



## **AGENDA**

### **Committee of the Whole**

**March 30, 2015**

**5:00 p.m., Committee Room**

**Room 239 City Hall**

1. UPDATE ON CITY COUNCIL'S STRATEGIC OBJECTIVES.  
Garrity
2. PRESENTATION ON MANAGING FOR RESULTS.  
Minor
3. PRESENTATION OF FISCAL YEAR 2015-2016 TRIAL BALANCED BUDGET.  
Minor



MAYOR AND COUNCIL  
STRATEGIC OBJECTIVES  
2014 – 2016



Winston-Salem

# STRATEGIC FOCUS AREAS

- ECONOMIC VITALITY AND DIVERSITY
- **SAFE AND SECURE COMMUNITY**
- LIVABLE NEIGHBORHOODS
- **HEALTHY ENVIRONMENT**
- **QUALITY TRANSPORTATION**
- **SERVICE EXCELLENCE**

# **ECONOMIC VITALITY AND DIVERSITY OBJECTIVES**

- **Recruit and Retain Employers**
- **Promote Downtown Revitalization**
- **Promote Commercial Development in Economically Disadvantaged Areas**
- **Enhance Skills of Workforce**
- **Develop and Redevelop Commercial/Industrial Business Park Sites**
- **Assist Small Businesses**



# ECONOMIC VITALITY AND DIVERSITY

## KEY WORK ITEMS

- Whitaker Park
- Brookstown Phase 2
- WFIQ
- Center City West Deck
- Retail Recruitment
- Convention Center
- Merschel Plaza
- RUCA Phases 2 & 3
- Liberty & 16<sup>th</sup> Redev.
- Brookwood Business Park
- Union Station
- New Walkertown Corridor
- MLK/Waughtown Corridor
- Polo Cherry Area
- Union Cross Business Park
- NW Blvd & Thurmond
- MWBE Enhancements
- Buy Local
- Electronic Plan Review
- Offender Work Program

# **SAFE AND SECURE COMMUNITY OBJECTIVES**

- **Expand Community Policing**
- **Reduce Crime and Fear of Crime**
- **Enhance Fire Prevention Programs**
- **Improve Public Safety Service Quality**



# **SAFE AND SECURE COMMUNITIES**

## **KEY WORK ITEMS**

- **Gun Safe Surrender**
- **Police Athletic League**
- **Community Trust Talks**
- **Clergy Trust Talks**
- **Ward Walking Tours**
- **Crime Reduction**
- **Traffic Accident Reduction**
- **Public Safety Center**
- **Beatty Center Up fit**
- **Body Cameras**
- **Downtown Cameras**
- **Drug/Alcohol Lab**
- **Police Districts**
- **Nuisance Abatement**
- **SOD Building**
- **Fire Prevention Education**
- **Fire Accreditation**
- **ISO Rating**
- **Fire Stations 7, 8 & 9**

# LIVABLE NEIGHBORHOODS

## OBJECTIVES

- **Improve Character and Condition of Neighborhoods**
- **Expand Housing Assistance Programs**
- **Support Public Art/Community Appearance**
- **Preserve Historic Resources**
- **Support Inclusion of All Community Populations**



# LIVABLE NEIGHBORHOODS

## KEY WORK ITEMS

- **TURN**
  - **Housing Preservation**
- **Vacant Lots Disposition**
  - **Public Art Plan**
- **Organize Neighborhood Associations**
  - **Creative Corridors**
  - **Old Salem Infrastructure**
- **Homelessness Projects**
  - **Historic Markers**
- **Choice Neighborhood**
  - **Litter Collection**
- **Brown Elementary**
  - **Tree Planting**
- **Polo Trailer Park**
  - **College/Youth Advisory Councils**
- **East End Redevelopment**
  - **Hispanic Outreach**
- **Workforce Housing**

# HEALTHY ENVIRONMENT

## OBJECTIVES

- **Protect Land and Reduce Sprawl**
- **Enhance Air Quality**
- **Support Green Initiatives**
- **Manage Water Quality and Quantity**
- **Develop Comprehensive Solid Waste Management Strategy**
- **Expand Open Space and Recreation Facilities**
- **Expand Access to Healthy Food Options**



# HEALTHY ENVIRONMENT

## KEY WORK ITEMS

- Park Land Acquisition
- Happy Hill Park
- Quarry Park/Greenway
- Salem Lake
- Winston Lake Park
- Piney Grove Park
- Bowen Park
- Hobby Park
- Jamison Park
- Miller Park
- Hanes Park
- Spray Parks
- Playgrounds
- Winston Lake Golf Course
- Fairview Park
- Kimberly Park
- Sedge Garden Gym
- Parkland Park

# HEALTHY ENVIRONMENT

## KEY WORK ITEMS (continued)

- Fairgrounds Master Plan
- Skate Park
- Tennis Court Resurfacing
- Recreation Center Usage
- Stormwater Projects
- Water/Sewer Projects
- Sustainability Initiatives
- Hybrid Buses
- Urban Agriculture
- Area Plans
- Hydroponics Feasibility
- Grocery Store Recruitment
- Community Gardens
- Farmers Market Promotion
- Regional Landfill Options
- Promote Recycling

# **QUALITY TRANSPORTATION OBJECTIVES**

- **Improve Integrated Road Network**
- **Expand Bike/Sidewalk/Greenway Network**
- **Enhance Public Transit**

# QUALITY TRANSPORTATION

## KEY WORK ITEMS

- Bus. 40 Streetscape
- Bus. 40 Enhancements
- MLK Corridor
- Northern Beltway
- Meadowlark Widening
- Street Resurfacing
- Sidewalk Construction
- Polo/Cherry
- Reynolds Park Bridges
- Child Pedestrian Projects
- Traffic Calming
- Traffic Signal System
- WFIQ Rails to Trails
- Little Creek Greenway
- Brushy Fork Greenway
- Piedmont Greenway
- Bike Lanes
- WSTA Re-Routing
- Union Station



# **SERVICE EXCELLENCE OBJECTIVES**

- **Ensure Service Delivery Efficiency and Effectiveness**
- **Enhance Employee Professional Development and Training**
- **Maintain City's Financial Strength**
- **Expand Policy Oversight and Reporting Mechanisms**

# SERVICE EXCELLENCE

## KEY WORK ITEMS

- Benchmarking
- Performance Appraisals
- Employee Recognition
- Safety Programs
- Market Pay Study
- Compliance Audits
- Paperless Agendas
- Work Order Management
- Master Address Database
- Managing For Results
- Succession Planning
- Employee Wellness
- Diversity Training
- E-Learning
- User Fee Study
- State/Federal Lobbying
- AAA Bond Rating
- Bowman Gray Stadium
- Grantee Funding Process
- Citizen Bond Oversight





**Winston-Salem**

# **MAYOR AND COUNCIL STRATEGIC OBJECTIVES**

**2014 – 2016**

**(2014 Bond Projects noted in red)**

## ECONOMIC VITALITY AND DIVERSITY

Economic vitality and diversity requires a healthy local economy that serves all segments of the population and provides the monetary resources necessary to support the community. This includes sustaining a tax base sufficient to fund community services, providing members of the community with sufficient wages, and providing capital for community development.

