | 18,382                  | 18,382                  |
|                                |                         |                         |                         | <i>Technical assistance fees for system-related issues.</i>   |                         |                         |
| Maintenance Service            | 793,835                 | 853,543                 | 817,473                 | 850,388   | 850,238                 | 850,238                 |
|                                |                         |                         |                         | <i>Maintenance contract for radio system. Non-warranty maintenance @ tower sites &amp; on equipment.</i>    |                         |                         |
| Rent                           | 56,215                  | 57,816                  | 57,617                  | 59,060  | 59,060                  | 59,060                  |
|                                |                         |                         |                         | <i>Communication tower site leases.</i>   |                         |                         |
| Other Purchased Services       | 11,340                  | 12,032                  | 11,425                  | 30,032  | 30,032                  | 30,032                  |
|                                |                         |                         |                         | <i>Insurance premiums, HVAC maintenance &amp; telephone services at tower sites, fire door inspections.</i> |                         |                         |
| Training & Conference          | 709                     | 2,000                   | 1,380                   | 2,000   | 2,000                   | 2,000                   |
| General Supplies               | 12,789                  | 21,650                  | 17,723                  | 27,400  | 26,150                  | 26,150                  |
|                                |                         |                         |                         | <i>System parts &amp; supplies.</i>   |                         |                         |
| Energy                         | 36,836                  | 50,182                  | 37,720                  | 39,449  | 39,449                  | 39,449                  |
|                                |                         |                         |                         | <i>Electricity &amp; natural gas costs at tower sites.</i>  |                         |                         |
| Operating Supplies             | 4,949                   | 9,650                   | 5,860                   | 13,650  | 9,650                   | 9,650                   |
| Other Operating Supplies       | 28,839                  | 24,436                  | 12,380                  | 21,936  | 21,936                  | 21,936                  |
|                                |                         |                         |                         | <i>Insurance claims; memberships &amp; dues.</i>  |                         |                         |
| <b>Total Operating Exps.</b>   | <b>945,512</b>          | <b>1,049,330</b>        | <b>961,578</b>          | <b>1,062,297</b>  | <b>1,056,897</b>        | <b>1,056,897</b>        |
| <b>Capital Outlay</b>          | <b>49,900</b>           | <b>0</b>                | <b>0</b>                | <b>61,000</b>   | <b>0</b>                | <b>0</b>                |
| <b>TOTAL EXPENDITURES</b>      | <b><u>1,167,077</u></b> | <b><u>1,219,440</u></b> | <b><u>1,136,501</u></b> | <b><u>1,298,855</u></b>   | <b><u>1,232,455</u></b> | <b><u>1,232,455</u></b> |
| Cost-sharing Expenses          | 8,368                   | 10,447                  | 5,836                   | 12,175  | 12,175                  | 12,175                  |
| <b>REVENUES</b>                | <b><u>510,190</u></b>   | <b><u>557,477</u></b>   | <b><u>555,195</u></b>   | <b><u>542,333</u></b>   | <b><u>542,333</u></b>   | <b><u>542,333</u></b>   |
| POSITIONS (FT/PT)              | 2/0                     | 2/0                     | 2/0                     | 2/0   | 2/0                     | 2/0                     |

**Budget Highlights:** The FY 2016 Adopted budget for Interagency Communications reflects a net County dollar increase of \$28,159 (4.3%) over the FY 2015 Adopted budget. Every five years the department contracts for the inspection of the County's radio towers and the \$15,000 in the FY 2016 budget is the primary expenditure driver of the budget increase. The department also projects that revenues from the repair of Winston-Salem radios will decrease as a large number of radios were repaired in FY 2015.

The department requested \$125,000 to begin replacing the current communications tower lighting with more energy efficient LED lighting. The Board of Commissioners included this funding as a potential Pay-Go project in the FY 2016 budget.

**Horizon Issues:** Begin the replacement of aging radio infrastructure and discussions with vendors regarding the development of the most beneficial and cost effective, non-invasive paths towards infrastructure replacement and development of a multi-year plan to integrate new equipment while being transparent to our system users.

# SHERIFF'S OFFICE

**Mission:** To ensure the security of life and property, prevent crime and disorder, and enforce the laws of North Carolina and the United States.

**Program Descriptions:**

*Administration* - includes agency leadership, as well as Information Technology, Human Resources, Fiscal Management (financial and purchasing), training, facilities maintenance, and victim services.

*Law Enforcement* - provides patrol, investigation, and 911 services to all of Forsyth County except Winston-Salem and Kernersville. The program also includes court security at the Forsyth County Hall of Justice. County-wide this program executes court orders, serves papers, eviction notices, and collects judgments.

*Detention Operations* - maintains the jail, provides detention officers, and provides for medical and food services for County inmates. The program also includes transportation of inmates and the mentally challenged to various facilities.

*DEA Forfeiture Purchasing* - accounts for the spending of illegal drug seizures funds. Expenditures typically include equipment, training and other activities that enhance

and support law enforcement in the community

*Governor's Highway Safety Program* - is a grant that supports a multi-jurisdiction DWI task force in Forsyth County.

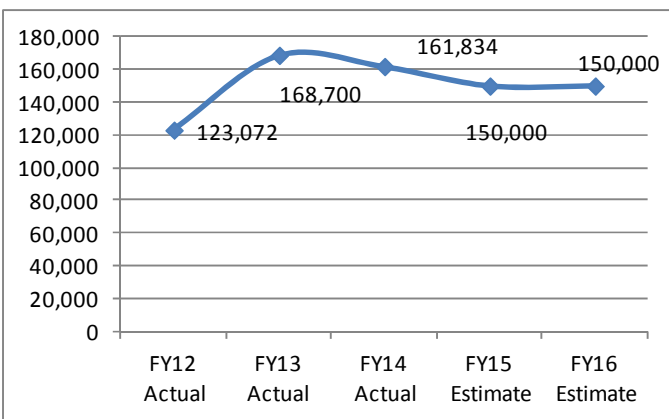
**Accomplishments:** Sustained agency CALEA accreditation status; partnered with the community to improve citizen perceptions, including the first annual Sheriff's Citizens' Academy; Investigative Service Divisions received Letter of Commendation for exemplary work; Volunteer programs, including Citizen Patrol provided 7,966 of hours of work, with a volunteer hour value of \$177,911; Four volunteers received Lifetime Achievement Awards from the President of the United States; Enhances training, wellness and organization structure, include the installation and operation of a new *use of force* simulator

**FY16 GOALS:** - Achieve agency recertification with CALEA; Achieve Federal PREA compliance for the Detention Center; establish specialized patrol teams; continue alternatives to new staffing (volunteer programs, etc.); increase staffing; enhance technology; enhance training; partner with the community and improve citizen perception.

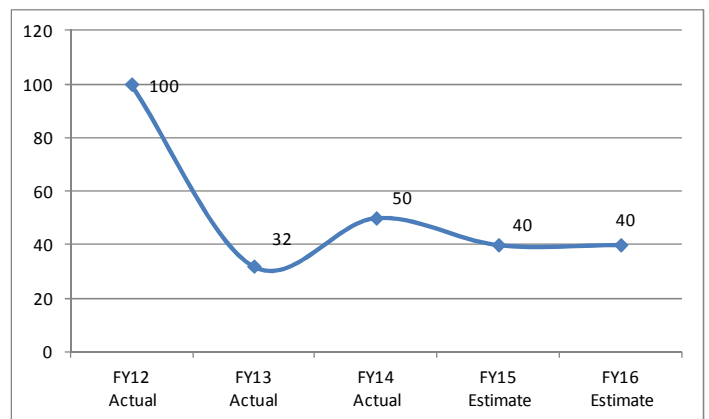
**PROGRAM SUMMARY**

|                           | FY 13-14                 | FY 14-15                 |                          | FY 15-16                 |                          |                          |
|---------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|                           | Actual                   | Original                 | Estimate                 | Request                  | Recommend                | Adopted                  |
| Administration            | 4,112,235                | 4,943,901                | 4,691,440                | 6,407,095                | 5,482,168                | 5,474,625                |
| Law Enforcement           | 12,841,432               | 12,974,538               | 12,839,681               | 16,255,365               | 14,046,001               | 13,713,372               |
| Detention                 | 23,045,167               | 23,484,885               | 24,036,685               | 26,124,407               | 24,534,771               | 25,332,856               |
| DEA Forfeiture Purchasing | 6,536                    | 210,000                  | 0                        | 955,170                  | 0                        | 0                        |
| Governor's Highway Safety | 83,641                   | 59,474                   | 68,376                   | 64,643                   | 64,643                   | 64,643                   |
| <b>Total</b>              | <b><u>40,089,011</u></b> | <b><u>41,672,798</u></b> | <b><u>41,636,182</u></b> | <b><u>49,806,680</u></b> | <b><u>44,127,583</u></b> | <b><u>44,585,496</u></b> |

**Key Performance Measures:**



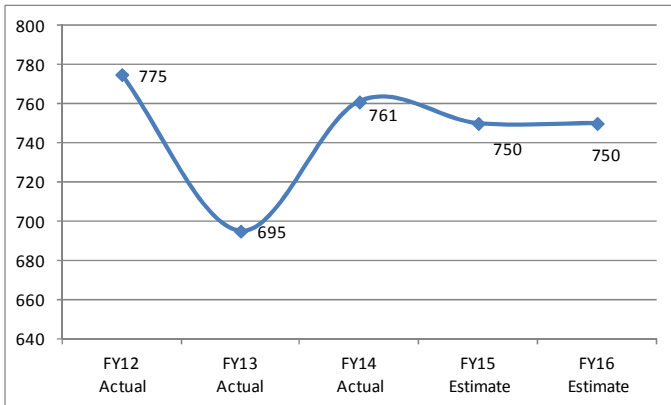
911 Calls for Sheriff's Office



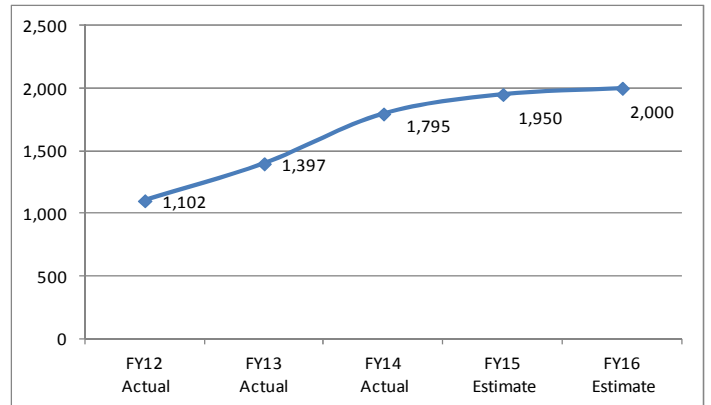
Narcotics - # of Cases

# SHERIFF'S OFFICE

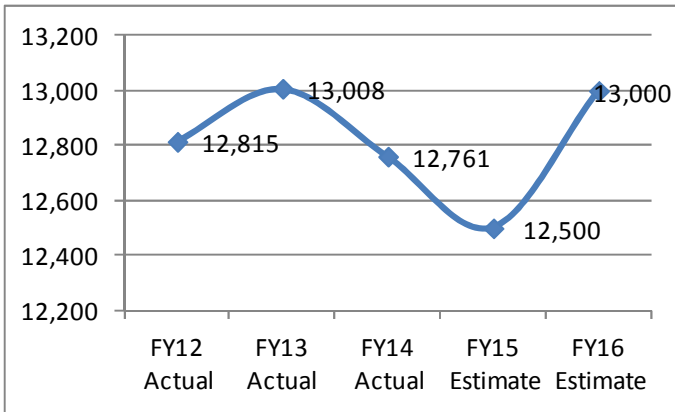
## Key Performance Measures, cont.:



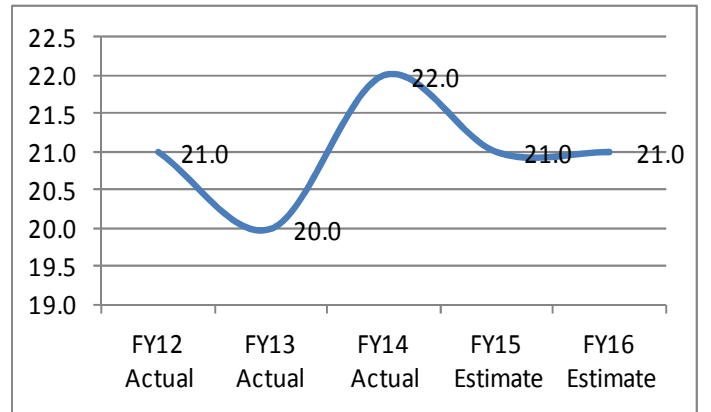
Detention - Average Daily Inmate Population



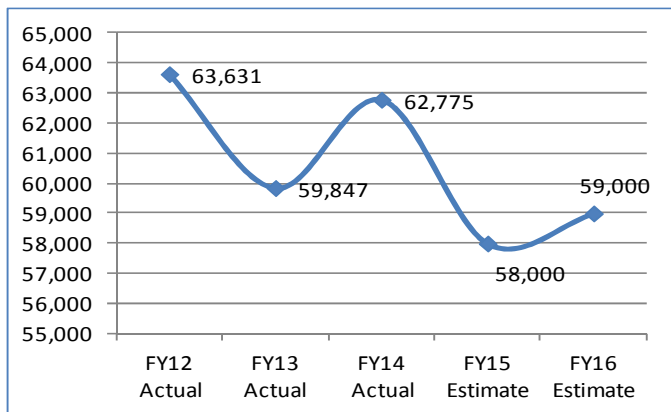
Detectives - # of Cases



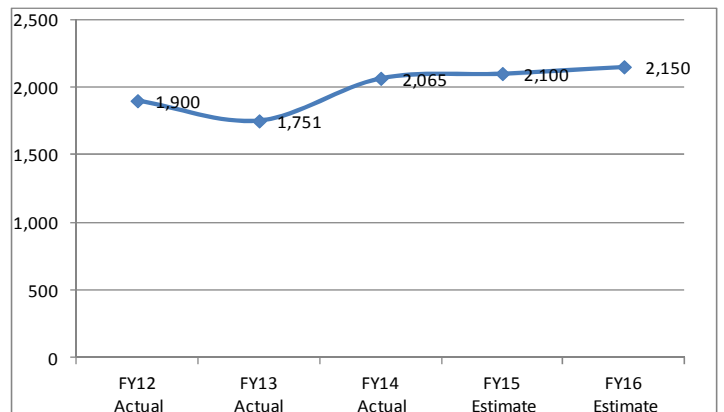
Detention - Newly Admitted Inmates



Detention - Average Length of Stay



Legal Processes Received (includes all civil papers except criminal/civil orders for arrest)



Transportation - Inmates and/or Mental Commitments



# SHERIFF'S OFFICE

|                                | FY 13-14<br>Actual       | FY 14-15<br>Original     | Estimate                 | Request                  | FY 15-16<br>Recommend    | Adopted  |
|--------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--|
| <b>EXPENDITURES</b>            |                          |                          |                          |                          |                          |  |
| <b>Personal Services</b>       |                          |                          |                          |                          |                          |  |
| Salaries & Wages               | 21,071,605               | 22,009,800               | 21,780,007               | 25,025,561               | 22,360,689               | 23,220,438   |
| Employee Benefits              | 9,067,484                | 9,220,462                | 9,084,714                | 10,848,915               | 9,678,358                | 10,053,860   |
| <b>Total Personal Services</b> | <b>30,139,089</b>        | <b>31,230,262</b>        | <b>30,864,721</b>        | <b>35,874,476</b>        | <b>32,039,047</b>        | <b>33,274,298</b>  |
| <b>Operating Expenditures</b>  |                          |                          |                          |                          |                          |  |
| Professional Fees              | 4,383,685                | 4,373,930                | 4,502,810                | 4,775,600                | 4,582,172                | 4,579,800  |
|                                |                          |                          |                          |                          |                          | <i>Inmate medical contract, drug/medical exams, polygraph contract.</i>  |
| Maintenance Service            | 244,300                  | 299,550                  | 283,280                  | 404,947                  | 380,156                  | 380,156  |
|                                |                          |                          |                          |                          |                          | <i>FCSO Comm. Center &amp; fingerprint equipment maintenance, software &amp; hardware support on various systems.</i>      |
| Rent                           | 26,674                   | 9,420                    | 8,530                    | 15,455                   | 10,205                   | 10,205   |
|                                |                          |                          |                          |                          |                          | <i>Rent for Narcotics, EHA monitoring equipment.</i>   |
| Utility Services               | 220,627                  | 226,200                  | 228,083                  | 259,343                  | 241,560                  | 241,560  |
|                                |                          |                          |                          |                          |                          | <i>Water/sewer costs at Administrative Building &amp; Detention Center.</i>  |
| Construction Services          | 17,562                   | 0                        | 0                        | 0                        | 0                        | 0  |
| Other Purchased Services       | 1,831,939                | 1,930,382                | 1,972,790                | 2,216,398                | 2,112,078                | 2,112,078  |
|                                |                          |                          |                          |                          |                          | <i>Inmate food contract, insurance premiums, OSSI maintenance, Verizon air cards for mobile data system.</i>               |
| Training & Conference          | 50,125                   | 150,524                  | 118,490                  | 160,838                  | 147,759                  | 147,759  |
|                                |                          |                          |                          |                          |                          | <i>Specialty training, certifications, state mandated training, BLET training.</i>   |
| General Supplies               | 1,216,763                | 1,123,607                | 1,006,680                | 2,186,322                | 744,133                  | 987,387  |
|                                |                          |                          |                          |                          |                          | <i>Ballistic vests, specialty equipment, weapons, uniforms, computer replacements.</i>                                     |
| Energy                         | 743,203                  | 875,750                  | 807,968                  | 926,660                  | 844,211                  | 844,211  |
|                                |                          |                          |                          |                          |                          | <i>Electricity &amp; natural gas costs for Detention Center and Sheriff Administration Buildings.</i>                      |
| Operating Supplies             | 509,089                  | 460,106                  | 510,710                  | 609,218                  | 490,874                  | 489,874  |
|                                |                          |                          |                          |                          |                          | <i>Ammunition, targets, training supplies, protective gloves, spit shields, inmate clothing, bedding, mattresses, etc.</i> |
| Other Operating Costs          | 354,259                  | 580,226                  | 581,720                  | 542,630                  | 540,395                  | 540,395  |
|                                |                          |                          |                          |                          |                          | <i>Insurance claims, informant pay, memberships &amp; dues.</i>  |
| <b>Total Operating Exps.</b>   | <b>9,598,226</b>         | <b>10,029,695</b>        | <b>10,021,061</b>        | <b>12,097,411</b>        | <b>10,093,543</b>        | <b>10,333,425</b>  |
| <b>Capital Outlay</b>          | <b>116,421</b>           | <b>168,641</b>           | <b>516,120</b>           | <b>1,589,553</b>         | <b>524,753</b>           | <b>743,693</b>   |
| <b>Contingency</b>             | <b>0</b>                 | <b>0</b>                 | <b>0</b>                 | <b>0</b>                 | <b>1,225,000</b>         | <b>0</b>   |
| <b>Payments T/O Agencies</b>   | <b>235,365</b>           | <b>244,200</b>           | <b>234,280</b>           | <b>245,240</b>           | <b>245,240</b>           | <b>234,080</b>   |
|                                |                          |                          |                          |                          |                          | <i>Payments to City of W-S for property/evidence management and arrestee processing services.</i>                          |
| <b>TOTAL EXPENDITURES</b>      | <b><u>40,089,101</u></b> | <b><u>41,672,798</u></b> | <b><u>41,636,182</u></b> | <b><u>49,806,680</u></b> | <b><u>44,127,583</u></b> | <b><u>44,585,496</u></b>   |
| Cost-Sharing Expenses          | 2,267,120                | 1,688,665                | 1,976,401                | 1,989,973                | 1,989,042                | 1,989,042  |
| Contra-Expenses                | (95,904)                 | (86,240)                 | 0                        | (86,240)                 | (86,240)                 | (86,240)   |
| <b>REVENUES</b>                | <b><u>6,742,153</u></b>  | <b><u>6,497,083</u></b>  | <b><u>5,950,227</u></b>  | <b><u>7,167,794</u></b>  | <b><u>6,108,320</u></b>  | <b><u>6,358,116</u></b>  |
| POSITIONS (FT/PT)              | 511/21                   | 511/21                   | 512/24                   | 581/24                   | 536/24                   | 536/24   |

# SHERIFF'S OFFICE

|  | FY 13-14<br>Actual      | FY 14-15<br>Original    | Estimate                | Request                 | FY 15-16<br>Recommend   | Adopted                 |
|--|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <b><u>EXPENDITURES - Administration</u></b>                                  |                         |                         |                         |                         |                         |                         |
| <b><i>Personal Services</i></b>  |                         |                         |                         |                         |                         |                         |
| Salaries & Wages   | 1,473,169               | 1,909,141               | 1,692,169               | 2,112,760               | 1,948,210               | 1,948,210               |
| Employee Benefits  | 579,170                 | 775,225                 | 623,372                 | 864,834                 | 801,521                 | 801,521                 |
| <i>Longevity for entire Sheriff's Department included in Administration.</i> |                         |                         |                         |                         |                         |                         |
| <b>Total Personal Services</b>   | <b>2,052,339</b>        | <b>2,684,366</b>        | <b>2,315,541</b>        | <b>2,977,594</b>        | <b>2,749,731</b>        | <b>2,749,731</b>        |
| <b><i>Operating Expenditures</i></b>   |                         |                         |                         |                         |                         |                         |
| Professional Fees  | 68,794                  | 81,730                  | 80,670                  | 140,500                 | 115,200                 | 115,200                 |
| <i>Fitness test/drug/medical exams for new hires, polygraph contract.</i>    |                         |                         |                         |                         |                         |                         |
| Maintenance Service  | 101,072                 | 107,700                 | 100,250                 | 197,845                 | 194,245                 | 194,245                 |
| <i>Software and hardware support on various systems.</i>                     |                         |                         |                         |                         |                         |                         |
| Rent   | 12,440                  | 6,810                   | 6,240                   | 12,965                  | 7,715                   | 7,715                   |
| <i>Rental of parking spaces for support staff.</i>                           |                         |                         |                         |                         |                         |                         |
| Utility Services   | 9,873                   | 11,200                  | 14,963                  | 19,903                  | 15,810                  | 15,810                  |
| Construction Services  | 845                     | -                       | -                       | 0                       | 0                       | 0                       |
| <i>Water/sewer service for Administration Bldg.</i>                          |                         |                         |                         |                         |                         |                         |
| Other Purchased Services   | 638,274                 | 731,575                 | 800,750                 | 954,515                 | 874,525                 | 874,525                 |
| <i>Insurance premiums, OSSI System maintenance.</i>                          |                         |                         |                         |                         |                         |                         |
| Training & Conference  | 9,323                   | 58,392                  | 28,140                  | 52,920                  | 47,830                  | 47,830                  |
| <i>Specialty training, recertifications, state mandated training.</i>        |                         |                         |                         |                         |                         |                         |
| General Supplies   | 669,323                 | 694,318                 | 545,700                 | 1,243,940               | 331,518                 | 324,975                 |
| <i>Specialty equipment, uniforms and computer replacements.</i>              |                         |                         |                         |                         |                         |                         |
| Energy   | 248,523                 | 319,500                 | 295,698                 | 328,160                 | 309,186                 | 309,186                 |
| <i>Natural gas and electricity costs at Administration Bldg.</i>             |                         |                         |                         |                         |                         |                         |
| Operating Supplies   | 125,195                 | 86,750                  | 111,350                 | 145,443                 | 104,828                 | 103,828                 |
| <i>Training supplies, safety supplies, office supplies.</i>                  |                         |                         |                         |                         |                         |                         |
| Other Operating Costs  | 182,860                 | 371,560                 | 370,080                 | 333,680                 | 333,580                 | 333,580                 |
| <i>Insurance claims, memberships and dues.</i>                               |                         |                         |                         |                         |                         |                         |
| <b>Total Operating Exps.</b>   | <b>2,066,522</b>        | <b>2,469,535</b>        | <b>2,353,841</b>        | <b>3,429,871</b>        | <b>2,334,437</b>        | <b>2,326,894</b>        |
| <b>Capital Outlay</b>  | <b>0</b>                | <b>0</b>                | <b>22,058</b>           | <b>954,800</b>          | <b>398,000</b>          | <b>398,000</b>          |
| <b>TOTAL EXPENDITURES</b>  | <b><u>4,118,861</u></b> | <b><u>5,153,901</u></b> | <b><u>4,691,440</u></b> | <b><u>7,362,265</u></b> | <b><u>5,482,168</u></b> | <b><u>5,474,625</u></b> |
| Cost-Sharing Expenses  | 405,926                 | 89,807                  | 145,108                 | 180,211                 | 180,211                 | 180,211                 |
| <b><u>REVENUES</u></b>   | <b><u>9,656</u></b>     | <b><u>213,220</u></b>   | <b><u>4,658</u></b>     | <b><u>958,270</u></b>   | <b><u>3,100</u></b>     | <b><u>3,100</u></b>     |
| POSITIONS (FT/PT)  | 31/0                    | 31/0                    | 31/0                    | 35/0                    | 31/0                    | 31/0                    |

# SHERIFF'S OFFICE

|  | FY 13-14<br>Actual       | FY 14-15<br>Original     | Estimate                 | Request                  | FY 15-16<br>Recommend    | Adopted                  |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>EXPENDITURES - Law Enforcement/Grants</b> |                          |                          |                          |                          |                          |                          |
| <i>Personal Services</i>                     |                          |                          |                          |                          |                          |                          |
| Salaries & Wages                             | 7,944,502                | 8,180,644                | 8,040,313                | 9,697,740                | 8,262,634                | 8,478,955                |
| Employee Benefits                            | 3,843,998                | 3,830,458                | 3,892,355                | 4,672,783                | 3,994,881                | 4,109,374                |
| <b>Total Personal Services</b>               | <b>11,788,500</b>        | <b>12,011,102</b>        | <b>11,932,668</b>        | <b>14,370,523</b>        | <b>12,257,515</b>        | <b>12,588,329</b>        |
| <i>Operating Expenditures</i>                |                          |                          |                          |                          |                          |                          |
| Professional Fees                            | 6,848                    | 17,200                   | 17,140                   | 35,100                   | 23,600                   | 23,600                   |
| Maintenance Service                          | 48,676                   | 81,850                   | 75,770                   | 96,007                   | 77,676                   | 77,676                   |
| Rent   | 13,988                   | 2,200                    | 2,000                    | 2,200                    | 2,200                    | 2,200                    |
| Other Purchased Services                     | 192,881                  | 81,572                   | 82,600                   | 106,805                  | 101,925                  | 101,925                  |
| Training & Conference                        | 34,558                   | 69,508                   | 68,160                   | 95,483                   | 88,789                   | 88,789                   |
| General Supplies                             | 311,120                  | 130,088                  | 158,330                  | 469,845                  | 132,893                  | 281,070                  |
| Energy                                       | 2,214                    | 1,250                    | 1,250                    | 2,500                    | 1,250                    | 1,250                    |
| Operating Supplies                           | 169,746                  | 148,691                  | 161,210                  | 219,708                  | 161,494                  | 161,494                  |
| Other Operating Costs                        | 169,972                  | 203,510                  | 206,570                  | 205,730                  | 203,595                  | 203,595                  |
| <b>Total Operating Exps.</b>                 | <b>950,003</b>           | <b>735,869</b>           | <b>773,030</b>           | <b>1,233,378</b>         | <b>793,422</b>           | <b>941,599</b>           |
| <b>Capital Outlay</b>                        | <b>37,000</b>            | <b>132,691</b>           | <b>48,009</b>            | <b>563,087</b>           | <b>106,687</b>           | <b>106,687</b>           |
| <b>Contingency</b>                           | <b>0</b>                 | <b>0</b>                 | <b>0</b>                 | <b>0</b>                 | <b>800,000</b>           | <b>0</b>                 |
| <b>Payments T/O Agencies</b>                 | <b>149,570</b>           | <b>154,350</b>           | <b>154,350</b>           | <b>153,020</b>           | <b>153,020</b>           | <b>141,400</b>           |
| <b>TOTAL EXPENDITURES</b>                    | <b><u>12,925,073</u></b> | <b><u>13,034,012</u></b> | <b><u>12,908,057</u></b> | <b><u>16,320,008</u></b> | <b><u>14,110,644</u></b> | <b><u>13,778,015</u></b> |
| Cost-Sharing Expenses                        | 1,032,809                | 845,899                  | 1,214,454                | 1,014,247                | 1,013,316                | 1,013,316                |
| Contra-Expenses                              | (95,940)                 | (86,240)                 | 0                        | (86,240)                 | (86,240)                 | (86,240)                 |
| <b>REVENUES</b>                              | <b><u>3,721,115</u></b>  | <b><u>3,721,213</u></b>  | <b><u>3,591,112</u></b>  | <b><u>3,739,108</u></b>  | <b><u>3,739,108</u></b>  | <b><u>3,887,284</u></b>  |
| POSITIONS (FT/PT)                            | 188/12                   | 188/12                   | 189/15                   | 225/15                   | 189/15                   | 195/15                   |

# SHERIFF'S OFFICE

|  | FY 13-14                 | FY 14-15                 |                          | Request                  | FY 15-16  |                          |
|--|--------------------------|--------------------------|--------------------------|--------------------------|---|--------------------------|
|  | Actual                   | Original                 | Estimate                 |                          | Recommend   | Adopted                  |
| <b>EXPENDITURES - Detention</b>  |                          |                          |                          |                          |   |                          |
| <i>Personal Services</i>   |                          |                          |                          |                          |   |                          |
| Salaries & Wages   | 11,653,934               | 11,920,015               | 12,047,525               | 13,215,061               | 12,149,845  | 12,793,273               |
| Employee Benefits  | 4,644,316                | 4,614,779                | 4,568,987                | 5,306,288                | 4,881,956   | 5,142,965                |
| <b>Total Personal Services</b>   | <b>16,298,250</b>        | <b>16,534,794</b>        | <b>16,616,512</b>        | <b>18,521,349</b>        | <b>17,031,801</b>   | <b>17,936,238</b>        |
| <i>Operating Expenditures</i>  |                          |                          |                          |                          |   |                          |
| Professional Fees  | 4,308,043                | 4,275,000                | 4,405,000                | 4,600,000                | 4,443,372   | 4,441,000                |
|  |                          |                          |                          |                          | <i>Inmate Medical Contract.</i>   |                          |
| Maintenance Service  | 94,552                   | 110,000                  | 107,260                  | 111,095                  | 108,235   | 108,235                  |
|  |                          |                          |                          |                          | <i>Kitchen equipment repair, communication equipment repair/maintenance, solid waste disposal.</i>              |                          |
| Rent   | 246                      | 410                      | 290                      | 290                      | 290   | 290                      |
|  |                          |                          |                          |                          | <i>Rental of GPS electronic house arrest equipment; space lease-Community Court Services.</i>                   |                          |
| Utility Services   | 210,754                  | 215,000                  | 213,120                  | 239,440                  | 225,750   | 225,750                  |
|  |                          |                          |                          |                          | <i>Water/sewer costs at LEDC.</i>   |                          |
| Construction Services  | 16,717                   | 0                        | 0                        | 0                        | 0   | 0                        |
| Other Purchased Services   | 1,000,784                | 1,117,235                | 1,089,440                | 1,155,078                | 1,135,628   | 1,135,628                |
|  |                          |                          |                          |                          | <i>Inmate Food Service Contract, electronic house arrest monitoring contract.</i>                               |                          |
| Training & Conference  | 6,244                    | 22,624                   | 22,190                   | 12,435                   | 11,140  | 11,140                   |
|  |                          |                          |                          |                          | <i>New officer training, re-certifications.</i>   |                          |
| General Supplies   | 236,320                  | 299,201                  | 302,650                  | 472,537                  | 279,722   | 381,342                  |
|  |                          |                          |                          |                          | <i>Janitorial supplies, uniforms, handcuffs, small equipment, ammunition, detention training supplies, etc.</i> |                          |
| Energy   | 492,466                  | 555,000                  | 511,020                  | 596,000                  | 533,775   | 533,775                  |
|  |                          |                          |                          |                          | <i>Electricity and natural gas costs.</i>   |                          |
| Operating Supplies   | 214,148                  | 224,665                  | 238,150                  | 244,067                  | 224,552   | 224,552                  |
|  |                          |                          |                          |                          | <i>Personal protective supplies, spit shields, gloves, etc., inmate clothing and bedding, mattresses.</i>       |                          |
| Other Operating Costs  | 1,427                    | 5,156                    | 5,070                    | 3,220                    | 3,220   | 3,220                    |
| <b>Total Operating Exps.</b>   | <b>6,581,701</b>         | <b>6,824,291</b>         | <b>6,894,190</b>         | <b>7,434,162</b>         | <b>6,965,684</b>  | <b>7,064,932</b>         |
| <b>Capital Outlay</b>  | <b>79,421</b>            | <b>35,950</b>            | <b>446,053</b>           | <b>71,666</b>            | <b>20,066</b>   | <b>239,006</b>           |
| <b>Contingency</b>   | <b>0</b>                 | <b>0</b>                 | <b>0</b>                 | <b>0</b>                 | <b>425,000</b>  | <b>0</b>                 |
| <b>Payments T/O Agencies</b>   | <b>85,795</b>            | <b>89,850</b>            | <b>79,930</b>            | <b>92,220</b>            | <b>92,220</b>   | <b>92,680</b>            |
|  |                          |                          |                          |                          | <i>City of W-S: Payment for Arrestee Processing.</i>  |                          |
| <b>Total Expenditures</b>  | <b><u>23,045,167</u></b> | <b><u>23,484,885</u></b> | <b><u>24,036,685</u></b> | <b><u>26,119,397</u></b> | <b><u>24,534,771</u></b>  | <b><u>25,332,856</u></b> |
| Cost-Sharing Expenses  | 828,385                  | 752,959                  | 597,497                  | 795,515                  | 795,515   | 795,515                  |
| <b>REVENUES</b>  | <b><u>3,011,382</u></b>  | <b><u>2,562,650</u></b>  | <b><u>2,354,457</u></b>  | <b><u>2,470,416</u></b>  | <b><u>2,366,112</u></b>   | <b><u>2,467,732</u></b>  |
| POSITIONS (FT/PT)  | 292/2                    | 292/9                    | 292/9                    | 321/9                    | 292/9   | 310/9                    |
| <b>(Includes Criminal Justice Partnership Program, Court Security, &amp; Transportation)</b> |                          |                          |                          |                          |   |                          |

**Budget Highlights:** The Sheriff's Office FY 2016 Adopted budget reflects a net County dollar increase of \$3,051,665 (8.7%) over the FY 2015 Adopted budget. An expenditure increase of \$2,912,698 and a revenue decrease of \$138,967 accounts for the County dollar increase. The major driver of the increase is an increase in total positions, and performance and fringe benefit increases in the department. The Sheriff requested an additional 69FT positions for FY 2016. The Adopted budget includes 24 new positions including 16 Detention Officers, 4 Patrol Deputies, 1 Court Bailiff, 1 Transportation Deputy, and 2 Detectives.

The other drivers of the expenditure increase are equipment purchases in the Sheriff's IT department and an increase in the Inmate Medical contract for the Detention Center. The largest contributor to decreased revenues is the deletion of reimbursements for housing other County's inmates in the Forsyth County Detention Center. Yadkin County was the sole County sending their inmates to Forsyth County and during FY 2015 it opened a new detention facility.

**Horizon Issues:** Demographic shifts in the County and patrol area; matching staffing levels to workload increases; remaining competitive in recruitment and retention; aging infrastructure and capital equipment.

# EMERGENCY SERVICES

**Mission:** The mission of the Forsyth County Emergency Services Department is: 1) Coordinate, supervise, and manage the fire & rescue protection program in Forsyth County; 2) Manage the operation of the 9-1-1 Communications Center; 3) Provide support & training to the volunteer fire and rescue departments; 4) Provide required fire protection to the Smith Reynolds Airport; and 5) Provide emergency medical and ambulance services as well as field level EMT Paramedic care within Forsyth County in an effective, timely, and efficient manner.

**Program Descriptions:**

*Fire Operations* - conducts inspections to insure fire code compliance, review plans of new construction, investigates fires to determine their origin & cause, supports & supervises fire fighting & provide fire protection at Smith Reynolds Airport.

*EMS OPERATIONS* - provides medical care transportation at the "Advanced Life Support" Paramedic level, provides

training to County & City personnel to respond to medical emergencies, processes billing & enforces collections of ambulance bills, and under an agreement WFUBMC provides 26 paramedics for its critical care service

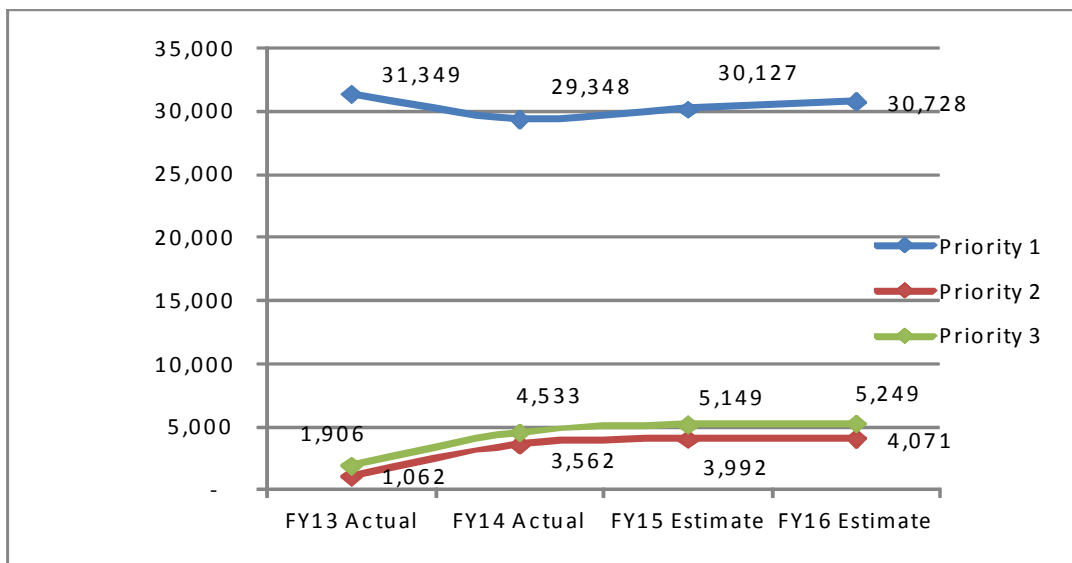
*911 Communications* - receives calls from the public via 9-1-1 & dispatches emergency agencies for fire protection, EMS, and Rescue. Provides technical support & maintains 9-1-1 database and CAD/AVL systems for emergency services.

**Accomplishments:** The department has worked diligently to complete its mission of providing fire and EMS service to the citizens of Forsyth County.

**FY16 Goals:** - Emergency Services will embark on a new Mobile Integrated Healthcare/Paramedicine program in FY16 to provide whole person evaluation, triage and management for clients at high risk for instability in the community and at risk for repeat Emergency Department utilization. The department is also hoping to consolidate its 911 Communications and Sheriff's Communications centers.

|                           | FY 13-14                 | FY 14-15                 |                          | Request                  | FY 15-16                 | Adopted                  |
|---------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|                           | Actual                   | Original                 | Estimate                 |                          | Recommend                |                          |
| Emergency Services Admin. | 839,742                  | 1,106,005                | 1,020,170                | 1,352,488                | 1,144,323                | 1,144,323                |
| Fire Operations           | 2,030,374                | 2,003,953                | 2,036,383                | 2,217,429                | 2,085,244                | 2,085,244                |
| 9-1-1 Communications      | 1,829,058                | 1,980,740                | 1,751,248                | 1,952,950                | 1,935,000                | 1,935,000                |
| EMS Operations            | 8,091,543                | 8,469,723                | 8,283,898                | 9,768,880                | 8,973,305                | 9,273,305                |
| Compliance                | 2,734,823                | 3,841,234                | 2,930,020                | 4,181,608                | 3,906,060                | 3,906,060                |
| <b>Total</b>              | <b><u>15,525,540</u></b> | <b><u>17,401,655</u></b> | <b><u>16,021,719</u></b> | <b><u>19,473,355</u></b> | <b><u>18,043,932</u></b> | <b><u>18,343,932</u></b> |

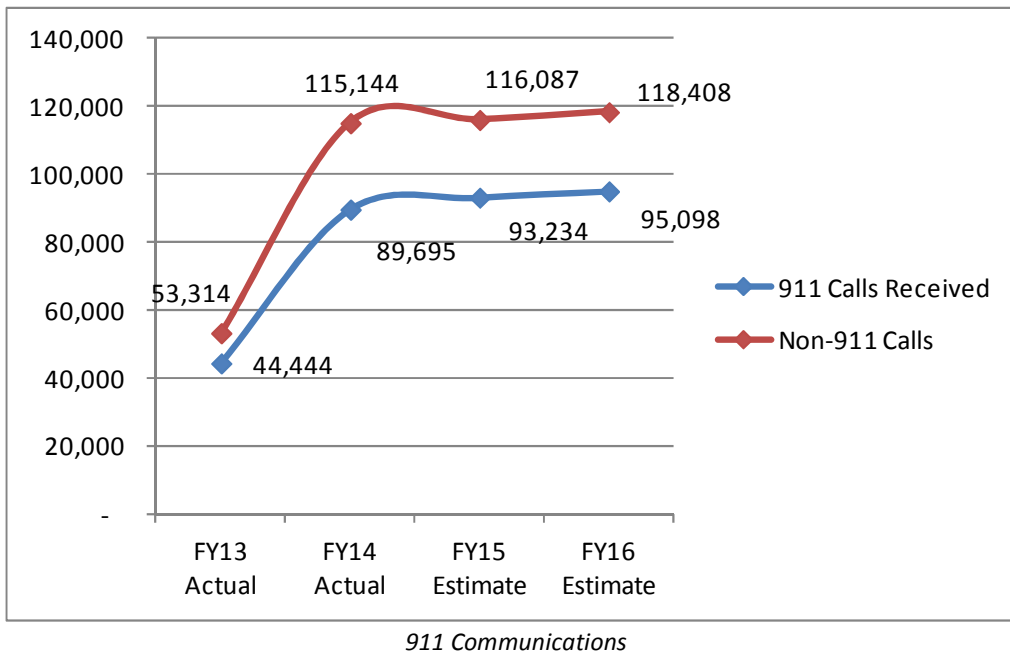
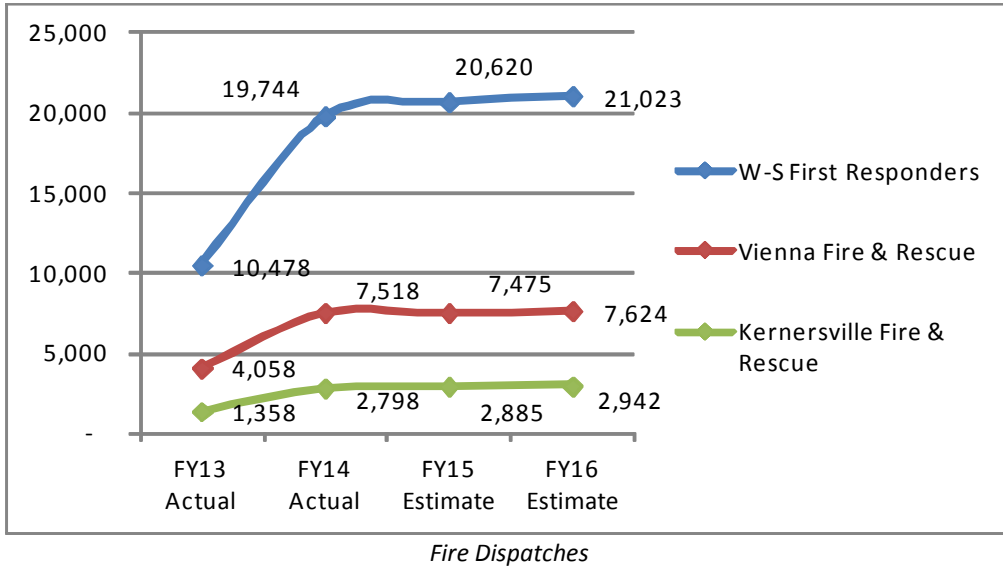
**Key Performance Measures:**



EMS Calls for Service

# EMERGENCY SERVICES

## Key Performance Measures, cont.



|               | <u>FY13 Actual</u> | <u>FY14 Actual</u> | <u>FY15 Estimate</u> | <u>FY16 Goal</u> |
|---------------|--------------------|--------------------|----------------------|------------------|
| Emergency     | 0:14:08            | 0:14:54            | 0:10:50              | 0:10:50          |
| Non-Emergency | 0:19:04            | 0:21:51            | 0:22:00              | 0:22:00          |