### OBJECTIVE 1: RECRUIT AND RETAIN EMPLOYERS

	STRATEGIES	FY 14-15 KEY WORK ITEMS	STATUS	ASSIGNEE	DUE DATE
	Oversee large economic development projects.	Present report on incentive guidelines to Finance Committee		Derwick Paige	June 2015
		Consider Incentives for Whitaker Park Redevelopment Based Upon Developer Requests		Derwick Paige	Ongoing
		Consider Incentives for Brookstown Phase II Based Upon Developer Requests		Derwick Paige	Ongoing
		Consider Sale of Center City West Deck Based Upon Developer Requests		Greg Turner	Ongoing
	Continue to diversify industry outreach.	WSBI will present report to Finance Committee on target industry sectors		Derwick Paige	May 2015
	Pursue regional development projects.	WSBI will present report to Finance Committee on regional opportunities		Derwick Paige	May 2015
	Work with Winston-Salem Chamber of Commerce on retention packages when needed.	Meet with Chamber to prepare for Incentives report to Finance Committee		Derwick Paige	May 2015

## ECONOMIC VITALITY AND DIVERSITY

OBJECTIVE 2: PROMOTE DOWNTOWN REVITALIZATION					
	STRATEGIES	FY 14-15 KEY WORK ITEMS	STATUS	ASSIGNEE	DUE DATE
	Assist Downtown Winston-Salem Partnership with retail & commercial recruitment.	Present retail recruitment strategy report to City Council		Derwick Paige	April 2015
		Complete design of Convention Center Renovations		Ben Rowe	June 2015
	Actively support Wake Forest Innovation Quarter Research Park.	Consider incentives for center city Power Plant redevelopment based upon developer requests		Derwick Paige	TBD
	Assist, as requested, with redevelopment of Pepper Building and Merschel Plaza.	Complete Merschel Plaza signage	Complete	Tim Grant	August 2014
		Based on developer request, present Pepper Building incentive request to City Council		Derwick Paige	June 2015
		Prepare preliminary options for Merschel Plaza parking deck and surface park		Greg Turner	June 2015
	Consider urban circulator.	Report on options for additional Federal Funding to support the next phases of work to include the preparation of future preliminary engineering, final design and NEPA documents.		Toneq' McCullough	March 2015
	Assist with implementation of downtown business improvement district.	Prepare a mid-year report on Downtown Winston-Salem Business Improvement District services/programs and budget and make presentation to Council committee	Complete	Ben Rowe	January 2015

## ECONOMIC VITALITY AND DIVERSITY

### OBJECTIVE 3: Promote Commercial Development in Economically Disadvantaged Areas

STRATEGIES	FY 14-15 KEY WORK ITEMS	STATUS	ASSIGNEE	DUE DATE
Expand RUCA program to more commercial areas.	Complete RUCA-Phase II Projects		Ritchie Brooks	June 2015
	Implement RUCA-Phase III Projects		Ritchie Brooks	June 2015
Enhance partnership with community development corporations.	Conduct technical assistance meetings	Complete	Ritchie Brooks	March 2015
	Present retail/commercial strategy to Council		Derwick Paige	April 2015
	Develop options for Polo Cherry Area		Derwick Paige	April 2015
	Recommend plan for Liberty and 16 <sup>th</sup> Street redevelopment		Ritchie Brooks	June 2015
Renovate Union Station.	Award Contract for roof replacement	Complete	Greg Turner	November 2014
	Award Contract for up fit design	Complete	Greg Turner	February 2015
Develop retail recruitment strategy.	Develop retail recruitment development opportunities report and distribute to major retailers.	Complete	Derwick Paige	March 2015
	Present retail strategy report to Council		Derwick Paige	April 2015
Continue development of Liberty, MLK, New Walkertown, Peters Creek, and Waughtown corridors.	Complete opening of the Liberty St. Vendors Market	Complete	Ritchie Brooks	October 2014
	Prepare reports on options for redevelopment of NW Blvd and Thurmond area		Ritchie Brooks	June 2015
	Consider locations for additional vendors markets		Ritchie Brooks	June 2015
	Propose plan for façade improvements to commercial buildings at Patterson/Glenn		Ritchie Brooks	June 2015
	Continue to Meet with Developers Regarding the Lakeside Redevelopment Project and, Based Upon Developer Requests, Prepare Item for City Council Consideration		Derwick Paige	Ongoing
	Work with S.G. Atkins to initiate MLK/Waughtown Economic Study		Derwick Paige	June 2015

## ECONOMIC VITALITY AND DIVERSITY

OBJECTIVE 4: Enhance Skills of Workforce					
	STRATEGIES	FY 14-15 KEY WORK ITEMS	STATUS	ASSIGNEE	DUE DATE
	Collaborate with Piedmont Triad Regional Development and other partners to enhance job preparedness training (with focus on technology jobs for the future).	PTRWD will present report to Council on achievements and future goals	Complete	Derwick Paige	April 2015
		Develop options for entry level tech job training program similar to Youth Build		Ritchie Brooks	June 2015
	Support re-entry programs.	Award grants to community agencies selected to receive S.O.A.R. grant funding	Complete	Evan Raleigh	October 2014
		Implement Former Offender Work Program		Evan Raleigh	April 2015

## ECONOMIC VITALITY AND DIVERSITY

OBJECTIVE 5: DEVELOP AND REDEVELOP COMMERCIAL/INDUSTRIAL BUSINESS PARK SITES					
	STRATEGIES	FY 14-15 KEY WORK ITEMS	STATUS	ASSIGNEE	DUE DATE
	Continue efforts to develop Brookwood Business Park at Smith Reynolds Airport.	Contract with real estate company to market spec. building	Complete	Ritchie Brooks	March 2015
	Work with Winston-Salem Business Inc. to finish current business parks and seek land for future parks.	Meet with WSBI to discuss strategies	Complete	Derwick Paige	December 2014
		Present recommendations for assistance to Council	On Hold	Derwick Paige	March 2015
	Pursue brownfields grant funds for site clean-up.	Apply for Brownfields Assessment Grant	Complete	Ritchie Brooks	December 2014

## ECONOMIC VITALITY AND DIVERSITY

OBJECTIVE 6: ASSIST SMALL BUSINESSES					
	STRATEGIES	FY 14-15 KEY WORK ITEMS	STATUS	ASSIGNEE	DUE DATE
	Continue to promote and enhance MWBE business opportunities.	Present report to Council with recommendations	Complete	Ritchie Brooks	October 2014
		Implement approved modifications		Ritchie Brooks	June 2015
	Provide small businesses with technical assistance (business plans and regulatory issues).	Award small business plan competition grant	Complete	Ritchie Brooks	October 2014
		Sponsor Section 3 Training program	Complete	Ritchie Brooks	December 2014
	Continue to evaluate loan and grant programs for enhancements.	Present report to Council recommending enhancements		Ritchie Brooks	June 2015
-23-	Implement Development Review Advisory Committee recommendations	Make presentation to Council committee on recommendations for Electronic Plan Review solution		Dennis Newman	May 2015
	Enhance marketing of city programs	Develop and implement new small business marketing strategy		Ritchie Brooks & Ed McNeal	May 2015
	Enhance efforts to buy goods and services from local businesses.	Report on achievements from Buy Local Policy	Complete	Lisa Saunders	February 2015

## SAFE AND SECURE COMMUNITY

Public safety is the foundation upon which any successful city is built. Absent this, it is difficult to attract businesses, residents or visitors, which in turn create the economic vitality that sustains our community.

OBJECTIVE 1: EXPAND COMMUNITY POLICING					
	STRATEGIES	FY 14-15 KEY WORK ITEMS	STATUS	ASSIGNEE	DUE DATE
	Develop gun violence reduction strategy.	Partner with the District Attorney, U.S Attorney's Office, and Project Safe Neighborhoods Violent Crimes Task Force to develop report with deterrence strategies		Barry Rountree	June 2015
		Conduct a gun safe surrender event		Barry Rountree	June 2015
	Enhance youth/gang prevention outreach.	Host Gang Steering Committee retreat	Complete	Evan Raleigh	December 2014
		Report on mentoring and gang prevention in schools through SRO program.		Barry Rountree	June 2015
		Form Police Athletic League Foundation		Barry Rountree	June 2015
	Continue community relations/trust programs.	Hold two Community Trust talks	Complete	Barry Rountree	June 2015
		Implement collegiate and clergy trust talks	Complete	Barry Rountree	June 2015
		Report on community programs and events		Barry Rountree	June 2015
		Coordinate with East Ward Community Assistance Liaison to Conduct Police Department Walking Tour		Barry Rountree	June 2015

## SAFE AND SECURE COMMUNITY

OBJECTIVE 2: REDUCE CRIME AND FEAR OF CRIME					
	STRATEGIES	FY 14-15 KEY WORK ITEMS	STATUS	ASSIGNEE	DUE DATE
	Enhance crime reduction strategies.	Enhance WSPD's crime reduction strategies to reduce Part I (violent and property) crimes by 5%.		Barry Rountree	June 2015
		Reduce traffic fatalities by 5%		Barry Rountree	June 2015
		Report on use of nuisance abatement to address commercial establishments with repeat calls for service		Angela Carmon	March 2015
	Renovate Public safety Center and complete upfit to the Beaty Public Safety Training Support Center.	Begin Design of PSC Renovations	Complete	Robert Prestwood	February 2015
		Begin Design of Beatty Center Renovations	Complete	Robert Prestwood	February 2015
	Implement new technologies.	Fully deploy body cameras for police personnel	Complete	Barry Rountree	June 2015
		Award contract for downtown Public Safety Cameras		Barry Rountree	April 2015
		Begin Implementation of X2 Taser program		Barry Rountree	June 2015
		Review Recon Scout XT Robot		Barry Rountree	June 2015
		Begin operation of drug alcohol lab at Beaty Center	Complete	Barry Rountree	March 2015
	Review staffing and deployment plans.	Report on redeployment study with the addition of a Downtown Entertainment District		Barry Rountree	June 2015
	Establish police district buildings.	Hire Design Consultant for Police District Stations	Complete	Robert Prestwood	November 2014
		Complete upfit to extension and office of SOD Building on Polo Rd.		Ben Rowe	June 2015
		Secure Jonestown Site		Kirk Bjorling	June 2015
		Secure North point Site		Kirk Bjorling	March 2015

## SAFE AND SECURE COMMUNITY

OBJECTIVE 3: ENHANCE FIRE PREVENTION PROGRAMS					
	STRATEGIES	FY 14-15 KEY WORK ITEMS	STATUS	ASSIGNEE	DUE DATE
	Partner with other city/county agencies to expand outreach and education.	Hold community strategic planning meetings	Complete	Antony Farmer	October 2014
		Conduct annual Citizens Fire Academy	Complete	Antony Farmer	October 2014
	Consider stove top suppressor ordinance.	Establish education and grant program	Complete	Antony Farmer	September 2014
	Expand smoke detector education programs.	Report on Re-energized marketing and distribution plan		Trey Mayo	May 2015

## SAFE AND SECURE COMMUNITY

OBJECTIVE 4: IMPROVE PUBLIC SAFETY SERVICE QUALITY					
	STRATEGIES	FY 14-15 KEY WORK ITEMS	STATUS	ASSIGNEE	DUE DATE
	Obtain Fire Department accreditation.	Report on latest ISO rating	Complete	Trey Mayo	March 2015
		Train Fire staff on accreditation	Complete	Antony Farmer	October 2014
	Enhance contracts and/or collocates with volunteer fire departments.	Hold strategic meetings with VFD's and prepare summary report		Trey Mayo	June 2015
	Develop fire modular training location.	Award contract for construction of fire modular training facility.		Robert Prestwood	June 2015
	Provide Emergency Operations Center and National Incident Management training for elected officials.	Complete training	Complete	Mel Sadler	July 2014
	Continue modernization and renovation of fire stations.	Begin Design of Station #7 and #9 Improvements	Complete	Robert Prestwood	April 2015
		Begin Design of New Station #8	Complete	Robert Prestwood	April 2015

## LIVABLE NEIGHBORHOODS

Livable neighborhoods are the basic building block for our city’s quality of life. They create an environment where people feel welcome, want to spend time, and want to interact. Livable neighborhoods provide access to adequate transportation, shopping and recreation options, encourage residents to maintain their homes, and celebrate our values, history and culture.