*Average EMS Response Times*

# EMERGENCY SERVICES

|                                | FY 13-14          | FY 14-15          |                   | FY 15-16          |                   |   |
|--------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---|
|                                | Actual            | Original          | Estimate          | Request           | Recommend         | Adopted   |
| <b>EXPENDITURES</b>            |                   |                   |                   |                   |                   |   |
| <b>Personal Services</b>       |                   |                   |                   |                   |                   |   |
| Salaries & Wages               | 10,003,227        | 10,843,900        | 9,778,675         | 11,443,904        | 11,071,961        | 11,071,961  |
| Other Employee Benefits        | 522               | 520               | 522               | 0                 | 0                 | 0   |
| Employee Benefits              | 3,473,267         | 3,781,664         | 3,413,335         | 4,202,509         | 4,062,101         | 4,062,101   |
| <b>Total Personal Services</b> | <b>13,477,016</b> | <b>14,626,084</b> | <b>13,192,532</b> | <b>15,646,413</b> | <b>15,134,062</b> | <b>15,134,062</b>   |
| <b>Operating Expenditures</b>  |                   |                   |                   |                   |                   |   |
| Professional Fees              | 37,555            | 78,472            | 77,864            | 112,620           | 92,620            | 92,620  |
|                                |                   |                   |                   |                   |                   | <i>Medical Director contract, random employee drug screens, pre-employment exams.</i>                   |
| Maintenance Service            | 154,377           | 189,047           | 181,765           | 224,187           | 182,847           | 182,847   |
|                                |                   |                   |                   |                   |                   | <i>CAD System maintenance, maintenance on communications, stretchers, AVL equipment, gas detectors.</i> |
| Rent                           | 45,707            | 47,867            | 46,867            | 47,867            | 47,367            | 47,367  |
|                                |                   |                   |                   |                   |                   | <i>Oxygen tank rental, Dixie Classic Fair booth rental, ePro Scheduling System.</i>                     |
| Utility Services               | 12,010            | 13,645            | 13,645            | 15,100            | 15,100            | 15,100  |
|                                |                   |                   |                   |                   |                   | <i>Water/sewer service at all locations.</i>  |
| Other Purchased Services       | 526,109           | 968,947           | 959,847           | 1,152,074         | 971,837           | 971,837   |
|                                |                   |                   |                   |                   |                   | <i>Insurance premiums, EMS billing contract.</i>  |
| Training & Conference          | 36,337            | 44,390            | 39,599            | 96,794            | 50,266            | 50,266  |
|                                |                   |                   |                   |                   |                   | <i>Re-certification and training of staff, continuing education requirements.</i>                       |
| General Supplies               | 196,851           | 317,015           | 390,161           | 416,286           | 324,415           | 324,415   |
|                                |                   |                   |                   |                   |                   | <i>Small equipment, uniforms, janitorial supplies, office supplies.</i>                                 |
| Energy                         | 91,907            | 103,913           | 103,913           | 101,913           | 101,913           | 101,913   |
|                                |                   |                   |                   |                   |                   | <i>Electricity and natural gas at all facilities.</i>   |
| Operating Supplies             | 619,892           | 542,340           | 556,040           | 720,636           | 593,310           | 593,310   |
|                                |                   |                   |                   |                   |                   | <i>Medical supplies, OSHA related supplies, CBRN regulators, EMD supplies.</i>                          |
| Other Operating Costs          | 83,229            | 241,585           | 232,723           | 240,315           | 238,645           | 238,645   |
|                                |                   |                   |                   |                   |                   | <i>Insurance claims, memberships &amp; dues.</i>  |
| <b>Total Operating Exps.</b>   | <b>1,803,974</b>  | <b>2,547,221</b>  | <b>2,602,424</b>  | <b>3,127,792</b>  | <b>2,618,320</b>  | <b>2,618,320</b>  |
| <b>Capital Outlay</b>          | <b>6,060</b>      | <b>0</b>          | <b>0</b>          | <b>472,600</b>    | <b>65,000</b>     | <b>65,000</b>   |
| <b>Payments T/O Agencies</b>   | <b>226,550</b>    | <b>228,350</b>    | <b>226,550</b>    | <b>226,550</b>    | <b>226,550</b>    | <b>226,550</b>  |
|                                |                   |                   |                   |                   |                   | <i>Standby funds to volunteer departments.</i>  |
| Cost-Sharing Expenses          | 860,097           | 888,764           | 569,906           | 893,978           | 893,978           | 893,978   |
| <b>REVENUES</b>                | <b>11,126,149</b> | <b>12,030,533</b> | <b>11,044,396</b> | <b>11,979,061</b> | <b>11,982,040</b> | <b>11,982,040</b>   |
| POSITIONS (FT/PT)              | 228/13            | 234/13            | 234/13            | 246/18            | 234/13            | 234/13  |

# EMERGENCY SERVICES

|                                | FY 13-14<br>Actual | FY 14-15<br>Original | Estimate          | Request           | FY 15-16<br>Recommend | Adopted           |
|--------------------------------|--------------------|----------------------|-------------------|-------------------|-----------------------|-------------------|
| <b>EXPENDITURES - EMS</b>      |                    |                      |                   |                   |                       |                   |
| <i>Personal Services</i>       |                    |                      |                   |                   |                       |                   |
| Salaries & Wages               | 7,226,966          | 7,998,245            | 7,116,366         | 8,514,889         | 8,207,883             | 8,207,883         |
| Employee Benefits              | 2,454,307          | 2,745,594            | 2,454,745         | 3,079,966         | 2,965,263             | 2,965,263         |
| <b>Total Personal Services</b> | <b>9,681,273</b>   | <b>10,743,839</b>    | <b>9,571,111</b>  | <b>11,594,855</b> | <b>11,173,146</b>     | <b>11,173,146</b> |
| <i>Operating Expenditures</i>  |                    |                      |                   |                   |                       |                   |
| Professional Fees              | 7,059              | 38,500               | 38,500            | 50,000            | 50,000                | 50,000            |
| Maintenance Service            | 63,790             | 77,782               | 74,750            | 110,122           | 76,282                | 76,282            |
| Rent                           | 22,823             | 22,200               | 22,200            | 22,200            | 22,200                | 22,200            |
| Utility Services               | 882                | 495                  | 495               | 1,950             | 1,950                 | 1,950             |
| Other Purchased Services       | 207,999            | 578,151              | 573,151           | 588,513           | 576,941               | 576,941           |
| Training & Conference          | 14,051             | 17,620               | 12,553            | 31,972            | 23,296                | 23,296            |
| General Supplies               | 116,105            | 188,895              | 265,041           | 264,345           | 200,595               | 200,595           |
| Energy                         | 1,512              | 3,500                | 3,500             | 1,500             | 1,500                 | 1,500             |
| Operating Supplies             | 595,873            | 518,190              | 530,494           | 693,786           | 570,410               | 570,410           |
| Other Operating Costs          | 5,799              | 10,785               | 12,923            | 9,445             | 8,845                 | 8,845             |
| <b>Total Operating Exps.</b>   | <b>1,035,893</b>   | <b>1,456,118</b>     | <b>1,533,607</b>  | <b>1,773,833</b>  | <b>1,532,019</b>      | <b>1,532,019</b>  |
| <b>Capital Outlay</b>          | <b>0</b>           | <b>0</b>             | <b>0</b>          | <b>472,600</b>    | <b>65,000</b>         | <b>65,000</b>     |
| <b>Payments T/O Agencies</b>   | <b>109,200</b>     | <b>111,000</b>       | <b>111,000</b>    | <b>109,200</b>    | <b>109,200</b>        | <b>109,200</b>    |
| <b>TOTAL EXPENDITURES</b>      | <b>10,826,366</b>  | <b>12,310,957</b>    | <b>11,215,718</b> | <b>13,950,488</b> | <b>12,879,365</b>     | <b>12,879,365</b> |
| Cost-Sharing Expenses          | 632,157            | 602,068              | 414,987           | 617,710           | 617,710               | 617,710           |
| <b>REVENUES</b>                | <b>10,532,121</b>  | <b>11,437,608</b>    | <b>10,413,972</b> | <b>11,375,837</b> | <b>11,375,837</b>     | <b>11,375,837</b> |
| POSITIONS (FT/PT)              | 163/13             | 173/9                | 173/9             | 184/9             | 173/9                 | 173/9             |

(Includes Operations, Billing, Logistics, CCT, Training, Quality Mgmt., Reserves)



# EMERGENCY SERVICES

|                                       | FY 13-14<br>Actual      | FY 14-15<br>Original    | Estimate                | Request                 | FY 15-16<br>Recommend   | Adopted   |
|---------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|---|
| <b>EXPENDITURES - Fire Protection</b> |                         |                         |                         |                         |                         |   |
| <b>Personal Services</b>              |                         |                         |                         |                         |                         |   |
| Salaries & Wages                      | 1,307,149               | 1,255,798               | 1,305,254               | 1,354,591               | 1,289,654               | 1,289,654   |
| Employee Benefits                     | 482,234                 | 476,134                 | 473,645                 | 544,926                 | 519,221                 | 519,221   |
| <b>Total Personal Services</b>        | <b>1,789,383</b>        | <b>1,731,932</b>        | <b>1,778,899</b>        | <b>1,899,517</b>        | <b>1,808,875</b>        | <b>1,808,875</b>  |
| <b>Operating Expenditures</b>         |                         |                         |                         |                         |                         |   |
| Professional Fees                     | 10,849                  | 15,108                  | 14,500                  | 17,756                  | 17,756                  | 17,756  |
|                                       |                         |                         |                         |                         |                         | <i>Annual comprehensive medical exams for suppression &amp; prevention employees.</i>   |
| Maintenance Service                   | 23,360                  | 22,565                  | 22,565                  | 25,365                  | 23,365                  | 23,365  |
|                                       |                         |                         |                         |                         |                         | <i>Maintenance on SCBA tanks, gas detectors, other equipment.</i>   |
| Rent                                  | 0                       | 1,000                   | 0                       | 1,000                   | 500                     | 500   |
|                                       |                         |                         |                         |                         |                         | <i>Booth rental for public education at Dixie Classic Fair.</i>   |
| Other Purchased Services              | 12,167                  | 19,750                  | 15,150                  | 21,150                  | 20,650                  | 20,650  |
|                                       |                         |                         |                         |                         |                         | <i>Insurance premiums for Fire-related employees.</i>   |
| Training & Conference                 | 7,171                   | 7,148                   | 7,424                   | 20,000                  | 7,148                   | 7,148   |
|                                       |                         |                         |                         |                         |                         | <i>Fire Inspector &amp; suppression employee re-certifications and continuing education requirements.</i>                     |
| General Supplies                      | 47,172                  | 58,200                  | 58,200                  | 81,621                  | 60,200                  | 60,200  |
|                                       |                         |                         |                         |                         |                         | <i>Replacement of SCBA tanks, gas detectors, office supplies, uniforms.</i>   |
| Operating Supplies                    | 19,488                  | 17,400                  | 17,400                  | 20,100                  | 16,900                  | 16,900  |
|                                       |                         |                         |                         |                         |                         | <i>CBRN regulators, fire education materials, suppression gloves, hoods, masks, etc. Replacement of gas detector sensors.</i> |
| Other Operating Costs                 | 3,434                   | 13,500                  | 2,500                   | 13,570                  | 12,500                  | 12,500  |
|                                       |                         |                         |                         |                         |                         | <i>Insurance claims for fire related claims, memberships &amp; dues.</i>  |
| <b>Total Operating Exps.</b>          | <b>123,641</b>          | <b>154,671</b>          | <b>137,739</b>          | <b>200,562</b>          | <b>159,019</b>          | <b>159,019</b>  |
| <b>Payments T/O Agencies</b>          | <b>117,350</b>          | <b>117,350</b>          | <b>117,350</b>          | <b>117,350</b>          | <b>117,350</b>          | <b>117,350</b>  |
|                                       |                         |                         |                         |                         |                         | <i>Standby funds for VFDs.</i>  |
| <b>TOTAL EXPENDITURES</b>             | <b><u>2,030,374</u></b> | <b><u>2,003,953</u></b> | <b><u>2,033,988</u></b> | <b><u>2,217,429</u></b> | <b><u>2,085,244</u></b> | <b><u>2,085,244</u></b>   |
| Cost-Sharing Expenses                 | 51,134                  | 89,211                  | 45,943                  | 89,160                  | 89,160                  | 89,160  |
| <b>REVENUES</b>                       | <b><u>365,814</u></b>   | <b><u>367,925</u></b>   | <b><u>364,620</u></b>   | <b><u>381,203</u></b>   | <b><u>381,203</u></b>   | <b><u>381,203</u></b>   |
| POSITIONS (FT/PT)                     | 27/0                    | 27/0                    | 27/0                    | 27/3                    | 27/0                    | 27/0  |

(Includes Suppression, Prevention, and Volunteer Fire Support)

# EMERGENCY SERVICES

|                                  | FY 13-14              | FY 14-15              |                       | Request               | FY 15-16              | Adopted               |
|----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                                  | Actual                | Original              | Estimate              |                       | Recommend             |                       |
| <b><i>EMS Standby</i></b>        |                       |                       |                       |                       |                       |                       |
| Beeson Cross Rds Vol Fire        | 5,400                 | 5,400                 | 5,400                 | 5,400                 | 5,400                 | 5,400                 |
| Belews Creek Vol Fire/Res        | 5,400                 | 5,400                 | 5,400                 | 5,400                 | 5,400                 | 5,400                 |
| City View Vol Fire/Rescue        | 0                     | 5,400                 | 5,400                 | 5,400                 | 5,400                 | 5,400                 |
| Clemmons Vol Fire/Rescue         | 5,400                 | 5,400                 | 5,400                 | 5,400                 | 5,400                 | 5,400                 |
| Griffith Vol Fire/Rescue         | 3,600                 | 3,600                 | 3,600                 | 3,600                 | 3,600                 | 3,600                 |
| Gumtree Vol Fire/Rescue          | 3,600                 | 3,600                 | 3,600                 | 3,600                 | 3,600                 | 3,600                 |
| Horneytown Vol Fire/Rescue       | 3,600                 | 3,600                 | 3,600                 | 3,600                 | 3,600                 | 3,600                 |
| King of Forsyth Co. Vol Fire/Res | 3,600                 | 3,600                 | 3,600                 | 3,600                 | 3,600                 | 3,600                 |
| Lewisville Vol/Fire Rescue       | 10,400                | 10,400                | 10,400                | 10,400                | 10,400                | 10,400                |
| Mineral Springs Vol Fire         | 7,200                 | 7,200                 | 7,200                 | 7,200                 | 7,200                 | 7,200                 |
| Old Richmond Vol Fire/Res        | 8,600                 | 8,600                 | 8,600                 | 8,600                 | 8,600                 | 8,600                 |
| Piney Grove Vol Fire             | 5,400                 | 5,400                 | 5,400                 | 5,400                 | 5,400                 | 5,400                 |
| Rural Hall Vol Fire/Rescue       | 8,600                 | 8,600                 | 8,600                 | 8,600                 | 8,600                 | 8,600                 |
| Salem Chapel Vol Fire/Rescue     | 3,600                 | 3,600                 | 3,600                 | 3,600                 | 3,600                 | 3,600                 |
| Talley's Crossing Vol Fire/Res   | 0                     | 0                     | 0                     | 0                     | 0                     | 0                     |
| Union Cross Vol Fire/Rescue      | 10,400                | 10,400                | 10,400                | 10,400                | 10,400                | 10,400                |
| Vienna Vol Fire                  | 10,400                | 10,400                | 10,400                | 10,400                | 10,400                | 10,400                |
| Walkertown Vol Fire/Rescue       | 14,000                | 14,000                | 14,000                | 10,400                | 10,400                | 10,400                |
| <b>TOTAL EXPENDITURES</b>        | <b><u>109,200</u></b> | <b><u>114,600</u></b> | <b><u>114,600</u></b> | <b><u>111,000</u></b> | <b><u>111,000</u></b> | <b><u>111,000</u></b> |

|                                       | FY 13-14              | FY 14-15              |                       | Request               | FY 15-16              | Adopted               |
|---------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                                       | Actual                | Original              | Estimate              |                       | Recommend             |                       |
| <b><i>Fire Protection Standby</i></b> |                       |                       |                       |                       |                       |                       |
| Beeson Cross Rds Vol Fire             | 7,000                 | 7,000                 | 7,000                 | 7,000                 | 7,000                 | 7,000                 |
| Belews Creek Vol Fire/Res             | 7,000                 | 7,000                 | 7,000                 | 7,000                 | 7,000                 | 7,000                 |
| Clemmons Vol Fire/Rescue              | 7,000                 | 7,000                 | 7,000                 | 7,000                 | 7,000                 | 7,000                 |
| Gumtree Vol Fire/Rescue               | 3,750                 | 3,750                 | 3,750                 | 3,750                 | 3,750                 | 3,750                 |
| Horneytown Vol Fire/Rescue            | 5,700                 | 5,700                 | 5,700                 | 5,700                 | 5,700                 | 5,700                 |
| Lewisville Vol Fire/Rescue            | 7,000                 | 7,000                 | 7,000                 | 7,000                 | 7,000                 | 7,000                 |
| Old Richmond Vol Fire/Res             | 7,000                 | 7,000                 | 7,000                 | 7,000                 | 7,000                 | 7,000                 |
| Piney Grove Vol Fire                  | 7,000                 | 7,000                 | 7,000                 | 7,000                 | 7,000                 | 7,000                 |
| Rural Hall Vol Fire/Rescue            | 7,000                 | 7,000                 | 7,000                 | 7,000                 | 7,000                 | 7,000                 |
| Vienna Vol Fire                       | 7,000                 | 7,000                 | 7,000                 | 7,000                 | 7,000                 | 7,000                 |
| City View Vol Fire                    | 7,000                 | 7,000                 | 7,000                 | 7,000                 | 7,000                 | 7,000                 |
| Griffith Vol Fire                     | 7,000                 | 7,000                 | 7,000                 | 7,000                 | 7,000                 | 7,000                 |
| Mineral Springs Vol Fire              | 7,000                 | 7,000                 | 7,000                 | 7,000                 | 7,000                 | 7,000                 |
| Talley's Crossing Vol Fire/Res        | 7,000                 | 7,000                 | 7,000                 | 7,000                 | 7,000                 | 7,000                 |
| Union Cross Vol Fire/Rescue           | 7,000                 | 7,000                 | 7,000                 | 7,000                 | 7,000                 | 7,000                 |
| King of Forsyth Co Vol Fire/Res       | 1,150                 | 1,150                 | 1,150                 | 1,150                 | 1,150                 | 1,150                 |
| Salem Chapel Vol Fire/Res             | 7,000                 | 7,000                 | 7,000                 | 7,000                 | 7,000                 | 7,000                 |
| Forbush Vol Fire                      | 1,750                 | 1,750                 | 1,750                 | 1,750                 | 1,750                 | 1,750                 |
| Walkertown Vol. Fire/Rescue           | 7,000                 | 7,000                 | 7,000                 | 7,000                 | 7,000                 | 7,000                 |
| <b>TOTAL EXPENDITURES</b>             | <b><u>117,350</u></b> | <b><u>110,350</u></b> | <b><u>110,350</u></b> | <b><u>110,350</u></b> | <b><u>110,350</u></b> | <b><u>117,350</u></b> |

# EMERGENCY SERVICES

|                                | FY 13-14<br>Actual      | FY 14-15<br>Original    | Estimate                | Request                 | FY 15-16<br>Recommend   | Adopted                 |
|--------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <b>EXPENDITURES - 911</b>      |                         |                         |                         |                         |                         |                         |
| <i>Personal Services</i>       |                         |                         |                         |                         |                         |                         |
| Salaries & Wages               | 1,155,207               | 1,204,477               | 1,025,567               | 1,164,471               | 1,164,471               | 1,164,471               |
| Employee Benefits              | 443,794                 | 429,393                 | 384,447                 | 434,809                 | 434,809                 | 434,809                 |
| <b>Total Personal Services</b> | <b>1,599,001</b>        | <b>1,633,870</b>        | <b>1,410,014</b>        | <b>1,599,280</b>        | <b>1,599,280</b>        | <b>1,599,280</b>        |
| <i>Operating Expenditures</i>  |                         |                         |                         |                         |                         |                         |
| Maintenance Service            | 45,284                  | 72,200                  | 72,200                  | 72,200                  | 66,700                  | 66,700                  |
| Communications                 | 129,830                 | 179,700                 | 173,700                 | 180,900                 | 180,900                 | 180,900                 |
| Other Purchased Services       | 31,340                  | 34,550                  | 34,550                  | 34,550                  | 34,550                  | 34,550                  |
| Training & Conference          | 3,316                   | 8,300                   | 8,300                   | 13,500                  | 8,500                   | 8,500                   |
| General Supplies               | 15,626                  | 40,070                  | 40,434                  | 40,470                  | 33,770                  | 33,770                  |
| Operating Supplies             | 2,059                   | 4,750                   | 4,750                   | 4,750                   | 4,000                   | 4,000                   |
| Other Operating Costs          | 2,602                   | 7,300                   | 7,300                   | 7,300                   | 7,300                   | 7,300                   |
| <b>Total Operating Exps.</b>   | <b>230,057</b>          | <b>346,870</b>          | <b>341,234</b>          | <b>353,670</b>          | <b>335,720</b>          | <b>335,720</b>          |
| <b>Capital Outlay</b>          | <b>0</b>                | <b>0</b>                | <b>0</b>                | <b>0</b>                | <b>0</b>                | <b>0</b>                |
| <b>TOTAL EXPENDITURES</b>      | <b><u>1,829,058</u></b> | <b><u>1,980,740</u></b> | <b><u>1,751,248</u></b> | <b><u>1,952,950</u></b> | <b><u>1,935,000</u></b> | <b><u>1,935,000</u></b> |
| Cost-Sharing Expenses          | 10,533                  | 16,275                  | 7,398                   | 6,850                   | 6,850                   | 6,850                   |
| POSITIONS (FT/PT)              | 29/4                    | 29/4                    | 29/4                    | 29/5                    | 29/4                    | 29/4                    |

**Budget Highlights:** The Adopted budget for FY16 reflects a 5.4% or \$942,277 increase over the FY15 budget. Personal Services costs are the driver of the increase, along with \$300,000 to fund a Mobile Integrated Healthcare Pilot Project. The FY16 budget focuses on keeping the department operating at its current service level while minimizing County costs.

**Horizon Issues:** The department is concerned with the cuts that have been made to the request for training over the years across all divisions. In addition medical supplies and laptop replacement for all ambulances are areas of concern for the department. The cost and demand for medical supplies is increasing on an annual basis. Laptop replacement within ambulances is a huge priority as some of the laptops are running an expired version of Microsoft and support is no longer available, not to mention patient protection concerns of old equipment.

# COURT SERVICES

**Mission:** To provide services which facilitate and enhance the judicial administration function in Forsyth County.

**Program Descriptions:**

*Court Services:* uses grants, county dollars and other contributions to provide enhanced judicial services particularly in the area of domestic abuse. These services range from investigating and prosecuting allegations to providing counseling and resource referral.

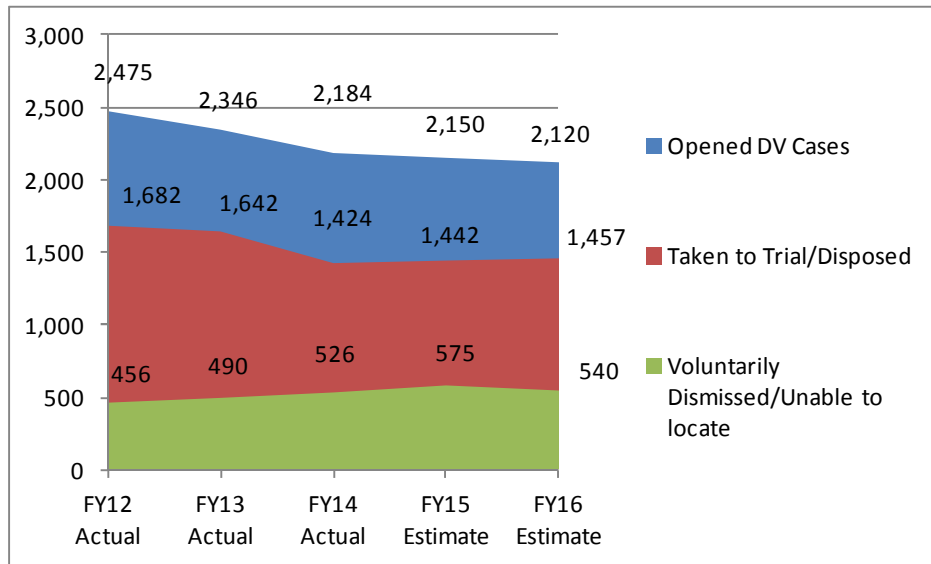
**Accomplishments:** Safe on Seven has served over 15,500 victims of domestic violence since 2005. All victims received risk and needs assessments, referrals, and safety planning and 70% pursued Civil Protective Orders. Safe on Seven has provided significant benefit to low-income individuals with 64% of victims reporting less than \$25,000 a year in income.

**FY16 GOALS:** The Safe on Seven Program plans to work with the County Map Forsyth department to gain a better understanding of who is susceptible to domestic violence in attempt to provide better outreach and services.

**PROGRAM SUMMARY**

|                  | FY 13-14              | FY 14-15              |                       | Request               | FY 15-16              |                       |
|------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                  | Actual                | Original              | Estimate              |                       | Recommend             | Adopted               |
| Deferred Payment | 39,544                | 53,568                | 26,939                | 54,715                | 54,715                | 54,715                |
| Safe on Seven    | 497,667               | 467,909               | 495,588               | 472,255               | 434,633               | 460,633               |
| <b>Total</b>     | <b><u>537,211</u></b> | <b><u>521,477</u></b> | <b><u>522,527</u></b> | <b><u>526,970</u></b> | <b><u>489,348</u></b> | <b><u>515,348</u></b> |

**Key Performance Measures:**



Domestic Violence Cases

# COURT SERVICES

|                               | FY 13-14              | FY 14-15              |                       |                       | FY 15-16              |                       |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                               | Actual                | Original              | Estimate              | Request               | Recommend             | Adopted               |
| <b>EXPENDITURES</b>           |                       |                       |                       |                       |                       |                       |
| <b>Operating Expenditures</b> |                       |                       |                       |                       |                       |                       |
| Other Purchased Services      | 527,390               | 518,877               | 519,227               | 523,370               | 486,748               | 512,748               |
| Training & Conference         | 8,973                 | 2,000                 | 2,700                 | 3,000                 | 2,000                 | 2000                  |
| General Supplies              | 848                   | 600                   | 600                   | 600                   | 600                   | 600                   |
| Operating Supplies            | 0                     | 0                     | 0                     | 0                     | 0                     | 0                     |
| Other Operating Costs         | 0                     | 0                     | 0                     | 0                     | 0                     | 0                     |
| <b>Total Operating Exps.</b>  | <b>537,211</b>        | <b>521,477</b>        | <b>522,527</b>        | <b>526,970</b>        | <b>489,348</b>        | <b>515,348</b>        |
| <b>TOTAL EXPENDITURES</b>     | <b><u>537,211</u></b> | <b><u>521,477</u></b> | <b><u>522,527</u></b> | <b><u>526,970</u></b> | <b><u>489,348</u></b> | <b><u>515,348</u></b> |
| Cost-Sharing Expenses         | 60,274                | 38,000                | 38,000                | 38,000                | 38,000                | 38,000                |
| <b>REVENUES</b>               |                       |                       |                       |                       |                       |                       |
| Family Court/City Match       | 40,670                | 40,760                | 40,760                | 40,670                | 40,670                | 40,670                |
| Safe on Seven - GCC           | 141,213               | 104,999               | 104,999               | 56,249                | 56,249                | 56,249                |
| Safe on Seven - DOJ           | 220,525               | 106,711               | 148,780               | 0                     | 0                     | 0                     |
| <b>TOTAL REVENUES</b>         | <b><u>402,408</u></b> | <b><u>252,470</u></b> | <b><u>294,539</u></b> | <b><u>96,919</u></b>  | <b><u>96,919</u></b>  | <b><u>96,919</u></b>  |
| County Dollars                | 134,803               | 269,007               | 227,988               | 430,051               | 392,429               | 418,429               |

**Budget Highlights:** The Court Services FY 2016 Adopted budget reflects an increase of \$149,422 in County Dollars over the FY 2015 Adopted budget. Revenue decreases by \$155,551 (62%). This decrease is a result of the depletion of all Federal Office on Violence Against Women (OVW) grant funds and a decrease in the amount of North Carolina Governor's Crime Commission (GCC) grant funds available for FY 2016 to fund the Safe on Seven Program. It is expected that in future budgets there will be no OVW or GCC funds to fund the Safe on Seven Program.

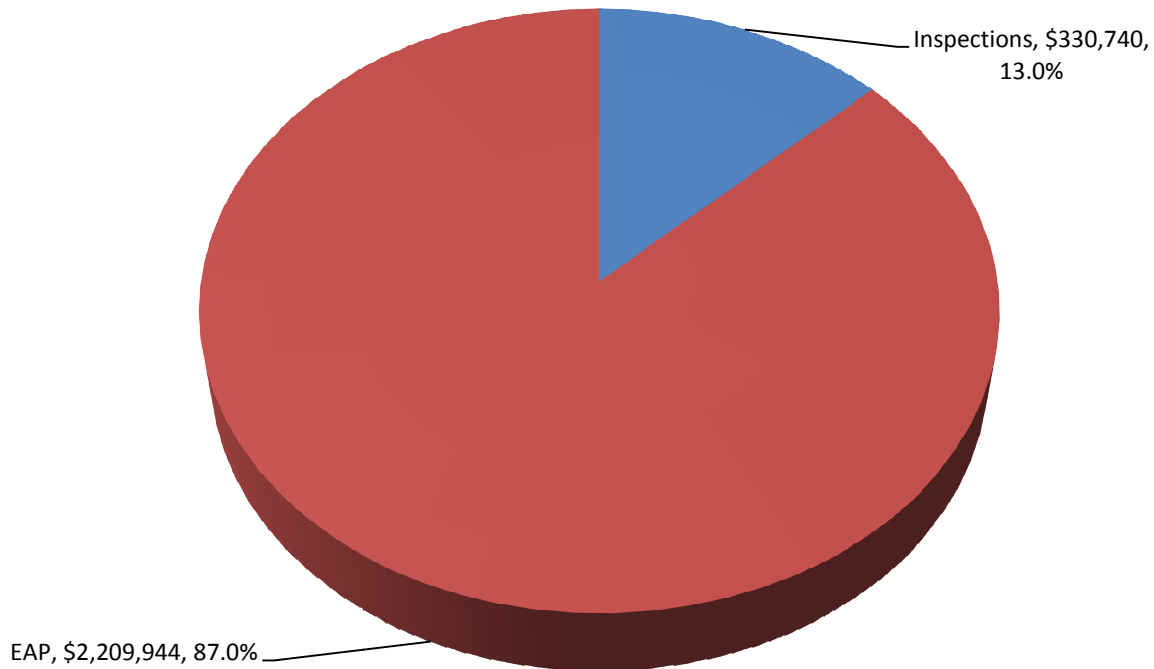
The decrease in the expenditure line is representative of the total revenues available through County Dollars (\$392,429), the City of Winston-Salem (\$40,670), and remaining GCC grant funds (\$56,249). During the FY 2016 Budget process the Board of Commissioners increased funding by \$26,000 over the Recommended budget to fully fund the Safe on Seven program. During the process \$10,000 in savings was mutually agreed upon by eliminating a \$10,000 contract for data analysis services with the Winston-Salem State University Center for Community Safety.

**Horizon Issues:** The Federal Office on Violence Against Women (OVW) and North Carolina Governor's Crime Commission (GCC) grants that provided significant funding to the Safe on Seven Program will be fully depleted in FY 2016. The program will need to find additional sources of funding or work hard to continue to provide the same services with fewer dollars.

## ENVIRONMENTAL MANAGEMENT SERVICE AREA

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### Environmental Management Service Area - \$2.5 million - 0.6% of General Fund Expenditures



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#### **Operating Goals & Objectives:**

Create a community that is healthy, convenient and pleasant. This will be accomplished by:

- a. Enforcing the Zoning and Erosion Control Ordinances.
  - b. Supporting strategies that will ensure clean air and water.
  - c. Providing awards to local farmers for the installation of "Best Management Practices".
  - d. Preserving farmland through the purchase of development rights.
  - e. Enforce laws related to illegal dumping of solid waste.
  - f. Support and promote recycling efforts County-wide.
  - g. Monitor solid waste franchise contracts for compliance with agreements.
-

# ENVIRONMENTAL ASSISTANCE & PROTECTION

**Mission:** To protect public health and the environment of Forsyth County by minimizing the impacts of environmental contaminants, educating the public about pollution prevention and promoting conservation of natural resources in the community.

**Program Descriptions:**

*Air Quality Control* - operates ambient air pollution monitoring network, enforces emission standards and regulations prohibiting open burning to maintain healthy air quality, responds to complaints from citizens, assists with local transportation planning, provides compliance assistance services to the regulated community and radon consultative services to homeowners.

*Solid Waste and Other Programs* - performs inspections and maintains asbestos management plans for County facilities, administers asbestos regulatory program, responds to solid waste complaints, requires clean up of illegal dump sites, inspects private landfills, administers franchise ordinances governing solid waste and recycling collection services, responds to complaints regarding surface waters.

**Accomplishments:** This year the US EPA performed a thorough Technical Systems Audit of our ambient air pollution monitoring network, found no major issues and none of our air quality data was invalidated. During the past year staff have pursued extensive cross training to greatly improve our depth of coverage for most critical functions, enabling us to provide seamless service during temporary staffing disruptions and consistently prompt responses to complaints and reported concerns from the public. While the regulatory requirements for taking action on air permit applications include a 90 day deadline, we continue to routinely issue permits in 45 days or less. Several complex and large-scale solid waste violations and illegal dump sites have been remediated successfully, with some negotiated without necessitating enforcement action.

**FY16 GOALS:** - Goals for the coming year include continuing our ongoing cross-training of staff to provide needed depth of coverage and enhanced efficiency of service delivery, implementing improvements in the ambient air quality monitoring network, responding to all complaints within one working day, issuing asbestos permits within three working days and air quality permits within 45 days, and performing 100% of required inspections on schedule

**PROGRAM SUMMARY**

|                            | FY 13-14                | FY 14-15                |                         | FY 15-16                |                         |                         |
|----------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                            | Actual                  | Original                | Estimate                | Request                 | Recommend               | Adopted                 |
| Air Quality Control        | 1,648,995               | 1,769,523               | 1,847,116               | 1,782,329               | 1,780,191               | 1,780,191               |
| Solid Waste & Other Progs. | 384,158                 | 432,518                 | 443,978                 | 430,351                 | 429,753                 | 429,243                 |
| <b>Total</b>               | <b><u>2,033,153</u></b> | <b><u>2,202,041</u></b> | <b><u>2,291,094</u></b> | <b><u>2,212,680</u></b> | <b><u>2,209,944</u></b> | <b><u>2,209,434</u></b> |

**Key Performance Measures:**

100%

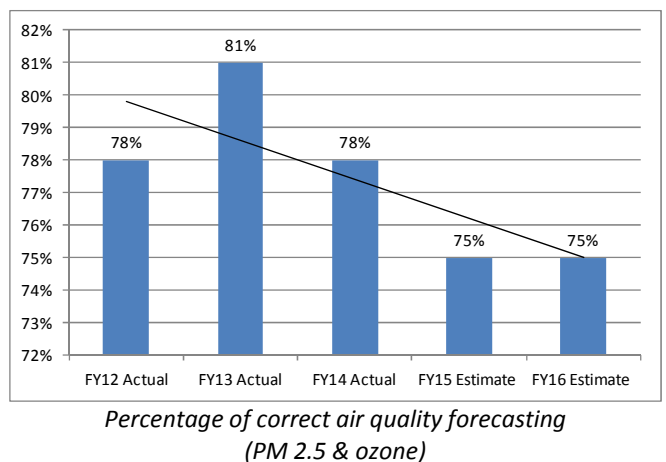
Process Permit Application w/in regulatory timeframe

100%

Inspect all major/minor synthetic facilities annually

3 working days

Processing time for asbestos reno/demo permit



# ENVIRONMENTAL ASSISTANCE & PROTECTION

|                                | FY 13-14<br>Actual | FY 14-15<br>Original | Estimate         | Request          | FY 15-16<br>Recommend | Adopted          |
|--------------------------------|--------------------|----------------------|------------------|------------------|-----------------------|------------------|
| <b>EXPENDITURES</b>            |                    |                      |                  |                  |                       |                  |
| <b>Personal Services</b>       |                    |                      |                  |                  |                       |                  |
| Salaries & Wages               | 1,273,372          | 1,337,549            | 1,427,220        | 1,356,267        | 1,356,267             | 1,356,267        |
| Other Employee Benefits        | 1,746              | 2,481                | 1,876            | 1,550            | 1,550                 | 1,550            |
| Employee Benefits              | 445,972            | 462,106              | 461,946          | 478,143          | 478,143               | 478,143          |
| <b>Total Personal Services</b> | <b>1,721,090</b>   | <b>1,802,136</b>     | <b>1,891,042</b> | <b>1,835,960</b> | <b>1,835,960</b>      | <b>1,835,960</b> |
| <b>Operating Expenditures</b>  |                    |                      |                  |                  |                       |                  |
| Professional Fees              | 1,189              | 2,050                | 2,050            | 2,050            | 2,050                 | 2,050            |
| Maintenance Service            | 5,218              | 6,400                | 7,425            | 6,600            | 6,500                 | 6,500            |
| Rent                           | 1,120              | 1,800                | 1,800            | 1,800            | 1,800                 | 1,800            |
| Construction Services          | 0                  | 0                    | 0                | 0                | 0                     | 0                |
| Other Purchased Services       | 30,976             | 31,835               | 31,835           | 29,385           | 29,385                | 29,385           |
| Training & Conference          | 15,971             | 30,416               | 30,416           | 31,380           | 30,416                | 30,416           |
| General Supplies               | 21,145             | 27,611               | 26,692           | 27,978           | 27,428                | 27,428           |
| Energy                         | 8,841              | 9,850                | 9,850            | 9,350            | 9,350                 | 9,350            |
| Operating Supplies             | 7,557              | 18,950               | 18,245           | 16,750           | 16,750                | 16,750           |
| Inventory Purchases            | 1,180              | 530                  | 530              | 530              | 530                   | 530              |
| Other Operating Costs          | 3,838              | 16,205               | 16,951           | 16,855           | 15,733                | 15,733           |
| <b>Total Operating Exps.</b>   | <b>97,035</b>      | <b>145,647</b>       | <b>145,794</b>   | <b>142,678</b>   | <b>139,942</b>        | <b>139,942</b>   |
| <b>Capital Outlay</b>          | <b>37,250</b>      | <b>44,258</b>        | <b>44,258</b>    | <b>34,042</b>    | <b>34,042</b>         | <b>34,042</b>    |
| <b>Payment T/O Agencies</b>    | <b>177,778</b>     | <b>210,000</b>       | <b>210,000</b>   | <b>200,000</b>   | <b>200,000</b>        | <b>199,490</b>   |
| <b>Total Expenditures</b>      | <b>308,090</b>     | <b>2,202,041</b>     | <b>2,291,094</b> | <b>2,212,680</b> | <b>2,209,944</b>      | <b>2,209,434</b> |
| Cost-Sharing Expenses          | 97,407             | 69,818               | 70,364           | 64,203           | 64,203                | 64,203           |
| Contra-Expenses                | (4,345)            | (18,794)             | (18,794)         | (18,794)         | (18,794)              | (18,794)         |
| <b>REVENUES</b>                | <b>975,892</b>     | <b>987,598</b>       | <b>984,934</b>   | <b>964,997</b>   | <b>964,997</b>        | <b>964,997</b>   |
| Positions (FT/PT)              | 24/0               | 24/0                 | 24/0             | 24/1             | 24/1                  | 24/1             |

**Budget Highlights:** The FY 16 adopted budget reflects a net increase of \$29,994 or .3% over the current year original budget which is due to a \$22,601 decrease in revenue. The decrease in revenue is based on a reduction of reimbursements from the NC Department of Transportation (NCDOT) based on the reduced need for site and environmental assessments on behalf of PART.

**Horizon Issues:** This year the US EPA performed a Technical Systems Audit of the ambient air pollution monitoring network and found no problems. However, over time the recommendation is to upgrade or replace outdated equipment.



# Inspections

The Inspections Department is a subdivision of the Winston-Salem/Forsyth County Planning & Development Services.

## Program Descriptions:

**Construction Control** - Provides for the enforcement of the North Carolina State Building Code and local building and sign ordinances through a comprehensive plan review, permit, and inspections process. Inspects all building, electrical, plumbing, heating, and refrigeration work associated with building construction in Forsyth County, excluding Kernersville. Provides initial building inspections and evaluations of day care and family group home facilities.

**Zoning Enforcement** - Provides for the administration and enforcement of the zoning sections for the *Unified*

**Development Ordinances (UDO)** of Winston-Salem, Forsyth County, Lewisville, Clemmons, and Walkertown to ensure that required parking, tree save and landscaping, sign enforcement, and setbacks are provided, and that the use and dimensional requirements of the zoning district regulations are followed. Provides staff support to the respective City and County Zoning Boards of Adjustment.

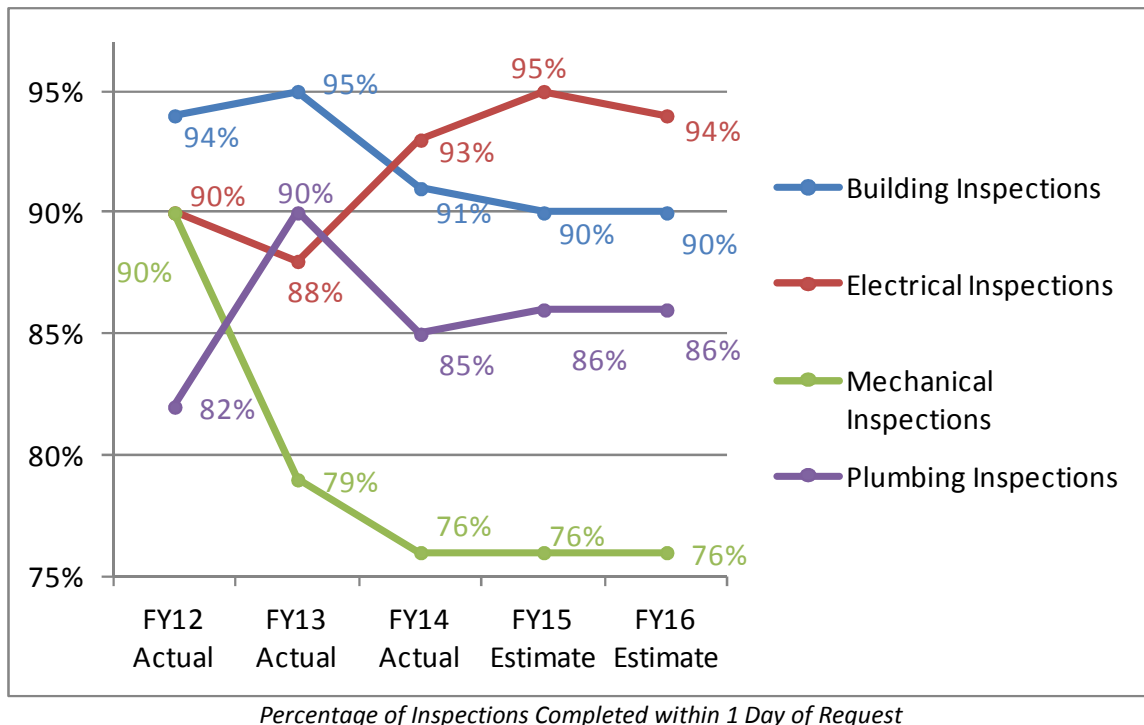
**Erosion Control** - Erosion Control is administered through the City Of Winston-Salem's Stormwater Department.

**The Inspections Department is a joint City-County agency administered by the City of Winston-Salem:**  
<http://www.cityofws.org/departments/inspections>

## PROGRAM SUMMARY

|                      | FY 13-14                | FY 14-15                |                         | FY 15-16                |                         | Adopted                 |
|----------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                      | Actual                  | Original                | Estimate                | Request                 | Recommend               |                         |
| Administration       | 2,372                   | 3,100                   | 3,100                   | 3,100                   | 3,100                   | 3,100                   |
| Zoning Enforcement   | 1,058,640               | 1,133,550               | 1,133,550               | 1,128,390               | 1,128,390               | 1,137,720               |
| Erosion Control      | 327,676                 | 339,690                 | 339,690                 | 342,260                 | 342,260                 | 345,260                 |
| Construction Control | 2,519,723               | 2,647,170               | 2,647,170               | 2,584,110               | 2,584,110               | 2,914,800               |
| <b>Total</b>         | <b><u>3,908,411</u></b> | <b><u>4,123,510</u></b> | <b><u>4,123,510</u></b> | <b><u>4,057,860</u></b> | <b><u>4,057,860</u></b> | <b><u>4,400,880</u></b> |
| <b>County Share</b>  | <b>10,820</b>           | <b>309,230</b>          | <b>309,230</b>          | <b>426,580</b>          | <b>426,580</b>          | <b>330,740</b>          |

## Key Performance Measures:



# Inspections

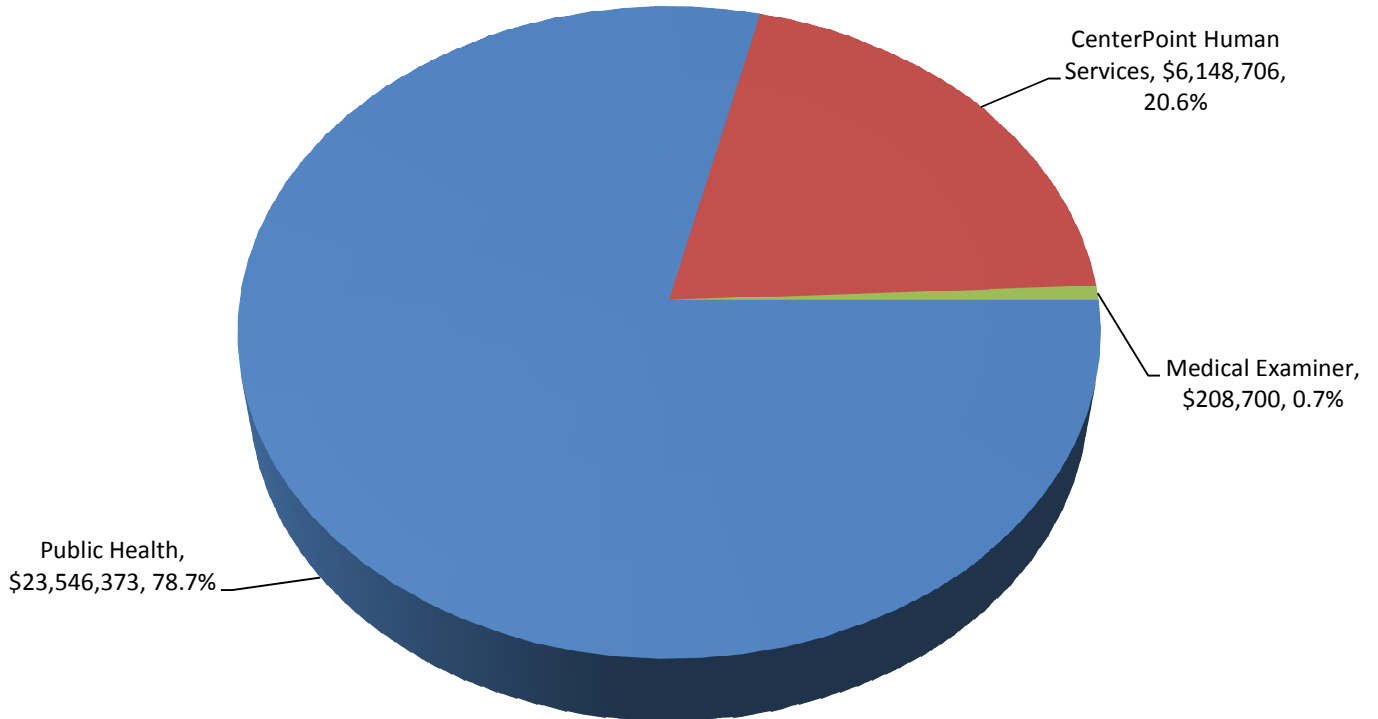
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|   | FY 13-14<br>Actual   | FY 14-15<br>Original  | Estimate              | Request               | FY 15-16<br>Recommend | Adopted               |
|---|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b><u>EXPENDITURES</u></b>              |                      |                       |                       |                       |                       |                       |
| <b><i>Personal Services</i></b>         |                      |                       |                       |                       |                       |                       |
| Board Compensation                      | 1,500                | 1,800                 | 1,800                 | 1,800                 | 1,800                 | 1,800                 |
| <b><i>Total Personal Services</i></b>   | <b><i>1,500</i></b>  | <b><i>1,800</i></b>   | <b><i>1,800</i></b>   | <b><i>1,800</i></b>   | <b><i>1,800</i></b>   | <b><i>1,800</i></b>   |
| <b><i>Operating Expenditures</i></b>    |                      |                       |                       |                       |                       |                       |
| Training & Conference                   | 872                  | 1,300                 | 1,300                 | 1,300                 | 1,300                 | 1,300                 |
| <b><i>Total Operating Expenses</i></b>  | <b><i>872</i></b>    | <b><i>1,300</i></b>   | <b><i>1,300</i></b>   | <b><i>1,300</i></b>   | <b><i>1,300</i></b>   | <b><i>1,300</i></b>   |
| <b><i>Payments T/O Agencies</i></b>     |                      |                       |                       |                       |                       |                       |
| City of Winston-Salem                   | 8,448                | 306,130               | 306,130               | 423,480               | 423,480               | 327,640               |
| <b><i>Total Payments T/O Agent.</i></b> | <b><i>8,448</i></b>  | <b><i>306,130</i></b> | <b><i>306,130</i></b> | <b><i>423,480</i></b> | <b><i>423,480</i></b> | <b><i>327,640</i></b> |
| <b>Total Expenditures</b>               | <b><u>10,820</u></b> | <b><u>309,230</u></b> | <b><u>309,230</u></b> | <b><u>426,580</u></b> | <b><u>426,580</u></b> | <b><u>330,740</u></b> |

## HEALTH SERVICE AREA

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### Health Services Area - \$29.9 million - 7.2% of General Fund Expenditures



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#### Operating Goals & Objectives:

Create a community that is healthy. This will be accomplished by:

- a. Providing services for the treatment of mental illness, developmental disabilities, and alcohol and drug abuse.
  - b. Supporting strategies that reduce teen pregnancy, infant mortality, HIV and other sexually transmitted diseases, substance abuse, dental disease, and other negative forces in the community.
  - c. Providing nutrition counseling, dental hygiene, and speech/hearing services.
  - d. Providing nutrition education and food vouchers to breast-feeding and pregnant women, as well as infants and children.
  - e. Supporting strategies that will ensure sanitary food handling establishments, hotels, motels, and other institutions as specified by state law.
  - f. Providing adult health services, maternal and child health services, and communicable disease services.
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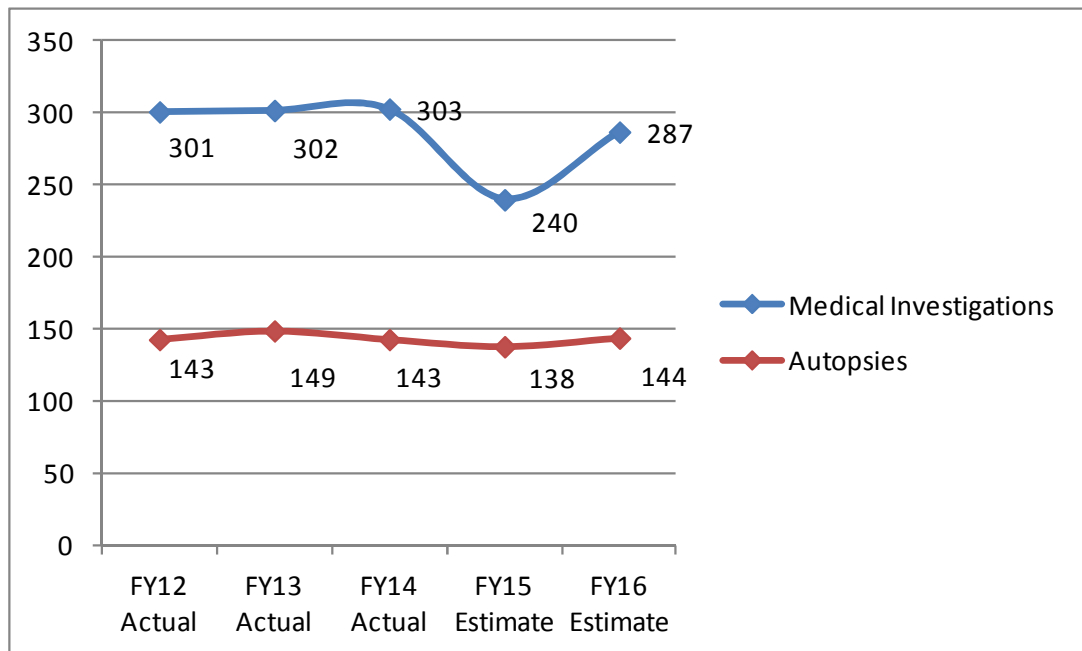
# MEDICAL EXAMINER

**Mission:** To conduct medical examinations of deaths in the County and perform autopsies in those deaths where necessary as specified by State Law.