OBJECTIVE 1: IMPROVE CHARACTER AND CONDITION OF NEIGHBORHOODS					
	STRATEGIES	FY 14-15 KEY WORK ITEMS	STATUS	ASSIGNEE	DUE DATE
	Continue to utilize existing code enforcement and seek opportunities to enhance programs (housing, zoning, environmental).	Recommend changes to code enforcement process to improve efficiency and effectiveness	Complete	Ritchie Brooks	March 2015
	Develop program for targeted residential transformation.	Brief Council on TURN guidelines	Complete	Ritchie Brooks	January 2015
		Recommend vacant lot disposition program	Complete	Ritchie Brooks	March 2015
	Develop plan for pocket parks in neighborhoods.	Present options for 2 <sup>nd</sup> street park		Evan Raleigh	February 2015
	Organize new neighborhood associations and/or crime watch groups.	Sponsor first annual neighborhood association/ crime watch recruitment fair		Ritchie Brooks	April 2015
	Implement infrastructure recommendations from adopted area plans.	Complete Little Creek Greenway (SW Suburban Plan)	Complete	Robert Prestwood	March 2015
		Complete Clemmons Rd widening (S Suburban Plan)	Complete	Robert Prestwood	November 2014
		Complete Phase 1 Fairview Park Renovations (E/NE Area Plan)	Complete	Tim Grant	December 2014

## LIVABLE NEIGHBORHOODS

OBJECTIVE 2: EXPAND HOUSING ASSISTANCE PROGRAMS					
	STRATEGIES	FY 14-15 KEY WORK ITEMS	STATUS	ASSIGNEE	DUE DATE
	Continue efforts to reduce chronic homelessness.	Ensure formation of WS/FC Commission on Ending Homelessness and create charter	Complete	Ritchie Brooks	October 2014
	Assist the Housing Authority of Winston-Salem with redevelopment plans.	Report on technical and staff support on rehab/sale of complexes and Choice Neighborhood initiative		Ritchie Brooks	June 2015
		Continue to Collaborate with HAWS Regarding the Development of Brown Elementary School		Derwick Paige	Ongoing
	Partner with community development corporations on housing redevelopment.	Continue to explore opportunities and hold meetings with all CDC's		Ritchie Brooks	June 2015
		Develop report for consideration on Polo Rd. Trailer Park Redevelopment		Ritchie Brooks	April 2015
		Continue to Work with S.G. Atkins CDC on the Implementation of Various Initiatives in the East End Development Area		Derwick Paige	June 2015
	Continue enforcement of Fair Housing ordinance.	Complete Phase II of fair housing testing in partnership w/Legal Aid and HUD		Wanda Allen-Abraha	June 2015
	Consider incentives for affordable housing in new developments.	Present guidelines to Council for consideration		Ritchie Brooks	June 2015
		Review current Section 3-9 of the UDO and prepare report on revisions to bonus density provisions for affordable housing that could be more effective		Paul Norby	June 2015
	Assist with redevelopment of blighted multifamily housing complexes.	Report on complexes and develop improvement strategy		Ritchie Brooks	June 2015
	Adopt policies to promote infill development.	Propose new plan for housing preservation to avoid demolition		Ritchie Brooks	March 2015

## LIVABLE NEIGHBORHOODS

OBJECTIVE 3: SUPPORT PUBLIC ART/COMMUNITY APPEARANCE					
	STRATEGIES	FY 14-15 KEY WORK ITEMS	STATUS	ASSIGNEE	DUE DATE
	Support annual public art program.	Complete installation of Centennial Art Sculpture	Complete	Evan Raleigh	September 2014
		Present Public Art Strategic Plan to Council committee	Complete	Evan Raleigh	January 2015
	Support the Creative Corridors Master Plan.	Provide Status Report on Creative Corridors Coalition revisions to the Master Plan.		Toneq' McCullough	June 2015
	Consider ways to incorporate art in construction projects.	Include options in Public Art Strategic Plan	Complete	Evan Raleigh	January 2015
	Support tree planting and beautification projects.	Hold Annual Roots Day	Complete	James Mitchell	October 2014
	Increase litter collection efforts.	Implement Former Offender work program		Evan Raleigh	April 2015
	Consider increased dedicated funding for arts, culture, film, and theatre.	Recommend grantee funding with new process		Ben Rowe	April 2015

## LIVABLE NEIGHBORHOODS

OBJECTIVE 4: PRESERVE HISTORIC RESOURCES					
	STRATEGIES	FY 14-15 KEY WORK ITEMS	STATUS	ASSIGNEE	DUE DATE
	Conduct Historic Preservation Month activities.	Prepare and print City Historic Inventory Publication		Paul Norby	June 2015
	Support historic marker program.	Dedicate two or three markers		Paul Norby	June 2015
	Assist private efforts to rehabilitate Odd Fellows and Happy Hill cemeteries.	Prepare engineering plans/specifications for fencing system at both cemeteries and present to council committee		Robert Prestwood	April 2015
	Assist with repair of Old Salem infrastructure (roads and sidewalks).	Award Design Contract	Complete	Toneq' McCullough	March 2015
	Consider increased operating assistance to Old Salem.	Increase funding from Occupancy Taxes	Complete	Ben Rowe	June 2014

## LIVABLE NEIGHBORHOODS

OBJECTIVE 5: SUPPORT INCLUSION OF ALL COMMUNITY POPULATIONS					
	STRATEGIES	FY 14-15 KEY WORK ITEMS	STATUS	ASSIGNEE	DUE DATE
	Promote activities of college and youth advisory councils.	Develop a College Summit program to promote leadership mentorship encourage dialogue and job opportunities/internships for college undergraduates and seniors (CAB Annual Community Leadership Project)	Complete	Wanda Allen-Abraha	February 2015
		Develop youth-oriented public service announcements centered around ethics, values, and positive self-image (YAC Annual Community Leadership Project)		Wanda Allen-Abraha	June 2015
	Work to retain young professionals.	Partner with Winston Under 40 Program		Evan Raleigh	June 2015
	Explore and sponsor programs that cultivate cultural diversity.	Present an outreach plan for local international communities through the UNC-Chapel Hill Building Integrated Communities project		Wanda Allen-Abraha	June 2015
	Expand outreach to Hispanic/Latino communities.	Expand utilization of City Link 311 in the Spanish speaking community through implementation of Spanish speaking call queue, bilingual voice recordings, training bilingual staff and ensuring City Link's Agent on Duty participates in multi-cultural events	Complete	Shantell Davis	March 2015

## HEALTHY ENVIRONMENT

A healthy environment ensures that the places we live, work and play are safe and conducive to overall good health. It includes such traditional measures as air and water quality, waste reduction and disposal, and policies that sustain our environment. In the broader context, a healthy environment also includes facilities and activities that foster good physical health.

OBJECTIVE 1: PROTECT LAND AND REDUCE SPRAWL					
	STRATEGIES	FY 14-15 KEY WORK ITEMS	STATUS	ASSIGNEE	DUE DATE
	Promote and update area plans.	Bring South Central Area Plan to Planning Board	Complete	Paul Norby	September 2014
		Bring North Central Area Plan to Planning Board	Complete	Paul Norby	April 2015
		Bring Southwest Suburban Area Plan to Planning Board		Paul Norby	June 2015
	Adopt policies to promote infill development.	Prepare presentation to citizen and community groups promoting new examples of compatible multi-family development	Complete	Paul Norby	December 2014
		Prepare presentation tailored to development community promoting quality, well-designed multi-family development		Paul Norby	March 2015
		Prepare a report which catalogues all Housing Opportunity Areas identified in the various Area Plans, providing maps and descriptions of each one	Complete	Paul Norby	March 2015
	Consider policies to protect farmland and rural areas.	Develop a Comprehensive Urban Agriculture Ordinance		Paul Norby	March 2015
		Prepare a Rural Historic Preservation Report and make presentation to Council committee		Paul Norby	June 2015

## HEALTHY ENVIRONMENT

OBJECTIVE 2: ENHANCE AIR QUALITY					
	STRATEGIES	FY 14-15 KEY WORK ITEMS	STATUS	ASSIGNEE	DUE DATE
	Increase use of alternative fuels.	Install EV quick charge station		James Mitchell	June 2015
		Purchase more hybrid WSTA buses		Toneq' McCullough	June 2015
	Reduce level of increase in carbon emissions.	Install a new fuel monitoring system at City Yard		James Mitchell	April 2015

## HEALTHY ENVIRONMENT

OBJECTIVE 3: SUPPORT GREEN INITIATIVES					
	STRATEGIES	FY 14-15 KEY WORK ITEMS	STATUS	ASSIGNEE	DUE DATE
	Support sustainability and energy management.	Present report on the state of sustainability within the City of Winston-Salem to Council committee		James Mitchell	May2015
	Promote more recycling.	Implement a single stream dumpster recycling pilot program at multi-family commercial units using State grant funds to purchase recycling dumpsters.	Complete	Johnnie Taylor	June 2015
	Develop green building incentives.	Prepare report on results to date of recent plumbing and electrical permit fee incentives for gray water reclamation or solar energy; and report on potential additional incentives for green building		Paul Norby	June 2015
	Expand education programs.	Present report/inventory of current and potential programs		James Mitchell	May 2015

## HEALTHY ENVIRONMENT

OBJECTIVE 4: MANAGE WATER QUALITY AND QUANTITY					
	STRATEGIES	FY 14-15 KEY WORK ITEMS	STATUS	ASSIGNEE	DUE DATE
	Continue to support FEMA buyout program.	Propose buyouts that qualify		Keith Huff	June 2015
-36-	Continue water/wastewater infrastructure improvements.	Begin Construction of Harper Road Pump Station Improvements	Complete	Ron Hargrove	November 2014
		Begin Construction of Idols Pump Station Phase 2 Standby Power System	Complete	Ron Hargrove	January 2015
		Begin Construction of South fork Basin & Muddy Creek WWTP Improvements	Complete	Ron Hargrove	February 2015
		Begin Construction on 28th Street Area Utility Rehabilitation	Complete	Ron Hargrove	January 2015
		Begin Construction on WSSU Waterline Relocation Project		Ron Hargrove	March 2015
		Complete Construction of Chitty Power Station Improvements		Ron Hargrove	April 2015
		Complete Elledge/Salem Creek Basin Wastewater Master Plan	Complete	Ron Hargrove	January 2015
		Complete Plan Review, Permitting and Design of Utility Improvements for 2014 GO Bond Projects		Ron Hargrove	June 2015

Expand stormwater flooding remediation projects.	Award contract for consultant design and installation of plantings at the Central District stormwater management facility.		Keith Huff	June 2015
	Start construction on the 28 <sup>th</sup> Street drainage and stormwater improvement project.	Complete	Keith Huff	February 2015
	Conduct NPDES program evaluation and gap analysis in attempt to enhance delivery of required NPDES program components and update the City's NPDES Stormwater Management Plan document.		Keith Huff	March 2015
	Implement drainage improvements at Beaty Center	Complete	Keith Huff	December 2014
	Select consultant and award contract for stormwater pollution prevention plan (SWPPP) documents for Fire stations 1-20, Fire station maintenance facility and City owned parking decks and surface lots.		Keith Huff	April 2015
Accelerate 70/30 stormwater drainage project construction.	Present private property drainage assistance policy benchmarking study and evaluation to develop recommended service enhancement options for drainage assistance program.		Keith Huff	April 2015

## HEALTHY ENVIRONMENT

OBJECTIVE 5: DEVELOP COMPREHENSIVE SOLID WASTE MANAGEMENT STRATEGIES					
	STRATEGIES	FY 14-15 KEY WORK ITEMS	STATUS	ASSIGNEE	DUE DATE
	Consider future options for solid waste management	Complete Hanes Mill Rd Landfill Master Plan		Ron Hargrove	June 2015
		Complete Implementation of Landfill Efficiency Audit Recommendations		Ron Hargrove	June 2015
		Evaluate impact of proposed regional landfill in Randolph County and consider measures to protect Forsyth County waste stream		Ron Hargrove	June 2015
	Continue transition to automated trash collection vehicles.	Purchase two additional automated trucks	Complete	Johnnie Taylor	June 2015
	Consider County-wide composting facility.	Evaluate opportunities for composting various waste streams within Forsyth County and report on options considered		Ron Hargrove	June 2015
	Consider options to enhance curbside leaf collection.	Develop and present a comprehensive plan for effective seasonal leaf collection to Council committee	Complete	Johnnie Taylor	October 2014
	Consider options to enhance brush and leaf composting.	Evaluate alternative approaches to yard waste composting and recommend any enhancements identified		Ron Hargrove	June 2015