## PROGRAM SUMMARY

|              | FY 13-14              | FY 14-15              |                       | FY 15-16              |                       |                       |
|--------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|              | Actual                | Original              | Estimate              | Request               | Recommend             | Adopted               |
| Medical Fees | 30,300                | 24,000                | 24,000                | 28,700                | 28,700                | 28,700                |
| Autopsies    | 179,250               | 166,000               | 166,000               | 180,000               | 180,000               | 180,000               |
| <b>Total</b> | <b><u>209,550</u></b> | <b><u>190,000</u></b> | <b><u>190,000</u></b> | <b><u>208,700</u></b> | <b><u>208,700</u></b> | <b><u>208,700</u></b> |

### Key Performance Measures:



## MEDICAL EXAMINER

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|                               | FY 13-14              | FY 14-15              |                       |                       | FY 15-16              |                       |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                               | Actual                | Original              | Estimate              | Request               | Recommend             | Adopted               |
| <b><u>EXPENDITURES</u></b>    |                       |                       |                       |                       |                       |                       |
| <i>Operating Expenditures</i> |                       |                       |                       |                       |                       |                       |
| Professional Fees             | 209,550               | 190,000               | 190,000               | 208,700               | 208,700               | 208,700               |
| <b>Total Expenditures</b>     | <b><u>209,550</u></b> | <b><u>190,000</u></b> | <b><u>190,000</u></b> | <b><u>208,700</u></b> | <b><u>208,700</u></b> | <b><u>208,700</u></b> |

**Budget Highlights:** The current fee for medical investigations is \$100 and the fee for autopsies is \$1,250 per case. The budget projections are based on four year averages. As discussed below, the Governor's Proposed Budget for FY 2016 increases some fees for the Medical Examiner. As such, \$57,500 has been placed in Contingency in the event these fees are enacted.

**Horizon Issues:** Currently, the Governor's Proposed Budget would increase autopsies fees from \$1,250 to \$1,750 in FY2016 and to \$2,250 in FY2017. It would also increase the medical examination fees to \$250. The ultimate impact of this proposed change could increase Forsyth County's funding obligation 85% by FY2017.

# CENTERPOINT HUMAN RESOURCES

**Mission:** To assess community needs and develop appropriate response systems; to provide community-based services of the highest quality within the limits of available resources.

**Program Descriptions:**

*Child & Family - services include Outpatient, Case Management, Preschool Enrichment, Residential and Inpatient Programs.*

*Adult Mental Health - services include Outpatient, Case Management, Supported Living, Inpatient Services, Care Management, and Homeless Outreach.*

*Developmental Disabilities - services include Adolescent Intervention, Case Management, Respite, Adult Developmental Day, Supported Employment, Personal Assistance, and Vocational Programs.*

*Substance Abuse - services include Outpatient, Inpatient, Detoxification, Case Management, Education and Prevention, and Residential Programs.*

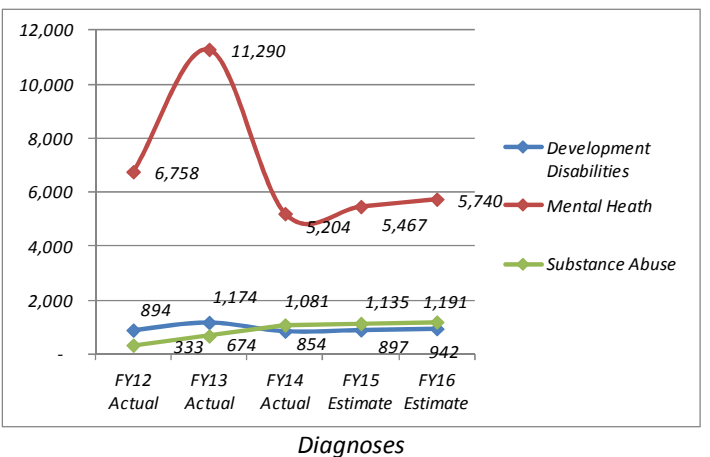
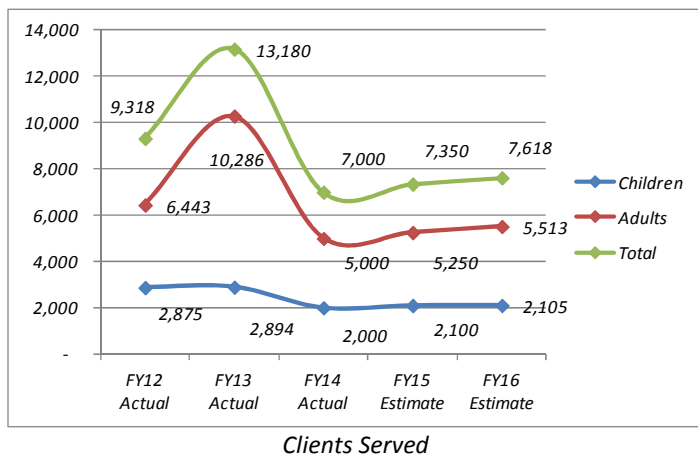
**Accomplishments:** CenterPoint continued to successfully operate the Medicaid Waiver for its catchment area. CenterPoint also supported the State's initiatives of Transition to Community Living by developing the infrastructure within CenterPoint and the community to provide community-based housing alternatives. Working with its partner MCOs in the Western Region, Partners and Smokey Mountain MCOs, CenterPoint standardized provider credentialing and monitoring.

**FY16 GOALS:** - CenterPoint will support the State's initiative for ACTT/Supported Employment by developing and/or enhancing community-based wrap around supports including Assertive Community Treatment Teams with fidelity to the model and evidence-based Supported Employment; support the State's initiative for addressing Crisis Services/ED Wait Times by aligning programs to emphasize the importance of recovery, self-determination and least restrictive level of care; and develop and operate a Tier IV Behavioral Health Urgent Care Center and along with a co-located Facility Based Crisis Unit for Adult

**PROGRAM SUMMARY**

|                            | FY 13-14                | FY 14-15                |                         | FY 15-16                |                         |                         |
|----------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                            | Actual                  | Original                | Estimate                | Request                 | Recommend               | Adopted                 |
| Child & Family             | 577,686                 | 577,686                 | 577,686                 | 577,686                 | 577,686                 | 577,686                 |
| Adult Mental Health        | 1,660,352               | 1,660,352               | 1,660,352               | 1,660,352               | 1,660,352               | 1,660,352               |
| Developmental Disabilities | 616,030                 | 616,030                 | 616,030                 | 616,030                 | 616,030                 | 616,030                 |
| Substance Abuse            | 380,609                 | 380,609                 | 380,609                 | 380,609                 | 380,609                 | 380,609                 |
| Inpatient Services         | 792,000                 | 792,000                 | 792,000                 | 792,000                 | 792,000                 | 792,000                 |
| County Services            | 2,122,029               | 2,122,029               | 2,122,029               | 2,122,029               | 2,122,029               | 2,122,029               |
| <b>Total</b>               | <b><u>6,148,706</u></b> | <b><u>6,148,706</u></b> | <b><u>6,148,706</u></b> | <b><u>6,148,706</u></b> | <b><u>6,148,706</u></b> | <b><u>6,148,706</u></b> |

**Key Performance Measures:**



# CENTERPOINT HUMAN RESOURCES

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|                                 | FY 13-14                 | FY 14-15                  |                           | FY 15-16                  |                           |                           |
|---------------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
|                                 | Actual                   | Original                  | Estimate                  | Request                   | Recommend                 | Adopted                   |
| <b>EXPENDITURES</b>             |                          |                           |                           |                           |                           |                           |
| <i>Payment for Services</i>     | 5,740,312                | 6,148,706                 | 6,148,706                 | 6,148,706                 | 6,148,706                 | 6,148,706                 |
| <b>Total Expenditures</b>       | <b><u>5,740,312</u></b>  | <b><u>6,148,706</u></b>   | <b><u>6,148,706</u></b>   | <b><u>6,148,706</u></b>   | <b><u>6,148,706</u></b>   | <b><u>6,148,706</u></b>   |
| <b>REVENUES</b>                 |                          |                           |                           |                           |                           |                           |
| <i>Forsyth County</i>           | 5,941,961                | 6,148,706                 | 6,092,714                 | 6,148,706                 | 6,148,706                 | 6,148,706                 |
| <i>Other</i>                    | 86,260,156               | 156,587,511               | 158,790,102               | 168,234,819               | 168,234,819               | 168,234,819               |
| <b>Subtotal Revenues</b>        | <b><u>92,202,117</u></b> | <b><u>162,736,217</u></b> | <b><u>164,882,816</u></b> | <b><u>174,383,525</u></b> | <b><u>174,383,525</u></b> | <b><u>174,383,525</u></b> |
| <i>Stokes County</i>            | 513,030                  | 369,195                   | 369,195                   | 398,820                   | 398,820                   | 398,820                   |
| <i>Davie County</i>             | 305,741                  | 216,013                   | 216,013                   | 234,325                   | 234,325                   | 234,325                   |
| <i>Rockingham County</i>        | 928,580                  | 651,199                   | 651,199                   | 700,000                   | 700,000                   | 700,000                   |
| <b>Total Other County Revs.</b> | <b><u>1,747,351</u></b>  | <b><u>1,236,407</u></b>   | <b><u>1,236,407</u></b>   | <b><u>1,333,145</u></b>   | <b><u>1,333,145</u></b>   | <b><u>1,333,145</u></b>   |
| <b>Grand Total Revenues</b>     | <b><u>93,949,468</u></b> | <b><u>163,972,624</u></b> | <b><u>166,119,223</u></b> | <b><u>175,716,670</u></b> | <b><u>175,716,670</u></b> | <b><u>175,716,670</u></b> |

**Budget Highlights:** Forsyth County's funding allocation to CenterPoint Human Services remains for FY 2016 remains at the same funding level as FY 2015.

**Horizon Issues:** One issue on the horizon is the effect of North Carolina General Assembly's plan to reform Medicaid will have on the role of the local Managed Care Organization (MCO) and the delivery of mental health, intellectually and developmentally disabled, and substance abuse services. A second, and more immediate issue relates to the NC Department of Health & Human Service to further reduce the number for MCOs. CenterPoint suspended a concept to merge with other MCOs. The possibility remains that the State may force a merger.

# PUBLIC HEALTH

**Mission:** To Prevent disease and promote a healthy community through regulation, education and partnerships.

**Program Descriptions:**

*Administration* - provides management of the Budget/Finances of the department as well as Computer Operations, Vital Records, Epidemiology & Surveillance, Medical Records & Clinic Registration, Interpretive Services, Public Health Preparedness and Public Information.

*Lab Services* - provides specialized diagnostic testing procedures necessary to detect, control, or eliminate disease.

*Environmental Health* - provides plan review, permitting and inspection to over 2,200 facilities; investigates communicable disease outbreaks; inspects septic tanks and water supplies; provides vector control

*Preventive Health Services* - promote health and improve lives by providing culturally competent, culturally sensitive and evidence based health education, health advocacy, health promotion and disease prevention services.

*Nursing* - provides adult health services, school nurses, speech/hearing and communicable disease services. Nursing also provides case management services that include Pregnancy Care Management, Coordinated Care for Children and Nurse Family Partnership.

*WIC* - federally funded health and nutrition program for women, infants and children. Helps families by providing vouchers to buy health supplemental foods from WIC authorized vendors, nutrition education and helps identify health care and other community services for WIC clients.

*Pharmacy* - provides pharmacy services to Mental Health, Public Health, and other County departments.

*Dental Clinic* - provides comprehensive dental services to adults and children.

**Accomplishments:** The Public Health Department received Re-Accreditation Status (2014 – 2018) by the North Carolina Accreditation Board. The Public Health Lab tested 52,940 specimens in house and processed an additional 14,928 specimens for testing at the State Lab. The Dental Clinic has increased productivity, seeing about 350-400 clients each month. Preventive Health Services offered 1,792 educational classes for which 18,000 community members attended.

**FY16 GOALS:** - Public Health looks to revamp the departmental webpage to provide easier access to frequently sought information and strengthen the public information program making the department more visible in the community via print media, radio, and social networking channels. The department plans to implement a new Practice Management Software with enhanced medical record functions.

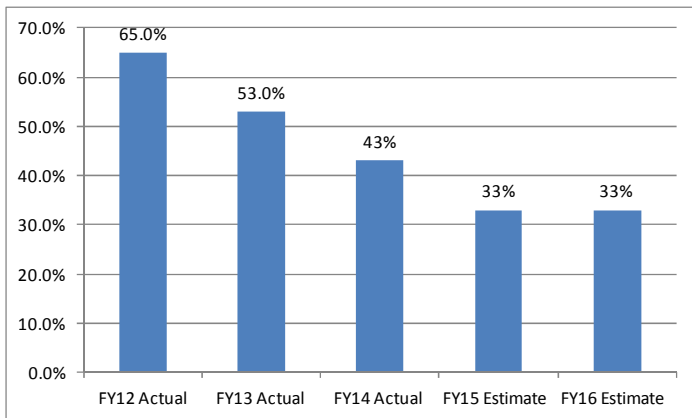
**PROGRAM SUMMARY**

|                           | FY 13-14                 | FY 14-15                 |                          | FY 15-16                 |                          |                          |
|---------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|                           | Actual                   | Original                 | Estimate                 | Request                  | Recommend                | Adopted                  |
| Administration            | 2,020,159                | 2,133,496                | 1,747,405                | 2,191,159                | 2,170,159                | 2,170,159                |
| Lab Services              | 456,493                  | 505,231                  | 539,213                  | 589,213                  | 589,213                  | 589,213                  |
| Environmental Health      | 2,116,508                | 2,362,846                | 1,994,191                | 2,323,671                | 2,323,671                | 2,323,671                |
| Personal Health & Nursing | 11,407,798               | 13,188,325               | 11,712,874               | 13,087,426               | 13,069,732               | 13,500,292               |
| Pharmacy                  | 3,226,841                | 4,473,697                | 4,460,308                | 4,479,226                | 3,707,736                | 3,707,736                |
| Dental Clinic             | 702,368                  | 1,086,025                | 752,690                  | 1,255,302                | 1,255,302                | 1,255,302                |
| <b>Total</b>              | <b><u>19,930,167</u></b> | <b><u>23,749,620</u></b> | <b><u>21,206,681</u></b> | <b><u>23,925,997</u></b> | <b><u>23,115,813</u></b> | <b><u>23,546,373</u></b> |

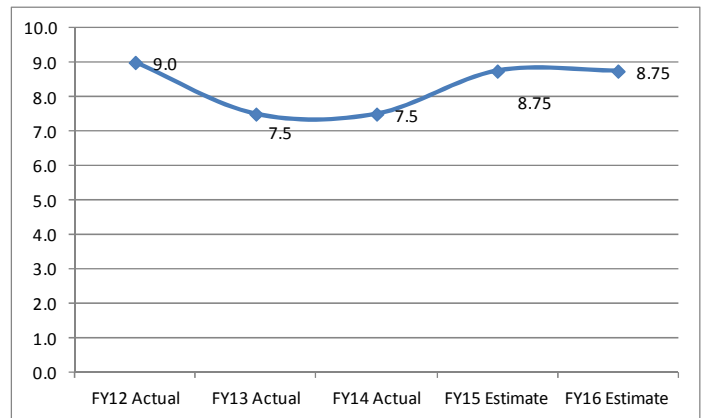


# PUBLIC HEALTH

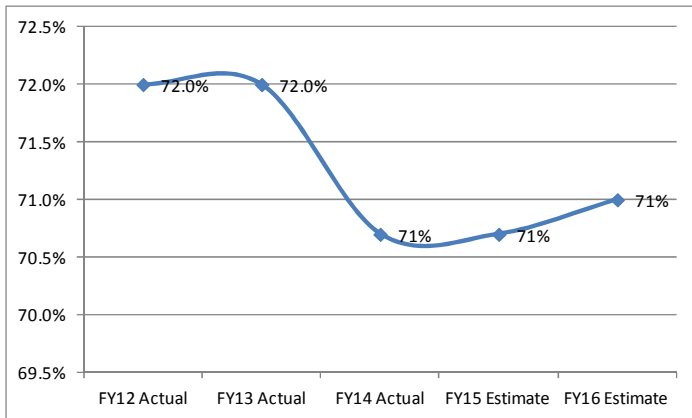
## Key Performance Measures:



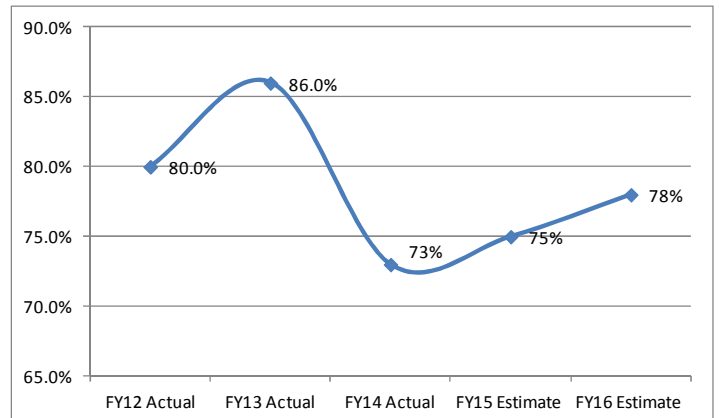
Percentage of Required Food & Lodging Inspections



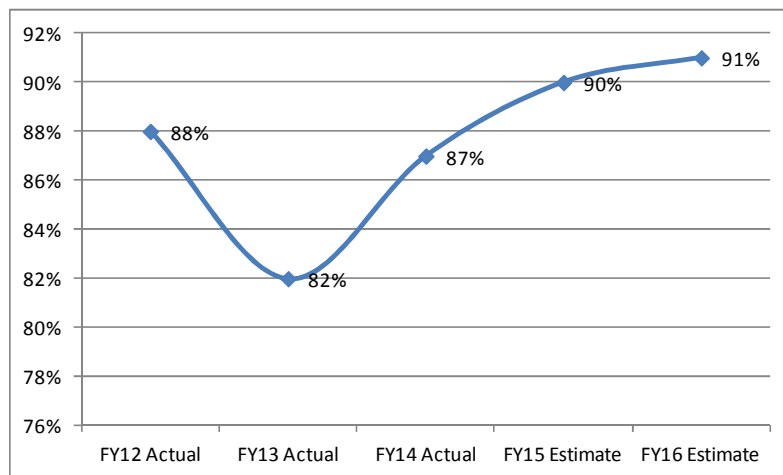
Average Wait for Improvement Permit in days



WIC Participants Initiating Breastfeeding



% of Medicaid Patients served at Cleveland Ave. Dental Clinic



% of Children Immunized by Age 23 Months

# PUBLIC HEALTH

|                                | FY 13-14          | FY 14-15          |                   | FY 15-16   |                           |                   |
|--------------------------------|-------------------|-------------------|-------------------|--|---------------------------|-------------------|
|                                | Actual            | Original          | Estimate          | Request  | Recommend                 | Adopted           |
| <b>EXPENDITURES</b>            |                   |                   |                   |  |                           |                   |
| <b>Personal Services</b>       |                   |                   |                   |  |                           |                   |
| Salaries & Wages               | 10,661,195        | 12,497,586        | 10,810,217        | 11,957,813   | 11,956,813                | 12,262,378        |
| Other Employee Comp.           | 2,870             | 3,480             | 3,594             | 4,000  | 4,000                     | 4,000             |
|                                |                   |                   |                   |  | <i>Uniform allowance.</i> |                   |
| Employee Benefits              | 3,761,024         | 4,277,940         | 3,592,811         | 4,227,509  | 4,227,509                 | 4,336,390         |
| Board Compensation             | 1,930             | 2,700             | 2,700             | 2,700  | 2,700                     | 2,700             |
| <b>Total Personal Services</b> | <b>14,427,019</b> | <b>16,781,706</b> | <b>14,409,322</b> | <b>16,192,022</b>  | <b>16,191,022</b>         | <b>16,605,468</b> |
| <b>Operating Expenditures</b>  |                   |                   |                   |  |                           |                   |
| Professional Fees              | 550,819           | 510,065           | 581,717           | 585,351  | 585,351                   | 585,351           |
|                                |                   |                   |                   | <i>Temporary Help, lab fees, medical fees.</i>   |                           |                   |
| Maintenance Service            | 48,187            | 65,115            | 63,284            | 73,800   | 73,800                    | 73,800            |
|                                |                   |                   |                   | <i>Equipment maintenance, solid waste disposal, other maintenance.</i>                         |                           |                   |
| Rent                           | 137,253           | 82,772            | 82,672            | 108,022  | 108,022                   | 108,022           |
|                                |                   |                   |                   | <i>Equipment rental, space rental for Administration &amp; Dental Clinic.</i>                  |                           |                   |
| Utility Services               | 6,723             | 7,200             | 7,180             | 7,536  | 7,536                     | 7,536             |
|                                |                   |                   |                   | <i>Water &amp; sewer.</i>  |                           |                   |
| Construction Services          | 535               | 300               | 300               | 0  | 0                         | 0                 |
| Other Purchased Services       | 639,410           | 631,139           | 436,233           | 732,162  | 723,162                   | 723,162           |
|                                |                   |                   |                   | <i>Advertising, printing, telephone, insurance premiums, CDP contract.</i>                     |                           |                   |
| Training & Conference          | 112,186           | 190,768           | 162,370           | 232,487  | 222,693                   | 229,207           |
|                                |                   |                   |                   | <i>Travel and personal mileage.</i>  |                           |                   |
| General Supplies               | 237,934           | 172,788           | 154,122           | 236,664  | 235,274                   | 244,874           |
|                                |                   |                   |                   | <i>General supplies, small equipment, books &amp; subscriptions, office supplies, postage.</i> |                           |                   |
| Energy                         | 76,754            | 75,365            | 75,365            | 78,330   | 78,330                    | 78,330            |
|                                |                   |                   |                   | <i>Electricity and natural gas.</i>  |                           |                   |
| Operating Supplies             | 919,229           | 1,027,452         | 1,081,123         | 1,170,818  | 1,152,818                 | 1,152,818         |
|                                |                   |                   |                   | <i>Software, audio visual supplies, medical supplies, other operating supplies.</i>            |                           |                   |
| Inventory Purchases            | 2,752,283         | 3,971,000         | 3,970,751         | 3,971,000  | 3,200,000                 | 3,200,000         |
|                                |                   |                   |                   | <i>Pharmacy inventory.</i>   |                           |                   |
| Other Operating Costs          | 21,835            | 233,950           | 176,369           | 452,805  | 452,805                   | 452,805           |
|                                |                   |                   |                   | <i>Rewards &amp; incentives, memberships &amp; dues, insurance claims.</i>                     |                           |                   |
| <b>Total Operating Exps.</b>   | <b>5,503,148</b>  | <b>6,967,914</b>  | <b>6,791,486</b>  | <b>7,648,975</b>   | <b>6,839,791</b>          | <b>6,855,905</b>  |
| <b>Capital Outlay</b>          | <b>0</b>          | <b>0</b>          | <b>5,873</b>      | <b>85,000</b>  | <b>85,000</b>             | <b>85,000</b>     |
|                                |                   |                   |                   | <i>Dental equipment.</i>   |                           |                   |
| <b>Total Expenditures</b>      | <b>19,930,167</b> | <b>23,749,620</b> | <b>21,206,681</b> | <b>23,925,997</b>  | <b>23,115,813</b>         | <b>23,546,373</b> |
| Cost-Sharing Expenses          | 665,011           | 644,080           | 192,939           | 631,009  | 630,737                   | 630,737           |
| Contra-Expenses                | (172,121)         | (160,000)         | (160,000)         | (160,000)  | (160,000)                 | (160,000)         |
| <b>REVENUES</b>                | <b>11,678,281</b> | <b>15,944,339</b> | <b>15,940,336</b> | <b>16,000,454</b>  | <b>16,000,454</b>         | <b>16,000,454</b> |
| POSITIONS (FT/PT)              | 277/9             | 269/7             | 255/7             | 257/7  | 257/7                     | 265/7             |

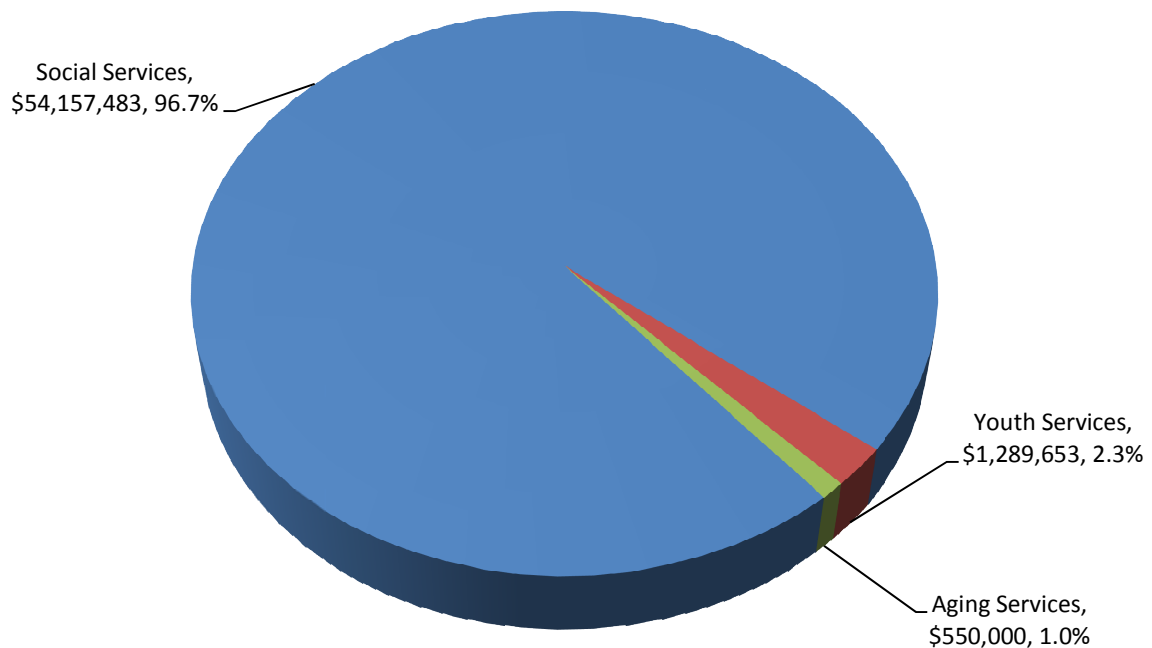
**Horizon Issues:** Medicaid Reform and the State's decision about Medicaid Expansion could affect public health's clinical client base and the ability to bill for services. As the economy recovers, public health will need to address recruitment and retention of staff; workforce development is hindered as they continue to lose staff to neighboring counties due to pay. The expectation is that as they continue to address a growing population that deals with chronic disease, they will need to ask for additional staff.

**Budget Summary:** Public Health's FY16 Adopted Budget reflects a \$203,247 or 1% decrease from the CYO. The primary driver of the decrease is based on a \$765,961 reduction in Pharmacy expenditures based on historical actual costs. Pharmacy expenditures are offset by state and federal revenues. The adopted budget includes the addition of eight new school health nurse positions which totals \$430,560 (salaries, benefits, operating supplies and training). The Carolina Access program, which was state funded (\$689,922), ended in FY 15.

# SOCIAL SERVICES SERVICE AREA

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## Social Services Service Area - \$56.0 million - 13.5% of General Fund Expenditures



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### Operating Goals & Objectives:

Create a community that is safe/healthy. This will be accomplished by:

- a. Providing child welfare programs including child protective services, foster care and adoptions.
  - b. Providing employment services, assistance with medical services, & daycare for families to help them become gainfully employed.
  - c. Providing assistance to elderly members of the community through Medicaid, adult protective services, adult daycare and congregate meals.
  - d. Providing in-home aid workers and case managers to help elderly clients stay at home instead of relocating them to assisted living facilities, and providing trustee services for some adult clients as well as juvenile wards of the County.
  - e. Providing low income energy assistance and crisis intervention services.
  - f. Meeting space needs for detention facilities for the youth population of the County.
  - g. Providing educational, counseling and other supervised services for youthful offenders while they are in detention.
-

# SOCIAL SERVICES

**Mission:** Forsyth County DSS will strive to protect vulnerable children and adults, strengthen and preserve families and enhance economic stability, while encouraging personal responsibility.

**Program Descriptions:**

*Income Support* - provides food benefits; day care subsidies; Work First cash assistance

*Family & Children Services* - provides Children's Protective Services; In-Home Services; Foster Care placement; recruitment, licensure, training and inspection of Foster Homes; social work and treatment for children who have experienced trauma, or who have behavioral problems; Adoption Services

*Adult Services* - provides Adult Protective Services; intake assistance; in-home care, counseling, case management, and personal aide; placement in with families or assisted living; guardianship of those determined to be wards by the Clerk of Court; inspection and monitoring of all licensed adult care facilities, and complaint investigation; employment services

Other Services: provides assistance with establishing and collection child support payments; Energy Assistances programs

**Accomplishments:** Opened an in-house computer lab to assist those seeking employment; Secured state funds to expand staff in Child Protective Services and In-Home Services, reducing use of temporary contracting; Added two visitation rooms to facilitate children in foster care to visit their families, and added specialists to supervise onsite visits; Initiated One Congregation; One Child, a community program to recruit foster parents; Restructured Customer Care Center and expanded Call Center to provide better customer services

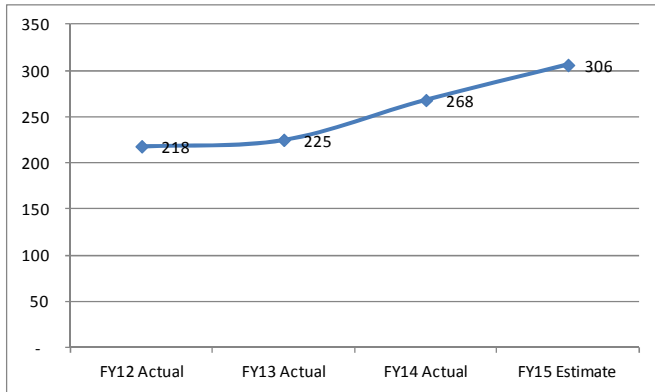
**FY16 GOALS:** - Coordinate with all areas of DSS to provide services through the Employment Center; Increase referrals to In-Home Services to keep youth within their family settings and address high-risk safety factors; Increase the number of licensed foster homes by 15% to minimize placement costs and ensure placement in creditable homes; Decrease the number of youth in foster care by 15%; Become current with processing applications and recertification in NCFAS; Complete all changes for Income Support programs within 24 Hours of receipt.

**PROGRAM SUMMARY**

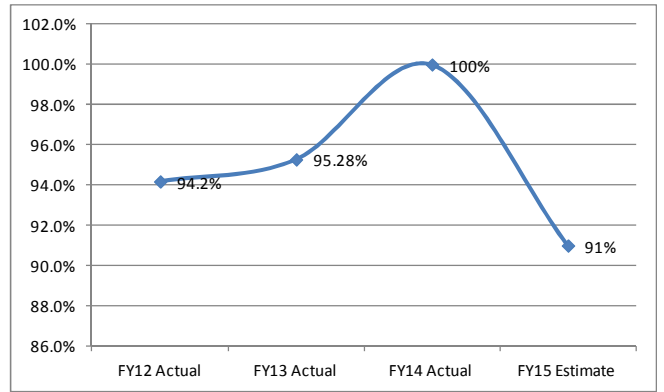
|                            | FY 13-14                 | FY 14-15                 |                          | FY 15-16                 |                          |                          |
|----------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|                            | Actual                   | Original                 | Estimate                 | Request                  | Recommend                | Adopted                  |
| Administration             | 4,339,345                | 3,858,648                | 3,517,679                | 4,031,135                | 4,031,135                | 4,031,135                |
| Income Support             | 24,053,736               | 25,492,951               | 24,368,852               | 29,714,130               | 29,713,130               | 29,731,330               |
| Family & Children Services | 8,709,216                | 10,373,751               | 9,313,607                | 10,891,601               | 10,706,601               | 10,706,601               |
| Adult Services             | 10,760,337               | 12,328,808               | 12,894,538               | 9,699,217                | 9,699,217                | 9,688,417                |
| <b>Total</b>               | <b><u>47,862,634</u></b> | <b><u>52,054,158</u></b> | <b><u>50,094,676</u></b> | <b><u>54,336,083</u></b> | <b><u>54,150,083</u></b> | <b><u>54,157,483</u></b> |

# SOCIAL SERVICES

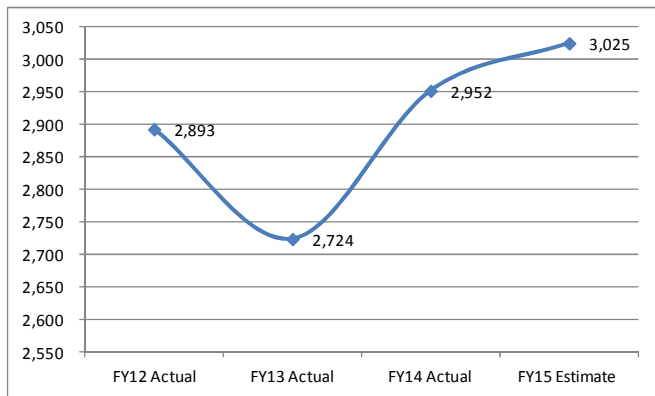
## Key Performance Measures:



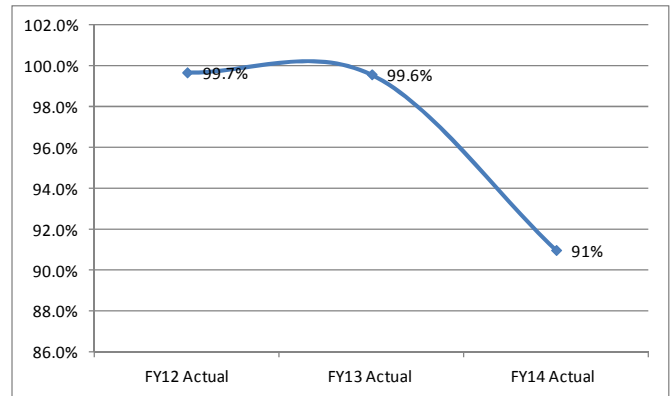
Adult Guardianships



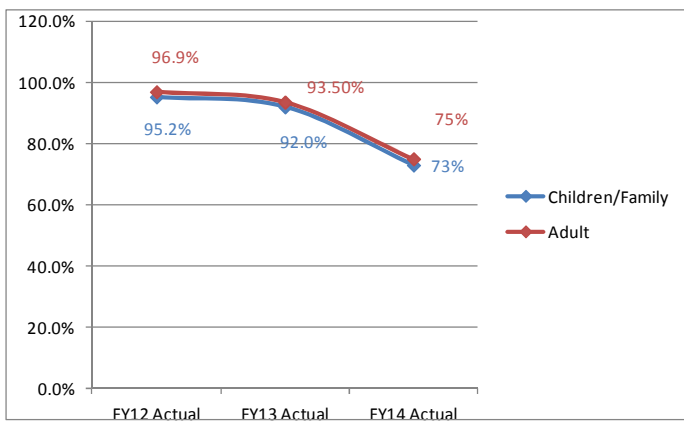
% of Maltreated Children who do not re-enter within 6 mos.



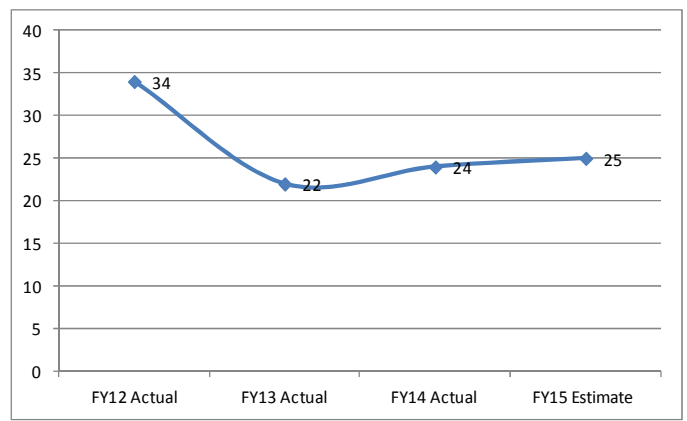
Child Protective Services Investigations



Food/Nutrition Applications processed w/in 7 days



Medicaid applications completed w/in statutory timeframe



Adoptions Finalized

## SOCIAL SERVICES

|                                | FY 13-14   | FY 14-15                 |                          | FY 15-16                 |                          |                          |
|--------------------------------|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|                                | Actual   | Original                 | Estimate                 | Request                  | Recommend                | Adopted                  |
| <b>EXPENDITURES</b>            |  |                          |                          |                          |                          |                          |
| <b>Personal Services</b>       |  |                          |                          |                          |                          |                          |
| Salaries & Wages               | 16,546,885   | 17,845,886               | 16,863,636               | 18,763,055               | 18,763,055               | 18,763,055               |
| Employee Benefits              | 6,302,858  | 6,705,043                | 6,251,868                | 7,366,869                | 7,366,869                | 7,366,869                |
| Other Employee Benefits        | 0  | 0                        | 580                      | 0                        | 0                        | 0                        |
| Board Compensation             | 1,250  | 1,000                    | 1,000                    | 1,250                    | 1,250                    | 1,250                    |
| <b>Total Personal Services</b> | <b>22,850,993</b>  | <b>24,551,929</b>        | <b>23,117,084</b>        | <b>26,131,174</b>        | <b>26,131,174</b>        | <b>26,131,174</b>        |
| <b>Operating Expenditures</b>  |  |                          |                          |                          |                          |                          |
| Professional Fees              | 664,348  | 475,000                  | 928,520                  | 841,500                  | 786,500                  | 786,500                  |
|                                | <i>Includes medical tests &amp; temporary help for Food &amp; Nutrition, Medicaid, Low Income Energy Assistance &amp; CPS.</i> |                          |                          |                          |                          |                          |
| Maintenance Service            | 6,452  | 8,350                    | 7,880                    | 7,100                    | 7,100                    | 7,100                    |
| Rent                           | 2,675  | 5,000                    | 8,850                    | 7,000                    | 7,000                    | 7,000                    |
|                                | <i>Parking for court cases.</i>  |                          |                          |                          |                          |                          |
| Utility Services               | 22,049   | 29,024                   | 27,000                   | 30,650                   | 30,650                   | 30,650                   |
| Construction Services          | 12,227   | 40,000                   | 35,000                   | 35,000                   | 35,000                   | 35,000                   |
| Other Purchased Services       | 1,761,389  | 1,341,255                | 1,192,647                | 1,589,071                | 1,459,071                | 1,448,271                |
|                                | <i>Insurance premiums, microfilm, food stamp service charges.</i>  |                          |                          |                          |                          |                          |
| Training & Conference          | 47,498   | 54,500                   | 45,200                   | 65,500                   | 65,500                   | 65,500                   |
|                                | <i>Includes mandatory CPS training &amp; personal mileage for care-givers.</i>   |                          |                          |                          |                          |                          |
| General Supplies               | 382,370  | 207,800                  | 232,605                  | 301,550                  | 301,550                  | 301,550                  |
| Energy                         | 217,280  | 220,225                  | 223,000                  | 230,130                  | 230,130                  | 230,130                  |
| Operating Supplies             | 28,892   | 31,500                   | 28,277                   | 44,204                   | 44,204                   | 44,204                   |
| Support & Assistance           | 21,475,742   | 24,560,177               | 23,750,994               | 24,404,716               | 24,403,716               | 24,403,716               |
|                                | <i>Daycare, Special Assistance, Foster Care, WorkFirst Projects, Medicaid admin./transp.</i>                                   |                          |                          |                          |                          |                          |
| Other Operating Costs          | 197,720  | 341,500                  | 309,829                  | 427,500                  | 427,500                  | 427,500                  |
|                                | <i>Insurance claims and other supplies.</i>  |                          |                          |                          |                          |                          |
| <b>Total Operating Exps.</b>   | <b>24,818,642</b>  | <b>27,314,331</b>        | <b>26,789,802</b>        | <b>27,983,921</b>        | <b>27,797,921</b>        | <b>27,787,121</b>        |
| <b>Payments T/O Agencies</b>   | <b>192,999</b>   | <b>187,898</b>           | <b>187,790</b>           | <b>220,988</b>           | <b>220,988</b>           | <b>239,188</b>           |
| <b>TOTAL EXPENDITURES</b>      | <b><u>47,862,634</u></b>   | <b><u>52,054,158</u></b> | <b><u>50,094,676</u></b> | <b><u>54,336,083</u></b> | <b><u>54,150,083</u></b> | <b><u>54,157,483</u></b> |
| Cost-Sharing Expenses          | 2,475,281  | 2,441,491                | 2,080,959                | 1,694,062                | 1,694,062                | 1,694,062                |
| <b>REVENUES</b>                | <b><u>36,107,059</u></b>   | <b><u>37,370,241</u></b> | <b><u>39,089,470</u></b> | <b><u>39,679,520</u></b> | <b><u>39,679,520</u></b> | <b><u>39,679,520</u></b> |
| POSITIONS (FT/PT)              | 474/2  | 474/2                    | 478/4                    | 500/4                    | 500/4                    | 500/4                    |

**Budget Highlights:** The FY 2016 budget provides DSS with resources to meet growing service demand at reduced County cost through revenue maximization. New positions are created in Income Support, CPS, Guardianship, and Foster Care.

**Horizon Issues:** Growing populations of aging and mental health populations requiring DSS care; Meeting the policy, training, and technology requirements to provide mobile, community-based care; Declining number of families becoming foster families; North Carolina Medicaid expansion.

# AGING SERVICES

**Mission:** To ensure that the vulnerable elderly people of Forsyth County receive quality assistance and services; to help them gain a more meaningful and independent life when possible; and to render those services efficiently.

**Program Descriptions:**

*Aging Services* – Aging Services ensures high-quality independent living for Forsyth County’s vulnerable elderly by contracting with area non-profits to provide services including: adult day care; Meals-on-Wheels; In-home care; and group lunches. Aging Services pays for the support of approximately 20,000 meals for elderly residents through its

contract with Senior Services Inc.