## HEALTHY ENVIRONMENT

OBJECTIVE 6: EXPAND OPEN SPACE AND RECREATION FACILITIES					
	STRATEGIES	FY 14-15 KEY WORK ITEMS	STATUS	ASSIGNEE	DUE DATE
-39-	Implement major park master plans & parks/open space plans.	Establish permanent location for Skate Park		Ben Rowe	June 2015
		Negotiate agreement with Gateway Environmental Initiative for acquisition of park property in Washington Park		Tim Grant	May 2015
		Brief Council on design contract for Happy Hill Park		Tim Grant	April 2015
		Award construction design contract for phase 1 Quarry Park and Waughtown Trail	Complete	Robert Prestwood	January 2015
		Award construction design contract for phase 1 Salem Lake improvements	Complete	Robert Prestwood	January 2015
		Award construction design contract for phase 1 Winston Lake Park improvements	Complete	Robert Prestwood	January 2015
		Award construction design contract for Jamison Park development	Complete	Robert Prestwood	January 2015
		Brief Council on capital plan for Miller Park	Complete	Tim Grant	April 2015
		Brief Council on updated plan for Hanes Park	Complete	Tim Grant	June 2015
		Complete construction of new restroom at Hanes Park		Tim Grant	June 2015
		Complete resurfacing of track at Hanes Park		Tim Grant	June 2015
	Explore options for water spray grounds.	Approve locations for spray parks	Complete	Tim Grant	March 2015
		Select Consultant and Complete Design of North Ward Sprayground		Tim Grant	June 2015

	Select Consultant and Complete Design of Mineral Springs Sprayground		Tim Grant	June 2015
	Select Consultant and Complete Design of Rupert Bell Sprayground		Tim Grant	June 2015
	Select Consultant and Complete Design of Reynolds Park Sprayground		Tim Grant	June 2015
	Select Consultant and Complete Design of Parkland Sprayground		Tim Grant	June 2015
	Select Consultant and Complete Design of Little Creek Sprayground		Tim Grant	June 2015
	Select Consultant and Complete Design of Hathaway Sprayground		Tim Grant	June 2015
	Select Consultant and Complete Design of Polo Park Sprayground		Tim Grant	June 2015
	Select Consultant and Complete Design of Sedge Garden Sprayground		Tim Grant	June 2015
Continue renovations of playgrounds.	Complete design and award contract for Crawford Park playground renovations		Tim Grant	June 2015
	Complete design and award contract for Greenway Park playground renovations		Tim Grant	June 2015
	Complete playground renovations at Forest Park	Complete	Tim Grant	March 2015
	Complete playground renovations at Leinbach Park	Complete	Tim Grant	March 2015
	Complete playground renovations at Washington Park	Complete	Tim Grant	March 2015
	Complete playground renovations at Sedge Garden		Tim Grant	June 2015

		Complete playground renovations at Bowen/Thomas Park	Complete	Tim Grant	December 2014
	Develop specialized business plans for each recreation center.	Select consultant and award contract for recreation center demand study		Tim Grant	June 2015
	Continue to renovate and rehab existing recreation facilities.	Award contract for fountain improvements at Corpening Plaza		Tim Grant	May 2015
		Complete replacement of decking for 4 bridges at Winston Lake Golf Course	Complete	Tim Grant	February 2015
		Complete construction of new restroom at Winston Lake Golf Course		Tim Grant	June 2015
		Award design contract for cart path restoration at Winston Lake Golf Course		Tim Grant	June 2015
		Complete renovation of observation deck at Historic Bethabara Park		Tim Grant	June 2015
		Complete replacement of gymnasium floor at Polo Park Recreation Center	Complete	Tim Grant	March 2015
		Complete tennis court resurfacing at 15 identified locations		Tim Grant	May 2015
		Complete major maintenance projects for Winston-Salem Fairgrounds Buildings		Robert Mulhearn	June 2015
		Complete land acquisition for Fairview Park entrance and The Gathering Place	Complete	Tim Grant	June 2015
		Award construction design contract for Kimberly Park Improvements	Complete	Tim Grant	April 2015
	Award construction design contract for Sedge Garden Gym	Complete	Robert Prestwood	April 2015	
	Complete renovations of Bowen Park restrooms		Tim Grant	June 2015	

		Complete design for improvements to Piney Grove and Brown Douglas	Complete	Tim Grant	March 2015
		Complete Hobby Park Improvements		Tim Grant	June 2015
		Complete lighting improvements at Carver		Tim Grant	June 2015
	Complete master plan for Fairgrounds/annex.	Present recommendations from Winston-Salem Fairgrounds Operational Review and Master Plan Study		Robert Mulhearn	May 2015
	Consider funding for park land/open space acquisition.	Propose options for park land acquisition		Tim Grant	May 2015

## HEALTHY ENVIRONMENT

OBJECTIVE 7: EXPAND ACCESS TO HEALTHY FOOD OPTIONS					
	STRATEGIES	FY 14-15 KEY WORK ITEMS	STATUS	ASSIGNEE	DUE DATE
	Develop plan for community gardens.	Prepare a report and make recommendations to Planning Board regarding ordinance revisions which would facilitate urban agriculture		Paul Norby	March 2015
	Support and promote local farmers market.	Prepare marketing plan to enhance support and promotion of the Dixie Classic Fair Farmers Market		Robert Mulhearn	June 2015
	Recruit food retailers to low income neighborhoods.	Provide local market data to grocery store companies	Complete	Derwick Paige	October 2014
		Evaluate options for hydroponic food project		Derwick Paige	June 2015

## QUALITY TRANSPORTATION

Our transportation systems influence virtually every aspect of community life. They are the means for moving people, goods and services throughout our community, and they play a significant role in shaping patterns of growth, facilitating economic prosperity, and influencing the character and livability of our city and its neighborhoods.