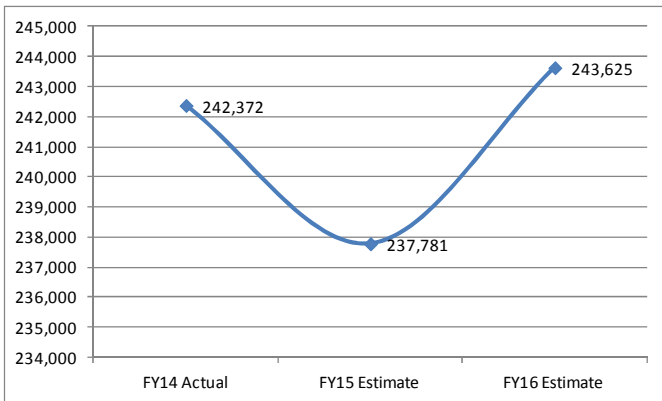
*Rural Operating Assistance Program (ROAP) Grant* – Allocates funding to WSTA and sub recipients in accordance with the Elderly and Disabled Transportation Assistance Program funding formula.

**Accomplishments:** Contracted with Senior Services, Inc. to provide services to the County’s elderly.

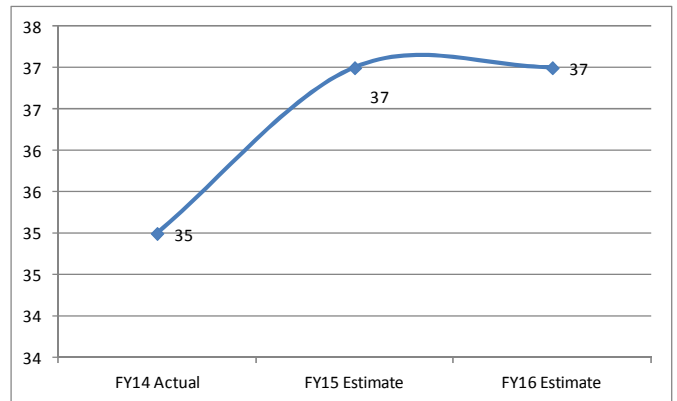
**FY16 GOALS:** - Continue to ensure high-quality independent living for Forsyth County’s vulnerable elderly through smart contracting with area non-profits serving the elderly.

|                | FY 13-14             | FY 14-15              |                       | FY 15-16              |                       |                       |
|----------------|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                | Actual               | Original              | Estimate              | Request               | Recommend             | Adopted               |
| Aging Services | 92,700               | 150,000               | 150,000               | 424,373               | 150,000               | 350,000               |
| ROAP           | 0                    | 250,000               | 250,000               | 200,000               | 200,000               | 200,000               |
| <b>Total</b>   | <b><u>92,700</u></b> | <b><u>400,000</u></b> | <b><u>400,000</u></b> | <b><u>624,373</u></b> | <b><u>350,000</u></b> | <b><u>550,000</u></b> |

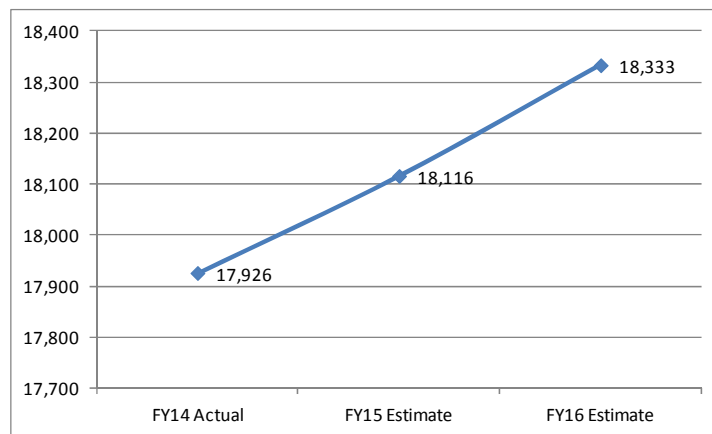
**Key Performance Measures:**



Meals on Wheels Served



Meals on Wheels - Average Monthly Waiting List



Williams Day Center Attendance

## AGING SERVICES

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|                              | FY 13-14             | FY 14-15              |                       |                       | FY 15-16              |                       |
|------------------------------|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                              | Actual               | Original              | Estimate              | Request               | Recommend             | Adopted               |
| <b>EXPENDITURES</b>          |                      |                       |                       |                       |                       |                       |
| <i>Payments T/O Agencies</i> |                      |                       |                       |                       |                       |                       |
| Senior Services, Inc.        | 92,700               | 150,000               | 150,000               | 350,000               | 150,000               | 325,000               |
| Shepherd's Center            | 0                    | 0                     | 0                     | 74,373                | 0                     | 25,000                |
| Transaid                     | 0                    | 250,000               | 250,000               | 200,000               | 200,000               | 200,000               |
| <b>TOTAL EXPENDITURES</b>    | <b><u>92,700</u></b> | <b><u>400,000</u></b> | <b><u>400,000</u></b> | <b><u>624,373</u></b> | <b><u>350,000</u></b> | <b><u>550,000</u></b> |
| <b>REVENUES</b>              | <b><u>0</u></b>      | <b><u>250,000</u></b> | <b><u>250,000</u></b> | <b><u>200,000</u></b> | <b><u>200,000</u></b> | <b><u>200,000</u></b> |

**Budget Highlights:** Transaid pass-through funds for the Rural Operating Assistance Program Grant for the Elderly and Disabled are expected to be \$50,000 lower than FY 2015. The FY2016 Adopted budget includes one-time funding for the Shepherd's Centers of Greater Winston-Salem and Kernersville (\$25,000 allocated 60% Winston-Salem Center/40% Kernersville Center) and additional continuation funding of \$175,000 for Senior Services, Inc's Meals-on-Wheels Program. The Senior Services, Inc. funding replaces a Kate B Reynolds Charitable Trust grant for Meals-on-Wheels. The Shepherd's Center funding is to offset reductions from the Home & Community Care Block Grant.

**Horizon Issues:** Forsyth County has an opportunity to perform an analysis of organizations providing services to the vulnerable elderly population. Over the long-term, the County's projected increase in elderly residents is likely to create increased demands in this service area.



# YOUTH SERVICES

**Mission:** To provide secure short-term care to juveniles who are accused or adjudicated pending court action, or who are awaiting to transfer to another facility.

**Program Descriptions:**

*Youth Services* - provide attendants to organize and supervise daily activities and provides counseling services to juveniles detained; Winston-Salem/Forsyth County provide a teacher for 6 hours a daily; Insight Human Services provide substance abuse testing and education; Correct Care provides medical services.

*JCPC Administration* - is the provision of administrative support for the Forsyth County Juvenile Prevention Council which helps plan programs and services at the local level for youth delinquency,

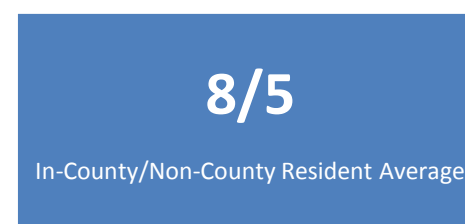
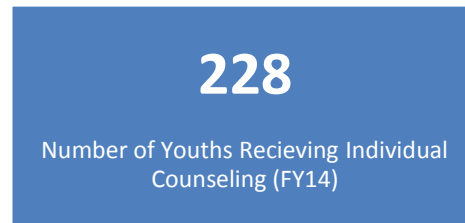
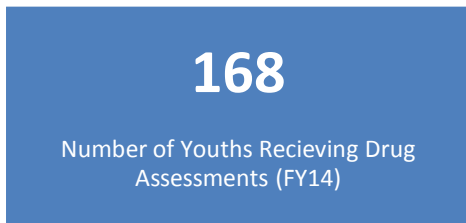
gang prevention & substance abuse.

**Accomplishments:** Youth Services began a phase out plan in FY 2015 that will be completed during the first quarter of FY 2016. The staff continued to provide services to the Department of Public Safety: Division of Juvenile Justice and the community in a caring and professional manner only losing one staff member, and that was to internal transfer.

**PROGRAM SUMMARY**

|  | FY 13-14                | FY 14-15                |                         | Request                 | FY 15-16                |                         |
|--|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|  | Actual                  | Original                | Estimate                |                         | Recommend               | Adopted                 |
| Youth Services                                 | 1,163,304               | 1,272,105               | 1,223,938               | 576,545                 | 576,545                 | 576,545                 |
| Gang & Delinquency Prevention Initiative Grant | 105,854                 | 0                       | 0                       | 0                       | 0                       | 0                       |
| JCPC Administration                            | 745,126                 | 713,108                 | 727,066                 | 713,108                 | 713,108                 | 713,108                 |
| <b>Total</b>                                   | <b><u>2,014,284</u></b> | <b><u>1,985,213</u></b> | <b><u>1,951,004</u></b> | <b><u>1,289,653</u></b> | <b><u>1,289,653</u></b> | <b><u>1,289,653</u></b> |

**Key Performance Measures:**



# YOUTH SERVICES

|                                      | FY 13-14                | FY 14-15                |                         | FY 15-16   |                                     |                       |
|--------------------------------------|-------------------------|-------------------------|-------------------------|--|-------------------------------------|-----------------------|
|                                      | Actual                  | Original                | Estimate                | Request  | Recommend                           | Adopted               |
| <b><u>EXPENDITURES</u></b>           |                         |                         |                         |  |                                     |                       |
| <b><i>Personal Services</i></b>      |                         |                         |                         |  |                                     |                       |
| Salaries & Wages                     | 744,357                 | 770,049                 | 778,228                 | 260,910  | 260,910                             | 260,910               |
| Other Employee Benefits              | 835                     | 1,144                   | 835                     | 209  | 209                                 | 209                   |
|                                      |                         |                         |                         |  | <i>Ipad &amp; Cellphone stipend</i> |                       |
| Employee Benefits                    | 276,259                 | 266,446                 | 282,756                 | 86,653   | 86,653                              | 86,653                |
| <b>Total Personal Services</b>       | <b>1,021,451</b>        | <b>1,037,639</b>        | <b>1,061,819</b>        | <b>347,772</b>   | <b>347,772</b>                      | <b>347,772</b>        |
| <b><i>Operating Expenditures</i></b> |                         |                         |                         |  |                                     |                       |
| Professional Fees                    | 60,443                  | 84,566                  | 79,946                  | 11,145   | 11,145                              | 11,145                |
|                                      |                         |                         |                         | <i>Includes medical fees and educational expenses.</i>                     |                                     |                       |
| Maintenance Service                  | 9,119                   | 5,000                   | 3,100                   | 722  | 722                                 | 722                   |
| Utility Services                     | 3,833                   | 3,400                   | 3,560                   | 950  | 950                                 | 950                   |
| Construction Services                | 7,515                   | 0                       | 0                       | 0  | 0                                   | 0                     |
| Other Purchased Services             | 92,552                  | 60,300                  | 53,967                  | 209,006  | 209,006                             | 209,006               |
|                                      |                         |                         |                         | <i>Includes food service contract &amp; out-of-county placement costs.</i> |                                     |                       |
| Training & Conference                | 5,014                   | 3,000                   | 120                     | 0  | 0                                   | 0                     |
|                                      |                         |                         |                         | <i>Includes required travel for training as mandated by State.</i>         |                                     |                       |
| General Supplies                     | 48,318                  | 5,750                   | 3,026                   | 650  | 650                                 | 650                   |
|                                      |                         |                         |                         | <i>Includes detention facility furniture &amp; janitorial needs.</i>       |                                     |                       |
| Energy                               | 18,878                  | 21,625                  | 20,820                  | 4,850  | 4,850                               | 4,850                 |
| Operating Supplies                   | 9,471                   | 6,000                   | 7,030                   | 2,000  | 2,000                               | 2,000                 |
| Other Operating Costs                | 10,082                  | 60,325                  | 20,008                  | 14,950   | 14,950                              | 14,950                |
|                                      |                         |                         |                         | <i>Insurance claims.</i>   |                                     |                       |
| <b>Total Operating Exps.</b>         | <b>265,225</b>          | <b>249,966</b>          | <b>191,577</b>          | <b>244,273</b>   | <b>244,273</b>                      | <b>244,273</b>        |
| <b>Contingency</b>                   | <b>0</b>                | <b>10,523</b>           | <b>0</b>                | <b>0</b>   | <b>0</b>                            | <b>0</b>              |
| <b>Capital Outlay</b>                | <b>0</b>                | <b>0</b>                | <b>0</b>                | <b>0</b>   | <b>0</b>                            | <b>0</b>              |
| <b>Payments T/O Agencies</b>         | <b>727,608</b>          | <b>687,085</b>          | <b>697,608</b>          | <b>697,608</b>   | <b>697,608</b>                      | <b>697,608</b>        |
| <b>TOTAL EXPENDITURES</b>            | <b><u>2,014,284</u></b> | <b><u>1,985,213</u></b> | <b><u>1,951,004</u></b> | <b><u>1,289,653</u></b>  | <b><u>1,289,653</u></b>             | <b><u>941,881</u></b> |
| Cost-Sharing Expenses                | 57,193                  | 53,925                  | 53,925                  | 13,486   | 13,486                              | 13,486                |
| <b><u>REVENUES</u></b>               | <b><u>1,583,147</u></b> | <b><u>1,228,108</u></b> | <b><u>1,433,502</u></b> | <b><u>870,244</u></b>  | <b><u>870,244</u></b>               | <b><u>870,244</u></b> |
| POSITIONS (FT/PT)                    | 17/6                    | 17/6                    | 17/10                   | 17/10  | 17/10                               | 17/10                 |

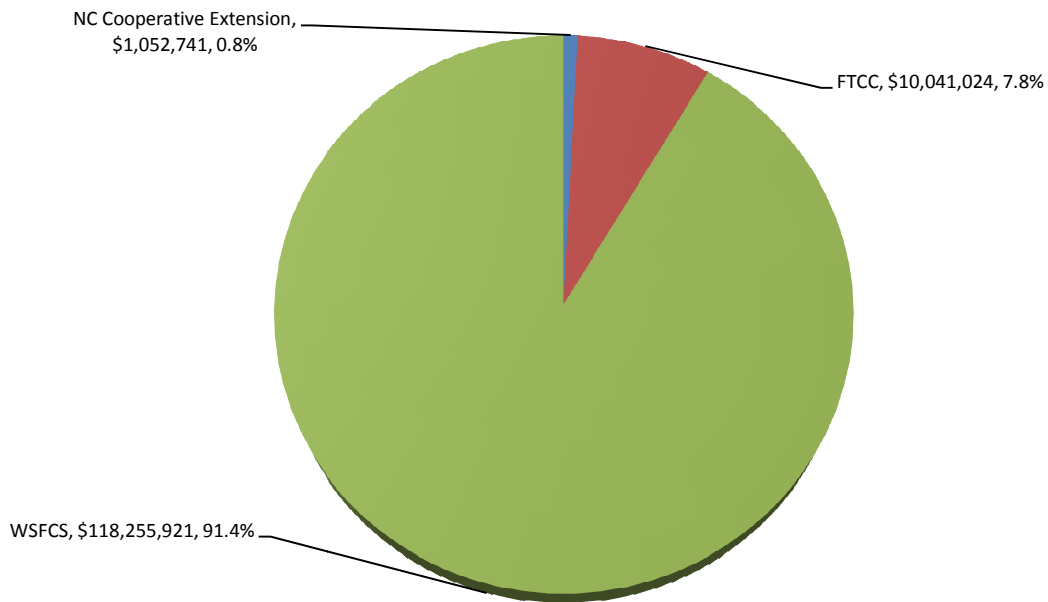
**Budget Highlights:** The Youth Services department will be phased out during the FY 2016 budget year. The Adopted budget includes three months of operational funding for the Juvenile Detention Center and nine months of funding for subsidies paid for placing Forsyth County juveniles in facilities operated by the State or other counties. In future budget years these subsidies will be budgeted in the Department of Social Services.

The Youth Services Department also includes the Juvenile Crime Prevention Council (JCPC) budget which is 100% State funds. The department administers the program for the County. JCPC expenditures are budgeted in the Payments To Other Agencies line.

# EDUCATION SERVICE AREA

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## Education Service Area = \$129.3m or 31.2% of General Fund Expenditures



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### Operating Goals & Objectives:

Create a community with educational opportunities for everyone. Create a community that is healthy, convenient and pleasant. This will be accomplished by:

- a. Providing facilities that are conducive to learning for the Winston-Salem/Forsyth County School System and the Forsyth Technical Community College.
  - b. Providing additional teachers beyond the number that the State of North Carolina provides for the elementary, middle, and high school environments.
  - c. Providing supplements to salaries of teachers and other personnel in the Winston-Salem/Forsyth County School System.
  - d. Providing training and advice to improve farm and agri-business profitability, environmental quality and urban horticulture.
  - e. Administering the 4-H Program which teaches science and technology, and their application, to young people.
  - f. Supporting strategies that will ensure clean air & water.
  - g. Providing awards to local farmers for the installation of "Best Management Practices".
-

# N.C. COOPERATIVE EXTENSION

**Mission:** Cooperative Extension partners with communities to deliver education and technology that enrich lives, land, and economy of Forsyth County Citizens

**Program Descriptions:**

*Conservation and Natural Resources* - provides support to the Soil and Water Conservation District, provides state cost share assistance to local farmers and urban residents for installation of Best Management Practices, and works to preserve the county's working farmland.

*Economic Assistance* - provides training and advice to improve farm profitability, sustainability and environmental quality; educates and assists urban horticulture clients.

*Home Economics* - helps improve quality of living particularly in the areas of food safety, preservation, nutrition and financial management.

*Community Development* - teaches leadership and community development to build community and through community gardens increases access to healthy, local food.

*Youth Development* - teaches science, technology, life skills and community service to youth ages 5-18.

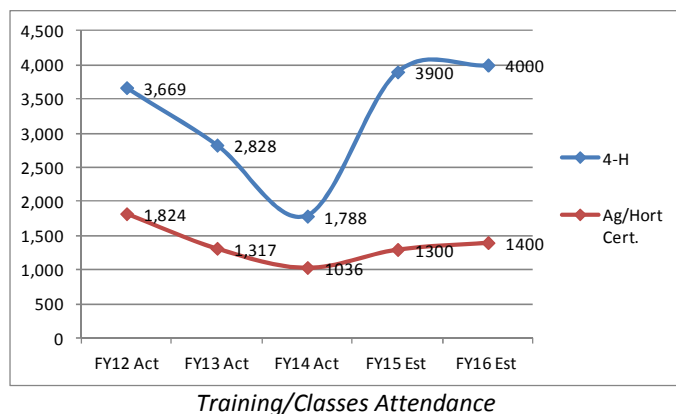
**Accomplishments:** Volunteers provided over 29,000 hours of volunteer service during calendar year 2014. Twenty-five new local food farmers graduated from the 14 session Farm School, and four of these growers have established new farming enterprises. There are currently 125 active community gardens in Forsyth County. Seventeen new gardens opened in 2014, 7 of which are located in limited resource communities. More than 83,000 pounds of fresh produce were harvested in community gardens. An additional 592 acres enrolled in the voluntary agricultural district program by twelve landowners. Farmers have now committed 4,319 acres to voluntary preservation.

**FY16 GOALS:** - Goals include implementing Local Food Study recommendations such as training new farmers in production and business management; training growers on Good Agricultural Practices (GAP) in order to maintain or secure markets and explore urban agricultural opportunities; developing a plan to successfully implement school/community gardening projects; developing a countywide Farmland Preservation Plan; and securing funding for fencing the arboretum at Tanglewood Park.

**PROGRAM SUMMARY**

|                            | FY 13-14              | FY 14-15              |                       | FY 15-16                |                         |                         |
|----------------------------|-----------------------|-----------------------|-----------------------|-------------------------|-------------------------|-------------------------|
|                            | Actual                | Original              | Estimate              | Request                 | Recommend               | Adopted                 |
| Administration             | 65,832                | 75,985                | 77,364                | 84,341                  | 84,126                  | 84,126                  |
| Soil & Water               | 99,755                | 123,984               | 101,056               | 129,678                 | 129,678                 | 129,678                 |
| Forestry                   | 32,548                | 50,151                | 50,151                | 64,951                  | 64,951                  | 64,951                  |
| Agricultural Assistance    | 194,147               | 225,981               | 234,377               | 366,482                 | 359,040                 | 359,040                 |
| Family & Consumer Sciences | 138,462               | 141,600               | 145,976               | 135,126                 | 135,126                 | 135,126                 |
| Community Development      | 46,451                | 95,983                | 81,986                | 108,613                 | 105,463                 | 105,463                 |
| Youth Development          | 80,859                | 86,464                | 85,694                | 98,811                  | 98,461                  | 98,461                  |
| Ag Bldg. Maintenance       | 31,870                | 40,900                | 40,900                | 42,858                  | 42,858                  | 42,858                  |
| Arboretum at Tanglewood    | 19,506                | 30,810                | 29,025                | 233,038                 | 33,038                  | 33,038                  |
| <b>TOTAL</b>               | <b><u>709,430</u></b> | <b><u>871,858</u></b> | <b><u>846,529</u></b> | <b><u>1,263,898</u></b> | <b><u>1,052,741</u></b> | <b><u>1,052,741</u></b> |

**Key Performance Measures:**



**29,599**

Total Volunteer Hours (FY14)

**\$613,931**

Total Economic Value of Volunteers (FY14)

# N.C. COOPERATIVE EXTENSION

|                                | FY 13-14<br>Actual   | FY 14-15<br>Original | Estimate       | Request  | FY 15-16<br>Recommend | Adopted          |
|--------------------------------|--|----------------------|----------------|--|-----------------------|------------------|
| <b>EXPENDITURES</b>            |  |                      |                |  |                       |                  |
| <b>Personal Services</b>       |  |                      |                |  |                       |                  |
| Salaries & Wages               | 148,036  | 167,777              | 167,509        | 193,516  | 193,516               | 193,516          |
| Employee Benefits              | 62,251   | 63,769               | 129,672        | 144,829  | 144,829               | 144,829          |
| Board Compensation             | 0  | 400                  | 400            | 400  | 400                   | 400              |
| <b>Total Personal Services</b> | <b>210,287</b>   | <b>231,946</b>       | <b>297,581</b> | <b>338,745</b>   | <b>338,745</b>        | <b>338,745</b>   |
| <b>Operating Expenditures</b>  |  |                      |                |  |                       |                  |
| Professional Fees              | 285  | 2,100                | 1,800          | 1,850  | 1,750                 | 1,750            |
|                                |  |                      |                | <i>Lab fees, interpreters for deaf program participants.</i>                   |                       |                  |
| Maintenance Service            | 3,194  | 5,200                | 4,200          | 4,400  | 4,400                 | 4,400            |
| Rent                           | 1,933  | 4,300                | 4,600          | 3,950  | 3,200                 | 3,200            |
|                                |  |                      |                | <i>Space rental at Tanglewood Park.</i>  |                       |                  |
| Utility Services               | 1,673  | 2,200                | 3,000          | 2,323  | 2,323                 | 2,323            |
|                                |  |                      |                | <i>Water &amp; sewer.</i>  |                       |                  |
| Other Purchased Services       | 337,342  | 400,427              | 331,761        | 438,811  | 438,311               | 438,311          |
|                                | <i>Includes salary/fringe for "send-in" positions. Alarm monitoring, printing, advertising, insurance premiums, telephone.</i> |                      |                |  |                       |                  |
| Training & Conference          | 7,885  | 12,342               | 11,894         | 16,637   | 14,572                | 14,572           |
| General Supplies               | 33,003   | 37,927               | 38,707         | 46,201   | 40,959                | 40,959           |
|                                |  |                      |                | <i>Office &amp; general supplies, small equipment.</i>                         |                       |                  |
| Energy                         | 31,485   | 39,700               | 36,900         | 40,235   | 40,235                | 40,235           |
|                                |  |                      |                | <i>Electricity and natural gas.</i>  |                       |                  |
| Operating Supplies             | 43,812   | 51,440               | 54,110         | 69,430   | 66,930                | 66,930           |
| Other Operating Costs          | 5,983  | 9,625                | 11,825         | 12,365   | 12,365                | 12,365           |
|                                |  |                      |                | <i>Memberships, administration costs, insurance claims.</i>                    |                       |                  |
| <b>Total Operating Exps.</b>   | <b>466,595</b>   | <b>565,261</b>       | <b>498,797</b> | <b>636,202</b>   | <b>625,045</b>        | <b>625,045</b>   |
| <b>Contingency</b>             | <b>0</b>   | <b>24,500</b>        | <b>0</b>       | <b>24,000</b>  | <b>24,000</b>         | <b>24,000</b>    |
|                                |  |                      |                | <i>SWCD Board misc. activities account.</i>                                    |                       |                  |
| <b>Payments T/O Agencies</b>   | <b>32,548</b>  | <b>50,151</b>        | <b>50,151</b>  | <b>64,951</b>  | <b>64,951</b>         | <b>64,951</b>    |
|                                |  |                      |                | <i>County's share of Division of Forest Resources contract through NCDENR.</i> |                       |                  |
| <b>Capital Projects</b>        | <b>0</b>   | <b>0</b>             | <b>0</b>       | <b>200,000</b>   | <b>0</b>              | <b>0</b>         |
|                                |  |                      |                | <i>Requested Fence for Tanglewood Arboretum.</i>                               |                       |                  |
| <b>Total Expenditures</b>      | <b>709,430</b>   | <b>871,858</b>       | <b>846,529</b> | <b>1,263,898</b>   | <b>1,052,741</b>      | <b>1,052,741</b> |
| Cost-Sharing Expenses          | 102,858  | 61,801               | 23,978         | 62,554   | 62,554                | 62,554           |
| <b>REVENUES</b>                | <b>213,477</b>   | <b>232,024</b>       | <b>219,185</b> | <b>266,029</b>   | <b>267,994</b>        | <b>267,994</b>   |
| POSITIONS (FT/PT)              | 17/2   | 17/2                 | 17/2           | 17/2   | 17/2                  | 17/2             |

**Budget Highlights:** The FY 2016 budget for the NC Cooperative Extension Service is a county dollar increase of \$144,913 or 22.6%. This increase is concentrated in a few areas: \$17,800 for conservation and forestry related to a new truck and event support; employee salary and benefits increases; a small increase in county support of four positions, including training for people assuming new duties; a new Urban Agriculture program; revised treatment of send-in employee benefits; and operating supplies.

**Horizon Issues:** Long term issues for the department include improving internet capabilities and physical updates/repairs to the Agricultural Building including heating and air. Programming / management issues include working with partners such as municipalities and adjacent counties to provide specialized staff and services in an efficient, cost effective manner. Developing a strategy and management plan for further increases in the utilization and management of volunteers.

# FORSYTH TECHNICAL COMMUNITY COLLEGE

**Mission:** To provide continuing education and technical/vocational training for individuals and industries to aid them in their response to changing economic conditions.

**Accomplishments:** We have successfully partnered with Herbalife to train over 450 members of their workforce.

We have successfully partnered with Goodwill on the Access Center. Citizens lacking an adult high school diploma can earn their adult high school diploma at no cost to them and they receive wrap-around services such as a Coach, and in some instances, childcare and transportation assistance.

Our Architecture and Interior Design program competed in the 2015 Natural Talent Design Competition hosted by USGBC of North Carolina in April 2015. We had one team to finish in 1st place, and another team to finish as a finalist among all

competitors at the state level. Participating schools included Appalachian State University, Pima Community College of Tucson, Arizona, College of Albemarle, East Carolina University, Forsyth Tech, University of Toronto, Winthrop University.

**2016 Goals:** Governor's statewide bond proposal - The bill proposes a statewide bond referendum for \$1.5 billion in highway bonds and \$1.5 billion in infrastructure bonds to be held in October or November 2015. Of the \$1.5 billion in infrastructure bonds, \$200 million would be allocated to the NC Community College System. The bill does not prescribe specific amounts for either colleges or projects.

**For more information about the operations of the Forsyth Technical Community College please visit:**  
<https://www.forsythtech.edu/>

## PROGRAM SUMMARY

|                            | FY 13-14                | FY 14-15                |                         | FY 15-16                 |                          |                          |
|----------------------------|-------------------------|-------------------------|-------------------------|--------------------------|--------------------------|--------------------------|
|                            | Actual                  | Original                | Estimate                | Request                  | Recommend                | Adopted                  |
| General Administration     | 1,480,774               | 1,431,237               | 1,431,237               | 1,294,730                | 1,180,557                | 1,180,557                |
| Curriculum Instruction     | 23,242,615              | 30,953,713              | 30,953,713              | 32,403,088               | 32,403,088               | 32,403,088               |
| Non-Curriculum Instruction | 7,860,790               | 5,963,184               | 5,963,184               | 5,159,493                | 5,159,493                | 5,159,493                |
| Plant Fund/Operation       | 10,552,033              | 11,527,771              | 11,526,771              | 12,110,961               | 12,110,961               | 12,110,961               |
| Institution                | 46,623,328              | 45,834,027              | 45,188,027              | 42,010,574               | 42,010,574               | 42,010,574               |
| Other Expenses             | 9,766,286               | 8,812,647               | 8,812,647               | 8,060,828                | 8,060,828                | 8,060,828                |
| <b>Total</b>               | 99,525,826              | 104,522,579             | 103,875,579             | 101,039,674              | 100,925,501              | 100,925,501              |
| <b>County Share</b>        | 8,905,742               | 9,574,402               | 9,573,402               | 10,155,197               | 10,041,024               | 10,041,024               |
| Current Expense            | 8,450,742               | 9,119,402               | 9,118,402               | 9,700,197                | 9,586,024                | 9,586,024                |
| Capital Outlay             | 455,000                 | 455,000                 | 455,000                 | 455,000                  | 455,000                  | 455,000                  |
| <b>TOTAL</b>               | <b><u>8,905,742</u></b> | <b><u>9,574,402</u></b> | <b><u>9,573,402</u></b> | <b><u>10,155,197</u></b> | <b><u>10,041,024</u></b> | <b><u>10,041,024</u></b> |

# FORSYTH TECHNICAL COMMUNITY COLLEGE

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|                                       | FY 14-15<br>Budget      | Request                  | FY 15-16<br>Recommend    | Adopted                  |
|---------------------------------------|-------------------------|--------------------------|--------------------------|--------------------------|
| <b>Personal Services</b>              |                         |                          |                          |                          |
| Salaries                              | 1,425,972               | 1,529,107                | 1,499,472                | 1,499,472                |
| Longevity                             | 143,069                 | 145,931                  | 143,069                  | 143,069                  |
| Salary Supplements                    | 1,488,624               | 1,520,197                | 1,490,424                | 1,490,424                |
| Fringe Benefits                       | 863,286                 | 937,391                  | 885,488                  | 885,488                  |
| Training & Conference                 | 12,000                  | 12,000                   | 12,000                   | 12,000                   |
| Work Study                            | 20,000                  | 20,000                   | 20,000                   | 20,000                   |
| <b>Total Personal Services</b>        | <b>3,952,951</b>        | <b>4,164,626</b>         | <b>4,050,453</b>         | <b>4,050,453</b>         |
| <b>Contractual Services</b>           |                         |                          |                          |                          |
| Legal Fees                            | 9,000                   | 20,000                   | 20,000                   | 20,000                   |
| Maintenance Service                   | 345,033                 | 391,814                  | 391,814                  | 391,814                  |
| Space Rental                          | 33,000                  | 33,000                   | 33,000                   | 33,000                   |
| Telephone                             | 233,129                 | 280,611                  | 280,611                  | 280,611                  |
| Electricity                           | 1,269,876               | 1,626,047                | 1,626,047                | 1,626,047                |
| Water                                 | 93,063                  | 135,651                  | 135,651                  | 135,651                  |
| Natural Gas                           | 513,914                 | 656,621                  | 656,621                  | 656,621                  |
| Insurance                             | 563,012                 | 626,818                  | 626,818                  | 626,818                  |
| Janitorial                            | 728,574                 | 891,015                  | 891,015                  | 891,015                  |
| Grounds                               | 103,748                 | 143,242                  | 143,242                  | 143,242                  |
| Security                              | 280,530                 | 343,138                  | 343,138                  | 343,138                  |
| <b>Total Contractual Services</b>     | <b>4,172,879</b>        | <b>5,147,957</b>         | <b>5,147,957</b>         | <b>5,147,957</b>         |
| <b>Supplies &amp; Materials</b>       |                         |                          |                          |                          |
| Custodial Supplies                    | 168,527                 | 211,153                  | 211,153                  | 211,153                  |
| Maintenance Supplies                  | 140,959                 | 157,835                  | 157,835                  | 157,835                  |
| Auto Parts & Supplies                 | 16,426                  | 18,626                   | 18,626                   | 18,626                   |
| <b>Total Supplies &amp; Materials</b> | <b>325,912</b>          | <b>387,614</b>           | <b>387,614</b>           | <b>387,614</b>           |
| <b>Total Direct Expense</b>           | <b><u>8,451,742</u></b> | <b><u>9,700,197</u></b>  | <b><u>9,586,024</u></b>  | <b><u>9,586,024</u></b>  |
| <b>Capital Outlay (ongoing)</b>       | <b>455,000</b>          | <b>455,000</b>           | <b>455,000</b>           | <b>455,000</b>           |
| <b>GRAND TOTAL</b>                    | <b><u>8,906,742</u></b> | <b><u>10,155,197</u></b> | <b><u>10,041,024</u></b> | <b><u>10,041,024</u></b> |

## REVENUES

Other Financing Sources

**Budget Highlights:** The FY16 Adopted budget for Forsyth Technical Community College reflects a 4.9% increase over the Current Year budget. The primary driver of this increase is Phase 2 of the Old Career Center. As has been done in years past, funding was set aside in Contingency to account for possible salary and benefit increases at the state level. This amounts to \$114,173 for FY16.

**Horizon Issues:** State Budget – As the economy rebounds, our enrollment declines. This has a direct impact on reduced state funding. This is occurring when the community college system as a whole has lost \$59 million in current management flexibility cuts. Forsyth Tech’s portion of this cut is over \$2 million.

# WINSTON-SALEM/FORSYTH COUNTY SCHOOLS

**Mission:** To provide students with an educational program that will ensure they become academically proficient, responsible citizens and productive workers in a rapidly changing world.

**Program Descriptions:**

*Instructional Programs* - 1) regular instructional covers instructional activities designed to prepare students as citizens, family members & employees; 2) special instructional covers pupils with special needs; 3) co-curricular instructional provides school sponsored activities; 4) student services cover social work, guidance & psychological services; & 5) other instructional programs include employee benefits & additional pay for instructional programs.

*Support Services* - 1) pupil support includes the direction and management of the pupil support services as a group; 2) instructional staff support includes such things as improvement of instructional, educational media, and career development services; 3) administrative staff support includes executive & general administration; 4) business

support includes such things as fiscal services, transportation, child nutrition, & plant maintenance; 5) central support includes such things as research and development, informational, statistical & data processing services; & 6) other support services provide for employee benefits.

*Capital Outlay* - divided into specific purposes by program area: regular programs, co-curricular, school based support, technology support, operational support, and system-wide support.

*Non-Programmed Charges* - funds anticipated to be transferred to qualified charter schools by law & contingency funds.

*Ancillary Services* - include the costs of day care services at Schools hosting the magnet express bus stop.

**For more information about the operations of the Winston-Salem/Forsyth County Public Schools please visit: [www.wsfcs.k12.nc.us](http://www.wsfcs.k12.nc.us)**

**PROGRAM SUMMARY**

|                        | FY 13-14                  | FY 14-15                  |                           | FY 15-16                  |                           |                           |
|------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
|                        | Actual                    | Original                  | Estimate                  | Request                   | Recommend                 | Adopted                   |
| Instructional Programs | 65,469,980                | 60,090,320                | 60,090,320                | 62,739,340                | 62,739,340                | 62,739,340                |
| Support Services       | 39,018,209                | 43,046,839                | 43,046,839                | 41,831,108                | 41,831,108                | 41,831,108                |
| Ancillary Services     | 376,435                   | 383,060                   | 383,060                   | 407,560                   | 407,560                   | 407,560                   |
| Non-Programmed Charges | 3,992,458                 | 4,500,000                 | 4,500,000                 | 5,400,000                 | 5,400,000                 | 5,400,000                 |
| Capital Program        | 3,061,474                 | 5,730,636                 | 5,730,636                 | 6,440,582                 | 7,877,913                 | 7,877,913                 |
| <b>Total</b>           | <b><u>111,918,556</u></b> | <b><u>113,750,855</u></b> | <b><u>113,750,855</u></b> | <b><u>116,818,590</u></b> | <b><u>118,255,921</u></b> | <b><u>118,255,921</u></b> |
| Current Expense        | 108,857,082               | 108,020,218               | 108,020,218               | 110,378,008               | 110,378,008               | 110,378,008               |
| Capital Outlay         | 3,061,474                 | 5,730,636                 | 5,730,636                 | 6,440,582                 | 7,877,913                 | 7,877,913                 |
| Debt Service           | 46,865,233                | 44,997,674                | 44,997,674                | 41,863,723                | 41,863,723                | 41,863,723                |
| <b>Total</b>           | <b><u>158,783,789</u></b> | <b><u>158,748,528</u></b> | <b><u>158,748,528</u></b> | <b><u>158,682,313</u></b> | <b><u>160,119,644</u></b> | <b><u>160,119,644</u></b> |

**Budget Highlights:** The FY16 Adopted budget for WSFCS is increased from the Current Year Original budget by \$4,505,066, or 4.0%. The funding formula developed by County and WSFCS staff in 2011 that takes into account county revenue and enrollment growth within the School Stem was used to determine the appropriate funding level for WSFCS. To see how the funding formula determined the Recommended FY16 allocation, turn to Page 43 in the Overview of Changes in Revenues, Expenditures, and County dollars.

Included in this budget, as it has the past several years, is a transfer of \$1,735,000 to a Capital Maintenance Capital Project Ordinance to be used for life cycle replacements including, but not limited to, chillers, roof replacements, and HVAC repairs.

As part of the increase in the budget for FY16 is related to an increase in the County tax rate, \$1,437,331 was budgeted in Capital Outlay - Technology Solutions to help address the many technology needs of the Winston-Salem/Forsyth County School System.

Also listed above in the Program Summary is a line item detailing the amount of Debt Service in FY16 paid by the County for debt on past bond referenda for WSFCS. This provides a more accurate accounting of the County's commitment to assisting WSFCS with their mission.



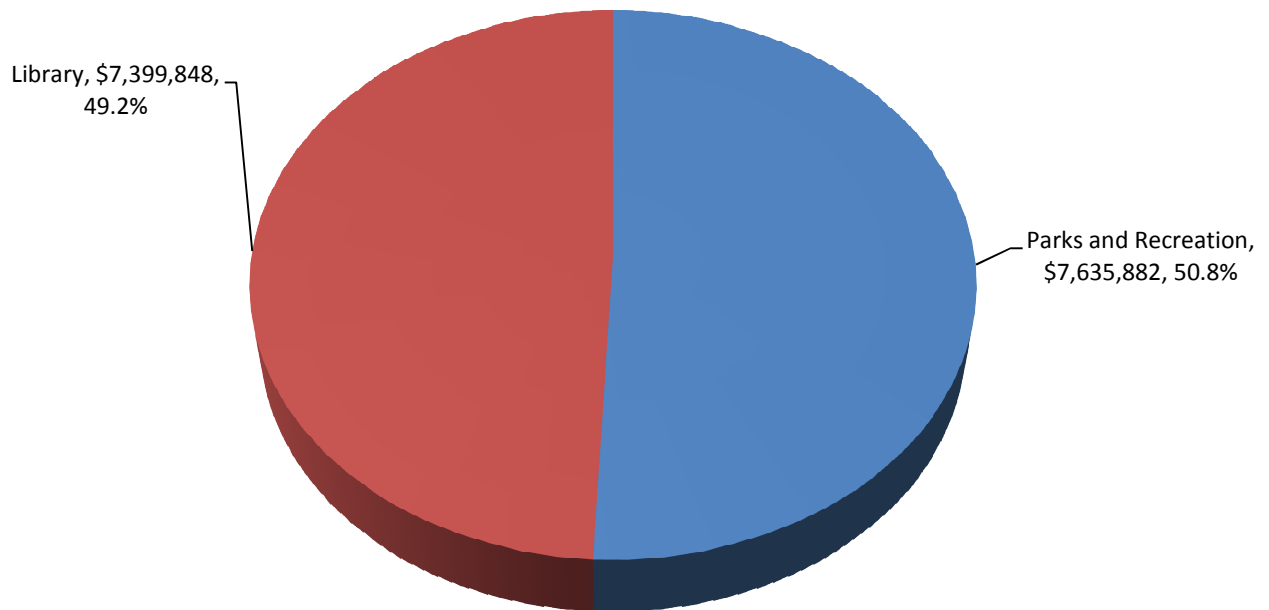
# WINSTON-SALEM/FORSYTH COUNTY SCHOOLS

|  | FY 13-14           | FY 14-15           |                    | Request            | FY 15-16           |                    |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
|  | Actual             | Original           | Estimate           |                    | Recommend          | Adopted            |
| <b><u>Instructional Programs</u></b>   |                    |                    |                    |                    |                    |                    |
| Regular                                | 45,587,510         | 32,836,791         | 37,338,617         | 35,173,448         | 35,173,448         | 35,173,448         |
| Special Population                     | 4,651,702          | 5,361,612          | 4,475,964          | 4,793,881          | 4,793,881          | 4,793,881          |
| Alternative                            | 1,028,115          | 1,276,120          | 1,065,326          | 1,572,100          | 1,572,100          | 1,572,100          |
| School Leadership                      | 8,204,571          | 7,647,591          | 6,384,337          | 7,189,655          | 7,189,655          | 7,189,655          |
| Co-Curricular                          | 3,242,612          | 3,848,544          | 3,212,829          | 4,052,676          | 4,052,676          | 4,052,676          |
| School Based Support                   | 7,958,860          | 9,119,662          | 7,613,247          | 9,957,580          | 9,957,580          | 9,957,580          |
| <b>Total Instructional Programs</b>    | <b>70,673,370</b>  | <b>60,090,320</b>  | <b>60,090,320</b>  | <b>62,739,340</b>  | <b>62,739,340</b>  | <b>62,739,340</b>  |
| <b><u>Support Services</u></b>         |                    |                    |                    |                    |                    |                    |
| Support & Development                  | 1,555,661          | 1,286,268          | 1,286,268          | 1,103,715          | 1,103,715          | 1,103,715          |
| Special Population Support             | 592,142            | 676,470            | 676,470            | 676,017            | 676,017            | 676,017            |
| Alternative Programs Support           | 435,921            | 372,222            | 372,222            | 391,937            | 391,937            | 391,937            |
| Technology Support                     | 2,295,033          | 2,471,022          | 2,471,022          | 2,890,090          | 2,890,090          | 2,890,090          |
| Operational Support                    | 23,589,196         | 30,255,114         | 30,255,114         | 27,962,233         | 27,962,233         | 27,962,233         |
| Financial & Human Resources            | 3,344,470          | 4,462,873          | 4,462,873          | 4,568,120          | 4,568,120          | 4,568,120          |
| Accountability                         | 690,578            | 760,667            | 760,667            | 969,980            | 969,980            | 969,980            |
| System-Wide Pupil Support              | 988,087            | 835,618            | 835,618            | 842,610            | 842,610            | 842,610            |
| Policy, Leadership & Public Relations  | 2,119,037          | 1,926,585          | 1,926,585          | 2,426,406          | 2,426,406          | 2,426,406          |
| <b>Total Support Services</b>          | <b>35,610,125</b>  | <b>43,046,839</b>  | <b>43,046,839</b>  | <b>41,831,108</b>  | <b>41,831,108</b>  | <b>41,831,108</b>  |
| <b><u>Ancillary Services</u></b>       |                    |                    |                    |                    |                    |                    |
| Community Services                     | 176,277            | 364,960            | 364,960            | 382,560            | 382,560            | 382,560            |
| Nutrition Services                     | 9,484              | 18,100             | 18,100             | 25,000             | 25,000             | 25,000             |
| <b>Total Ancillary Services</b>        | <b>185,761</b>     | <b>383,060</b>     | <b>383,060</b>     | <b>407,560</b>     | <b>407,560</b>     | <b>407,560</b>     |
| <b><u>Non-Programmed Charges</u></b>   |                    |                    |                    |                    |                    |                    |
| Charter Schools                        | 3,752,128          | 4,500,000          | 4,500,000          | 5,400,000          | 5,400,000          | 5,400,000          |
| Communities in Schools (County approp) | 21,375             | 0                  | 0                  | 0                  | 0                  | 0                  |
| <b>Total Non-Programmed Charges</b>    | <b>3,773,503</b>   | <b>4,500,000</b>   | <b>4,500,000</b>   | <b>5,400,000</b>   | <b>5,400,000</b>   | <b>5,400,000</b>   |
| <b>Total Current Expense</b>           | <b>110,242,759</b> | <b>108,020,219</b> | <b>108,020,219</b> | <b>110,378,008</b> | <b>110,378,008</b> | <b>110,378,008</b> |
| <b><u>Capital Outlay</u></b>           |                    |                    |                    |                    |                    |                    |
| Regular                                | 496,503            | 2,193,943          | 2,193,943          | 2,354,710          | 2,354,710          | 2,354,710          |
| Special Population                     | 118,615            | 0                  | 0                  | 0                  | 0                  | 0                  |
| School Based Support                   | 2,191              | 0                  | 0                  | 6,917              | 6,917              | 6,917              |
| Technology Support                     | 0                  | 0                  | 0                  | 53,000             | 1,490,331          | 1,490,331          |
| Operational Support                    | 1,753,109          | 1,720,793          | 1,720,793          | 2,207,255          | 2,207,255          | 2,207,255          |
| Accountability                         | 2,700              | 1,400              | 1,400              | 1,500              | 1,500              | 1,500              |
| Policy, Leadership & Public Relations  | 0                  | 0                  | 0                  | 700                | 700                | 700                |
| System Wide                            | 79,568             | 79,500             | 79,500             | 81,500             | 81,500             | 81,500             |
| Tfr to Schools Maint. CPO              | 1,735,000          | 1,735,000          | 1,735,000          | 1,735,000          | 1,735,000          | 1,735,000          |
| <b>Total Capital Outlay</b>            | <b>4,187,686</b>   | <b>5,730,636</b>   | <b>5,730,636</b>   | <b>6,440,582</b>   | <b>7,877,913</b>   | <b>7,877,913</b>   |
| <b>Total</b>                           | <b>114,430,445</b> | <b>113,750,855</b> | <b>113,750,855</b> | <b>116,818,590</b> | <b>118,255,921</b> | <b>118,255,921</b> |
| <b><u>Summary by Fund</u></b>          |                    |                    |                    |                    |                    |                    |
|  | <b>2013-2014</b>   | <b>2014-2015</b>   |                    | <b>2015-2016</b>   |                    |                    |
| State Current Expense Fund             | 286,423,938        | 286,764,768        |                    | 300,618,306        |                    |                    |
| Local Current Expense Fund             | 132,071,514        | 120,344,739        |                    | 123,111,141        |                    |                    |
| Capital Outlay Fund                    | 19,297,064         | 4,185,636          |                    | 5,245,755          |                    |                    |
| Federal Grants Fund                    | 55,354,493         | N/A                |                    | N/A                |                    |                    |
| Child Nutrition Fund                   | 23,339,632         | 23,169,688         |                    | 24,172,825         |                    |                    |
| <b>Total</b>                           | <b>516,486,641</b> | <b>434,464,831</b> |                    | <b>453,148,027</b> |                    |                    |

## CULTURE & RECREATION SERVICE AREA

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### Culture & Recreation Service Area - \$15.0 million - 3.6% of General Fund Expenditures



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#### Operating Goals & Objectives:

Create a community in which to live that is convenient and pleasant. This will be accomplished by:

- a. Preserving and expanding its parks and libraries.
- b. Providing a variety of materials, through the main library and nine (9) branch libraries & outreach programs, including research, genealogy, pleasure reading, audio-video, children's, career, education, and job related services, as well as public access computers and typewriters.
- c. Providing recreation programs at all County parks.
- d. Providing recreation programs at school sites and other County locations throughout the year.

# FORSYTH COUNTY PUBLIC LIBRARIES

**Mission:** Connecting our community to reading, information, and lifelong learning.

**Program Descriptions:**

*Library Administration* - provides research, genealogy, pleasure reading, audio/visual, children's materials, career education and job related materials as well as public access computer through departments such as Information Services, North Carolina Room, Popular Library/Circulation & Children's Department. Reserves, Inter-Library loans, collection & circulation of library materials are maintained through the Popular Library/Circulation Department.

*Extension* - operates the Outreach Service Departments, and nine branches.

**Accomplishments:** Preparing for the renovation at the Central Library, we successfully transitioned Central Library staff and some materials to the Government Center, the branches and the community. Several staff presented at national conferences & webinars on innovative FCPL projects.

The Library Director was awarded Library Director of the Year by the North Carolina Public Library Directors Association.

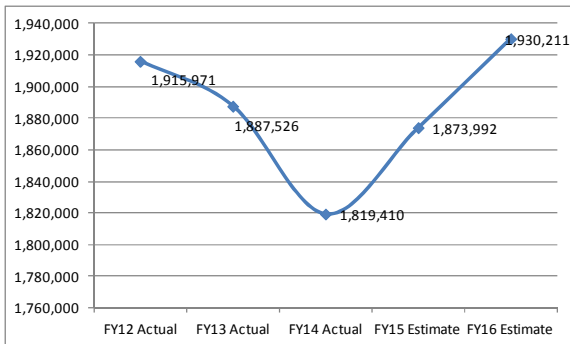
Generated over \$100,000 in cost savings by migrating from a proprietary library automation system to an open source system.

**FY16 GOALS:** - in 2016, we are transitioning from the design phase to the construction phase of the Central Library project and working on site selection for the Kernersville and Clemmons branch libraries, while working on challenges to identify current and future trends in technology to remain relevant in the global community.

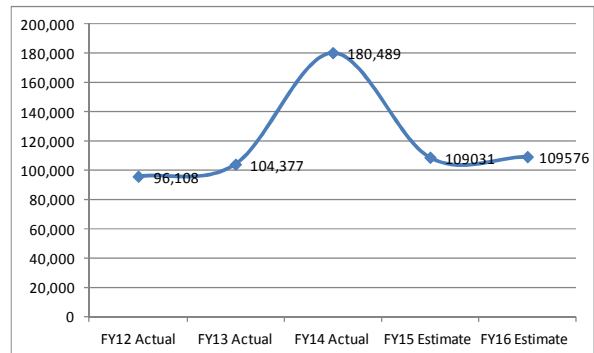
**PROGRAM SUMMARY**

|                        | FY 13-14                | FY 14-15                |                         | FY 15-16                |                         |                         |
|------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                        | Actual                  | Original                | Estimate                | Request                 | Recommend               | Adopted                 |
| Library Administration | 1,472,150               | 1,566,659               | 1,756,668               | 1,636,530               | 1,757,408               | 1,757,408               |
| Headquarter            | 490,891                 | 485,519                 | 408,903                 | 507,060                 | 392,465                 | 392,465                 |
| Extension              | 242,038                 | 284,547                 | 214,005                 | 276,601                 | 189,851                 | 189,851                 |
| Branches               | 4,896,809               | 5,015,914               | 4,971,397               | 5,124,963               | 5,060,124               | 5,060,124               |
| <b>TOTAL</b>           | <b><u>7,101,888</u></b> | <b><u>7,352,639</u></b> | <b><u>7,350,973</u></b> | <b><u>7,545,154</u></b> | <b><u>7,399,848</u></b> | <b><u>7,399,848</u></b> |

**Key Performance Measures:**



*Materials Circulated*



*Program Attendance*

**2.3**  
Books per Capita  
(NC Average = 1.7)

**3.2**  
Computer Access per 5,000 pop

# FORSYTH COUNTY PUBLIC LIBRARIES

|                                      | FY 13-14                | FY 14-15                |                         | Request                 | FY 15-16                |  |
|--------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|--|
|                                      | Actual                  | Original                | Estimate                |                         | Recommend               | Adopted  |
| <b><u>EXPENDITURES</u></b>           |                         |                         |                         |                         |                         |  |
| <b><i>Personal Services</i></b>      |                         |                         |                         |                         |                         |  |
| Salaries & Wages                     | 3,776,395               | 3,904,087               | 3,928,136               | 3,973,215               | 3,867,427               | 3,867,427  |
| Other Employee Benefits              | 594                     | 520                     | 746                     | 522                     | 522                     | 522  |
|                                      |                         |                         |                         |                         |                         | <i>lpad stipend.</i>   |
| Employee Benefits                    | 1,337,749               | 1,363,883               | 1,361,869               | 1,446,512               | 1,404,650               | 1,404,650  |
| <b>Total Personal Services</b>       | <b><u>5,114,738</u></b> | <b><u>5,268,490</u></b> | <b><u>5,290,751</u></b> | <b><u>5,420,249</u></b> | <b><u>5,272,599</u></b> | <b><u>5,272,599</u></b>  |
| <b><i>Operating Expenditures</i></b> |                         |                         |                         |                         |                         |  |
| Professional Fees                    | 20,229                  | 20,355                  | 20,355                  | 20,355                  | 20,355                  | 20,355   |
|                                      |                         |                         |                         |                         |                         | <i>Security services.</i>  |
| Maintenance Service                  | 47,302                  | 76,930                  | 73,918                  | 83,272                  | 80,000                  | 80,000   |
|                                      |                         |                         |                         |                         |                         | <i>Exterminating &amp; solid waste svcs., equipment repair.</i>  |
| Rent                                 | 154,571                 | 91,020                  | 91,232                  | 93,520                  | 93,400                  | 93,400   |
|                                      |                         |                         |                         |                         |                         | <i>Rent for Kernersville Branch and other misc. rentals.</i>   |
| Utility Services                     | 32,579                  | 28,892                  | 28,893                  | 30,513                  | 30,513                  | 30,513   |
|                                      |                         |                         |                         |                         |                         | <i>Water &amp; sewer.</i>  |
| Construction Services                | 598                     | 0                       | 1,510                   | 0                       | 0                       | 0  |
| Other Purchased Services             | 540,208                 | 524,165                 | 534,186                 | 532,853                 | 529,208                 | 529,208  |
|                                      |                         |                         |                         |                         |                         | <i>Software license, printing, book processing, insurance premiums, on-line services &amp; telephone services.</i> |
| Training & Conference                | 24,458                  | 25,080                  | 25,009                  | 27,995                  | 25,080                  | 25,080   |
| General Supplies                     | 53,414                  | 53,420                  | 40,661                  | 56,554                  | 48,984                  | 48,984   |
|                                      |                         |                         |                         |                         |                         | <i>Office supplies, small equipment, repair supplies &amp; subscriptions.</i>                                      |
| Energy                               | 314,227                 | 330,860                 | 330,849                 | 346,016                 | 344,437                 | 344,437  |
|                                      |                         |                         |                         |                         |                         | <i>Electricity &amp; natural gas.</i>  |
| Operating Supplies                   | 781,539                 | 862,502                 | 864,337                 | 880,324                 | 755,389                 | 755,389  |
|                                      |                         |                         |                         |                         |                         | <i>Books, periodicals, A/V supplies, software and operating supplies.</i>  |
| Other Operating Costs                | 18,025                  | 37,745                  | 39,872                  | 33,525                  | 33,525                  | 33,525   |
|                                      |                         |                         |                         |                         |                         | <i>Insurance claims &amp; memberships.</i>   |
| Contingency                          | 0                       | 10,000                  | 0                       | 10,000                  | 156,380                 | 156,380  |
|                                      |                         |                         |                         |                         |                         | <i>Reserve accounts for the Chatham &amp; Special Gifts Funds, offset by revenue.</i>                              |
| <b>Total Operating Exps.</b>         | <b><u>1,987,150</u></b> | <b><u>2,060,969</u></b> | <b><u>2,050,822</u></b> | <b><u>2,114,927</u></b> | <b><u>2,117,271</u></b> | <b><u>2,117,271</u></b>  |
| <b>Capital Outlay</b>                | <b><u>0</u></b>         | <b><u>23,180</u></b>    | <b><u>9,400</u></b>     | <b><u>9,978</u></b>     | <b><u>9,978</u></b>     | <b><u>9,978</u></b>  |
| <b>Total Expenditures</b>            | <b><u>7,101,888</u></b> | <b><u>7,352,639</u></b> | <b><u>7,350,973</u></b> | <b><u>7,545,154</u></b> | <b><u>7,399,848</u></b> | <b><u>7,399,848</u></b>  |
| Cost-Sharing Expenses                | 751,020                 | 674,228                 | 708,068                 | 493,032                 | 493,032                 | 493,032  |
| <b>REVENUES</b>                      | <b><u>530,324</u></b>   | <b><u>466,164</u></b>   | <b><u>448,225</u></b>   | <b><u>434,792</u></b>   | <b><u>442,792</u></b>   | <b><u>442,792</u></b>  |
| POSITIONS (FT/PT)                    | 89/33                   | 89/33                   | 89/33                   | 90/33                   | 90/33                   | 90/33  |

**Budget Highlights:** The Library's FY16 adopted budget reflects a \$223,887 or 3% net county increase over FY15, driven primarily by the annualization of salaries. An additional \$44,967 was added to the adopted based on an alternate service level request for a Peer Health Specialist position which was previously funded by a grant ending in FY15. The County is picking up the Peer Health Specialist position which will be housed within Social Services. During the renovation of the Central Library, there will be some savings from operating expenses and by freezing newly vacant positions originally housed at the Central Library. Total projected savings for FY16 based on the temporary closure of the Central Library is \$146,380.

**Horizon Issues:** In the future, the Library will continue to plan, design and develop library services to meet changing demographics and our community's redefined and evolving vision of the public library, while meeting the technology expectations of the community within the constraints of funding and grant opportunities.

# PARKS & RECREATION

**Mission:** To operate, acquire, and develop and maintain a park system in order to meet the recreational needs of the citizens.

**Program Descriptions:**

*Administration* - provides human resources support, financial controls and reporting, plus management of the County-wide parks system

*Park Maintenance* - provides for general maintenance

*Park Operations* - provides for specific maintenance, improvements and recreational programming at all County Parks

*Tanglewood Park* - provides recreational, cultural, and leisure activities such as golf, overnight accommodations, Festival of Lights, swimming, tennis, and trail rides for citizens and visitors of Forsyth County

**Accomplishments:** During FY2015, the Forsyth County Parks

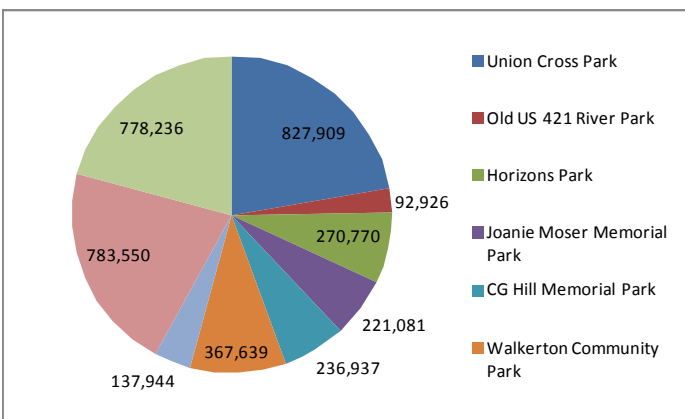
and Recreation Department completed construction of Phase 8 of Triad Park. This was done through bond funds and a \$500,000 PARTF grant. This phase includes a amphitheater, disc golf course, walking trails, picnic shelters, and restroom building. The Carolina Field of Honor at Triad Park was also completed and is now in operation. This Memorial is one of the largest on the east coast and is a popular destination spot in the community. A new restroom facility was added for Walnut Hall at Tanglewood Park. A number of renovation and construction projects have been completed to upgrade facilities in the parks. These range from new roofs to HVAC systems that were need of repair and have enhanced the parks. We saw an extremely successful operational year in the Festival of Lights. The park system continues to be well used by citizens.

**FY16 GOALS:** - Continue to make repairs and improvements to the parks with funds that have been designated for this; Continue with long range planning for park facilities.

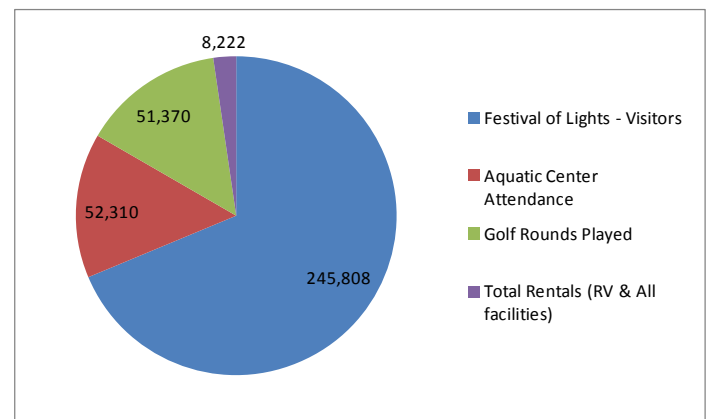
**PROGRAM SUMMARY**

|                  | FY 13-14                | FY 14-15                |                         | FY 15-16                |                         |                         |
|------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                  | Actual                  | Original                | Estimate                | Request                 | Recommend               | Adopted                 |
| Administration   | 644,360                 | 731,292                 | 676,759                 | 766,375                 | 728,661                 | 548,325                 |
| Park Maintenance | 452,670                 | 458,787                 | 444,539                 | 559,560                 | 496,260                 | 496,260                 |
| Park Operation   | 333,836                 | 376,121                 | 329,156                 | 382,253                 | 370,689                 | 370,689                 |
| Tanglewood Park  | 5,007,415               | 5,367,386               | 5,026,460               | 5,805,436               | 5,266,945               | 5,266,945               |
| Triad Park       | 791,845                 | 898,379                 | 898,970                 | 1,058,197               | 953,663                 | 953,663                 |
| <b>TOTAL</b>     | <b><u>7,230,126</u></b> | <b><u>7,831,965</u></b> | <b><u>7,375,884</u></b> | <b><u>8,571,821</u></b> | <b><u>7,816,218</u></b> | <b><u>7,635,882</u></b> |

**Key Performance Measures:**



FY 14 Number of Visits by Park / Total Visits = 3,716,992



FY14 Revenue Producing Transactions - Tanglewood Park

# PARKS & RECREATION

|                                | FY 13-14                | FY 14-15                |                         | FY 15-16   |                         |                         |
|--------------------------------|-------------------------|-------------------------|-------------------------|--|-------------------------|-------------------------|
|                                | Actual                  | Original                | Estimate                | Request  | Recommend               | Adopted                 |
| <b>EXPENDITURES</b>            |                         |                         |                         |  |                         |                         |
| <b>Personal Services</b>       |                         |                         |                         |  |                         |                         |
| Salaries & Wages               | 3,044,897               | 3,174,661               | 2,858,605               | 3,351,887  | 3,101,671               | 3,101,671               |
| Other Employee Benefits        | 1,006                   | 0                       | 1,200                   | 0  | 0                       | 0                       |
| Employee Benefits              | 1,037,531               | 1,068,094               | 1,001,680               | 1,050,612  | 1,047,577               | 1,047,577               |
| <b>Total Personal Services</b> | <b>4,083,434</b>        | <b>4,242,755</b>        | <b>3,861,485</b>        | <b>4,402,499</b>   | <b>4,149,248</b>        | <b>4,149,248</b>        |
| <b>Operating Expenditures</b>  |                         |                         |                         |  |                         |                         |
| Professional Fees              | 145,501                 | 256,850                 | 250,500                 | 277,380  | 258,750                 | 258,750                 |
|                                |                         |                         |                         | <i>Security for multi-purpose building and parks.</i>  |                         |                         |
| Maintenance Service            | 376,678                 | 442,659                 | 457,235                 | 650,081  | 497,772                 | 497,772                 |
|                                |                         |                         |                         | <i>Janitorial, solid waste, park repairs.</i>  |                         |                         |
| Rent                           | 169,765                 | 161,370                 | 159,679                 | 182,725  | 179,625                 | 179,625                 |
|                                |                         |                         |                         | <i>Golfcart rental, Port-O-John, space rental, equipment rental.</i>   |                         |                         |
| Utility Services               | 82,083                  | 87,100                  | 83,600                  | 102,900  | 102,900                 | 102,900                 |
| Construction Services          | 0                       | 0                       | 104                     | 0  | 0                       | 0                       |
|                                |                         |                         |                         | <i>Soccer field irrigation, water &amp; sewer at Triad, CG Hill, Walkertown, Union Cross, and Tanglewood Parks.</i>    |                         |                         |
| Other Purchased Services       | 490,326                 | 632,905                 | 605,700                 | 654,000  | 632,700                 | 632,700                 |
|                                |                         |                         |                         | <i>Bank service charges, recreation programs, life guards, tree removal, contracts, insurance premiums, telephone.</i> |                         |                         |
| Training & Conference          | 9,722                   | 18,385                  | 16,725                  | 25,100   | 17,700                  | 17,700                  |
| General Supplies               | 299,671                 | 345,735                 | 323,239                 | 411,198  | 353,655                 | 353,655                 |
|                                |                         |                         |                         | <i>Uniforms, repair supplies, janitorial supplies, small equipment, office supplies.</i>                               |                         |                         |
| Energy                         | 533,851                 | 504,180                 | 550,560                 | 578,732  | 577,732                 | 577,732                 |
|                                |                         |                         |                         | <i>Fuel oil, electricity, gasoline, natural gas.</i>   |                         |                         |
| Operating Supplies             | 403,377                 | 435,500                 | 408,971                 | 460,705  | 425,800                 | 425,800                 |
|                                |                         |                         |                         | <i>Mulch, seed, fertilizer, range balls, paint, lumber, weed killer, locks, shingles, concrete.</i>                    |                         |                         |
| Inventory Purchases            | 213,486                 | 264,300                 | 214,925                 | 241,300  | 225,800                 | 225,800                 |
|                                |                         |                         |                         | <i>Merchandise for resale, food and beverages.</i>   |                         |                         |
| Other Operating Costs          | 130,416                 | 132,175                 | 135,025                 | 126,500  | 125,000                 | 125,000                 |
|                                |                         |                         |                         | <i>Insurance claims, memberships, permit fees.</i>   |                         |                         |
| <b>Total Operating Exps.</b>   | <b>2,854,876</b>        | <b>3,279,674</b>        | <b>3,206,263</b>        | <b>3,710,621</b>   | <b>3,397,434</b>        | <b>3,397,434</b>        |
| <b>Capital Outlay</b>          | <b>111,480</b>          | <b>129,200</b>          | <b>127,800</b>          | <b>258,701</b>   | <b>89,200</b>           | <b>89,200</b>           |
|                                |                         |                         |                         | <i>Replacement equipment.</i>  |                         |                         |
| <b>Payments T/O Agencies</b>   | <b>180,336</b>          | <b>180,336</b>          | <b>180,336</b>          | <b>200,000</b>   | <b>180,336</b>          | -                       |
|                                |                         |                         |                         | <i>SciWorks shifted out of Parks &amp; Recreation.</i>   |                         |                         |
| <b>Total Expenditures</b>      | <b><u>7,230,126</u></b> | <b><u>7,831,965</u></b> | <b><u>7,375,884</u></b> | <b><u>8,571,821</u></b>  | <b><u>7,816,218</u></b> | <b><u>7,635,882</u></b> |
| Cost-Sharing Expenses          | 264,249                 | 339,573                 | 353,099                 | 380,185  | 379,368                 | 379,368                 |
| <b>REVENUES</b>                | <b><u>4,197,025</u></b> | <b><u>4,440,060</u></b> | <b><u>4,482,639</u></b> | <b><u>4,490,117</u></b>  | <b><u>4,557,117</u></b> | <b><u>4,557,117</u></b> |
| POSITIONS (FT/PT)              | 71/120                  | 71/120                  | 71/120                  | 70/120   | 68/120                  | 68/120                  |

# PARKS & RECREATION

|  | FY 13-14                | FY 14-15                |                         |                         | FY 15-16   |                         |
|--|-------------------------|-------------------------|-------------------------|-------------------------|--|-------------------------|
|  | Actual                  | Original                | Estimate                | Request                 | Recommend  | Adopted                 |
| <b><u>EXPENDITURES - TANGLEWOOD OPERATIONS</u></b> |                         |                         |                         |                         |  |                         |
| <b><i>Personal Services</i></b>                    |                         |                         |                         |                         |  |                         |
| Salaries & Wages                                   | 1,398,289               | 1,385,420               | 1,225,819               | 1,509,581               | 1,286,759  | 1,286,759               |
| Other Employee Benefits                            | 428                     | 0                       | 600                     | 0                       | 0  | 0                       |
| Employee Benefits                                  | 482,754                 | 479,301                 | 442,449                 | 452,194                 | 451,033  | 451,033                 |
| <b>Total Personal Services</b>                     | <b>1,881,471</b>        | <b>1,864,721</b>        | <b>1,668,868</b>        | <b>1,961,775</b>        | <b>1,737,792</b>   | <b>1,737,792</b>        |
| <b><i>Operating Expenditures</i></b>               |                         |                         |                         |                         |  |                         |
| Professional Fees                                  | 10,900                  | 69,000                  | 68,000                  | 70,000                  | 70,000   | 70,000                  |
|  |                         |                         |                         |                         | <i>Temporary help and professional fees.</i>                                       |                         |
| Maintenance Service                                | 49,689                  | 64,200                  | 73,035                  | 84,000                  | 80,450   | 80,450                  |
|  |                         |                         |                         |                         | <i>Linen &amp; laundry, equipment repair.</i>                                      |                         |
| Rent   | 157,772                 | 149,000                 | 146,459                 | 170,175                 | 169,175  | 169,175                 |
|  |                         |                         |                         |                         | <i>Golf cart rental, equipment rental.</i>   |                         |
| Utility Services                                   | 4,007                   | 26,000                  | 4,600                   | 4,600                   | 4,600  | 4,600                   |
|  |                         |                         |                         |                         | <i>Water &amp; sewer.</i>  |                         |
| Construction Services                              |                         | 0                       | 0                       | 0                       | 0  | 0                       |
| Other Purchased Services                           | 339,983                 | 444,560                 | 438,050                 | 456,695                 | 449,995  | 449,995                 |
|  |                         |                         |                         |                         | <i>Insurance premiums, bank service charges, advertising, life guard contract.</i> |                         |
| Training & Conference                              | 7,448                   | 7,900                   | 9,125                   | 10,400                  | 9,100  | 9,100                   |
| General Supplies                                   | 109,987                 | 126,140                 | 111,725                 | 145,160                 | 133,910  | 133,910                 |
|  |                         |                         |                         |                         | <i>Repair supplies, small equipment.</i>   |                         |
| Energy   | 210,112                 | 176,100                 | 215,900                 | 222,700                 | 222,700  | 222,700                 |
|  |                         |                         |                         |                         | <i>Natural gas, electricity, gasoline, fuel oil.</i>                               |                         |
| Operating Supplies                                 | 228,860                 | 290,100                 | 282,711                 | 283,500                 | 280,400  | 280,400                 |
|  |                         |                         |                         |                         | <i>Fertilizer, mulch, sand, sod, seed, chemicals, range balls.</i>                 |                         |
| Inventory Purchases                                | 212,860                 | 263,500                 | 229,125                 | 240,500                 | 225,000  | 225,000                 |
|  |                         |                         |                         |                         | <i>Merchandise for resale, food &amp; beverages.</i>                               |                         |
| Other Operating Costs                              | 39,583                  | 27,775                  | 29,375                  | 30,175                  | 28,675   | 28,675                  |
|  |                         |                         |                         |                         | <i>Insurance claims, memberships &amp; dues, permit fees.</i>                      |                         |
| <b>Total Operating Exps.</b>                       | <b>1,371,201</b>        | <b>1,644,275</b>        | <b>1,608,105</b>        | <b>1,717,905</b>        | <b>1,674,005</b>   | <b>1,674,005</b>        |
| <b>Capital Outlay</b>                              | <b>0</b>                | <b>40,000</b>           | <b>3,620</b>            | <b>0</b>                | <b>0</b>   | <b>0</b>                |
|  |                         |                         |                         |                         | <i>Golf maintenance replacement equipment.</i>                                     |                         |
| <b>Total Expenditures</b>                          | <b><u>3,252,672</u></b> | <b><u>3,548,996</u></b> | <b><u>3,280,593</u></b> | <b><u>3,679,680</u></b> | <b><u>3,411,797</u></b>  | <b><u>3,411,797</u></b> |
| Cost-Sharing Expenses                              | 41,519                  | 6,251                   | 14,617                  | 38,156                  | 37,596   | 37,596                  |
| <b>REVENUES</b>                                    | <b><u>3,493,455</u></b> | <b><u>3,700,450</u></b> | <b><u>3,706,869</u></b> | <b><u>3,704,650</u></b> | <b><u>3,771,650</u></b>  | <b><u>3,771,650</u></b> |
| <b>Net County Dollars</b>                          | <b>(240,783)</b>        | <b>(151,454)</b>        | <b>(426,276)</b>        | <b>(24,970)</b>         | <b>(359,853)</b>   | <b>(359,853)</b>        |

*Includes Golf, Pool, Accommodations, Special Events, Festival of Lights, Tennis, Campground*

# PARKS & RECREATION

|  | FY 13-14<br>Actual      | FY 14-15<br>Original    | Estimate                | Request  | FY 15-16<br>Recommend     | Adopted                 |
|--|-------------------------|-------------------------|-------------------------|--|---------------------------|-------------------------|
| <b>EXPENDITURES - TANGLEWOOD MAINTENANCE</b> |                         |                         |                         |  |                           |                         |
| <i>Personal Services</i>                     |                         |                         |                         |  |                           |                         |
| Salaries & Wages                             | 733,425                 | 786,387                 | 705,286                 | 815,560  | 788,166                   | 788,166                 |
| Other Employee Benefits                      | 428                     | 0                       | 600                     | 0  | 0                         | 0                       |
| Employee Benefits                            | 259,597                 | 258,178                 | 245,573                 | 263,506  | 261,632                   | 261,632                 |
| <b>Total Personal Services</b>               | <b>993,450</b>          | <b>1,044,565</b>        | <b>951,459</b>          | <b>1,079,066</b>   | <b>1,049,798</b>          | <b>1,049,798</b>        |
| <i>Operating Expenditures</i>                |                         |                         |                         |  |                           |                         |
| Professional Fees                            | 78,520                  | 93,000                  | 93,000                  | 97,500   | 94,000                    | 94,000                  |
|  |                         |                         |                         | <i>Engineering fees, security, professional fees.</i>                                  |                           |                         |
| Maintenance Service                          | 170,001                 | 186,800                 | 186,800                 | 290,900  | 186,800                   | 186,800                 |
|  |                         |                         |                         | <i>Janitorial services, solid waste, equipment repair, other maintenance projects.</i> |                           |                         |
| Rent   | 11,332                  | 9,450                   | 9,200                   | 9,450  | 9,450                     | 9,450                   |
|  |                         |                         |                         |  | <i>Equipment rental.</i>  |                         |
| Utility Services                             | 44,364                  | 25,000                  | 45,104                  | 50,000   | 50,000                    | 50,000                  |
|  |                         |                         |                         |  | <i>Water &amp; sewer.</i> |                         |
| Other Purchased Services                     | 26,670                  | 30,050                  | 21,150                  | 21,550   | 21,150                    | 21,150                  |
|  |                         |                         |                         |  | <i>Telephone.</i>         |                         |
| Training & Conference                        | 490                     | 4,600                   | 4,600                   | 4,800  | 4,600                     | 4,600                   |
| General Supplies                             | 97,141                  | 113,625                 | 114,714                 | 131,015  | 116,375                   | 116,375                 |
|  |                         |                         |                         | <i>Repair supplies, small equipment, janitorial supplies.</i>                          |                           |                         |
| Energy                                       | 196,936                 | 199,500                 | 207,000                 | 212,000  | 212,000                   | 212,000                 |
|  |                         |                         |                         | <i>Natural gas, electricity, gasoline, fuel oil.</i>                                   |                           |                         |
| Operating Supplies                           | 83,882                  | 62,700                  | 62,700                  | 77,200   | 62,700                    | 62,700                  |
|  |                         |                         |                         | <i>Fertilizer, mulch, sand, sod, seed, chemicals.</i>                                  |                           |                         |
| Inventory Purchases                          | 626                     | 800                     | 800                     | 800  | 800                       | 800                     |
| Other Operating Costs                        | 1,060                   | 2,300                   | 2,300                   | 1,475  | 1,475                     | 1,475                   |
|  |                         |                         |                         | <i>Memberships &amp; dues, permit fees.</i>  |                           |                         |
| <b>Total Operating Exps.</b>                 | <b>711,022</b>          | <b>727,825</b>          | <b>747,368</b>          | <b>896,690</b>   | <b>759,350</b>            | <b>759,350</b>          |
| <b>Capital Outlay</b>                        | <b>50,785</b>           | <b>46,000</b>           | <b>44,600</b>           | <b>150,000</b>   | <b>46,000</b>             | <b>46,000</b>           |
| <b>Total Expenditures</b>                    | <b><u>1,704,472</u></b> | <b><u>1,818,390</u></b> | <b><u>1,743,427</u></b> | <b><u>2,125,756</u></b>  | <b><u>1,855,148</u></b>   | <b><u>1,855,148</u></b> |
| Cost-Sharing Expenses                        | 9,718                   | 440                     | 7,040                   | 10,451   | 10,211                    | 10,211                  |
| <b>REVENUES</b>                              | <b><u>197,513</u></b>   | <b><u>183,650</u></b>   | <b><u>202,300</u></b>   | <b><u>201,500</u></b>  | <b><u>201,500</u></b>     | <b><u>201,500</u></b>   |
| <b>Net County Dollars</b>                    | <b>1,506,959</b>        | <b>1,634,740</b>        | <b>1,541,127</b>        | <b>1,924,256</b>   | <b>1,653,648</b>          | <b>1,653,648</b>        |



# PARKS & RECREATION

|                                  | FY 13-14         | FY 14-15         |                  | FY 15-16         |  |                  |
|----------------------------------|------------------|------------------|------------------|------------------|--|------------------|
|                                  | Actual           | Original         | Estimate         | Request          | Recommend  | Adopted          |
| <b>EXPENDITURES - ALL OTHERS</b> |                  |                  |                  |                  |  |                  |
| <i>Personal Services</i>         |                  |                  |                  |                  |  |                  |
| Salaries & Wages                 | 913,183          | 1,002,854        | 927,500          | 1,026,746        | 1,026,746  | 1,026,746        |
| Employee Benefits                | 295,330          | 330,615          | 313,658          | 334,912          | 334,912  | 334,912          |
| <b>Total Personal Services</b>   | <b>1,208,513</b> | <b>1,333,469</b> | <b>1,241,158</b> | <b>1,361,658</b> | <b>1,361,658</b>   | <b>1,361,658</b> |
| <i>Operating Expenditures</i>    |                  |                  |                  |                  |  |                  |
| Professional Fees                | 56,801           | 94,850           | 89,500           | 109,880          | 94,750   | 94,750           |
|                                  |                  |                  |                  |                  | <i>Security for multi-purpose building and parks.</i>                                    |                  |
| Maintenance Service              | 156,988          | 191,659          | 197,400          | 275,181          | 230,522  | 230,522          |
|                                  |                  |                  |                  |                  | <i>Janitorial services, solid waste, equipment repair, other maintenance projects.</i>   |                  |
| Rent                             | 661              | 2,920            | 4,020            | 3,100            | 1,000  | 1,000            |
|                                  |                  |                  |                  |                  | <i>Space and equipment rental.</i>   |                  |
| Utility Services                 | 33,712           | 36,100           | 34,000           | 48,300           | 48,300   | 48,300           |
|                                  |                  |                  |                  |                  | <i>Water &amp; sewer.</i>  |                  |
| Other Purchased Services         | 123,673          | 158,295          | 146,500          | 175,755          | 161,555  | 161,555          |
|                                  |                  |                  |                  |                  | <i>Recreation programs, contracts, telephone, insurance premiums.</i>                    |                  |
| Training & Conference            | 1,784            | 4,400            | 3,000            | 9,900            | 4,000  | 4,000            |
| General Supplies                 |                  | 105,970          | 96,800           | 135,023          | 103,370  | 103,370          |
|                                  |                  |                  |                  |                  | <i>92,543 supplies, uniforms, repair supplies, small equipment, janitorial supplies.</i> |                  |
| Energy                           | 126,803          | 128,580          | 131,660          | 144,032          | 143,032  | 143,032          |
|                                  |                  |                  |                  |                  | <i>Natural gas, electricity, gasoline, fuel oil.</i>                                     |                  |
| Operating Supplies               | 91,149           | 82,700           | 78,500           | 100,005          | 82,700   | 82,700           |
|                                  |                  |                  |                  |                  | <i>Paint, lumber, concrete, fertilizer, mulch, sand, sod, seed, chemicals.</i>           |                  |
| Other Operating Costs            | 89,773           | 102,100          | 103,350          | 94,850           | 94,850   | 94,850           |
|                                  |                  |                  |                  |                  | <i>Memberships &amp; dues, permit fees, insurance claims.</i>                            |                  |
| <b>Total Operating Exps.</b>     | <b>773,887</b>   | <b>907,574</b>   | <b>884,730</b>   | <b>1,096,026</b> | <b>964,079</b>   | <b>964,079</b>   |
| <b>Capital Outlay</b>            | <b>60,695</b>    | <b>43,200</b>    | <b>43,200</b>    | <b>108,701</b>   | <b>43,200</b>  | <b>43,200</b>    |
|                                  |                  |                  |                  |                  | <i>Replacement equipment.</i>  |                  |
| <b>Payments T/O Agencies</b>     | <b>180,336</b>   | <b>180,336</b>   | <b>180,336</b>   | <b>200,000</b>   | <b>180,336</b>   | <b>0</b>         |
|                                  |                  |                  |                  |                  | <i>SciWorks shifted from Special Appropriations.</i>                                     |                  |
| <b>Total Expenditures</b>        | <b>2,223,431</b> | <b>2,464,579</b> | <b>2,349,424</b> | <b>2,766,385</b> | <b>2,549,273</b>   | <b>2,368,937</b> |
| Cost-Sharing Expenses            | 213,012          | 332,882          | 331,442          | 331,578          | 331,561  | 331,561          |
| <b>REVENUES</b>                  | <b>503,057</b>   | <b>555,960</b>   | <b>544,470</b>   | <b>583,967</b>   | <b>583,967</b>   | <b>583,967</b>   |
| <b>Net County Dollars</b>        | <b>1,720,374</b> | <b>1,908,619</b> | <b>1,804,954</b> | <b>2,182,418</b> | <b>1,965,306</b>   | <b>1,784,970</b> |

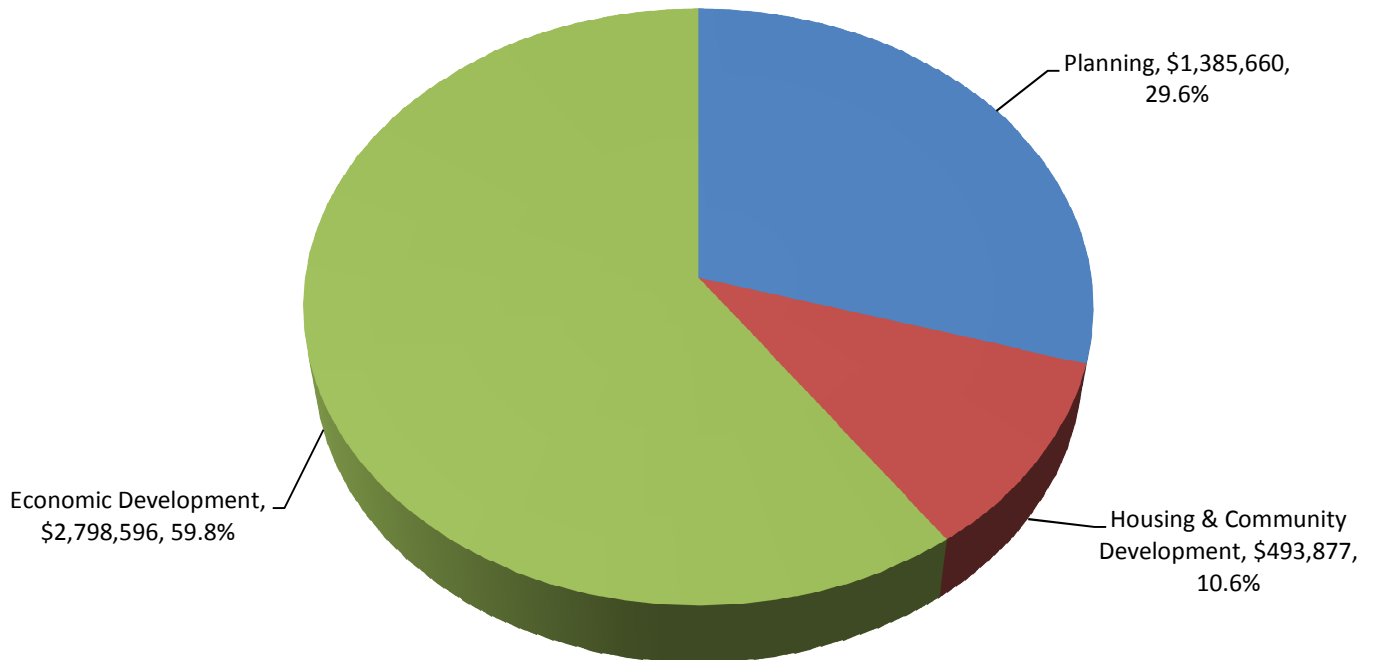
**Budget Highlights:** The FY 16 adopted budget reflects a net decrease of \$313,140 or -9.2% under the FY 15 budget. Based on recommendations from Brown Golf Consultants, three positions were eliminated from the TWP Golf Division, mowing services will be reduced, grill items have been consolidated, etc.; all of which further reduced the recommended expenditures.

**Horizon Issues:** Long term issues that will affect the department will be: aging equipment and vehicles are reaching the end of their lifecycle; staff turnover and staff retention will continue to be a concern; a growing list of capital needs at all parks; the necessity to implement park master plans at several parks.

## COMMUNITY & ECONOMIC DEVELOPMENT SERVICE AREA

---

### Community & Economic Development - \$4.7 million - 1.1% of General Fund Expenditures



#### **Operating Goals & Objectives:**

Create a community with economic opportunities for everyone. This will be accomplished by:

- a. Assisting and expanding existing businesses, as well as recruiting targeted new industry to Forsyth County.
  - b. Providing affordable housing for low and moderate-income residents.
-

# HOUSING & COMMUNITY DEVELOPMENT

**Mission:** To provide affordable housing for low and moderate-income residents in unincorporated areas and small municipalities by effective use for State and Federal Grant Programs.

**Program Descriptions:**

*Rehabilitation and Home Ownership* - rehabilitation of existing homes; building of new houses where appropriate; down payment assistance to first time homebuyers.

*Rental Construction Financing* – provide subordinate, gap financing for tax credit multi-family affordable housing projects.

*Minimum Housing Code Enforcement* – protect the health, safety of residents while strengthening the values of surrounding property.

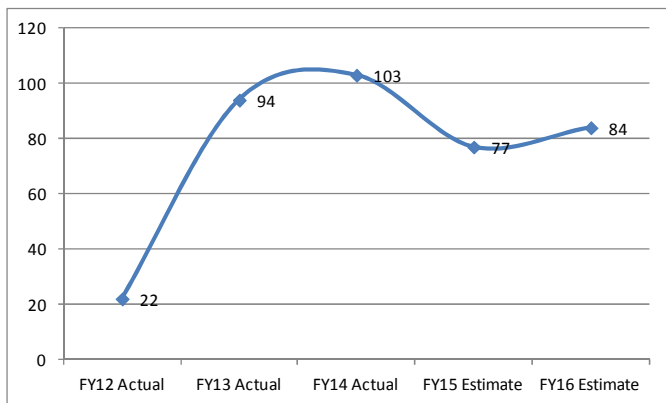
**Accomplishments:** Housing and Community Development has accomplished the following for FY14-15: 23 homes have been rehabilitated; 33 families have purchased homes; 77 home inspections have been completed through code enforcement actions; and the County has been awarded another \$100,000 Urgent Repair Grant from the NCHFA.

**FY16 GOALS:** - Housing and Community Development plans to rehabilitate 25 homes in FY16; provide down payment assistance to 35 first time home buyers. Furthermore, the department is revising the existing minimum housing code for approval by the Board of Commissioner and is partnering with a substantial number of non-profits to provide asset building activities in Forsyth County.

**PROGRAM SUMMARY**

|                              | FY 13-14              | FY 14-15              |                       | FY 15-16              |                       |                       |
|------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                              | Actual                | Original              | Estimate              | Request               | Recommend             | Adopted               |
| Housing Supp/Grants Projects | 387,077               | 433,876               | 439,128               | 571,081               | 453,752               | 453,752               |
| Emergency Rehab.             | 9,396                 | 15,000                | 20,063                | 20,000                | 15,000                | 15,000                |
| Transfer to GPO              | 25,755                | 27,690                | 27,690                | 25,125                | 25,125                | 25,125                |
| <b>TOTAL</b>                 | <b><u>422,228</u></b> | <b><u>476,566</u></b> | <b><u>486,881</u></b> | <b><u>616,206</u></b> | <b><u>493,877</u></b> | <b><u>493,877</u></b> |

**Key Performance Measures:**



**33**

First Time Home Buyers

**\$4,096,917**

Total First Time Home Buyer Investment

**23**

Homes Rehabilitated

# HOUSING & COMMUNITY DEVELOPMENT

|                                | FY 13-14       | FY 14-15       |                | FY 15-16       |                |   |
|--------------------------------|----------------|----------------|----------------|----------------|----------------|---|
|                                | Actual         | Original       | Estimate       | Request        | Recommend      | Adopted   |
| <b>EXPENDITURES</b>            |                |                |                |                |                |   |
| <i>Personal Services</i>       |                |                |                |                |                |   |
| Salaries & Wages               | 227,245        | 263,107        | 266,927        | 304,112        | 268,112        | 268,112   |
| Other Employee Benefits        | 522            | 520            | 522            | 520            | 520            | 520   |
|                                |                |                |                |                |                | <i>lpad stipend</i>   |
| Employee Benefits              | 80,558         | 86,966         | 89,438         | 105,865        | 93,247         | 93,247  |
| <b>Total Personal Services</b> | <b>308,325</b> | <b>350,593</b> | <b>356,887</b> | <b>410,497</b> | <b>361,879</b> | <b>361,879</b>  |
| <i>Operating Expenditures</i>  |                |                |                |                |                |   |
| Professional Fees              | 26             | 150            | 0              | 150            | 150            | 150   |
|                                |                |                |                |                |                | <i>Code enforcement title opinions.</i>   |
| Rent                           | 100            | 100            | 100            | 100            | 100            | 100   |
| Construction Services          | 0              | 0              | 638            | 500            | 0              | 0   |
| Communications                 | 2,153          | 2,200          | 2,200          | 2,980          | 2,200          | 2,200   |
| Other Purchased Services       | 31,012         | 67,213         | 68,063         | 79,294         | 69,013         | 69,013  |
|                                |                |                |                |                |                | <i>Telephone, printing, advertising contractual services, consumer counseling for IDA Prog.</i> |
| Insurance Premiums             | 755            | 1,000          | 823            | 1,000          | 1,000          | 1,000   |
| Training & Conference          | 4,536          | 4,200          | 4,200          | 9,400          | 6,450          | 6,450   |
| General Supplies               | 2,369          | 2,670          | 2,805          | 8,820          | 5,170          | 5,170   |
| Operating Supplies             | 514            | 1,750          | 662            | 3,450          | 3,100          | 3,100   |
|                                |                |                |                |                |                | <i>Supplies, software.</i>  |
| Other Operating Costs          | 10,430         | 19,000         | 22,813         | 74,890         | 19,690         | 19,690  |
|                                |                |                |                |                |                | <i>Emergency rehab, memberships, insurance claims.</i>  |
| Transfer to Housing GPO        | 25,755         | 27,690         | 27,690         | 25,125         | 25,125         | 25,125  |
|                                |                |                |                |                |                | <i>Transfer of matching funds to GPO.</i>   |
| <b>Total Operating Exps.</b>   | <b>77,650</b>  | <b>125,973</b> | <b>129,994</b> | <b>205,709</b> | <b>131,998</b> | <b>131,998</b>  |
| <b>Payments T/O Agencies</b>   | <b>36,253</b>  | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>  |
| <b>Total Expenditures</b>      | <b>422,228</b> | <b>476,566</b> | <b>486,881</b> | <b>616,206</b> | <b>493,877</b> | <b>493,877</b>  |
| Cost-Sharing Expenses          | 24,506         | 15,559         | 15,279         | 16,146         | 16,146         | 16,146  |
| <b>REVENUES</b>                | <b>14,000</b>  | <b>20,000</b>  | <b>20,000</b>  | <b>20,000</b>  | <b>20,000</b>  | <b>20,000</b>   |
| <b>POSITIONS (FT/PT)</b>       | <b>5/0</b>     | <b>5/0</b>     | <b>5/0</b>     | <b>6/0</b>     | <b>5/0</b>     | <b>5/0</b>  |

**Budget Highlights:** The FY 2016 Adopted budget for Housing and Community Development reflects a net County dollar increase of \$17,311 or 3.8%. The primary drivers of the increase are rising personnel costs and the purchase of some small equipment to allow the department to better track and compare costs for housing rehabilitation projects. In FY 2015 the Economic Development function was added to the department and training funds have been added for attendance of several local conferences. The Housing and Community Development Department also manages several grant funded programs that help Forsyth County citizens with buying houses and home rehabilitation. For FY 2016, Housing anticipates spending close to \$800,000 through a variety of housing programs.