OBJECTIVE 1: IMPROVE INTEGRATED ROAD NETWORK					
	STRATEGIES	FY 14-15 KEY WORK ITEMS	STATUS	ASSIGNEE	DUE DATE
-44-	Work with NCDOT to facilitate Business 40 improvements.	Complete the initial phase of the Business 40 Streetscape Design –(Research and Analysis and preliminary estimates)		Toneq' McCullough	April 2015
		Obtain Council approval of Business 40 Ramp Alternative (Liberty/Main or Cherry/Marshall)	Complete	Toneq' McCullough	September 2014
		Award Contract for Consultant for Business 40 Enhancements	Complete	Toneq' McCullough	September 2014
	Complete MLK Corridor appearance improvements.	Receive executed contract and matching fees from Creative Corridors to begin the Preliminary Engineering phase of design		Toneq' McCullough	April 2015
	Support efforts to construct Northern Beltway.	Continue to partner with the Winston-Salem Chamber of Commerce committee to produce information in support of funding the beltway projects. Regularly attend task force meetings.		Toneq' McCullough	June 2015

	Complete funded road widening projects.	Complete Clemmonsville Road Construction	Complete	Robert Prestwood	November 2014
		Award contract for Meadowlark widening design	Complete	Robert Prestwood	April 2015
	Increase road resurfacing program.	Complete Annual Contract Resurfacing for streets citywide	Complete	Toneq' McCullough	December 2014
		Complete Ardmore Rehab Resurfacing	Complete	Toneq' McCullough	December 2014
		Obtain Council approval of Bond Resurfacing Projects	Complete	Toneq' McCullough	September 2014
		Award contract for Phase 1 of Bond Resurfacing Projects	Complete	Toneq' McCullough	March 2015
	Support funding for road widening and intersection improvements.	Begin Construction of Reynolds Park Bridges		Robert Prestwood	June 2015
		Provide Information to citizens so they can make informed decisions on bonds for Transportation Projects	Complete	Toneq' McCullough	November 2014
		Award design contract for child pedestrian safety projects		Toneq' McCullough	April 2015
		Complete Investigation of Accident Location and Traffic Speed Evaluation on Grandview		Toneq' McCullough	February 2015
		Work with Neighborhood Task Force to Develop Final Traffic Calming Plan for Robinhood Rd.		Toneq' McCullough	June 2015
	Complete traffic signal system upgrade.	Complete 87% of Phase A upgrade and 75% of Phase B upgrade		Toneq' McCullough	June 2015

## QUALITY TRANSPORTATION

OBJECTIVE 2: EXPAND BIKE/SIDEWALK/GREENWAY NETWORK					
	STRATEGIES	FY 14-15 KEY WORK ITEMS	STATUS	ASSIGNEE	DUE DATE
	Increase new sidewalk construction.	Define Schedule for Bond Sidewalk Improvement Projects	Complete	Toneq' McCullough	December 2014
		Complete right of way acquisition and design for sidewalk and curb and gutter on Polo Rd. (Cherry to University)		Robert Prestwood	June 2015
-46-	Construct new greenway segments.	Complete Little Creek Greenway Construction	Complete	Robert Prestwood	December 2014
		Begin Construction of WFIQ Rails to Trails Greenway		Robert Prestwood	June 2015
		Complete Design of Cedar Trails and Lantern Ridge Greenways and Parking Lot		Robert Prestwood	June 2015
		Complete Design of Brushy Fork Greenway		Robert Prestwood	June 2015
		Choose Consultant for Piedmont Greenway Flood Study		Robert Prestwood	June 2015
		Award Contract for Waughtown Trail Design	Complete	Robert Prestwood	March 2015
	Increase ease of bike usage.	Install Bike/Pedestrian Counters as part of the NCDOT pilot project	Complete	Toneq' McCullough	December 2014
		Install shared lane markings on Waterworks Road from Brushy Fork Greenway to New Walkertown Road as part of a resurfacing project		Toneq' McCullough	June 2015

Install shared lane markings on Bowen Boulevard from 25 <sup>th</sup> Street to New Walkertown Road as part of a resurfacing project		Toneq' McCullough	June 2015
Identify bicycle lanes and shared lane markings in coordination with resurfacing projects	Complete	Toneq' McCullough	December 2014
Install shared lane markings on Polo Road from Robinhood Road to University Parkway		Toneq' McCullough	June 2015
Install shared lane markings on Polo Road from Cherry to University		Toneq' McCullough	June 2015
Submit Walk-Friendly Community Application to the Pedestrian & Bicycle Information Center		Toneq' McCullough	June 2015

## QUALITY TRANSPORTATION

OBJECTIVE 3: ENHANCE PUBLIC TRANSIT					
	STRATEGIES	FY 14-15 KEY WORK ITEMS	STATUS	ASSIGNEE	DUE DATE
	Complete bus system comprehensive operations analysis.	Hold Public Hearings to obtain feedback from community on proposed new routes.		Toneq' McCullough	April 2015
	Consider options for urban circulator.	Report on options for additional Federal Funding to support the next phases of work to include the preparation of future preliminary engineering, final design and NEPA documents.		Toneq' McCullough	March 2015
	Renovate Union Station.	Begin construction design of Union Station Renovations	Complete	Robert Prestwood	April 2015
	Implement WSTA strategic plan.	Report on the status of implementing measures recommended in the Strategic Plan.		Toneq' McCullough	March 2015

# SERVICE EXCELLENCE

Excellent citizen service is the cornerstone of responsive government, without which it is impossible to fulfill our vision statement for city government. Service excellence is based on the city’s 10 Keys to Service Excellence. But it also includes ensuring that city employees have the knowledge and tools necessary to provide excellent service, as well ensuring sound management of city resources.

**OBJECTIVE 1: ENSURE SERVICE DELIVERY EFFICIENCY AND EFFECTIVENESS**

	<b>STRATEGIES</b>	<b>FY 14-15 KEY WORK ITEMS</b>	<b>STATUS</b>	<b>ASSIGNEE</b>	<b>DUE DATE</b>
	Use benchmarking and performance measures to develop options for service delivery & reduce cost.	Report to Council on North Carolina Benchmarking Project Findings	Complete	Trevor Minor	February 2015
		Present new framework for performance management		Trevor Minor	March 2015
	Continue efforts to increase employee performance and accountability.	Revise the employee performance appraisal system to incorporate more metrics based tools and improve performance accountability		Carmen Caruth	April 2015
		Conduct review of the City’s employee grievance policy and present recommendations for more employee involvement in policy administration	Complete	Carmen Caruth	December 2014
		Revise the employee recognition ceremony to combine employee recognition with an employee celebration event and execute the new event		Carmen Caruth	June 2015