**Horizon Issues:** The department is looking at a major re-write of the County's Minimum Housing Code and will present it for adoption by the Board of Commissioners. A place base initiative with multiple partners will be sharing a common client database and will establish shared metrics for measuring success in the asset building compendium for wealth building activities.

# ECONOMIC DEVELOPMENT

**Mission:** To attract new industries and businesses which diversify and expand the economic base and create quality job opportunities; and to promote existing business expansion and new business formation.

**Accomplishments:** The Forsyth County Board of Commissioners approved two Economic Development Incentive projects in FY 2015 with a capital investment of \$4,334,560 and 356 new jobs created in Forsyth County. The Board also updated the Economic Development Guidelines to provide consideration for projects if County funding serves as matching funds to leverage grant funds from other sources.

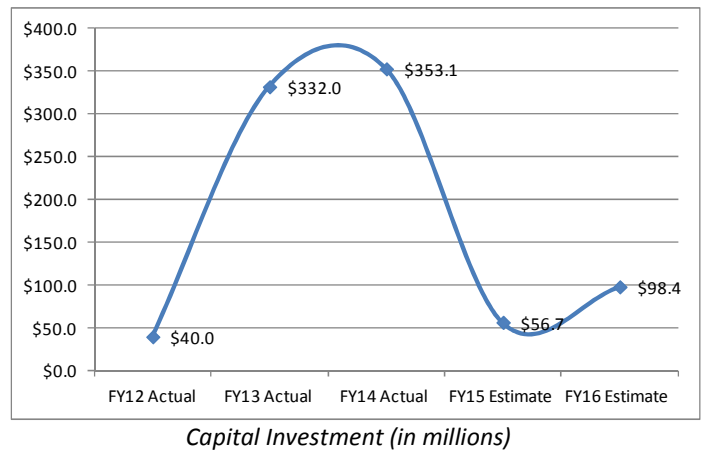
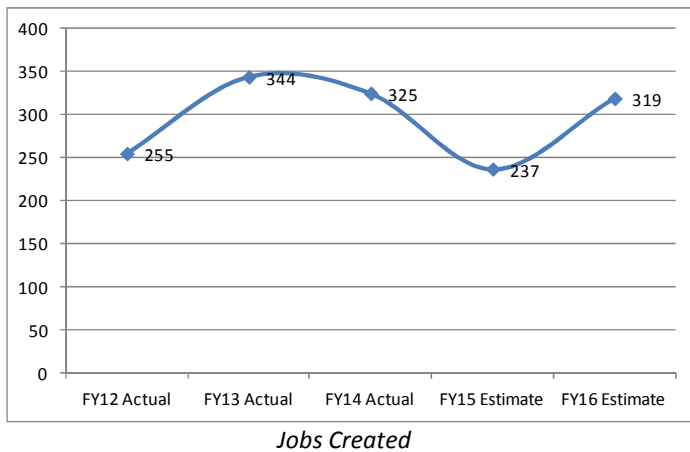
County staff involved in Economic Development strengthened relationships with local Economic Development partners

**FY16 GOALS:** - County staff involved in Economic Development will explore opportunities to supplement local funds with State and Federal Economic Development dollars. Staff will also develop a uniform worksheet for presenting Economic Development projects to the Board of Commissioners

## PROGRAM SUMMARY

|                      | FY 13-14         |                  | FY 14-15         |                  | FY 15-16         |                  |
|----------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                      | Actual           | Original         | Estimate         | Request          | Recommend        | Adopted          |
| Economic Development | 2,059,777        | 2,156,995        | 2,145,762        | 2,858,596        | 2,706,539        | 2,798,596        |
| <b>TOTAL</b>         | <b>2,059,777</b> | <b>2,156,995</b> | <b>2,145,762</b> | <b>2,858,596</b> | <b>2,706,539</b> | <b>2,798,596</b> |

## Key Performance Measures:



**Budget Highlights:** The FY 2016 Adopted budget for Economic Development reflects an increase of \$777,349 or 37.9% over FY 2015. The increase is due primarily to Inmar Inc., Deere-Hitachi, and Piedmont Propulsion receiving their first incentive payments. Additionally, an incentive project for Whitaker Park Development Authority and Keratin Cosmetic Sciences was approved during FY 2015 and fully budgeted in FY 2016 as the incentive will be paid as reimbursements for actual infrastructure improvement costs. The Revenue decrease is a result of the completion of the North State Aviation project which was funded with pass-through State grant funds.

Four Grantee Agencies requested additional County appropriations to support their efforts and the Board of Commissioners increased funding for all four agencies for a total increase of \$92,057.

**Horizon Issues:** Starting in FY 2016 the Economic Development budget will increase considerably due to the incentive payment period beginning for larger projects. The County is receiving a larger number of requests for non-traditional and up-front funded Economic Development projects. The NC Department of Commerce is undergoing changes in its structure and there is uncertainty about the availability of State dollars in Economic Development.

# ECONOMIC DEVELOPMENT

|                                  | FY 13-14                | FY 14-15                |                         | FY 15-16                |  |                         |
|----------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|--|-------------------------|
|                                  | Actual                  | Original                | Estimate                | Request                 | Recommend                                  | Adopted                 |
| <b><u>EXPENDITURES</u></b>       |                         |                         |                         |                         |  |                         |
| <b><u>Grantee Agencies:</u></b>  |                         |                         |                         |                         |  |                         |
| Downtown W-S Partnership         | 4,906                   | 4,906                   | 4,906                   | 20,000                  | 4,906                                      | 20,000                  |
| KVL Chamber of Commerce          | 5,172                   | 5,172                   | 5,172                   | 5,172                   | 5,172                                      | 5,172                   |
| W-S Chamber of Commerce          | 62,064                  | 62,064                  | 62,064                  | 150,000                 | 62,064                                     | 100,000                 |
| Film Commission                  | 20,188                  | 20,188                  | 20,188                  | 40,000                  | 20,188                                     | 30,000                  |
| W-S Business, Inc.               | 70,785                  | 70,785                  | 70,785                  | 100,000                 | 70,785                                     | 100,000                 |
| <b>Subtotal Grantee Agencies</b> | <b>163,115</b>          | <b>163,115</b>          | <b>163,115</b>          | <b>315,172</b>          | <b>163,115</b>                             | <b>255,172</b>          |
| <b><u>Incentives</u></b>         |                         |                         |                         |                         |  |                         |
| City of WS (parking deck)        | 450,805                 | 426,640                 | 426,641                 | 426,641                 | 426,641                                    | 426,641                 |
|                                  |                         |                         |                         |                         | <i>Agreement status: 13 of 20.</i>         |                         |
| Pepsi                            | 0                       | 0                       | 19,014                  | 71,252                  | 71,252                                     | 71,252                  |
|                                  |                         |                         |                         |                         | <i>Agreement status: 2 of 7.</i>           |                         |
| Wake Forest Univ. Hlth Sci.      | 396,270                 | 396,270                 | 396,270                 | 396,270                 | 396,270                                    | 396,270                 |
|                                  |                         |                         |                         |                         | <i>Agreement status: 8 of 20.</i>          |                         |
| Bekaert Ind.                     | 15,000                  | 15,000                  | 15,000                  | 0                       | 0  | 0                       |
|                                  |                         |                         |                         |                         | <i>Agreement status: Completed FY2015.</i> |                         |
| The Clearing House               | 46,148                  | 0                       | 0                       | 0                       | 0  | 0                       |
|                                  |                         |                         |                         |                         | <i>Agreement status: Completed FY2014.</i> |                         |
| Lowes                            | 237,534                 | 189,390                 | 184,655                 | 184,080                 | 184,080                                    | 184,080                 |
|                                  |                         |                         |                         |                         | <i>Agreement status: 9 of 10.</i>          |                         |
| Grass America                    | 13,658                  | 33,600                  | 20,335                  | 33,600                  | 33,600                                     | 33,600                  |
|                                  |                         |                         |                         |                         | <i>Agreement status: 5 of 5.</i>           |                         |
| Caterpillar, Inc.                | 389,680                 | 607,980                 | 595,732                 | 680,308                 | 680,308                                    | 680,308                 |
|                                  |                         |                         |                         |                         | <i>Agreement status: 3 of 10.</i>          |                         |
| TurboCare                        | 33,333                  | 0                       | 0                       | 0                       | 0  | 0                       |
|                                  |                         |                         |                         |                         | <i>Agreement status: Completed FY2014.</i> |                         |
| NSA Aviation (One NC Funds)      | 75,000                  | 75,000                  | 75,000                  | 0                       | 0  | 0                       |
|                                  |                         |                         |                         |                         | <i>Agreement status: Completed FY2015.</i> |                         |
| Deere-Hitachi                    | 0                       | 0                       | 0                       | 173,837                 | 173,837                                    | 173,837                 |
|                                  |                         |                         |                         |                         | <i>Agreement status: 1 of 7</i>            |                         |
| Wexford WFU                      | 239,234                 | 250,000                 | 250,000                 | 250,000                 | 250,000                                    | 250,000                 |
|                                  |                         |                         |                         |                         | <i>Agreement status: 3 of 21.</i>          |                         |
| Inmar Inc.                       | 0                       | 0                       | 0                       | 124,591                 | 124,591                                    | 124,591                 |
|                                  |                         |                         |                         |                         | <i>Agreement status: 1 of 7.</i>           |                         |
| Piedmont Propulsion              | 0                       | 0                       | 0                       | 2,845                   | 2,845                                      | 2,845                   |
|                                  |                         |                         |                         |                         | <i>Agreement status: 1 of 5.</i>           |                         |
| WPDA/KCS                         | 0                       | 0                       | 0                       | 200,000                 | 200,000                                    | 200,000                 |
|                                  |                         |                         |                         |                         | <i>Total incentive budget</i>              |                         |
| <b>Subtotal Incentives</b>       | <b>1,896,662</b>        | <b>1,993,880</b>        | <b>1,982,647</b>        | <b>2,543,424</b>        | <b>2,543,424</b>                           | <b>2,543,424</b>        |
| <b>Total Expenditures</b>        | <b><u>2,059,777</u></b> | <b><u>2,156,995</u></b> | <b><u>2,145,762</u></b> | <b><u>2,858,596</u></b> | <b><u>2,706,539</u></b>                    | <b><u>2,798,596</u></b> |
| <b>REVENUES</b>                  | <b><u>105,374</u></b>   | <b><u>105,374</u></b>   | <b><u>105,374</u></b>   | <b><u>30,374</u></b>    | <b><u>30,374</u></b>                       | <b><u>30,374</u></b>    |

# CITY /COUNTY PLANNING

**Mission:** The mission of the Planning and Development Services Department is to assist the community and its decision makers in preparing for future growth and improvement and to administer in a fair, consistent and efficient way the development regulations and building codes where applicable in our county.

**Program Descriptions:**

*Comprehensive Planning and Implementation:* Develops a comprehensive plan to guide land use, development and public investment decisions in Winston-Salem and Forsyth County. Works with citizens to create area plans to translate the comprehensive plan (currently *Legacy 2030*) into site-specific recommendations.

*Land Use Administration:* Provides planning and zoning information, maps and aerial photography to the public via a customer service counter, telephone, website and email. Provides services within Winston-Salem and most of Forsyth County to process and review changes to the zoning of land or proposed subdivisions or site plans. Prepares or reviews proposed amendments to the UDO. Provides recommendations to the City-County Planning Board and elected bodies through staff reports, presentations, and recommendations.

*Zoning Enforcement:* Provides for the administration and enforcement of the zoning sections for the *Unified Development Ordinances* (UDO) of Winston-Salem, Forsyth County, Lewisville, Clemmons, and Walkertown to ensure

that required parking, tree save and landscaping, sign enforcement, and setbacks are provided, and that the use and dimensional requirements of the zoning district regulations are followed. Provides staff support to the respective City and County Zoning Boards of Adjustment.

*Community Character:* Provides planning for activities that have a city/countywide scope, including transportation; parks, greenways, and open spaces; environmental planning/review; community appearance and historic resources. Provides staff support to the Transportation Advisory Committee. Supports the Historic Resources Commission in the promotion, preservation and appreciation of our historic resources. Supports the Community Appearance Commission in its review of public and private projects and in its work to enhance community appearance through advocacy, education, and recognition.

*Mapping and Graphics:* Produces a wide variety of map, data, graphic and information services to enable and support planning decisions and recommendations. Provides technical support to the Census on behalf of the City and County. Provides map, graphic and production support for planning efforts and departmental publications.

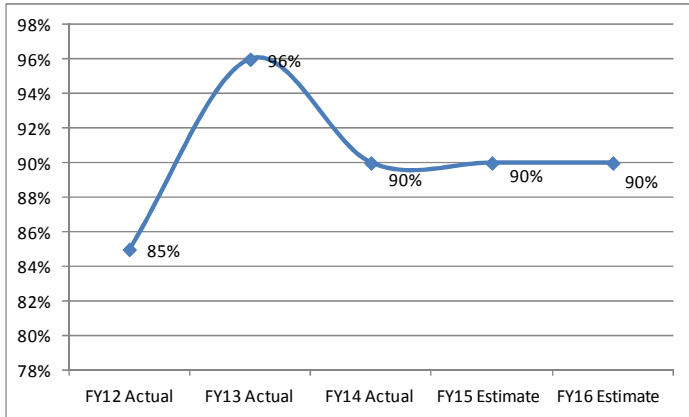
**The Planning & Development Services Department is a joint City-County agency administered by the City of Winston-Salem. For more information, please visit: <http://www.cityofws.org/departments/planning>**

**PROGRAM SUMMARY**

|                         | FY 13-14                | FY 14-15                |                         | FY 15-16                |                         |                         |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                         | Actual                  | Original                | Estimate                | Request                 | Recommend               | Adopted                 |
| Planning Board          | 2,383,054               | 2,522,870               | 2,522,870               | 2,471,810               | 2,471,810               | 2,475,310               |
| Transportation Planning | 861,022                 | 826,890                 | 826,890                 | 788,250                 | 788,250                 | 793,800                 |
| <b>TOTAL</b>            | <b><u>3,244,076</u></b> | <b><u>3,349,760</u></b> | <b><u>3,349,760</u></b> | <b><u>3,260,060</u></b> | <b><u>3,260,060</u></b> | <b><u>3,269,110</u></b> |
| County Share            | 1,456,564               | 1,472,790               | 1,472,790               | 1,419,970               | 1,419,970               | 1,385,660               |

# CITY /COUNTY PLANNING

## Key Performance Measures:



*Approved Plans Meeting Goals & Policies of Legacy Comprehensive Plan*

**50**  
Community Outreach Meetings (FY14)

**64**  
Rezoning (FY14)

**84**  
Certificates of Appropriateness (FY14)

**11**  
Planning Board Site Plans Reviews

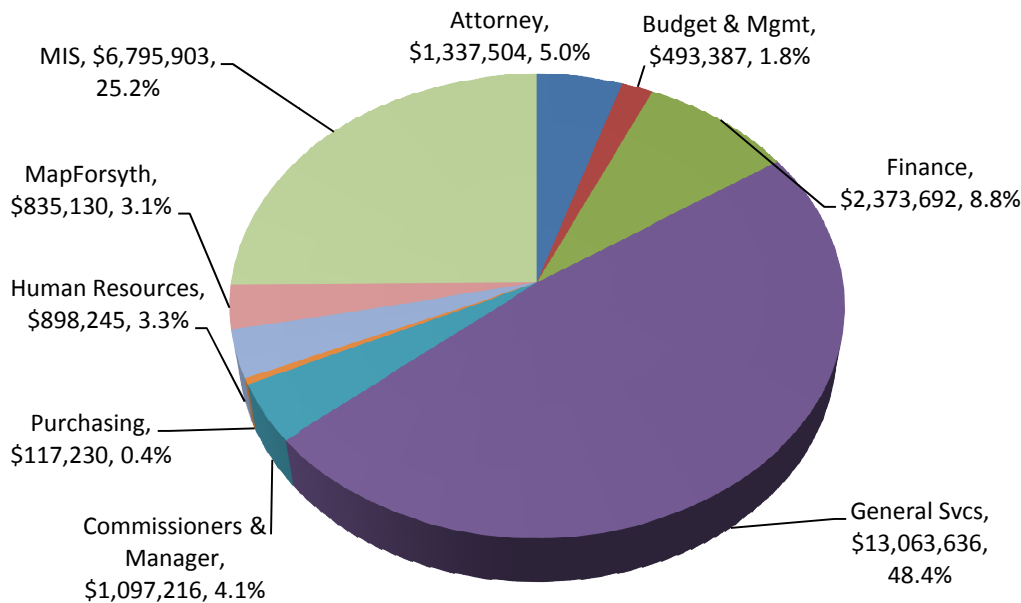
|                              | FY 13-14<br>Actual      | FY 14-15<br>Original    | FY 14-15<br>Estimate    | FY 15-16<br>Request     | FY 15-16<br>Recommend   | FY 15-16<br>Adopted     |
|------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <b>EXPENDITURES</b>          |                         |                         |                         |                         |                         |                         |
| <i>Payments T/O Agencies</i> |                         |                         |                         |                         |                         |                         |
| Planning/Planning Board      | 1,233,104               | 1,246,840               | 1,246,840               | 1,213,340               | 1,213,340               | 1,176,260               |
| Transportation Planning      | 223,460                 | 225,950                 | 225,950                 | 206,630                 | 206,630                 | 209,400                 |
| <b>Total Expenditures</b>    | <b><u>1,456,564</u></b> | <b><u>1,472,790</u></b> | <b><u>1,472,790</u></b> | <b><u>1,419,970</u></b> | <b><u>1,419,970</u></b> | <b><u>1,385,660</u></b> |



# ADMINISTRATION & SUPPORT SERVICE AREA

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## Administration & Support Service Area - \$27.0million - 6.5% of General Fund Expenditures



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### Operating Goals & Objectives:

To provide a sound basis for all budgeting, accounting and financial reporting, and to maintain County facilities, technology and staffing procedures. This will be accomplished by:

- Maintaining the County's Aaa/AAA bond ratings (Moody's Investors Service, Standard & Poor's, Fitch Investors' Service).
- Maintaining a Fund Balance available for appropriation in the General Fund of at least 16% of the subsequent yr's budget.
- Annually updating projections of revenues, expenditures & fund balances for the next 5 years, & developing longer-range projections as appropriate.
- Annually updating the Capital Improvement Plan, which includes anticipated capital projects and related debt service and operating costs for the subsequent six years.
- Limit (as preferred by Commissioners) the growth in the annual operating budget to an amount which can be accommodated by growth in the tax base as well as other local, state & federal revenues, without a tax rate increase, whenever possible.
- Undertaking no major new programs, projects or expansion of services without substantial public support for both the services and the tax rate increase, if necessary, to support them.
- Maintaining aggressive safety & risk management programs to protect employees & minimize financial exposure to the County.
- Regularly and professionally maintaining grounds, buildings and HVAC systems.
- Regularly and professionally maintaining computer systems and equipment.
- Effectively screening applications, and advertising for and filling vacant County positions.
- Evidence the quality of our Comprehensive Annual Financial Report and our Annual Budget by receiving the GFOA Certificate for Excellence in Financial Reporting and the Distinguished Budget Presentation Award.
- Providing expertise for advise in legal matters and proceedings affecting the County.

To safeguard the financial position of the County through responsible use of debt for major capital projects. This will be accomplished by:

- Adhering to an amended debt policy established by the Board of Commissioners limiting long-term debt to 18% net of applicable revenue for all of the annual appropriations and preparing projections of proposed future debt that are within that limitation.

Percent of long term debt service included for FY 15-16 net of dedicated revenue, is 14.9%. Debt projections for the future indicate the County will exceed this debt limitation if all projects in the proposed Capital Improvement Plan are funded with long term financing. Future discussions with the Commissioners will determine if, how, and when these projects are financed.

- Appropriating funds for principal/interest requirements for general obligation bonds/installment purchases in the General Fund when due.
-

# BUDGET & MANAGEMENT

**Mission:** To provide management analyses, problem solving assistance, and advice to County Commissioners, County Management, and operating departments in an effort to establish the optimal type and level and resources which the organization requires to fulfill its missions, goals, and objectives.

**Program Descriptions:**

*Budget & Management* - provides required analyses, negotiations, & document production for the creation of the annual budget; management analyses and advice to County Management on various activities; problem solving assistance to operating departments & County Management; monitoring of budget and budgetary control; generation of monthly, mid-year and annual reports to the Manager and/or County Commissioners.

**Accomplishments:** The Budget & Management Office received the Distinguished Budget Presentation Award from the Government Financial Officers' Association of the 25th consecutive year.

**FY16 GOALS:** - Continued improvement and streamlining of the budget process; Concerted effort made to improve data captured in the County measures system and turning the data into actual performance indicators; Effort to provide more professional development opportunities to develop staff and shift focus from numbers management to data analytics and developing measurable performance outcomes; To have each staff person assist, at minimum, one assigned department and develop an improved set of data metrics and indicators for the various documents produced by the Budget & Management Office.

**PROGRAM SUMMARY:**

|                     | FY 13-14       | FY 14-15       |                | FY 15-16       |                |                |
|---------------------|----------------|----------------|----------------|----------------|----------------|----------------|
|                     | Actual         | Original       | Estimate       | Request        | Recommend      | Adopted        |
| Budget & Management | 490,379        | 487,903        | 395,391        | 493,387        | 493,387        | 493,387        |
| <b>TOTAL</b>        | <b>490,379</b> | <b>487,903</b> | <b>395,291</b> | <b>493,387</b> | <b>493,387</b> | <b>493,387</b> |

**Key Performance Measures**

25

*Number of Consecutive Years Receiving  
GFOA Distinguished Budget Award*

<1%

*Estimated Accuracy of Year End  
Projections of Expenditure & Revenues*

47

*Special Projections Completed*

*Annual Adopted Budget  
Program of Service  
Monthly Operations Reports  
Mid-Year Budget Report  
Year-End Budget Report  
Documents/Reports Produced*

# BUDGET & MANAGEMENT

|                                | FY 13<br>Actual       | FY 14-15<br>Original  | Estimate              | Request               | FY 15-16<br>Recommend | Adopted               |
|--------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>EXPENDITURES</b>            |                       |                       |                       |                       |                       |                       |
| <i>Personal Services</i>       |                       |                       |                       |                       |                       |                       |
| Salaries & Wages               | 336,393               | 347,309               | 285,134               | 336,948               | 336,948               | 336,948               |
| Other Employee Benefits        | 835                   | 832                   | 559                   | 832                   | 832                   | 832                   |
| Employee Benefits              | 98,367                | 102,742               | 89,763                | 115,607               | 115,607               | 115,607               |
| <b>Total Personal Services</b> | <b>435,595</b>        | <b>450,883</b>        | <b>375,456</b>        | <b>453,387</b>        | <b>453,387</b>        | <b>453,387</b>        |
| <i>Operating Expenditures</i>  |                       |                       |                       |                       |                       |                       |
| Professional Fees              | 635                   | 650                   | 635                   | 650                   | 650                   | 650                   |
| Rent                           | 131                   | 120                   | 0                     | 200                   | 200                   | 200                   |
| Other Purchased Services       | 36,393                | 25,900                | 11,400                | 26,000                | 26,000                | 26,000                |
| Training & Conference          | 3,414                 | 6,500                 | 5,500                 | 8,500                 | 8,500                 | 8,500                 |
| General Supplies               | 1,337                 | 1,350                 | 2,100                 | 2,350                 | 2,350                 | 2,350                 |
| Operating Supplies             | 463                   | 0                     | 0                     | 0                     | 0                     | 0                     |
| Other Operating Costs          | 261                   | 2,500                 | 300                   | 2,300                 | 2,300                 | 2,300                 |
| <b>Total Operating Exps.</b>   | <b>54,784</b>         | <b>37,020</b>         | <b>19,935</b>         | <b>40,000</b>         | <b>40,000</b>         | <b>40,000</b>         |
| <b>Payments T/O Agencies</b>   | <b>12,150</b>         | <b>0</b>              | <b>0</b>              | <b>0</b>              | <b>0</b>              | <b>0</b>              |
| <b>TOTAL EXPENDITURES</b>      | <b><u>502,529</u></b> | <b><u>487,903</u></b> | <b><u>395,391</u></b> | <b><u>493,387</u></b> | <b><u>493,387</u></b> | <b><u>493,387</u></b> |
| Cost-Sharing Expenses          | 27,962                | 36,989                | 25,905                | 33,905                | 33,905                | 33,905                |
| POSITIONS (FT/PT)              | 5/1                   | 6/0                   | 6/0                   | 6/0                   | 6/0                   | 6/0                   |

**Budget Highlights:** The Budget and Management Office's Adopted FY 2016 Budget represents an increase of \$5,484, or 1.12% over FY 2015. Of that increase, 47% is going to cover annualized increases in costs associated with Personal Services. The salary for the vacant Director position has been budgeted at 80% of market rate, but may generate salary savings if the position remains open into the new fiscal year. The remaining \$2,980 includes a \$2,000 increase to Travel and Training for professional development, as well as small, inflationary adjustments.

**Horizon Issues:** A challenging opportunity will be the continued shift away from a numbers-focused effort to a more data-analytics and performance-based outcome focus and getting developing staff to assist departments with the importance of developing outcomes, targets, and goals. Continued effort to challenge staff while having limited opportunities for internal advancement. Issues continue to be retention of staff when there are minimal internal department advancement opportunities.

# MANAGEMENT INFORMATION SERVICES

**Mission:** To further the goals of Forsyth County Government by providing a flexible information network that can deliver services securely, timely and within budget.

**Program Descriptions:**

*Applications Group* - Oversees the computer software development and environments for County departments through web based and server based applications. This group also develops and maintains interfaces with third-party software in use throughout the County. In addition, this group is charged with researching future software efficiency enhancements.

*Technology Services* - Administers the computer infrastructure for the County departments which includes networks, wireless, servers, PC's, phones, printers, copiers, training and IT security. This group also actively searches for

future technologies that could enhance IT service delivery.

*Database Group* - The Database Group maintains and monitors the County's digital databases while ensuring the highest level of data availability and security.

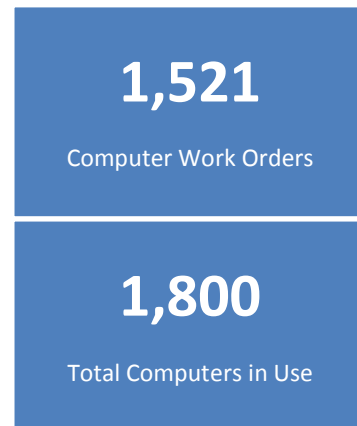
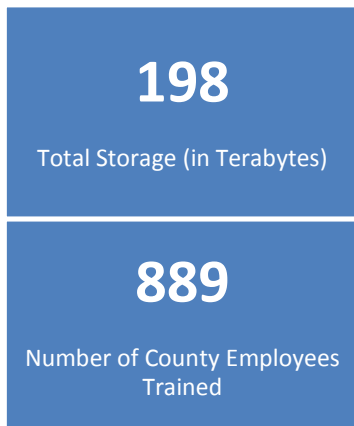
**Accomplishments:** Collaborated with WS/FC Schools for Data Backup System; assisted with Tax Collections Transition to NCPTS; installed Wireless Access in Jury Room; installed Internal Online Service Voucher System; consolidated Data Circuits at Tanglewood Park; assisted with Fleet with Conversion to Retail Gas System

**FY16 GOALS:** - This year, MIS plans to review Capital Hardware & Software and establish replacement schedules and review County-wide Point-of-Sales offerings with credit card acceptance. Also MIS plans to increase staff training capability in regards to space, content, and IT knowledge sharing offerings.

**PROGRAM SUMMARY**

|                    | FY 13-14                | FY 14-15                |                         | FY 15-16   |                         |                         |
|--------------------|-------------------------|-------------------------|-------------------------|--|-------------------------|-------------------------|
|                    | Actual                  | Original                | Estimate                | Request  | Recommend               | Adopted                 |
| Administration     | 891,999                 | 1,662,630               | 1,539,885               | 786,645  | 786,645                 | 786,645                 |
| Operations         | 1,340,139               | 1,419,900               | 1,677,141               | 5,661,636  | 5,008,526               | 5,008,526               |
| Programming        | 809,157                 | 208,407                 | 205,928                 | 1,000,732  | 1,000,732               | 1,000,732               |
| Client Services    | 993,800                 | 1,027,631               | 1,048,606               | These areas have been consolidated into Administration, Technology Services, and Application Solutions |                         |                         |
| Logistical Support | 217,495                 | 268,428                 | 266,678                 |  |                         |                         |
| Networking         | 1,621,538               | 1,967,845               | 2,051,808               |  |                         |                         |
| Training Center    | 141,823                 | 163,080                 | 175,539                 |  |                         |                         |
| <b>TOTAL</b>       | <b><u>6,015,951</u></b> | <b><u>6,717,921</u></b> | <b><u>6,965,585</u></b> | <b><u>7,449,013</u></b>  | <b><u>6,795,903</u></b> | <b><u>6,795,903</u></b> |

Key Performance Measures:



# MANAGEMENT INFORMATION SERVICES

|                                | FY 13-14<br>Actual | FY 14-15<br>Original | Estimate         | Request          | FY 15-16<br>Recommend | Adopted          |
|--------------------------------|--------------------|----------------------|------------------|------------------|-----------------------|------------------|
| <b>EXPENDITURES</b>            |                    |                      |                  |                  |                       |                  |
| <b>Personal Services</b>       |                    |                      |                  |                  |                       |                  |
| Salaries & Wages               | 2,689,053          | 2,774,427            | 2,786,252        | 2,756,506        | 2,756,506             | 2,756,506        |
| Other Employee Benefits        | 6,953              | 6,552                | 7,007            | 7,384            | 7,384                 | 7,384            |
| Employee Benefits              | 831,076            | 820,164              | 793,357          | 837,893          | 837,893               | 837,893          |
| <b>Total Personal Services</b> | <b>3,527,082</b>   | <b>3,601,143</b>     | <b>3,586,616</b> | <b>3,601,783</b> | <b>3,601,783</b>      | <b>3,601,783</b> |
| <b>Operating Expenditures</b>  |                    |                      |                  |                  |                       |                  |
| Maintenance Service            | 387,694            | 653,800              | 655,313          | 677,800          | 577,800               | 577,800          |
| Rent                           | 138,365            | 138,378              | 138,498          | 140,680          | 140,680               | 140,680          |
| Construction Services          | 12,810             | 20,000               | 20,989           | 20,000           | 20,000                | 20,000           |
| Other Purchased Services       | 1,334,426          | 1,541,500            | 1,390,896        | 1,540,500        | 1,576,140             | 1,576,140        |
| Training & Conference          | 15,580             | 25,250               | 25,250           | 30,050           | 30,050                | 30,050           |
| General Supplies               | 482,270            | 471,500              | 534,003          | 623,050          | 571,050               | 571,050          |
| Operating Supplies             | 95,729             | 20,700               | 67,800           | 122,750          | 103,000               | 103,000          |
| Other Operating Costs          | 8,500              | 15,650               | 6,139            | 18,400           | 18,400                | 18,400           |
| <b>Total Operating Exps.</b>   | <b>2,475,374</b>   | <b>2,886,778</b>     | <b>2,838,888</b> | <b>3,173,230</b> | <b>3,037,120</b>      | <b>3,037,120</b> |
| <b>Capital Outlay</b>          | <b>13,495</b>      | <b>230,000</b>       | <b>540,081</b>   | <b>674,000</b>   | <b>157,000</b>        | <b>157,000</b>   |
| <b>Total Expenditures</b>      | <b>6,015,951</b>   | <b>6,717,921</b>     | <b>6,965,585</b> | <b>7,449,013</b> | <b>6,795,903</b>      | <b>6,795,903</b> |
| Cost-Sharing Expenses          | 282,903            | 151,741              | 135,528          | 140,240          | 140,240               | 140,240          |
| Contra-Expenses                | (2,477,290)        | (1,254,060)          | 0                | (780,759)        | (779,670)             | (779,670)        |
| <b>REVENUES</b>                | <b>6,303</b>       | <b>11,200</b>        | <b>150</b>       | <b>11,200</b>    | <b>11,200</b>         | <b>11,200</b>    |
| POSITIONS (FT/PT)              | 42/0               | 42/0                 | 43/0             | 42/0             | 42/0                  | 42/0             |

**Budget Highlights:** The FY16 Adopted budget reflects an increase of \$77,982, or 1.2%. A security audit was performed in FY15 and there were a few findings that raised red flags for the department and as such there are funds included to address those concerns in order to ensure the security of the County's network. The increase is slightly skewed lower as some costs (Personal and Operating) were shifted to MapForsyth as that department was created for FY16. This is also the first budget where the reorganization that has occurred over the past couple of fiscal years is reflected in the budget document. MIS is now three divisions, compared to as many as nine divisions in years past, which include Administration, Technology Services, and IT Application Solutions.

**Horizon Issues:** Coordinating and Centralizing Security devices through the County utilizing computer network assets - Physical Access, Cameras, Recording/Reply, and Sensors - throughout the County. 'Open Data' - making County data sets available to the Public to empower them to enquire, collaborate and integrate with our departments. Increasing document imaging usage to more departments to increase efficiency and security.

# FINANCE

**Mission:** To preserve, enrich, enhance, and provide accountability for the County's financial resources.

**Program Descriptions:**

*Finance* - provides general accounting, payroll, disbursing, cash forecasting, investing, debt management and bond issuance, budgetary control, grant accounting and compliance, record retention, financial systems analysis, and fixed asset accounting services; quarterly, mid-year, and annual reports to the Manager and/or Board of County Commissioners and the public; financial advice to the Manager and/or Board of Commissioners and to County departments/agencies. Finance also provides County Management with appraisals, analyses, recommendations and pertinent comments concerning periodic and ongoing reviews of various County activities through Internal Audit which is included in Finance. Finance provides risk management services which identify and control the risk of accidental loss to which the County and participating local agencies are exposed and arranges appropriate funding

mechanisms for covered losses. Finance also provides financial and risk management services to the Forsyth County Tourism Development Authority.

**Accomplishments:** The Finance Department earned the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for the 30<sup>th</sup> consecutive year.

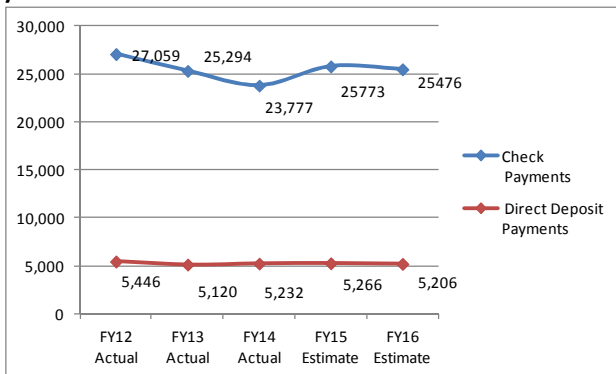
**FY16 GOALS:** Complete and fully utilize the digitized contract control system for departmentally initiated contracts under \$3,500, the departmental budget transfer system for Department Head permitted budgetary revisions, the on-line digital invoice and payment system and the automated time sheet system.

Select a consultant to perform a requirements definition study for new financial, budgeting, purchasing, payroll and human resource system(s).

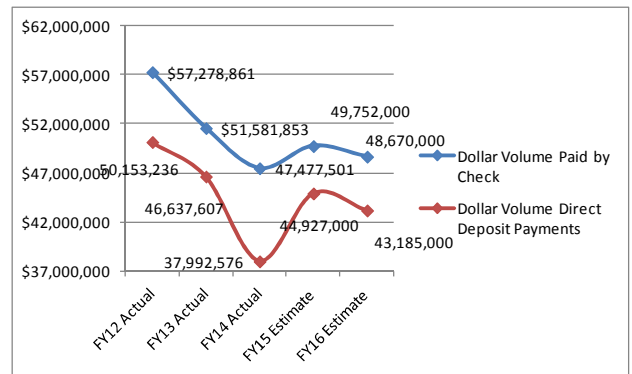
**PROGRAM SUMMARY**

|              | FY 13-14         | FY 14-15         |                  | FY 15-16         |                  |                  |
|--------------|------------------|------------------|------------------|------------------|------------------|------------------|
|              | Actual           | Original         | Estimate         | Request          | Recommend        | Adopted          |
| Finance      | 2,095,762        | 2,306,815        | 2,487,832        | 2,373,692        | 2,373,692        | 2,373,692        |
| <b>TOTAL</b> | <b>2,095,762</b> | <b>2,306,815</b> | <b>2,487,832</b> | <b>2,373,692</b> | <b>2,373,692</b> | <b>2,373,692</b> |

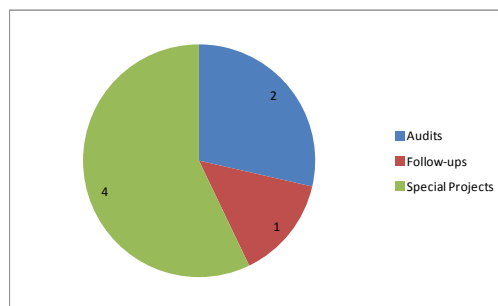
**Key Performance Measures:**



*Disbursements by Type*



*Disbursements by Amount*



*FY2014 Audits Performed (7 Total)*

# FINANCE

|                                | FY 13-14                | FY 14-15                |                         | FY 15-16                |   |                         |
|--------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|---|-------------------------|
|                                | Actual                  | Original                | Estimate                | Request                 | Recommend   | Adopted                 |
| <b>EXPENDITURES</b>            |                         |                         |                         |                         |   |                         |
| <b>Personal Services</b>       |                         |                         |                         |                         |   |                         |
| Salaries & Wages               | 1,266,532               | 1,341,935               | 1,349,638               | 1,378,743               | 1,378,743   | 1,378,743               |
| Other Employee Benefits        | 2353                    | 2,392                   | 4,143                   | 4,947                   | 4,947   | 4,947                   |
|                                |                         |                         |                         |                         | <i>lpad &amp; cell phone stipends.</i>  |                         |
| Employee Benefits              | 421,602                 | 431,698                 | 437,375                 | 433,157                 | 433,157   | 433,157                 |
| <b>Total Personal Services</b> | <b>1,690,487</b>        | <b>1,776,025</b>        | <b>1,791,156</b>        | <b>1,816,847</b>        | <b>1,816,847</b>  | <b>1,816,847</b>        |
| <b>Operating Expenditures</b>  |                         |                         |                         |                         |   |                         |
| Professional Fees              | 73,424                  | 161,000                 | 309,446                 | 177,000                 | 177,000   | 177,000                 |
|                                |                         |                         |                         |                         | <i>Includes benefits consultant, bond issuance costs, actuarial study, arbitrage rebate/tax services.</i>     |                         |
| Maintenance Service            | 0                       | 1,000                   | 500                     | 1,000                   | 1,000   | 1,000                   |
| Rent                           | 60                      | 0                       | 20                      | 0                       | 0   | 0                       |
| Other Purchased Services       | 282,734                 | 297,450                 | 313,531                 | 304,750                 | 304,750   | 304,750                 |
|                                |                         |                         |                         |                         | <i>Cost allocation plan, financial system software maintenance, bank service, insurance premiums.</i>         |                         |
| Training & Conference          | 32,892                  | 46,925                  | 46,925                  | 48,000                  | 48,000  | 48,000                  |
|                                |                         |                         |                         |                         | <i>Certification training, GFOA &amp; performance users conference, other specialized training for staff.</i> |                         |
| General Supplies               | 11,301                  | 13,500                  | 15,279                  | 15,000                  | 15,000  | 15,000                  |
|                                |                         |                         |                         |                         | <i>Office supplies, books &amp; subscriptions, small equipment.</i>   |                         |
| Operating Supplies             | 576                     | 3,400                   | 3,400                   | 3,400                   | 3,400   | 3,400                   |
|                                |                         |                         |                         |                         | <i>Audio-visual &amp; training supplies for risk management safety training.</i>                              |                         |
| Other Operating Costs          | 4,288                   | 7,515                   | 7,575                   | 7,695                   | 7,695   | 7,695                   |
|                                |                         |                         |                         |                         | <i>Insurance claims, memberships &amp; dues.</i>  |                         |
| <b>Total Operating Exps.</b>   | <b>405,275</b>          | <b>530,790</b>          | <b>696,676</b>          | <b>556,845</b>          | <b>556,845</b>  | <b>556,845</b>          |
| <b>Total Expenditures</b>      | <b><u>2,095,762</u></b> | <b><u>2,306,815</u></b> | <b><u>2,487,832</u></b> | <b><u>2,373,692</u></b> | <b><u>2,373,692</u></b>   | <b><u>2,373,692</u></b> |
| Cost-Sharing Expenses          | 152,117                 | 53,890                  | 53,285                  | 59,003                  | 59,003  | 59,003                  |
| <b>REVENUES</b>                | <b><u>246,651</u></b>   | <b><u>60,000</u></b>    | <b><u>63,519</u></b>    | <b><u>60,000</u></b>    | <b><u>60,000</u></b>  | <b><u>60,000</u></b>    |
| POSITIONS (FT/PT)              | 22/0                    | 23/0                    | 23/0                    | 23/0                    | 23/0  | 23/0                    |

**Budget Highlights:** The Adopted FY 2016 Finance Department budget reflects an increase of \$66,877, or 2.9%, over the FY 2015 Budget. Of this increase, \$25,000, or 37%, is the result of a projected increase in accounting software licensing fees and the contract with the Benefits consultant. Increases of \$20,469, or 28%, results from annualizing performance adjustments and increases in fringe benefits cots. The remaining increase results from small or inflationary adjustments to Training, Travel, and General Supplies.

**Horizon Issues:** Modernization, through software acquisition, of the financial, budgeting, purchasing, payroll and human resource system(s).

# GENERAL SERVICES

**Mission:** To provide quality management of the County's facility, fleet and property assets and a wide variety of other services all to support and meet the needs of our customers in a manner consistent with the goals of Forsyth County.

**Program Descriptions:**

*Construction Management* - oversees the planning, design and construction of new and renovated County facilities; administers the County's Facilities Renewal Program.

*Facilities Operations* - maintains heating, air conditioning, refrigeration, plumbing, electrical, electronics, elevators, roof systems and life safety systems for all County facilities.

*Facilities Services* - provides custodial services for all County facilities.

*Automotive Services* - maintains the County's fleet, purchases new vehicles and conducts the auction for surplus vehicles.

*Grounds Maintenance* - maintains the grounds, landscaping & parking lots for all County facilities and parks, constructs & maintains various outdoor structures, provides & installs replacement street signs in the unincorporated area &

maintains watershed dams.

*Property Management* - Management provides management for real and personal property including the leasing of County property, oversees the operations of the warehouses, surplus property disposal, and recycling.

*Security Services* - provides contracted security services for Hall of Justice, Government Center, Department of Social Services, Public Health, and branch libraries.

**Accomplishments:** Encumbered approximately \$3 million for capital repair projects including replacement of LEDC roof. Completed energy savings projects at LEDC resulting in over \$5,000 monthly savings in electricity; Implemented fuel credit cards enabling all customers to visit retail fueling sites; Created new Property Management division to manage real and personal property.

**FY16 GOALS:** - Completion of Hall of Justice Upfit project including new ceiling, new flooring, new lighting, and new furniture. Completion of LEDC roof replacement project. Explore opportunities to reorganize service provider areas to improve efficiency and customer service.

**PROGRAM SUMMARY**

|                         | FY 13-14                 | FY 14-15                 |                          | FY 15-16                 |                          |                          |
|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|                         | Actual                   | Original                 | Estimate                 | Request                  | Recommend                | Adopted                  |
| Administration          | 1,475,145                | 1,618,623                | 1,518,993                | 1,632,029                | 1,629,529                | 1,629,529                |
| Automotive Services     | 2,794,845                | 2,991,294                | 2,589,707                | 2,954,728                | 2,903,828                | 2,903,828                |
| Central Services        | 1,794,141                | 2,003,190                | 1,754,927                | 1,970,610                | 1,959,610                | 1,959,610                |
| Construction Management | 178,045                  | 226,604                  | 170,326                  | 232,973                  | 231,973                  | 231,973                  |
| Facilities Operations   | 1,889,151                | 2,149,880                | 2,095,530                | 2,119,446                | 2,115,446                | 2,115,446                |
| Grounds Maintenance     | 850,438                  | 907,753                  | 853,130                  | 936,267                  | 929,767                  | 929,767                  |
| Facility Expenses       | 2,161,731                | 1,788,890                | 1,882,889                | 1,877,200                | 1,860,700                | 1,860,700                |
| Support Services        | 1,324,549                | 1,408,850                | 1,273,136                | 1,437,933                | 1,432,783                | 1,432,783                |
| <b>TOTAL</b>            | <b><u>12,468,045</u></b> | <b><u>13,095,084</u></b> | <b><u>12,138,638</u></b> | <b><u>13,161,186</u></b> | <b><u>13,063,636</u></b> | <b><u>13,063,636</u></b> |

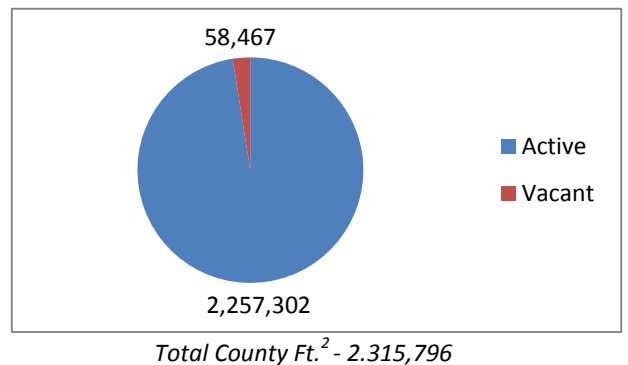
**Key Performance Measures:**

47  
Facilities Active

242  
Road Name Signs Made

9,991  
Work Orders Completed

577  
Vehicles Online





# GENERAL SERVICES

|                                | FY 13-14<br>Actual | FY 14-15<br>Original | Estimate          | Request           | FY 15-16<br>Recommend | Adopted   |
|--------------------------------|--------------------|----------------------|-------------------|-------------------|-----------------------|---|
| <b>EXPENDITURES</b>            |                    |                      |                   |                   |                       |   |
| <b>Personal Services</b>       |                    |                      |                   |                   |                       |   |
| Salaries & Wages               | 4,029,836          | 4,435,573            | 3,960,174         | 4,285,457         | 4,285,457             | 4,285,457   |
| Other Employee Benefits        | 4,897              | 7,496                | 6,606             | 5,000             | 5,000                 | 5,000   |
| Employee Benefits              | 1,726,415          | 1,872,980            | 1,760,765         | 1,841,143         | 1,841,143             | 1,841,143   |
| Board Compensation             | 900                | 900                  | 0                 | 900               | 900                   | 900   |
| <b>Total Personal Services</b> | <b>5,762,048</b>   | <b>6,316,949</b>     | <b>5,727,545</b>  | <b>6,132,500</b>  | <b>6,132,500</b>      | <b>6,132,500</b>  |
| <b>Operating Expenditures</b>  |                    |                      |                   |                   |                       |   |
| Professional Fees              | 814,736            | 845,590              | 838,090           | 845,590           | 845,590               | 845,590   |
|                                |                    |                      |                   |                   |                       | <i>Custodial and security services; legal and engineering fees.</i>   |
| Maintenance Service            | 674,239            | 691,900              | 842,069           | 892,177           | 850,377               | 850,377   |
|                                |                    |                      |                   |                   |                       | <i>Janitorial services, building and mechanical systems projects.</i>   |
| Rent                           | 539,841            | 538,350              | 533,828           | 545,800           | 545,650               | 545,650   |
|                                |                    |                      |                   |                   |                       | <i>Includes Parole, Probation &amp; Community Service lease; juror parking, Public Defender's Office.</i>     |
| Utility Services               | 65,351             | 69,150               | 59,191            | 61,700            | 61,700                | 61,700  |
|                                |                    |                      |                   |                   |                       | <i>Includes solid waste disposal charges, water &amp; sewer services.</i>                                     |
| Construction Services          | 5,346              | 0                    | 0                 | 40,000            | 40,000                | 40,000  |
|                                |                    |                      |                   |                   |                       | <i>Capital Repair Plan.</i>   |
| Other Purchased Services       | 467,415            | 446,686              | 403,039           | 426,645           | 418,745               | 418,745   |
|                                |                    |                      |                   |                   |                       | <i>Insurance premiums, pagers, telephone services, blanket contracts for preventive maintenance services.</i> |
| Training & Conference          | 2,729              | 8,600                | 9,165             | 16,600            | 10,900                | 10,900  |
| General Supplies               | 780,657            | 920,475              | 851,808           | 922,675           | 908,175               | 908,175   |
|                                |                    |                      |                   |                   |                       | <i>Janitorial &amp; maintenance repair supplies; small equipment purchases.</i>                               |
| Energy                         | 2,228,812          | 2,193,850            | 2,011,982         | 2,084,044         | 2,084,044             | 2,084,044   |
|                                |                    |                      |                   |                   |                       | <i>Electricity, natural gas, gasoline.</i>  |
| Operating Supplies             | 1,002,557          | 975,150              | 896,256           | 1,046,150         | 1,019,650             | 1,019,650   |
|                                |                    |                      |                   |                   |                       | <i>Tires &amp; automotive supplies, protective gear, repair supplies.</i>                                     |
| Other Operating Costs          | 52,167             | 77,934               | 62,645            | 81,305            | 80,305                | 80,305  |
|                                |                    |                      |                   |                   |                       | <i>Insurance claims, memberships &amp; dues.</i>  |
| <b>Total Operating Exps.</b>   | <b>6,633,850</b>   | <b>6,767,685</b>     | <b>6,508,073</b>  | <b>6,962,686</b>  | <b>6,865,136</b>      | <b>6,865,136</b>  |
| <b>Capital Outlay</b>          | <b>72,147</b>      | <b>10,450</b>        | <b>22,036</b>     | <b>66,000</b>     | <b>66,000</b>         | <b>66,000</b>   |
| <b>Total Expenditures</b>      | <b>12,468,045</b>  | <b>13,095,084</b>    | <b>12,257,654</b> | <b>13,161,186</b> | <b>13,063,636</b>     | <b>13,063,636</b>   |
| Cost-Sharing Expenses          | 1,736,815          | 1,136,477            | 1,400,656         | 1,055,432         | 1,055,432             | 1,055,432   |
| Contra-Expenses                | (7,725,388)        | (7,521,761)          | (7,151,857)       | (7,134,973)       | (7,134,042)           | (7,134,042)   |
| <b>REVENUES</b>                | <b>946,561</b>     | <b>832,300</b>       | <b>775,749</b>    | <b>782,740</b>    | <b>782,740</b>        | <b>782,740</b>  |
| POSITIONS (FT/PT)              | 140/4              | 140/4                | 140/4             | 140/4             | 140/4                 | 140/4   |

**Budget Highlights:** The FY16 Adopted budget is \$31,448, or 0.2% lower than FY15. Revenue is down slightly (\$49,560, or 6.0%). There are savings in Personal Costs for FY16 as well as anticipated savings in utilities and gasoline. The budget to budget change is skewed slightly due to Capital Repair Plan funds being added back to the department's budget after being budgeted in a CPO the past few years.

**Horizon Issues:** Due to the creation of the motor pool, the total number of vehicles has been reduced, however, mileage driven has increased, due to rotation of vehicles, many will need to be replaced in the next several years. The continual management of the Hall of Justice Upfit project and management of space needs as the Hall of Justice Renovation project is discussed.

# HUMAN RESOURCES

**Mission:** Human Resources provides quality, professional services to attract, develop, motivate and retain a diverse workforce. As a strategic partner, we provide comprehensive HR services along with guidance in the development, implementation and equitable administration of policies and procedures, thus fostering a positive work environment. Our values of continuous improvement, team work and achieving results are woven into every aspect of human resources management.

**Program Descriptions:**

*Personnel Management* - is focused on providing key support and resources for all departments by facilitating recruitment, vetting and managing compensation and classification, benefits, and facilitating employee relations for Forsyth County government departments. The Human Resources department support all departments and acts as a resource to the County Manager and executive staff team in managing the most important resources of the county: the employees.

*In-Service Training* - supports all County employees and departments by providing training opportunities, encouraging

training and development participation, developing courses to meet training and development needs and coordinating with external vendors to meet unique training needs.

**Accomplishments:** Developed employee newsletter, HR Connection as a mechanism to communicate with employees; Implemented additional voluntary benefits (vision insurance, long-term disability insurance) to enhance employee benefits options; Implementation of spouse participation in the wellness program; Continued the transition of personnel records to electronic records.

**FY16 GOALS:** Continue to work on overall process improvements to provide more effective and efficient customer service; Implement leadership development courses for current and prospective county leaders; Support the improvement and increase the participation of employees in wellness initiatives and programs; Complete the scanning of personnel records to electronic records.

**PROGRAM SUMMARY**

|                 | FY 13-14       | FY 14-15       |                | FY 15-16       |                |                |
|-----------------|----------------|----------------|----------------|----------------|----------------|----------------|
|                 | Actual         | Original       | Estimate       | Request        | Recommend      | Adopted        |
| Human Resources | 813,301        | 895,767        | 770,471        | 921,700        | 898,245        | 898,245        |
| <b>TOTAL</b>    | <b>813,301</b> | <b>895,767</b> | <b>770,471</b> | <b>921,700</b> | <b>898,245</b> | <b>898,245</b> |

**Key Performance Measures:**

|                                    | FY 12 | FY 13 | FY 14 |
|------------------------------------|-------|-------|-------|
| <u>Turnover % by Service Area</u>  |       |       |       |
| Admin & Support                    | 10.3% | 9.6%  | 12.5% |
| Community & Economical Development | 0.0%  | 20.0% | 0.0%  |
| Cultural & Recreation              | 12.0% | 14.4% | 14.9% |
| Environmental Management           | 10.0% | 21.7% | 4.2%  |
| General Government                 | 3.9%  | 3.7%  | 23.2% |
| Health                             | 11.9% | 14.7% | 22.5% |
| Public Safety                      | 10.3% | 12.0% | 21.1% |
| Socials Services                   | 11.9% | 10.7% | 14.7% |
| Total Turnover                     | 10.7% | 11.8% | 13.7% |
| Sick Leave Utilization             | 3.3%  | 3.5%  | 3.5%  |

# HUMAN RESOURCES

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|                                      | FY 13-14   | FY 14-15              |                       | FY 15-16              |                       |                       |
|--------------------------------------|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                                      | Actual   | Original              | Estimate              | Request               | Recommend             | Adopted               |
| <b><u>EXPENDITURES</u></b>           |  |                       |                       |                       |                       |                       |
| <b><i>Personal Services</i></b>      |  |                       |                       |                       |                       |                       |
| Salaries & Wages                     | 481,687  | 519,088               | 429,416               | 531,813               | 498,730               | 498,730               |
| Employee Benefits                    | 148,098  | 155,389               | 123,465               | 160,707               | 150,335               | 150,335               |
| <b>Total Personal Services</b>       | <b>629,785</b>   | <b>674,477</b>        | <b>552,881</b>        | <b>692,520</b>        | <b>649,065</b>        | <b>649,065</b>        |
| <b><i>Operating Expenditures</i></b> |  |                       |                       |                       |                       |                       |
| Professional Fees                    | 38,875   | 40,000                | 40,000                | 40,000                | 40,000                | 40,000                |
|                                      | <i>Contracts for the County's Employee Assistance Program; pre-employment drug screens, psychological exams &amp; physicals.</i> |                       |                       |                       |                       |                       |
| Rent                                 | 320  | 750                   | 750                   | 750                   | 750                   | 750                   |
| Other Purchased Services             | 91,645   | 113,600               | 111,900               | 121,200               | 141,200               | 141,200               |
|                                      | <i>Criminal &amp; drivers license checks; COBRA Admin.; Flex Program Admin., Neo Gov contracts.</i>                              |                       |                       |                       |                       |                       |
| Training & Conference                | 3,747  | 10,850                | 10,850                | 10,850                | 10,850                | 10,850                |
| General Supplies                     | 10,670   | 9,100                 | 9,100                 | 9,100                 | 9,100                 | 9,100                 |
|                                      | <i>Office supplies; small equipment; books &amp; subscriptions.</i>  |                       |                       |                       |                       |                       |
| Operating Supplies                   | 15,937   | 22,800                | 22,800                | 22,800                | 22,800                | 22,800                |
|                                      | <i>Employee service awards.</i>  |                       |                       |                       |                       |                       |
| Other Operating Costs                | 22,322   | 24,190                | 22,190                | 24,480                | 24,480                | 24,480                |
|                                      | <i>Tuition reimbursement; membership &amp; dues; insurance claims.</i>   |                       |                       |                       |                       |                       |
| <b>Total Operating Exps.</b>         | <b>183,516</b>   | <b>221,290</b>        | <b>217,590</b>        | <b>229,180</b>        | <b>249,180</b>        | <b>249,180</b>        |
| <b>Total Expenditures</b>            | <b><u>813,301</u></b>  | <b><u>895,767</u></b> | <b><u>770,471</u></b> | <b><u>921,700</u></b> | <b><u>898,245</u></b> | <b><u>898,245</u></b> |
| Cost-Sharing Expenses                | 67,163   | 152,224               | 6,090                 | 5,220                 | 5,220                 | 5,220                 |
| POSITIONS (FT/PT)                    | 9/0  | 9/0                   | 9/0                   | 10/0                  | 9/0                   | 9/0                   |

**Budget Highlights:** The Human Resources FY16 Adopted budget reflects a decrease of \$2,637, driven primarily by a reduction in salaries and wages. This decrease is offset by an additional \$20,000 that has been added to supplement the County's Compensation and Class studies.

**Horizon Issues:** Continued and increasing turnover of employees resulting from competition with local and regional counties and municipalities; Pending legislation (such as proposed revision of Fair Labor Standards Act).

# MAPFORSYTH

**Mission:** To work in partnership with all municipalities within Forsyth County to provide accurate, consistent, accessible, and comprehensive GIS data while maintaining GIS infrastructure, and GIS services to support the unique business needs of Forsyth County and all the municipalities contain therein and the communities we serve.

**Program Descriptions:**

*MapForsyth / City-County Geographic Information:*  
MapForsyth is an enterprise GIS office. MapForsyth is designed to support departments and municipalities who already are using GIS, while supporting and training others

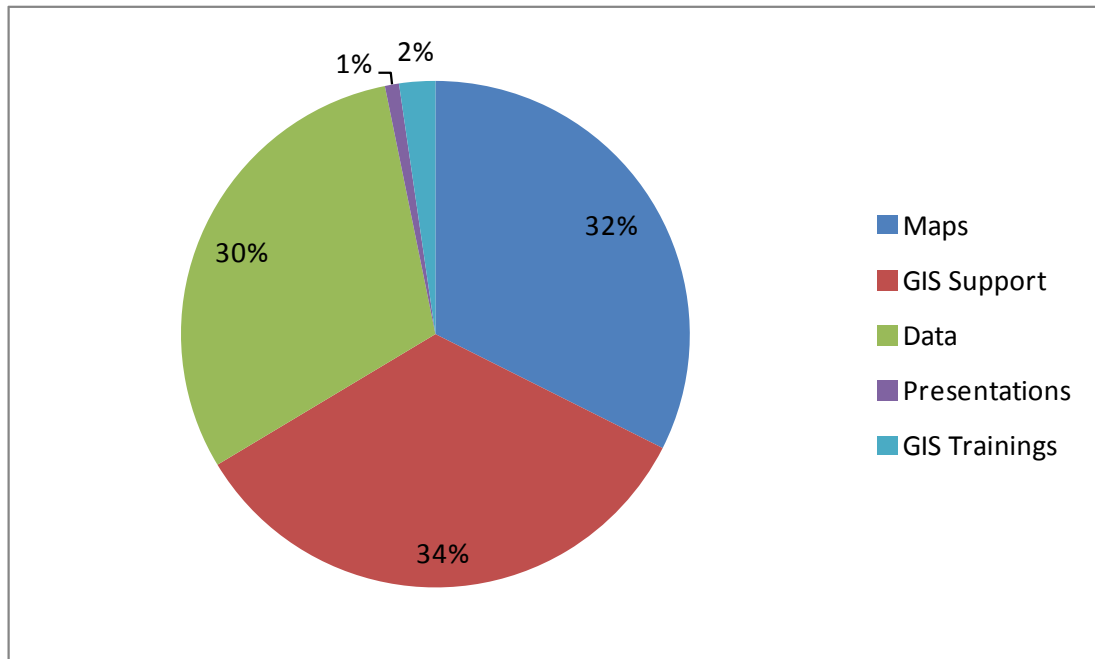
who do not have GIS personnel. Projects include Maps, GIS Support, Data, GIS Presentations and GIS Trainings.

**FY16 GOALS:** - MapForsyth will begin work on Phase II of the Master Address Repository Addressing Project; Combine the City of Winston-Salem and Forsyth County Esri Software Licenses, thus creating a GIS User Inventory and Software Inventory; Complete a re-write of a Sales Application; Update the 2009 GIS Strategic Plan; and Populate the newly created Centralized GIS Data repository with data from municipalities.

**PROGRAM SUMMARY**

|              | FY 13-14<br>Actual | FY 14-15<br>Original | FY 14-15<br>Estimate | FY 15-16<br>Request   | FY 15-16<br>Recommend | FY 15-16<br>Adopted   |
|--------------|--------------------|----------------------|----------------------|-----------------------|-----------------------|-----------------------|
| MapForsyth   | N/A                | N/A                  | N/A                  | 835,130               | 835,130               | 835,130               |
| <b>TOTAL</b> | <b>N/A</b>         | <b>N/A</b>           | <b>N/A</b>           | <b><u>835,130</u></b> | <b><u>835,130</u></b> | <b><u>835,130</u></b> |

**Key Performance Measures:**



*Planned Division of Staff Time*

- Maps - Creation, Updates, Web Development, etc.
- GIS Support - Technical Support
- Data - Creation, Update, Etc.
- GIS Presentation - Presentations to stakeholders
- GIS Trainings - Trainings by MapForsyth to Clients

# MAPFORSYTH

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|                                       | FY 13-14<br>Actual | FY 14-15<br>Original | Estimate | Request        | FY 15-16<br>Recommend                     | Adopted        |
|---------------------------------------|--------------------|----------------------|----------|----------------|---|----------------|
| <b><u>EXPENDITURES</u></b>            |                    |                      |          |                |   |                |
| <b><i>Personal Services</i></b>       |                    |                      |          |                |   |                |
| Salaries & Wages                      |                    |                      |          | 398,530        | 398,530                                   | 398,530        |
| Employee Benefits                     |                    |                      |          | 127,700        | 127,700                                   | 127,700        |
| <b><i>Total Personal Services</i></b> | <b>0</b>           | <b>0</b>             | <b>0</b> | <b>526,230</b> | <b>526,230</b>                            | <b>526,230</b> |
| <b><i>Operating Expenditures</i></b>  |                    |                      |          |                |   |                |
| Other Purchased Services              |                    |                      |          | 296,720        | 296,720                                   | 296,720        |
|                                       |                    |                      |          |                | <i>Software Licensing and Maintenance</i> |                |
| Training & Conference                 |                    |                      |          | 8,380          | 8,380                                     | 8,380          |
| General Supplies                      |                    |                      |          | 2,000          | 2,000                                     | 2,000          |
|                                       |                    |                      |          |                | <i>Office supplies, small equipment.</i>  |                |
| Other Operating Costs                 |                    |                      |          | 1,800          | 1,800                                     | 1,800          |
|                                       |                    |                      |          |                | <i>Insurance claims.</i>                  |                |
| <b><i>Total Operating Exps.</i></b>   | <b>0</b>           | <b>0</b>             | <b>0</b> | <b>308,900</b> | <b>308,900</b>                            | <b>308,900</b> |
| <b>Total Expenditures</b>             | <b>0</b>           | <b>0</b>             | <b>0</b> | <b>835,130</b> | <b>835,130</b>                            | <b>835,130</b> |
| Cost-Sharing Expenses                 |                    |                      |          | 38             | 38  | 38             |
| <b><u>REVENUES</u></b>                | <b>0</b>           | <b>0</b>             | <b>0</b> | <b>402,820</b> | <b>402,820</b>                            | <b>402,820</b> |
| POSITIONS (FT/PT)                     |                    |                      |          | 6/0            | 6/0                                       | 6/0            |

**Budget Highlights:** This is the first budget for MapForsyth. The department will be staffed by six positions - the GIO, two GIS Programmers, one GIS Analyst, and two Addressing Analysts. Operating Expenses are primarily in Software Licensing and Maintenance (ESRI contract) and Other Contractual Services (Phase II of the Master Addressing Repository Contract with Spatial Focus). Most of the costs included in this budget were previously budgeted in Tax Administration and MIS. The revenue for MapForsyth is primarily from the City of Winston-Salem as MapForsyth will operate as a joint City/County department, similar to Planning and Purchasing.

**Horizon Issues:** MapForsyth will continue to formalize GIS agreements with other municipalities, expand GIS technology, and provide a return on the investment the City of Winston-Salem and Forsyth County have made in GIS. Challenges on the horizon include the failure of 3rd Party systems not upgrading their GIS licensing, supporting multiple versions of ArcGIS Licenses, and the cost of future GIS projects, i.e. Planimetrics (\$800,000).

# PURCHASING

**Mission:** To provide centralized procurement service for the City of Winston-Salem, the County of Forsyth, the City/County Utilities Commission, and the Winston-Salem Transit Authority

required by law; prepares informal construction and equipment contracts; holds pre-bid conferences.

**Program Descriptions:**

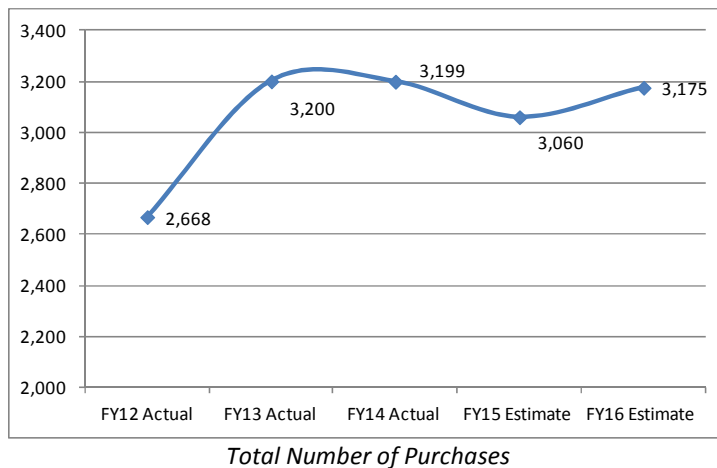
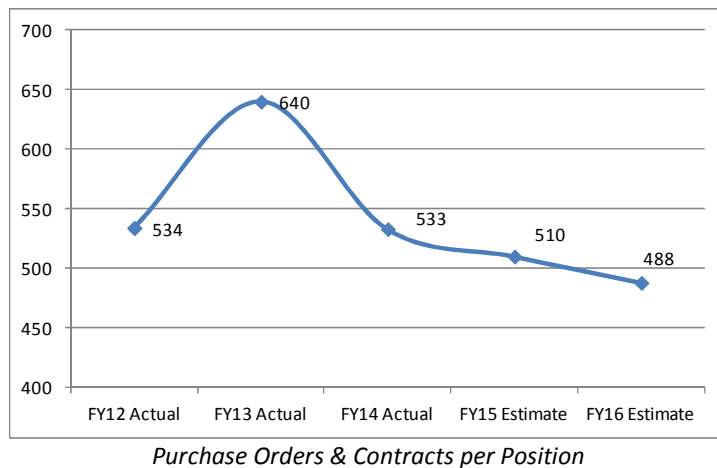
*Purchasing* - procures equipment and supplies for the City & County; prepares formal construction contract bids as

**Winston-Salem/Forsyth County Purchasing is a joint City/County agency administered by the City of Winston-Salem. For more information, please visit: <http://www.cityofws.org/departments/finance/purchasing>**

**PROGRAM SUMMARY**

|                     | FY 13-14<br>Actual    | FY 14-15<br>Original  | FY 14-15<br>Estimate  | FY 15-16<br>Request   | FY 15-16<br>Recommend | Adopted               |
|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Purchasing          | 146,893               | 108,970               | 108,970               | 116,220               | 116,220               | 117,230               |
| <b>County Share</b> | <b><u>146,893</u></b> | <b><u>108,970</u></b> | <b><u>108,970</u></b> | <b><u>116,220</u></b> | <b><u>116,220</u></b> | <b><u>117,230</u></b> |

**Key Performance Measures:**



# PURCHASING

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|                            | FY 13-14              | FY 14-15              |                       |                       | FY 15-16              |                       |
|----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                            | Actual                | Original              | Estimate              | Request               | Recommend             | Adopted               |
| <b><u>EXPENDITURES</u></b> |                       |                       |                       |                       |                       |                       |
| Payments T/O Agencies      | 146,893               | 108,970               | 108,970               | 116,220               | 116,220               | 117,230               |
| <b>Total Expenditures</b>  | <b><u>146,893</u></b> | <b><u>108,970</u></b> | <b><u>108,970</u></b> | <b><u>116,220</u></b> | <b><u>116,220</u></b> | <b><u>117,230</u></b> |
| <b><u>REVENUES</u></b>     |                       |                       |                       |                       |                       |                       |
| County                     | <b><u>146,893</u></b> | <b><u>108,970</u></b> | <b><u>108,970</u></b> | <b><u>116,220</u></b> | <b><u>116,220</u></b> | <b><u>117,230</u></b> |

# ATTORNEY

**Mission:** To protect and preserve the interests of Forsyth County Government through the initiation and defense of legal proceedings and the successful conclusion of these proceedings, to provide accurate legal advice upon which decisions can be made by the Board and County departments.

departments & agencies about legal matters; prepares & reviews documents such as contracts, ordinances, resolutions, legislation, and notices.

*Attorney – Social Services* – Provides legal services to the Department of Social Services for child welfare and child support cases.

**Program Descriptions:**

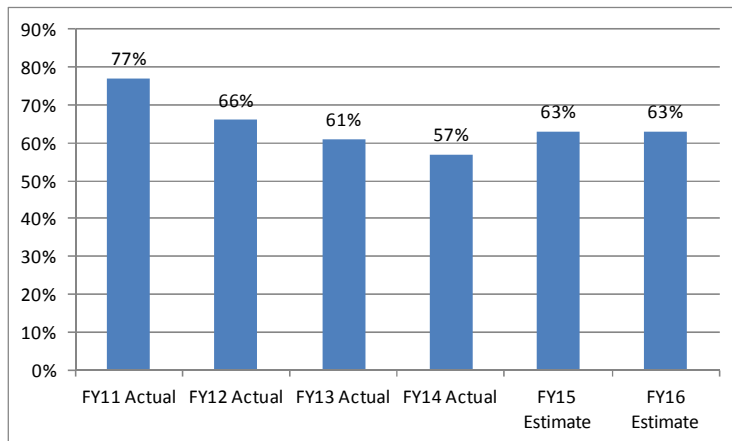
**Accomplishments:** Reformed and revised Commissioners' Meeting Prayer Policy.

*Attorney* – Represents County to protect its interests through the initiation, defense, and conclusion of legal proceedings including lawsuit, administrative proceedings, and claims; provides advice to Board of Commissioners, County

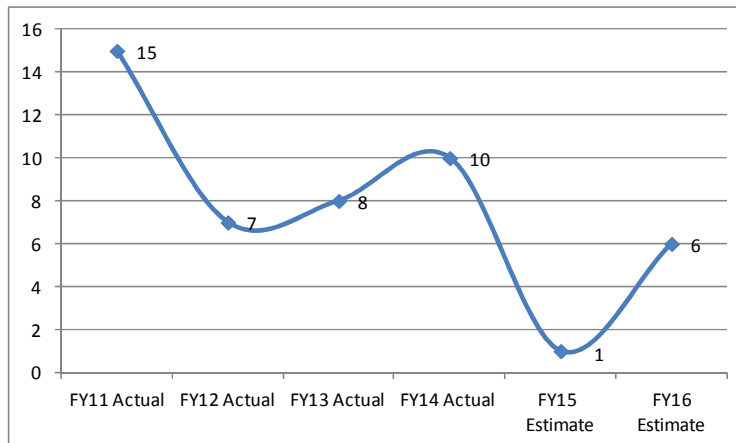
**PROGRAM SUMMARY**

|                            | FY 13-14<br>Actual | FY 14-15<br>Original | FY 14-15<br>Estimate | FY 15-16<br>Request | FY 15-16<br>Recommend | FY 15-16<br>Adopted |
|----------------------------|--------------------|----------------------|----------------------|---------------------|-----------------------|---------------------|
| Attorney                   | 691,244            | 726,268              | 702,558              | 740,388             | 740,388               | 740,388             |
| Attorney - Social Services | 586,183            | 583,055              | 601,283              | 597,116             | 597,116               | 597,116             |
| <b>Total</b>               | <u>1,277,427</u>   | <u>1,309,323</u>     | <u>1,303,841</u>     | <u>1,337,504</u>    | <u>1,337,504</u>      | <u>1,337,504</u>    |

**Key Performance Measures:**



Percentage of Contracts Processed in One Working Week



Number of Tort Claims



# ATTORNEY

|                                | FY 13-14         | FY 14-15         |                  | FY 15-16         |                  |  |
|--------------------------------|------------------|------------------|------------------|------------------|------------------|--|
|                                | Actual           | Original         | Estimate         | Request          | Recommend        | Adopted  |
| <b>EXPENDITURES</b>            |                  |                  |                  |                  |                  |  |
| <i>Personal Services</i>       |                  |                  |                  |                  |                  |  |
| Salaries & Wages               | 967,009          | 982,282          | 987,693          | 1,001,474        | 1,001,474        | 1,001,474  |
| Other Employee Benefits        | 522              | 520              | 520              | 520              | 520              | 520  |
| Employee Benefits              | 273,563          | 266,795          | 265,419          | 276,208          | 276,208          | 276,208  |
| <b>Total Personal Services</b> | <b>1,241,094</b> | <b>1,249,597</b> | <b>1,253,632</b> | <b>1,278,202</b> | <b>1,278,202</b> | <b>1,278,202</b>   |
| <i>Operating Expenditures</i>  |                  |                  |                  |                  |                  |  |
| Professional Fees              | 0                | 1,000            | 1,000            | 1,000            | 1,000            | 1,000  |
| Maintenance Service            | 0                | 60               | 20               | 60               | 60               | 60   |
| Rent                           | 3,910            | 4,320            | 4,030            | 4,260            | 4,260            | 4,260  |
| Other Purchased Services       | 9,174            | 13,640           | 11,010           | 13,026           | 13,026           | 13,026   |
| Training & Conference          | 6,379            | 13,058           | 9,701            | 11,888           | 11,888           | 11,888   |
| General Supplies               | 11,426           | 13,880           | 13,480           | 15,800           | 15,800           | 15,800   |
| Operating Supplies             | 973              | 200              | 900              | 200              | 200              | 200  |
| Other Operating Costs          | 4,471            | 13,568           | 10,068           | 13,068           | 13,068           | 13,068   |
| <b>Total Operating Exps.</b>   | <b>36,333</b>    | <b>59,726</b>    | <b>50,209</b>    | <b>59,302</b>    | <b>59,302</b>    | <b>59,302</b>  |
| <b>Total Expenditures</b>      | <b>1,277,427</b> | <b>1,309,323</b> | <b>1,303,841</b> | <b>1,337,504</b> | <b>1,337,504</b> | <b>1,337,504</b>   |
| Cost-Sharing Expenses          | 39,634           | 19,439           | 17,505           | 21,258           | 21,258           | 21,258   |
| Contra-Expenses                | (565,601)        | (583,055)        | (601,491)        | (597,116)        | (597,116)        | (597,116)  |
|                                |                  |                  |                  |                  |                  | <i>Social Services' Attorneys and Paralegal charge back.</i> |
| <b>REVENUES</b>                | <b>33</b>        | <b>0</b>         | <b>48</b>        | <b>0</b>         | <b>0</b>         | <b>0</b>   |
| POSITIONS (FT/PT)              | 13/0             | 13/0             | 13/0             | 13/0             | 13/0             | 13/0   |

**Budget Highlights:** The FY16 Adopted budget for the County Attorney is an increase of \$28,176, or 2.5%, over the FY15 budget. This increase is driven by personal services, which are up \$28,605 year over year. Operating expenditures decrease slightly. Risk management claims and travel decrease while legal book subscriptions drive a small (less than \$2,000) increase in general supplies.

**Horizon Issues:** Potential need for additional staff in Social Services Attorney division due to increased caseloads in Child Welfare and Child Support. Request would possibly include an additional Attorney and paralegal plus associated costs for equipment, training, and various other operating costs.

# COUNTY COMMISSIONERS & MANAGER

**Mission:** To provide legislative and policy leadership for County Government. To supervise and direct the administration of all County Departments, Boards, Commissions and Agencies under the general control of the Board of County Commissioners.

**Program Descriptions:**

*County Commissioners & Managers* - Board sets policy; Manager executes policy and is responsible for the direction and supervision of all departments under the Board's general control; Manager's staff assists in these functions; The County Clerk is in the Manager's Office and responds to informational and administrative needs of Board and Manager.

|                          | Actual                | Original                | Estimate              | Request                 | Recommend               | Adopted                 |
|--------------------------|-----------------------|-------------------------|-----------------------|-------------------------|-------------------------|-------------------------|
| County Commis. & Manager | 942,830               | 1,055,701               | 983,536               | 1,097,216               | 1,097,216               | 1,097,216               |
| <b>TOTAL</b>             | <b><u>942,830</u></b> | <b><u>1,055,701</u></b> | <b><u>983,536</u></b> | <b><u>1,097,216</u></b> | <b><u>1,097,216</u></b> | <b><u>1,097,216</u></b> |

|  | FY 13-14<br>Actual | FY 14-15<br>Original | Estimate | Request | FY 15-16<br>Recommend | Adopted |
|--|--------------------|----------------------|----------|---------|-----------------------|---------|
|--|--------------------|----------------------|----------|---------|-----------------------|---------|

**EXPENDITURES**

**Personal Services**

|                                |                       |                       |                       |                       |                       |                       |
|--------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Salaries & Wages               | 662,258               | 751,404               | 694,464               | 778,651               | 778,651               | 778,651               |
| Other Employee Benefits        | 2,779                 | 0                     | 2,348                 | 3,888                 | 3,888                 | 3,888                 |
| Employee Benefits              | 174,646               | 173,631               | 186,984               | 179,398               | 179,398               | 179,398               |
| <b>Total Personal Services</b> | <b><u>839,683</u></b> | <b><u>925,035</u></b> | <b><u>883,796</u></b> | <b><u>961,937</u></b> | <b><u>961,937</u></b> | <b><u>961,937</u></b> |

**Operating Expenditures**

|   |                       |                       |                      |                       |                       |                       |
|---|-----------------------|-----------------------|----------------------|-----------------------|-----------------------|-----------------------|
| Professional Fees   | 989                   | 4,000                 | 4,000                | 4,000                 | 4,000                 | 4,000                 |
| Maintenance Service   | 0                     | 300                   | 300                  | 300                   | 300                   | 300                   |
| Rent  | 40                    | 190                   | 190                  | 190                   | 190                   | 190                   |
| Other Purchased Services  | 37,245                | 38,050                | 19,200               | 38,595                | 38,595                | 38,595                |
| <i>Advertising, videotape briefings &amp; meetings, laser fiche and insurance premiums.</i> |                       |                       |                      |                       |                       |                       |
| Training & Conference   | 33,892                | 49,400                | 44,400               | 49,000                | 49,000                | 49,000                |
| General Supplies  | 25,258                | 26,304                | 23,150               | 28,390                | 28,390                | 28,390                |
| <i>Office supplies, books &amp; subscriptions, small equipment.</i>                         |                       |                       |                      |                       |                       |                       |
| Operating Supplies  | 321                   | 3,210                 | 3,000                | 5,474                 | 5,474                 | 5,474                 |
| Other Operating Costs   | 5,402                 | 9,212                 | 5,500                | 9,330                 | 9,330                 | 9,330                 |
| <i>Insurance claims.</i>  |                       |                       |                      |                       |                       |                       |
| <b>Total Operating Exps.</b>  | <b><u>103,147</u></b> | <b><u>130,666</u></b> | <b><u>99,740</u></b> | <b><u>135,279</u></b> | <b><u>135,279</u></b> | <b><u>135,279</u></b> |

|                           |                       |                         |                       |                         |                         |                         |
|---------------------------|-----------------------|-------------------------|-----------------------|-------------------------|-------------------------|-------------------------|
| <b>Total Expenditures</b> | <b><u>942,830</u></b> | <b><u>1,055,701</u></b> | <b><u>983,536</u></b> | <b><u>1,097,216</u></b> | <b><u>1,097,216</u></b> | <b><u>1,097,216</u></b> |
|---------------------------|-----------------------|-------------------------|-----------------------|-------------------------|-------------------------|-------------------------|

|                       |        |        |        |        |        |        |
|-----------------------|--------|--------|--------|--------|--------|--------|
| Cost-Sharing Expenses | 93,389 | 71,420 | 71,350 | 71,260 | 71,260 | 71,260 |
|-----------------------|--------|--------|--------|--------|--------|--------|

**REVENUES**

|  |          |          |          |          |          |          |
|--|----------|----------|----------|----------|----------|----------|
|  | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
|--|----------|----------|----------|----------|----------|----------|

|                   |     |     |     |     |     |     |
|-------------------|-----|-----|-----|-----|-----|-----|
| POSITIONS (FT/PT) | 6/1 | 6/1 | 6/1 | 6/1 | 6/1 | 6/1 |
|-------------------|-----|-----|-----|-----|-----|-----|

**Budget Highlights:** The Board of County Commissioners/Manager's Office FY16 Adopted budget reflects a County dollar increase of \$43,514, or 4.12%. This increase is primarily driven by annualized performance increases plus fringe benefit increases. For the purchase of one historic marker in Forsyth County, \$2,000 has been budgeted, and minor inflationary calculations have been made to several items. Commissioners' compensation increases are at the average of performance adjustments for County employees, which was calculated at 2.58%.

# DEBT SERVICE

**Mission:** To meet the legal requirement that the full amount of debt from bonds and installment purchases is included in the County's annual budget.

**Budget Highlights:** The FY 2016 Adopted budget reflects a net County dollar decrease of over \$2.4 million (4.6%) compared to the FY 2015 Adopted budget. The decrease is attributable to a decrease in debt obligations including the retirement and/or refunding of several debt issues. In the FY 2016 Adopted budget, revenue decreases as a result of a lack of transfers from Capital Project Ordinances being available to offset debt expenditures. From the Debt by Service area information below, Education Debt makes up 77.0% of the County's debt service obligations with the Winston-Salem/Forsyth County Public School System making up 68.1% of the 77%.

The FY 2016 Adopted budget reflects the first full year of debt services payments (principal and interest) for \$34m of Library Bonds issued in FY 2015. The debt service payment is less than the full year debt cost included in the FY 2015 budget to level the budget to budget change. While the actual estimated debt service payment for FY2015 is estimated at \$598,400, the FY 2015 budget wrapped a full year payment of \$3.328m into the budget. The FY2016 payment is actually estimated to be roughly \$80,100 higher than the estimated budget for FY 2015 but also includes fiscal agent fees and remarketing costs. The full year payment in FY 2015 was budgeted in order to force savings that will be available to offset the issuance of the final \$6 million of Library bonds scheduled to be issued during the latter part of calendar year 2016.

|                                | FY 13-14          | FY 14-15          |                   | FY 15-16          |                   |                   |
|--------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|                                | Actual            | Original          | Estimate          | Request           | Recommend         | Adopted           |
| General Obligation Bonds       | 53,909,500        | 54,673,394        | 50,318,329        | 52,043,615        | 52,043,615        | 52,043,615        |
| Non-General Obligation Debt    | 887,711           | 1,527,929         | 1,527,929         | 2,067,964         | 2,067,964         | 2,067,964         |
| Installment Purchase Contracts | 9,201,763         | 8,129,185         | 8,129,185         | 7,367,718         | 7,367,718         | 7,367,718         |
| <b>Total</b>                   | <b>63,998,974</b> | <b>64,330,508</b> | <b>59,975,443</b> | <b>61,479,297</b> | <b>61,479,297</b> | <b>61,479,297</b> |

## Debt By Service Area:

|                                  | <b>15-16%</b> |                   |                   |                   |                   |                   |                   |
|----------------------------------|---------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Animal Control                   | 0.8%          | 414,841           | 401,057           | 401,057           | 512,777           | 512,777           | 512,777           |
| Emergency Communications         | 0.1%          | 96,087            | 95,754            | 95,754            | 88,773            | 88,773            | 88,773            |
| EMS                              | 0.1%          | 30,134            | 30,094            | 30,094            | 61,371            | 61,371            | 61,371            |
| Sheriff Administration           | 4.5%          | 2,897,562         | 2,858,635         | 2,858,635         | 2,795,933         | 2,795,933         | 2,795,933         |
| Jail                             | 0.0%          | 183,158           | 176,383           | 176,383           | 0                 | 0                 | 0                 |
| Courts                           | 0.8%          | 418,671           | 449,838           | 433,244           | 485,714           | 485,714           | 485,714           |
| <b>Total Public Safety</b>       | <b>6.4%</b>   | <b>4,040,453</b>  | <b>4,011,761</b>  | <b>3,995,167</b>  | <b>3,944,568</b>  | <b>3,944,568</b>  | <b>3,944,568</b>  |
| Health                           | 0.2%          | 83,150            | 82,835            | 81,840            | 153,592           | 153,592           | 153,592           |
| Social Services                  | 2.0%          | 1,350,505         | 1,350,765         | 1,350,765         | 1,240,973         | 1,240,973         | 1,240,973         |
| Youth Services                   | 0.1%          | 53,375            | 51,602            | 51,602            | 65,976            | 65,976            | 65,976            |
| <b>Total Health/Social Svcs.</b> | <b>2.4%</b>   | <b>1,487,030</b>  | <b>1,485,202</b>  | <b>1,484,207</b>  | <b>1,460,541</b>  | <b>1,460,541</b>  | <b>1,460,541</b>  |
| Forsyth Tech                     | 8.9%          | 5,028,996         | 4,984,062         | 4,963,419         | 5,479,515         | 5,479,515         | 5,479,515         |
| Schools                          | 68.1%         | 47,748,337        | 44,996,006        | 43,451,847        | 41,863,723        | 41,863,723        | 41,863,723        |
| <b>Total Education</b>           | <b>77.0%</b>  | <b>52,777,333</b> | <b>49,980,068</b> | <b>48,415,266</b> | <b>47,343,238</b> | <b>47,343,238</b> | <b>47,343,238</b> |
| Library                          | 4.5%          | 183,077           | 3,511,735         | 781,235           | 2,796,858         | 2,796,858         | 2,796,858         |
| Parks                            | 3.2%          | 1,531,720         | 1,553,339         | 1,524,522         | 1,972,181         | 1,972,181         | 1,972,181         |
| <b>Total Culture &amp; Rec.</b>  | <b>7.8%</b>   | <b>1,714,797</b>  | <b>5,065,074</b>  | <b>2,305,757</b>  | <b>4,769,039</b>  | <b>4,769,039</b>  | <b>4,769,039</b>  |
| Technology                       | 1.6%          | 954,243           | 725,284           | 725,284           | 1,003,718         | 1,003,718         | 1,003,718         |
| General Services                 | 1.0%          | 561,767           | 600,530           | 587,172           | 631,153           | 631,153           | 631,153           |
| Administration/Other             | 3.8%          | 2,463,351         | 2,462,589         | 2,462,589         | 2,327,040         | 2,327,040         | 2,327,040         |
| <b>Total Admin./Other</b>        | <b>6.4%</b>   | <b>3,979,361</b>  | <b>3,788,403</b>  | <b>3,775,046</b>  | <b>3,961,911</b>  | <b>3,961,911</b>  | <b>3,961,911</b>  |
| <b>Total</b>                     | <b>100%</b>   | <b>63,998,974</b> | <b>64,330,508</b> | <b>59,975,443</b> | <b>61,479,297</b> | <b>61,479,297</b> | <b>61,479,297</b> |

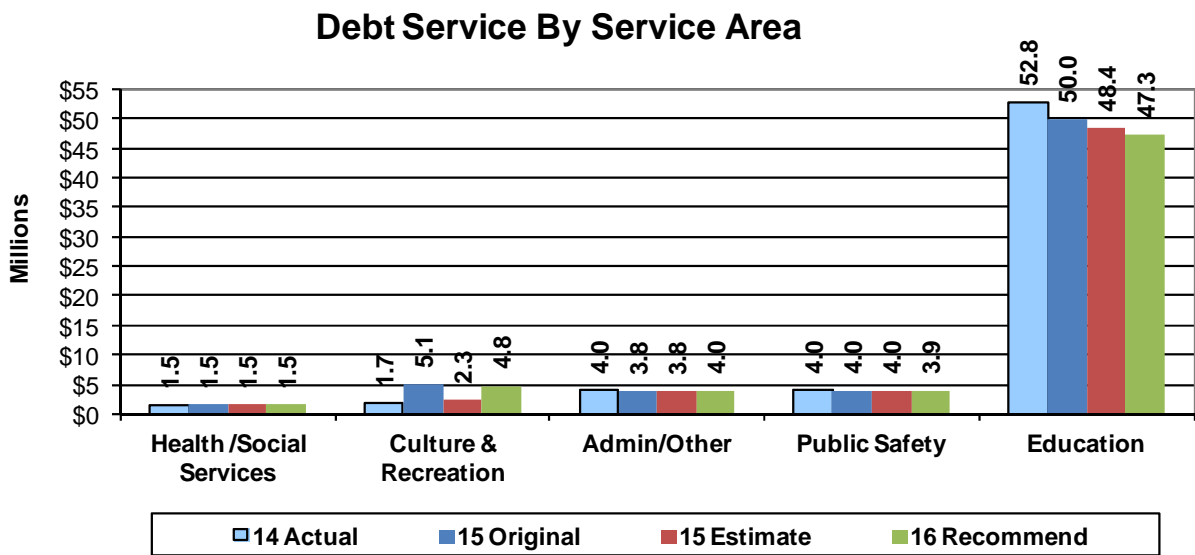
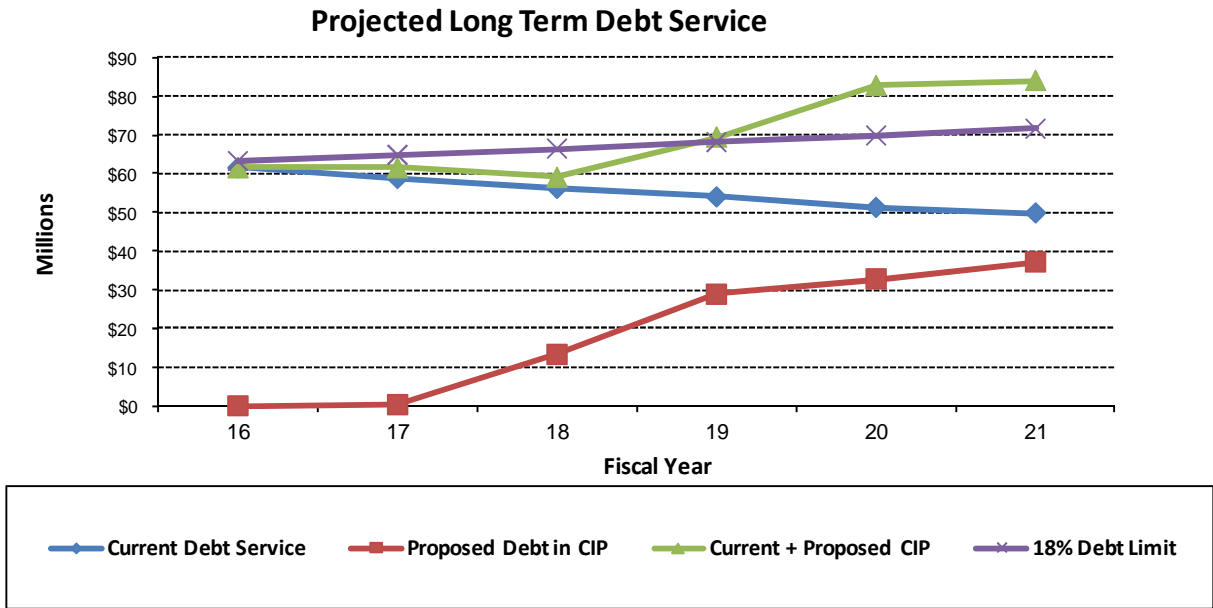
# DEBT SERVICE

|                                   | FY 13-14                 | FY 14-15                 |                          | Request                  | FY 15-16                 |                          |
|-----------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|                                   | Actual                   | Original                 | Estimate                 |                          | Recommend                | Adopted                  |
| <b><i>Debt by Issuance</i></b>    |                          |                          |                          |                          |                          |                          |
| 2003A Refunding                   | 373,031                  | 359,232                  | 359,232                  | -                        | -                        | -                        |
| 2004 Refunding                    | 6,702,725                | 2,463,300                | 2,463,300                | -                        | -                        | -                        |
| 2004 Schools VRDB                 | 1,180,288                | 1,588,975                | 1,140,200                | 1,537,859                | 1,537,859                | 1,537,859                |
| 2006 School Bonds                 | 523,500                  | 998,000                  | 998,000                  | 1,640,000                | 1,640,000                | 1,640,000                |
| 2006 PI 2/3rds Bonds              | 251,625                  | 244,000                  | 244,000                  | 820,000                  | 820,000                  | 820,000                  |
| 2007A Schools                     | 1,139,625                | 1,107,750                | 1,107,750                | 1,857,750                | 1,857,750                | 1,857,750                |
| 2007B Schools VRDB                | 994,895                  | 1,495,002                | 1,012,650                | 2,260,457                | 2,260,457                | 2,260,457                |
| 2007 Community College Bonds      | 420,750                  | 409,500                  | 409,500                  | 789,500                  | 789,500                  | 789,500                  |
| 2008 School Bonds                 | 5,388,906                | 5,256,407                | 4,204,954                | 3,047,500                | 3,047,500                | 3,047,500                |
| 2008 2/3rds Bonds                 | 752,094                  | 740,719                  | 574,672                  | 397,250                  | 397,250                  | 397,250                  |
| 2008 Refunding Bonds              | 5,730,725                | 6,515,200                | 6,515,200                | 2,711,875                | 2,711,875                | 2,711,875                |
| 2009 Educational Facilities Bonds | 3,018,500                | 2,969,000                | 2,449,750                | 1,864,500                | 1,864,500                | 1,864,500                |
| 2009 Refunding                    | 6,756,375                | 6,531,875                | 6,531,875                | 8,351,425                | 8,351,425                | 8,351,425                |
| 2010D QSCBs -Bonds                | 1,316,553                | 1,316,554                | 1,316,554                | 1,316,554                | 1,316,554                | 1,316,554                |
| 2010B GO P/I                      | 5,856,700                | 5,627,950                | 5,627,950                | 5,444,950                | 5,444,950                | 5,444,950                |
| 2010C BABs - Bonds                | 3,845,300                | 3,845,300                | 3,845,300                | 3,845,300                | 3,845,300                | 3,845,300                |
| 2010A Public Improvement 2/3rds   | 1,782,063                | 1,736,313                | 1,736,313                | 1,693,113                | 1,693,113                | 1,693,113                |
| 2010E Refunding                   | 4,988,300                | 4,868,150                | 4,868,150                | 4,748,900                | 4,748,900                | 4,748,900                |
| 2013 Public Improvement 2/3rds    | 942,938                  | 931,438                  | 931,438                  | 919,938                  | 919,938                  | 919,938                  |
| 2013 Educational Facilities       | 332,594                  | 328,094                  | 328,094                  | 323,594                  | 323,594                  | 323,594                  |
| 2013 Refunding                    | 1,612,014                | 1,648,650                | 1,648,650                | 1,648,650                | 1,648,650                | 1,648,650                |
| 2014 Public Improvement 2/3rds    | -                        | 363,085                  | 241,655                  | 991,500                  | 991,500                  | 991,500                  |
| 2014 Library Bonds                | -                        | 3,328,900                | 598,400                  | 2,424,000                | 2,424,000                | 2,424,000                |
| 2015 Refunding Bonds              | -                        | -                        | 1,164,742                | 3,409,000                | 3,409,000                | 3,409,000                |
| 2008 Installment Purch (Equip)    | 62,224                   | -                        | -                        | -                        | -                        | -                        |
| 2009 Installment Purch (Equip)    | 166,547                  | -                        | -                        | -                        | -                        | -                        |
| 2011 Installment Purch (Equip)    | 579,563                  | 579,565                  | 579,565                  | 869,346                  | 869,346                  | 869,346                  |
| 2014 Installment Purch (Refund)   | 79,377                   | 948,364                  | 948,364                  | 920,003                  | 920,003                  | 920,003                  |
| 2015 Installment Purch (Refund)   | -                        | -                        | -                        | 278,615                  | 278,615                  | 278,615                  |
| 2005 Refunding COPS               | 5,369,800                | 5,370,835                | 5,370,835                | 4,655,668                | 4,655,668                | 4,655,668                |
| 2005 School COPS                  | 1,035,013                | -                        | -                        | -                        | -                        | -                        |
| 2009 LOBS-Phillips Building       | 1,321,150                | 1,295,000                | 1,295,000                | 1,265,000                | 1,265,000                | 1,265,000                |
| 2012 LOBS-Phillips Building       | 1,475,800                | 1,463,350                | 1,463,350                | 1,447,050                | 1,447,050                | 1,447,050                |
| <b><u>Total Expenditures</u></b>  | <b><u>63,998,974</u></b> | <b><u>64,330,508</u></b> | <b><u>59,975,443</u></b> | <b><u>61,479,297</u></b> | <b><u>61,479,297</u></b> | <b><u>61,479,297</u></b> |
| <br>                              |                          |                          |                          |                          |                          |                          |
| <b><u>REVENUE</u></b>             | <b><u>8,251,128</u></b>  | <b><u>11,622,608</u></b> | <b><u>7,762,588</u></b>  | <b><u>11,214,260</u></b> | <b><u>11,214,260</u></b> | <b><u>11,214,260</u></b> |

# DEBT SERVICE

On April 27, 2015, the Board of Commissioners amended the County debt policy on the maximum annual debt service percentage allowable. In 2012, the Commissioners established a debt policy limiting the annual debt to fifteen (15%) of the total budget net of applicable revenue. The amended policy increases the maximum percentage to a straight 18% maximum of the appropriations in the annually adopted budgets as reflected in the budget ordinance.

The chart below compares committed, proposed, and total projected long-term debt service to projected budgets for fiscal years 2016 through 2021. Decisions related to the funding of new projects are considered within the framework of the debt policy. The "Proposed and Committed" is the debt service from all outstanding debt and proposed debt for future capital projects. 18% comparison for General Fund only. Does not take into account other Special Revenue Funds included in the Budget Ordinance.



Note: Proposed debt is for Capital Improvement Projects from a working plan presented to the Board of Commissioners at the 2015 Planning Workshop. The timing and cost of projects may change based on the priorities of the Board and financing options used for major projects such as the Schools. Adjustments may have to be made to the proposed Capital Improvement Plan if the Current plus Proposed Debt percentage exceeds 18%. Another potential change is with regards to what the total budgets for FY 2016 and beyond are. If annual appropriations remain stagnant, then debt to appropriations percentage increases which impacts the County's ability to take on additional debt.

# DEBT SERVICE

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| <b><u>TOTAL DEBT OUTSTANDING</u></b> |                         |                        |                    |                     |
|--------------------------------------|-------------------------|------------------------|--------------------|---------------------|
| <b>Approved/Issued</b>               |                         |                        |                    |                     |
| <b><u>Maturity Date</u></b>          | <b><u>Principal</u></b> | <b><u>Interest</u></b> | <b><u>Fees</u></b> | <b><u>Total</u></b> |
| June 30,                             |                         |                        |                    |                     |
| 2016                                 | 40,105,996              | 21,589,139             | 56,000             | 61,751,135          |
| 2017                                 | 38,770,000              | 19,958,812             | -                  | 58,728,812          |
| 2018                                 | 37,725,000              | 18,435,914             | -                  | 56,160,914          |
| 2019                                 | 37,195,000              | 16,766,125             | -                  | 53,961,125          |
| 2020                                 | 35,990,000              | 15,268,440             | -                  | 51,258,440          |
| 2021                                 | 36,020,000              | 13,807,079             | -                  | 49,827,079          |
| 2022                                 | 36,110,000              | 12,418,879             | -                  | 48,528,879          |
| 2023                                 | 36,295,000              | 10,921,481             | -                  | 47,216,481          |
| 2024                                 | 31,910,000              | 9,447,028              | -                  | 41,357,028          |
| 2025                                 | 32,115,000              | 8,048,946              | -                  | 40,163,946          |
| 2026                                 | 32,270,000              | 6,628,526              | -                  | 38,898,526          |
| 2027                                 | 31,470,000              | 5,395,392              | -                  | 36,865,392          |
| 2028                                 | 30,415,000              | 4,145,335              | -                  | 34,560,335          |
| 2029                                 | 30,340,000              | 2,741,628              | -                  | 33,081,628          |
| 2030                                 | 17,190,000              | 1,328,733              | -                  | 18,518,733          |
| 2031                                 | 7,565,000               | 592,625                | -                  | 8,157,625           |
| 2032                                 | 7,310,000               | 351,875                | -                  | 7,661,875           |
| 2033                                 | 3,360,000               | 117,000                | -                  | 3,477,000           |
| <b>TOTAL</b>                         | <b>522,155,996</b>      | <b>167,962,957</b>     | <b>56,000</b>      | <b>690,174,953</b>  |

## **LEGAL DEBT LIMIT AND AVAILABLE CAPACITY**

Restrictions on the amount of debt a county may incur are imposed by statute as well as by the State Constitution. G.S. 159-55 provides that the net debt of a county may not exceed 8% of the appraised value of the property subject to taxation by the county. Forsyth County's total legal debt capacity, outstanding debt and remaining capacity for additional projects are shown below.

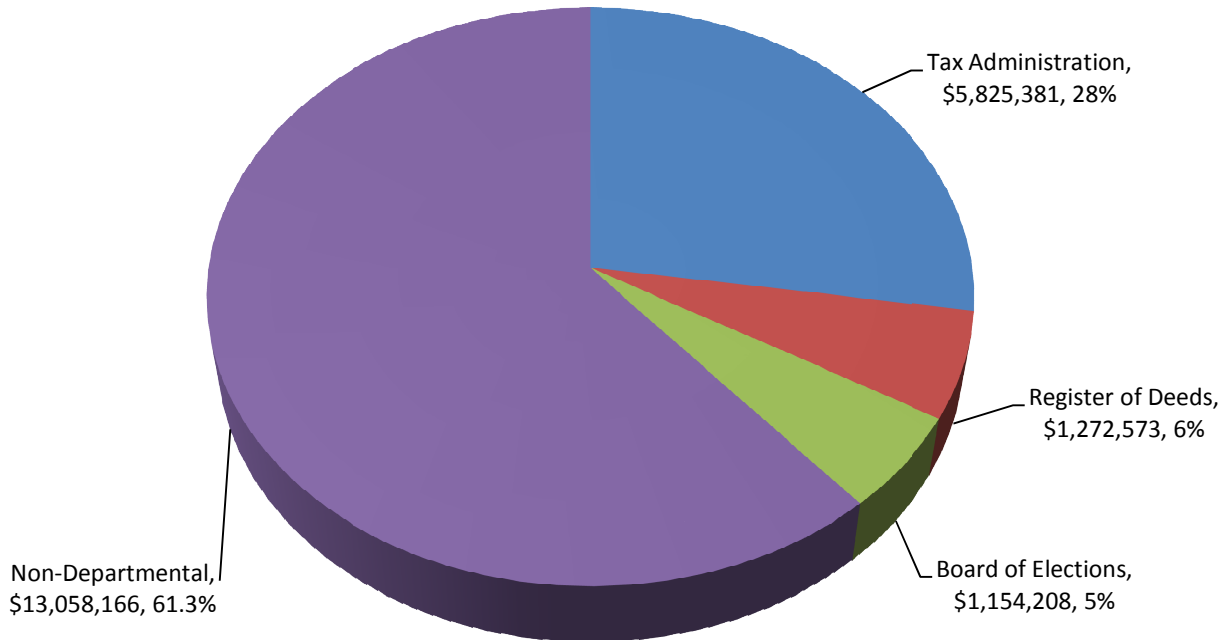
In FY 2015, the Board of Commissioners amended its official debt policy limiting debt service to 18% of the total annually appropriated budget. The amended policy increases the County's capacity to take on additional debt for future projects while limiting future outstanding debt to a level much lower than the legal debt capacity allowed by General Statute.

| <b><u>Legal Debt Margin</u></b> | <b><u>Outstanding Debt<br/>(Approved/Issued)</u></b> | <b><u>Unused Capacity</u></b> |
|---------------------------------|--|-------------------------------|
| <b>2,639,184,000</b>            | <b>544,704,357</b>                                   | <b>2,094,479,643</b>          |

# GENERAL GOVERNMENT SERVICE AREA

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## General Government Service Area - \$21.3million - 5.1% of General Fund Expenditures



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### Operating Goals & Objectives:

To provide certain services and functions which are the responsibilities of all county governments, and other services, which the Board of Commissioners has determined to be necessary and appropriate. This will be accomplished by:

- a. Administering fair and impartial elections, and maintaining accurate voting records.
- b. Setting and executing County policies.
- c. Maintaining public records in accordance with regulations and statutes, and making these records readily available to the public.
- d. Appraising property, processing property tax billings, and collecting taxes and fees.

# BOARD OF ELECTIONS

**Mission:** To administer fair and impartial elections, register voters & accept campaign reports in accordance with Federal, State, County and Municipal laws and regulations

system to be compatible with the new State registration system.

**Program Descriptions:**

*State, County & Municipal Elections* - conducts elections as required or requested by Federal, State and Local Governments.

Registration & Maintenance - maintains current records, keeps accurate counts of new and changed registration, assigns voters to correct districts (congress, state, senate, judicial, state house, municipality, ward, commissioner & school). Keeps records of voters voting. Continues implementation of Nation Voter Registration Act & NC's voter registration laws, sends verifications and confirmations to voters and keeps track of returns, coordinates registration

*Accomplishments:* The Board of Elections provided the most detailed voter history ever done in the office and identified new procedures to streamline office preparation and reporting for Election night.

**FY16 GOALS:** Prepare and plan for additional equipment to accommodate the 2016 elections needs.

**PROGRAM SUMMARY**

|                             | FY 13-14              | FY 14-15              |                       | FY 15-16                |                         |                         |
|-----------------------------|-----------------------|-----------------------|-----------------------|-------------------------|-------------------------|-------------------------|
|                             | Actual                | Original              | Estimate              | Request                 | Recommend               | Adopted                 |
| Registration & Maint.       | 563,641               | 620,056               | 528,881               | 2,190,663               | 619,718                 | 619,718                 |
| State, County & Mun. Elect. | 413,386               | 322,100               | 456,850               | 677,390                 | 534,490                 | 534,490                 |
| <b>Total</b>                | <b><u>977,027</u></b> | <b><u>942,156</u></b> | <b><u>985,731</u></b> | <b><u>2,868,053</u></b> | <b><u>1,154,208</u></b> | <b><u>1,154,208</u></b> |

**Key Performance Measures:**

**240,549**

*Number of Registered Voters in Forsyth County*

**14,409**

*New/Changed Registrations (FY14)*

**3**

*Elections Held (FY14)*

**101 / 37**

*Number of Precincts / Precincts with +3,000 Voters*



# BOARD OF ELECTIONS

|                                | FY 13-14              | FY 14-15              |                       | FY 15-16                |                         |  |
|--------------------------------|-----------------------|-----------------------|-----------------------|-------------------------|-------------------------|--|
|                                | Actual                | Original              | Estimate              | Request                 | Recommend               | Adopted  |
| <b>EXPENDITURES</b>            |                       |                       |                       |                         |                         |  |
| <b>Personal Services</b>       |                       |                       |                       |                         |                         |  |
| Salaries & Wages               | 503,193               | 439,698               | 437,540               | 603,491                 | 598,491                 | 598,491  |
|                                | 0                     | 0                     | 236                   | 400                     | 400                     | 400  |
| Employee Benefits              | 100,920               | 105,694               | 89,530                | 107,902                 | 107,902                 | 107,902  |
| Board Compensation             | 9,036                 | 9,040                 | 9,040                 | 9,040                   | 9,040                   | 9,040  |
| <b>Total Personal Services</b> | <b>613,149</b>        | <b>554,432</b>        | <b>536,346</b>        | <b>720,833</b>          | <b>715,833</b>          | <b>715,833</b>   |
| <b>Operating Expenditures</b>  |                       |                       |                       |                         |                         |  |
| Professional Fees              | 62,108                | 114,600               | 171,700               | 56,600                  | 48,600                  | 48,600   |
|                                |                       |                       |                       |                         |                         | <i>Temp agency workers to help prepare for elections, janitorial services for precincts.</i>                                 |
| Maintenance Service            | 49,665                | 53,500                | 46,610                | 88,000                  | 55,000                  | 55,000   |
|                                |                       |                       |                       |                         |                         | <i>Statutorily required maintenance for voting equipment, other equipment maintenance.</i>                                   |
| Rent                           | 59,905                | 26,000                | 48,175                | 134,000                 | 104,000                 | 104,000  |
|                                |                       |                       |                       |                         |                         | <i>Precinct space rental, truck rental to transport voting equipment.</i>  |
| Other Purchased Services       | 143,135               | 106,800               | 126,302               | 253,750                 | 150,850                 | 150,850  |
|                                |                       |                       |                       |                         |                         | <i>Voter card printing, software maintenance, ballot printing, advertising, insurance premiums, precinct phone services.</i> |
| Training & Conference          | 16,799                | 14,089                | 6,312                 | 15,900                  | 9,150                   | 9,150  |
|                                |                       |                       |                       |                         |                         | <i>Includes mileage for election workers.</i>  |
| General Supplies               | 29,046                | 28,700                | 15,850                | 56,230                  | 39,230                  | 39,230   |
|                                |                       |                       |                       |                         |                         | <i>Supplies &amp; small equipment for office, elections.</i>   |
| Operating Supplies             | 1,346                 | 13,500                | 7,186                 | 4,310                   | 3,310                   | 3,310  |
|                                |                       |                       |                       |                         |                         | <i>Supplies, computer software.</i>  |
| Other Operating Costs          | 1,874                 | 30,535                | 27,250                | 30,300                  | 28,235                  | 28,235   |
|                                |                       |                       |                       |                         |                         | <i>Memberships &amp; dues, insurance claims.</i>   |
| <b>Total Operating Exps.</b>   | <b>363,878</b>        | <b>387,724</b>        | <b>449,385</b>        | <b>639,090</b>          | <b>438,375</b>          | <b>438,375</b>   |
| <b>Capital Outlay</b>          | <b>0</b>              | <b>0</b>              | <b>0</b>              | <b>1,508,130</b>        | <b>0</b>                | <b>0</b>   |
| <b>TOTAL EXPENDITURES</b>      | <b><u>977,027</u></b> | <b><u>942,156</u></b> | <b><u>985,731</u></b> | <b><u>2,868,053</u></b> | <b><u>1,154,208</u></b> | <b><u>1,154,208</u></b>  |
| Cost-Sharing Expenses          | 92,135                | 108,005               | 62,997                | 115,572                 | 115,572                 | 115,572  |
| <b>REVENUES</b>                | <b><u>239,428</u></b> | <b><u>0</u></b>       | <b><u>0</u></b>       | <b><u>42,890</u></b>    | <b><u>39,990</u></b>    | <b><u>39,990</u></b>   |
| POSITIONS (FT/PT)              | 8/0                   | 8/0                   | 8/0                   | 8/0                     | 8/0                     | 8/0  |

**Budget Highlights:** The Adopted Budget for Board of Elections reflects a net County Dollar increase of \$172,062 (18.3%) from the previous year's budget. The Board of Elections will manage three elections in FY 2016 – Municipal elections in November 2015, the 2016 Presidential Primary in February or March of 2016, and the State-wide Primary in May of 2016. The additional cost of operating a separate Presidential and State-wide Primary in 2016 is the main driver of the Adopted budget increase.

The department requested \$1,508,130 to purchase new election equipment to replace the current equipment. The Board of Commissioners included \$1,000,000 in potential Pay-Go funding for the purchase of equipment in the FY 2016 budget contingent upon the State Board of Elections approving additional vendors to sell elections equipment in North Carolina. Currently there is only one vendor approved.

**Horizon Issues:** Preparing the department for more flexibility in legislative changes, and positioning the department in a manner that is more of a leadership role to other County Boards of Elections.

# NON-DEPARTMENTAL

**Purpose:** Non-Departmental is a group of accounts that are general in nature and apply to more than one department. These accounts are more centrally controlled by appropriating the funds in Non-Departmental. Every effort is made to include all feasible expenditures and revenues within operating budgets so that the accounts included in Non-Departmental are kept to a minimum.

**Account Descriptions:**

*Personal Services* - includes funds for costs associated with Retiree Health Insurance (\$3,050,000), partially offset by Retiree paid premiums; costs associated with the County's Unemployment expenditures (\$400,000); OPEB (Other Post Employee Benefits) [\$1,600,000]; Salary Savings - since there is no way to predict which departments will have vacancies or how many vacancies there will be in a given year, Salaries & Wages are budgeted at 100% but a negative \$1,500,000 is included here to capture those vacancies. Departments are unable to claim vacant position savings until the County is able reach this negative savings number. Also included in the Personal Services category of Non-departmental is the projected costs for the annual Employment Performance Pay System. For FY2016, the Recommended average increase is

2.58% with a range of 1% to 4%. This is based on an average employee rating of 3.1.

*Operating Expenditures* - includes the costs associated with the Annual Audit (Financial and Single audits); costs for membership & dues for various County associations and organizations such as the NCACC, NaCO, UNC School of Government, and Piedmont Triad Regional Council of Governments. administering a responsible adoption program, a lost and found program, microchip ID program, license sales, trap loan program & public education.

*Payments to Other Agencies* - Pass through funds to Utilities Commission for tire disposal fees, solid waste fees, electronic recycling funds, School PEG channel. All of these payments are 100% revenue offset.

*Operating Transfers Out* - Accounts for the annual transfer out to the Motive Equipment Replacement CPO and transfers to other funds and capital project ordinances.

*Revenues* - Account for all state, federal, and other reimbursements, fees, associated with the Payments to Other Agencies or not specific to a particular departmental program or function.

**PROGRAM SUMMARY**

|                  | FY 13-14  | FY 14-15   |           | FY 15-16   |            |            |
|------------------|-----------|------------|-----------|------------|------------|------------|
|                  | Actual    | Original   | Estimate  | Request    | Recommend  | Adopted    |
| Non-Departmental | 7,923,053 | 12,829,992 | 6,957,682 | 15,321,620 | 12,888,651 | 13,058,166 |

# NON-DEPARTMENTAL

|                                | FY13-14<br>Prior Year   | FY14-15<br>Original      | FY14-15<br>Estimate     | Request                  | FY15-16<br>Recommend   | Adopted                  |
|--------------------------------|-------------------------|--------------------------|-------------------------|--------------------------|--|--------------------------|
| <b>EXPENDITURES</b>            |                         |                          |                         |                          |  |                          |
| <b>Personal Services</b>       |                         |                          |                         |                          |  |                          |
| Salary Savings                 | 0                       | (2,558,706)              | 0                       | (2,500,000)              | (2,500,000)  | (2,511,085)              |
| Retiree Hospitalization        | 2,715,230               | 3,050,000                | 2,986,755               | 3,050,000                | 3,050,000  | 3,050,000                |
| Post Employment Benefits       | 0                       | 1,600,000                | 0                       | 1,600,000                | 1,600,000  | 1,600,000                |
| Employment Performance Pay     | 0                       | 1,449,910                | 0                       | 2,102,290                | 1,767,010  | 1,767,010                |
| Employer Share - 401k          | 0                       | 0                        | 0                       | 1,924,380                | 1,924,380  | 1,924,380                |
| Longevity Benefits             | 0                       | 13,085                   | 0                       | 0                        | 0  | 0                        |
| Retiree Life Insurance         | 9,348                   | 10,000                   | 10,000                  | 10,000                   | 10,000   | 10,000                   |
| Unemployment                   | 597,116                 | 500,000                  | 150,000                 | 450,000                  | 450,000  | 450,000                  |
| <b>Total Personal Services</b> | <b>3,321,694</b>        | <b>4,064,289</b>         | <b>3,146,755</b>        | <b>6,636,670</b>         | <b>6,301,390</b>   | <b>6,290,305</b>         |
| <b>Operating Expenditures</b>  |                         |                          |                         |                          |  |                          |
| Professional Fees              | 93,720                  | 75,000                   | 71,500                  | 75,000                   | 75,000   | 75,000                   |
| Other Operating Costs          | 165,140                 | 168,558                  | 147,282                 | 170,900                  | 170,900  | 170,900                  |
|                                |                         |                          |                         |                          | <i>Fee for year-end and single audit.</i>  |                          |
|                                |                         |                          |                         |                          | <i>Memberships \$150,900, survivor benefits \$20,000.</i>                              |                          |
| Prior Year Encumbrances        | 0                       | 1,800,000                | (2,000,000)             | 2,500,000                | 2,000,000  | 2,000,000                |
| Contingency                    | 0                       | 1,050,000                | 0                       | 1,400,000                | 1,187,500  | 1,187,500                |
|                                |                         |                          |                         |                          | <i>\$887,500 general contingency, \$300,000 special gifts.</i>                         |                          |
| Budget Reserve                 | 0                       | 0                        | 0                       | 1,002,450                | 944,861  | 944,861                  |
|                                |                         |                          |                         |                          | <i>Funds to address timesheet scheduling changes and holiday leave policy changes.</i> |                          |
| Claims                         | 261,947                 | 0                        | 0                       | 0                        | 0  | 0                        |
| <b>Total Operating Exps.</b>   | <b>520,807</b>          | <b>3,093,558</b>         | <b>(1,781,218)</b>      | <b>5,148,350</b>         | <b>4,378,261</b>   | <b>4,378,261</b>         |
| <b>Payments T/O Agencies</b>   | <b>552,285</b>          | <b>605,000</b>           | <b>525,000</b>          | <b>595,000</b>           | <b>595,000</b>   | <b>595,000</b>           |
|                                |                         |                          |                         |                          | <i>100% revenue offset.</i>  |                          |
| <b>Operating Transfers Out</b> | <b>3,528,267</b>        | <b>5,067,145</b>         | <b>5,067,145</b>        | <b>2,941,600</b>         | <b>1,614,000</b>   | <b>1,794,600</b>         |
|                                |                         |                          |                         |                          | <i>FY 16 transfer to 2014 Motive Equipment Replacement CPO.</i>                        |                          |
| <b>TOTAL EXPENDITURES</b>      | <b><u>7,923,053</u></b> | <b><u>12,829,992</u></b> | <b><u>6,957,682</u></b> | <b><u>15,321,620</u></b> | <b><u>12,888,651</u></b>   | <b><u>13,058,166</u></b> |
| <b>REVENUES</b>                | <b><u>4,336,414</u></b> | <b><u>5,502,407</u></b>  | <b><u>3,723,022</u></b> | <b><u>5,657,715</u></b>  | <b><u>6,107,640</u></b>  | <b><u>5,892,440</u></b>  |

# REGISTER OF DEEDS

**Mission:** To serve the public in an efficient, courteous and professional manner, while upholding the general statutes governing the Register of Deeds practices, as set forth by the state of North Carolina. The office is responsible for recording, managing, preserving and issuing all Forsyth County records pertaining to real property transactions, vital information on births, deaths and marriages, military service records and administering the notary oath

**Program Descriptions:**

*Register of Deeds* - provides the following services: Vital Records: files birth, death and marriage licenses; Real Estate Intake: receives & records real property deeds, deeds of trust, business incorporations, and other legal documents; Scanning Department: creates images for all real estate & vital records documents; Record Storage & Retrieval: area in which real estate records are stored and retrieved; UCC: files and maintains Uniform Commercial Code Financing Statements for storage and retrieval.

*Automation Fund* - provides funds to increase technology within the Register of Deeds Office. Funds generate are set by the North Carolina General Statute and may be used only to enhance the department's technology and not supplant County funding for the Register of Deeds' Office.

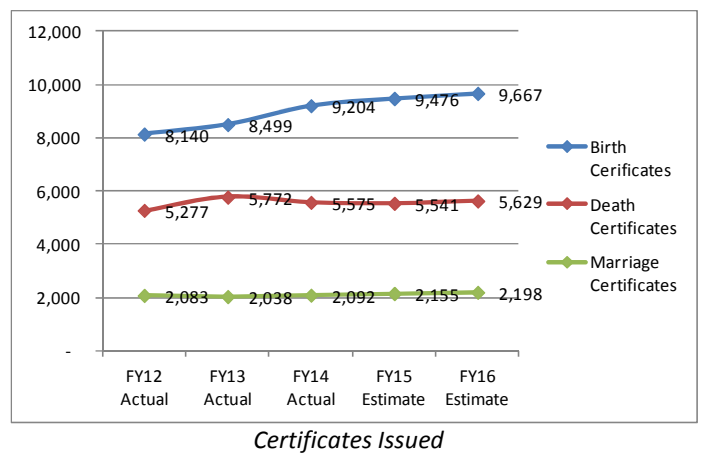
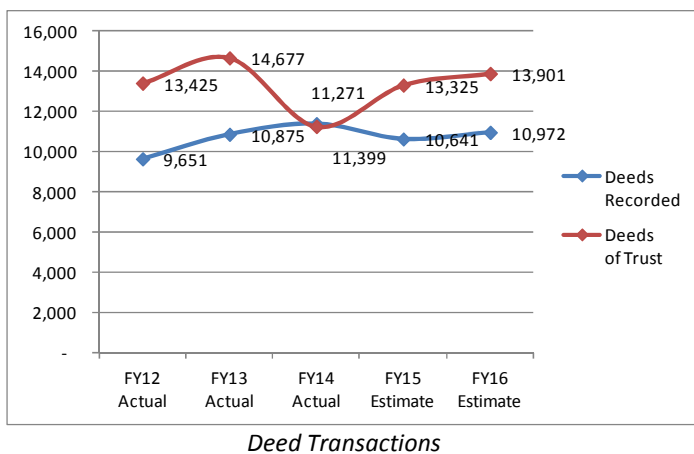
**Accomplishments:** After working with a chosen vendor to make sure the necessary security was put in place to safe guard our vital records, the register of deeds has implemented a system where copies of vital records can be requested online and paid for with a credit card. We process the requests and mail the copies back the same day.

**FY16 GOALS:** - Our goal is to continue to give the citizens of Forsyth County superior service, while also safeguarding the public information that we are responsible for protecting. We continue to digitize our records that have never been digitized before and we are re digitizing poor quality images from the past.

**PROGRAM SUMMARY**

|                        | FY 13-14                | FY 14-15                |                         | FY 15-16                |                         |                         |
|------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                        | Actual                  | Original                | Estimate                | Request                 | Recommend               | Adopted                 |
| Register of Deeds      | 1,228,930               | 1,096,254               | 1,104,580               | 1,131,573               | 1,131,573               | 1,131,573               |
| Automation Enhancement | 194,306                 | 228,000                 | 104,293                 | 141,000                 | 141,000                 | 141,000                 |
| <b>Total</b>           | <b><u>1,423,236</u></b> | <b><u>1,324,254</u></b> | <b><u>1,208,873</u></b> | <b><u>1,272,573</u></b> | <b><u>1,272,573</u></b> | <b><u>1,272,573</u></b> |

**Key Performance Measures:**



# REGISTER OF DEEDS

|                                | FY 13-14<br>Actual      | FY 14-15<br>Original  | FY 14-15<br>Estimate    | Request                 | FY 15-16<br>Recommend                                      | Adopted                 |
|--------------------------------|-------------------------|---|-------------------------|-------------------------|--|-------------------------|
| <b>EXPENDITURES</b>            |                         |   |                         |                         |  |                         |
| <i>Personal Services</i>       |                         |   |                         |                         |  |                         |
| Salaries & Wages               | 782,133                 | 771,643   | 778,509                 | 788,015                 | 788,015  | 788,015                 |
| Other Employee Benefits        | 1,167                   | 832   | 1,357                   | 1,352                   | 1,352  | 1,352                   |
| Employee Benefits              | 321,276                 | 307,165   | 312,530                 | 327,042                 | 327,042  | 327,042                 |
|                                |                         |   |                         |                         | <i>lpad &amp; cellphone stipends.</i>                      |                         |
|                                |                         |   |                         |                         | <i>Includes Register of Deeds supplemental retirement.</i> |                         |
| <b>Total Personal Services</b> | <b>1,104,576</b>        | <b>1,079,640</b>  | <b>1,092,396</b>        | <b>1,116,409</b>        | <b>1,116,409</b>   | <b>1,116,409</b>        |
| <i>Operating Expenditures</i>  |                         |   |                         |                         |  |                         |
| Maintenance Service            | 2,731                   | 8,000   | 3,800                   | 4,000                   | 4,000  | 4,000                   |
|                                |                         | <i>Maintenance on imaging equipment, scanners, &amp; other office equipment.</i>  |                         |                         |  |                         |
| Other Purchased Services       | 80,037                  | 124,714   | 75,707                  | 80,414                  | 80,414   | 80,414                  |
|                                |                         | <i>Automation funds to preserve old plats/deed books. Creation of microfilm &amp; digital imaging of old microfilm.</i> |                         |                         |  |                         |
| Training & Conference          | 36                      | 2,700   | 1,370                   | 2,250                   | 2,250  | 2,250                   |
| General Supplies               | 43,645                  | 42,300  | 31,000                  | 31,000                  | 31,000   | 31,000                  |
|                                |                         | <i>Statute updates, office supplies.</i>  |                         |                         |  |                         |
| Operating Supplies             | 7,058                   | 14,200  | 3,700                   | 10,800                  | 10,800   | 10,800                  |
|                                |                         | <i>Copier &amp; imaging supplies; CDs; microfilm supplies; toner.</i>   |                         |                         |  |                         |
| Other Operating Costs          | 550                     | 2,700   | 900                     | 2,700                   | 2,700  | 2,700                   |
|                                |                         | <i>Insurance claims; memberships &amp; dues.</i>  |                         |                         |  |                         |
| <b>Total Operating Exps.</b>   | <b>134,057</b>          | <b>194,614</b>  | <b>116,477</b>          | <b>131,164</b>          | <b>131,164</b>   | <b>131,164</b>          |
| <b>Capital Outlay</b>          | <b>0</b>                | <b>50,000</b>   | <b>0</b>                | <b>25,000</b>           | <b>25,000</b>  | <b>25,000</b>           |
| <b>TOTAL EXPENDITURES</b>      | <b><u>1,238,633</u></b> | <b><u>1,324,254</u></b>   | <b><u>1,208,873</u></b> | <b><u>1,272,573</u></b> | <b><u>1,272,573</u></b>                                    | <b><u>1,272,573</u></b> |
| Cost-Sharing Expenses          | 112,890                 | 65,017  | 64,346                  | 62,709                  | 62,709   | 62,709                  |
| <b>REVENUES</b>                | <b><u>2,889,684</u></b> | <b><u>3,175,950</u></b>   | <b><u>3,900,950</u></b> | <b><u>3,297,565</u></b> | <b><u>3,297,565</u></b>                                    | <b><u>3,297,565</u></b> |
| POSITIONS (FT/PT)              | 19/3                    | 19/3  | 19/3                    | 19/3                    | 19/3   | 19/3                    |

**Budget Highlights:** The Register of Deeds has two OCAs – an Administration OCA and an Automation Enhancement OCA. Normal operations are funded out of the Administration OCA. The Automation Enhancement OCA was established to set aside funds annually, the proceeds of which shall be expended on computer and imaging technology.

Changes in the Register of Deeds budget are caused by two factors. Firstly, revenues for the Register of Deed's office are expected to grow as the commercial and residential real estate market in Forsyth County has normalized. Secondly, budgeted expenditures on items that have been underutilized have been reduced to reflect historical spending.

**Horizon Issues:** The Register's Office is expecting to see real estate transactions pick up in Forsyth County over the next few years. There has been a slow steady return toward the normal numbers of transactions since the downturn in our economy a few years ago. With a 20% decrease of employees, the Register has reorganized the way it does business, in order to continue to give superior service to its customers.

# TAX ADMINISTRATION

**Mission:** To list, discover, appraise and maintain the ownership of all taxable property located in Forsyth County for ad valorem tax purposes as set forth in the Machinery Act of North Carolina. To process payments and enforce collection of ad valorem taxes and non-tax revenue within the limits of the General Statutes and applicable ordinances.

**Program Descriptions:**

*Tax Assessing* - carries out services and activities regarding the general administration of Ad Valorem taxation.

*Quadrennial Reappraisal* - carries out the reappraisal of all real estate on a 4-year cycle, in house.

*Tax Collection* - processes payments on all taxes, ambulances, licenses, parking tickets, hotel/motel tourism tax, City of Winston-Salem sanitation liens, street assessments and mapping fees.

**Accomplishments:** Tax Administration staff are in the final stages of a significant reorganization. To better serve the

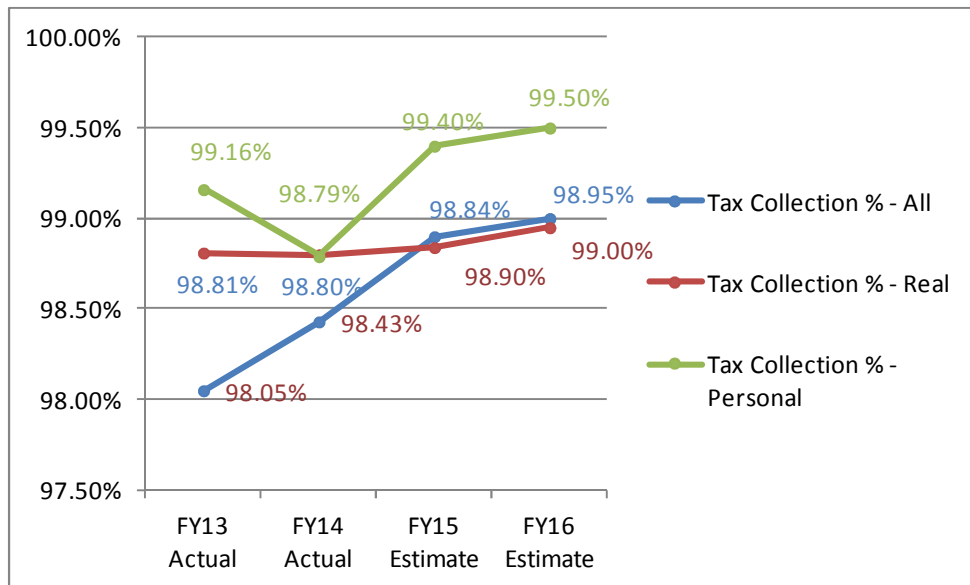
public, we have created a Customer Care Center, which handles telephone calls directly and serves all customer needs except bill payments. Centralizing our answers to public questions has increased our accuracy and consistency while significantly reducing citizen wait times.

**FY16 GOALS:** - Tax Administration's goal is first to carry out our reorganization, demonstrating the benefits of a streamlined management team dedicated to better organizational communications. Continue to fully learn and leverage the new tax software, NCPTS, and to work toward success in meeting annual challenges in delinquent property tax collections through techniques geared toward today's financial environment and business rules. We intend to enhance customer service through online account management and electronic document presentation. Lastly, to embark on the necessary work to provide and accurate and defensible 2017 countywide reappraisal.

**PROGRAM SUMMARY**

|                         | FY 13-14                | FY 14-15                |                         | FY 15-16                |                         |                         |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                         | Actual                  | Original                | Estimate                | Request                 | Recommend               | Adopted                 |
| Tax Assessing           | 3,499,823               | 3,456,008               | 5,411,251               | 3,033,745               | 2,840,063               | 2,840,063               |
| Quadrennial Reappraisal | 108,612                 | 454,437                 | 405,062                 | 1,019,132               | 1,019,132               | 1,019,132               |
| Tax Collection          | 1,924,828               | 2,028,246               | 1,997,958               | 1,924,686               | 1,966,186               | 1,966,186               |
| Geographic Information  | 196,761                 | 174,059                 | 174,858                 | 0                       | 0                       | 0                       |
| <b>Total</b>            | <b><u>5,730,024</u></b> | <b><u>6,112,750</u></b> | <b><u>7,989,129</u></b> | <b><u>5,977,563</u></b> | <b><u>5,825,381</u></b> | <b><u>5,825,381</u></b> |

**Key Performance Measures:**



# TAX ADMINISTRATION

|                                | FY 13-14                | FY 14-15                |                         | FY 15-16                |  |                         |
|--------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|--|-------------------------|
|                                | Actual                  | Original                | Estimate                | Request                 | Recommend  | Adopted                 |
| <b>EXPENDITURES</b>            |                         |                         |                         |                         |  |                         |
| <b>Personal Services</b>       |                         |                         |                         |                         |  |                         |
| Salaries & Wages               | 2,968,237               | 3,121,761               | 2,899,878               | 3,023,473               | 3,023,473  | 3,023,473               |
| Other Employee Benefits        | 836                     | 832                     | 1,334                   | 0                       | 0  | 0                       |
|                                |                         |                         |                         |                         | <i>Ipad &amp; cellphone stipends.</i>  |                         |
| Employee Benefits              | 1,125,952               | 1,160,152               | 1,042,407               | 1,159,272               | 1,159,272  | 1,159,272               |
| Board Compensation             | 7,500                   | 4,000                   | 4,000                   | 3,500                   | 3,500  | 3,500                   |
| <b>Total Personal Services</b> | <b>4,102,525</b>        | <b>4,286,745</b>        | <b>3,947,619</b>        | <b>4,186,245</b>        | <b>4,186,245</b>   | <b>4,186,245</b>        |
| <b>Operating Expenditures</b>  |                         |                         |                         |                         |  |                         |
| Professional Fees              | 270,556                 | 321,000                 | 321,000                 | 324,750                 | 334,750  | 334,750                 |
|                                |                         |                         |                         |                         | <i>Audit services, motor vehicle pricing service, legal fees for foreclosures.</i>               |                         |
| Maintenance Service            | 2,220                   | 4,530                   | 3,250                   | 6,000                   | 6,000  | 6,000                   |
|                                |                         |                         |                         |                         | <i>Map reproducer, maintenance.</i>  |                         |
| Rent                           | 216                     | 216                     | 216                     | 216                     | 216  | 216                     |
| Utility Services               | 39                      | 60                      | 60                      | 0                       | 0  | 0                       |
| Construction Services          | 0                       | 0                       | 958                     | 0                       | 0  | 0                       |
| Other Purchased Services       | 1,080,684               | 1,361,650               | 1,423,891               | 1,337,720               | 1,175,538  | 1,175,538               |
|                                |                         |                         |                         |                         | <i>Software license, advertising, tax mail processing, collection svcs., insurance premiums.</i> |                         |
| Training & Conference          | 50,619                  | 47,210                  | 46,710                  | 40,210                  | 40,210   | 40,210                  |
|                                |                         |                         |                         |                         | <i>Training for certification, required travel, personal mileage.</i>                            |                         |
| General Supplies               | 23,966                  | 26,294                  | 39,330                  | 25,842                  | 25,842   | 25,842                  |
|                                |                         |                         |                         |                         | <i>Small equipment, books &amp; subscriptions, office supplies.</i>                              |                         |
| Operating Supplies             | 3,650                   | 9,000                   | 5,042                   | 9,000                   | 9,000  | 9,000                   |
|                                |                         |                         |                         |                         | <i>Envelopes, mapping paper, plotting paper, tapes, files.</i>                                   |                         |
| Other Operating Costs          | 30,529                  | 56,045                  | 32,090                  | 47,580                  | 47,580   | 47,580                  |
|                                |                         |                         |                         |                         | <i>Legal and court, memberships &amp; dues, insurance claims.</i>                                |                         |
| <b>Total Operating Exps.</b>   | <b>1,462,479</b>        | <b>1,826,005</b>        | <b>1,872,547</b>        | <b>1,791,318</b>        | <b>1,639,136</b>   | <b>1,639,136</b>        |
| <b>Capital Outlay</b>          | <b>165,020</b>          | <b>0</b>                | <b>2,168,963</b>        | <b>0</b>                | <b>0</b>   | <b>0</b>                |
| <b>TOTAL EXPENDITURES</b>      | <b><u>5,730,024</u></b> | <b><u>6,112,750</u></b> | <b><u>7,989,129</u></b> | <b><u>5,977,563</u></b> | <b><u>5,825,381</u></b>  | <b><u>5,825,381</u></b> |
| Cost-Sharing Expenses          | 586,754                 | 673,780                 | 214,337                 | 686,958                 | 686,958  | 686,958                 |
| Contra-Expenses                | (473)                   | (373)                   | 0                       | (373)                   | (373)  | (373)                   |
| <b>REVENUES</b>                | <b><u>1,135,721</u></b> | <b><u>1,162,057</u></b> | <b><u>1,161,237</u></b> | <b><u>1,014,704</u></b> | <b><u>1,014,704</u></b>  | <b><u>1,014,704</u></b> |
| POSITIONS (FT/PT)              | 75/10                   | 74/1                    | 74/1                    | 74/1                    | 74/1   | 74/1                    |

**Budget Highlights:** The FY16 Adopted budget for Tax Administration is very responsible. The budget to budget comparison is a decrease of \$287,369 or -4.7%. This is somewhat misleading however as that comparison includes expenditures in FY15 for MapForsyth. When MapForsyth's portion is factored out of the budget to budget comparison, the overall change is a decrease of \$113,310, or -1.9% - still very responsible. The decrease is due in part to lower Personal Services costs and reductions in Other Purchased Services.

**Horizon Issues:** While legislative changes are perennial possibilities, Tax Administration sees customer interaction methods, payment methods and staff turnover as opportunities requiring thoughtful solutions.

# COMMUNITY GRANTS

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Community Grants serves to distribute Federal, State, and County funds to appropriate agencies.

## Community Grants

|                                | FY 13-14 | FY 14-15 |          | Request | FY 15-16  |         |
|--------------------------------|----------|----------|----------|---------|-----------|---------|
|                                | Actual   | Original | Estimate |         | Recommend | Adopted |
| <b><u>Existing Grants</u></b>  |          |          |          |         |           |         |
| Senior Services, Inc.          | 32,700   | 50,000   | 50,000   | 50,000  | 50,000    | 50,000  |
| SS, Inc. Meals on Wheels       | 60,000   | 100,000  | 100,000  | 300,000 | 100,000   | 275,000 |
| HARRY- Veteran Services        | 10,800   | 10,800   | 10,800   | 10,800  | 10,800    | 20,000  |
| SciWorks Op. Support           | 180,336  | 180,336  | 180,336  | 200,000 | 180,336   | 250,000 |
| <b><u>New Requests</u></b>     |          |          |          |         |           |         |
| Community Care Operations*     | -        | -        | -        | 100,000 | -         | 50,000  |
| SciWorks - ACE Aviation        | -        | -        | -        | 30,000  | -         | 20,000  |
| Arts Council Op. Support**     | -        | -        | -        | 300,000 | -         | 100,000 |
| Arts Council Capital Rq. ***   | -        | -        | -        | 500,000 | -         | -       |
| Natl Black Theatre Fest Contr. | -        | -        | -        | 50,000  | -         | 65,000  |
| Old Salem WSFCS Field Trip     | -        | -        | -        | 48,000  | -         | 48,000  |
| Old Salem Operating Support    | -        | -        | -        | 75,000  | -         | -       |
| Community in Schools Ops.      | -        | -        | -        | 50,000  | -         | -       |
| Children's Law Center          | -        | -        | -        | 25,000  | -         | -       |

\* - Community Care funding is contingent on the loss of existing State grant money

\*\* - Arts Council has been granted \$25,000 for Operating Support and \$75,000 for programming at Tanglewood and Triad Parks

\*\*\* - \$400,000 has been designated in a list of potential County Pay-Go projects. No money has been allocated.