	Expand safety incentive program.	Expand Safety Program to other Departments		Lisa Saunders	June 2015
	Maintain competitive employee compensation system.	Recommend Cost of Living Adjustment Policy for the Winston-Salem Police Officers' Retirement System		Lisa Saunders	June 2015
		Present Market Pay Study results to Council		Carmen Caruth	March 2015
	Complete Phase I relocation of city yard.	Complete Design of the Lowery Facility	Complete	Robert Prestwood	December 2014
		Award contract for Lowery Facility	Complete	Robert Prestwood	March 2015
		Select consultant for next phase of City Yard Remediation project.	Complete	Keith Huff	February 2015
	Conduct annual compliance audits.	Complete Compliance Audit of Community and Business Development	Complete	Lisa Saunders	February 2015
		Complete Compliance Audit of Purchasing		Lisa Saunders	June 2015

Enhance electronic automation of business processes.	Continue collaboration with Information Systems to prepare for a future “paperless” agenda process		Renee Phillips	June 2015
	Transition all picnic shelter reservations to E-Trak Plus software		Dennis Newman/ Tim Grant	April 2015
	Implement new Inspections permitting software with online permit submission and tracking that will integrate into a future electronic plan review solution		Dennis Newman	June 2015
	Implement electronic pay stub for all employees	Complete	Dennis Newman/ Lisa Saunders	January 2015
	Implement online request for check process		Dennis Newman	May 2015
	Expand the online employee life cycle notification to include Employee Terminations, Paid/non-paid interns, Employee Transfers	Complete	Dennis Newman	January 2015
	Deploy an enterprise contract management system	Complete	Dennis Newman	March 2015
	Implement Electronic Workflow for Payment Requests		Lisa Saunders	June 2015
	Explore options for a new cloud based IVR/Web payment application		Lisa Saunders	June 2015

	Enhance electronic automation of human resources records management and processes	Complete Phase 2 of the Master Address Database project		Dennis Newman	June 2015
		Implement Enhancements to NeoGov Applicant Tracking System		Carmen Caruth	April 2015
		Revise and automate the new employee record and integrate with e-Works requisition		Carmen Caruth	April 2015
	Complete fleet utilization study.	Present recommendations from fleet utilization study		James Mitchell	April 2015

## SERVICE EXCELLENCE

OBJECTIVE 2: ENAHNCE EMPLOYEE PROFESSIONAL DEVELOPMENT AND TRAINING					
	STRATEGIES	FY 14-15 KEY WORK ITEMS PLANS	STATUS	ASSIGNEE	DUE DATE
	Enhance leadership training and succession planning.	Fully implement professional development (succession planning) program including the development of a mentorship component to provide development opportunities for employees at all levels of the organization		Carmen Caruth	June 2015
	Continue to enhance wellness programs.	Engage consulting firm to assist with the development and implementation of effective employee wellness program and strategies.		Carmen Caruth	April 2015
		Develop applications and processes that ensure compliance with the Affordable Care Act related to part-time employees.	Complete	Carmen Caruth	December 2014
	Expand service excellence program to include diversity training.	Implement City-Wide Diversity Awareness Plan	Complete	Shantell Davis	December 2014
		Support City-wide Diversity Awareness Initiative by providing staff support for diversity awareness sessions and incorporate diversity training into new employee orientation program.	Complete	Carmen Caruth/ Wanda Allen- Abraha	December 2014
	Enhance operational training programs for city employees.	Complete implementation and support deployment of an online training center for all employees	Complete	Dennis Newman	October 2014
		Update the Supervisor's Handbook	Complete	Carmen Caruth	January 2015
		Develop a fully functional e-learning system for training employees and tracking their progress		Carmen Caruth	April 2015
		Update City Travel Policy		Lisa Saunders	April 2015

## SERVICE EXCELLENCE

OBJECTIVE 3: MAINTAIN CITY'S FINANCIAL STRENGTH					
	STRATEGIES	FY 14-15 KEY WORK ITEMS	STATUS	ASSIGNEE	DUE DATE
	Maintain service levels while also maintaining low competitive taxes and fees.	Present trial balanced budget to Council		Trevor Minor	March 2015
	Continue review of remaining recommendations from the Citizen Operational Review Committee.	Prepare status report on COERC recommendations	Complete	Trevor Minor	January 2015
		Complete scheduled review of fees under new user fee review process and present to Council committee		Trevor Minor	March 2015
	Update fund balance policies.	Prepare 2013-14 fund balance report	Complete	Lisa Saunders	January 2015
	Continue aggressive pursuit of federal grants.	Adopt Federal legislative/grant agenda	Complete	Derwick Paige	January 2015
	Update capital improvement plan and develop bond referendum projects.	Prepare and present 2016-2021 Capital Plan to Council committee		Trevor Minor	May 2015
		Set up appropriations for approved bond referendum projects	Complete	Trevor Minor	November 2014
	Monitor actions of the N.C. General Assembly.	Adopt annual legislative agenda	Complete	Angela Carmon	December 2014
	Maintain AAA bond rating.	Complete Sale of Limited Obligation Bonds \$18 and \$60 million	Complete	Lisa Saunders	September 2014
		Refinance 2005 Water & Sewer Revenue Bonds to take advantage of lower interest rates	Complete	Lisa Saunders	November 2014
		Retain an independent consultant to review reserves in RAMCO	Complete	Lisa Saunders	March 2015
		Continue to work with WSSU to facilitate sale of Bowman Gray Stadium		Ben Rowe	June 2015

## SERVICE EXCELLENCE

OBJECTIVE 4: EXPAND POLICY AND OVERSIGHT & REPORTING MECHANISMS					
	STRATEGIES	FY 14-15 KEY WORK ITEMS	STATUS	ASSIGNEE	DUE DATE
	Develop new method for evaluation of grantee agency funding requests.	Present recommendations for new community agency funding process to Council committee	Complete	Trevor Minor	September 2014
	Expand open government programs (transparency/citizen access).	Complete TV-13 station upgrades		Ed McNeal	March 2015
		Establish Citizens' Bond Oversight Committee	Complete	Ben Rowe	November 2014
		Implement on-line tracking platform for 2014 bond projects		Dennis Newman	March 2015
	Expand marketing of city services/programs.	Report on digital marketing campaign		Ed McNeal	May 2015
	Enhance mobile 311 city services application.	Enhance, expand and market the City's Mobile Application – improve communication with citizens via updates and emails utilizing technician comments.		Shantell Davis/ Dennis Newman	June 2015



# Managing For Results

City of Winston-Salem  
Budget and Evaluation Office  
Trevor Minor

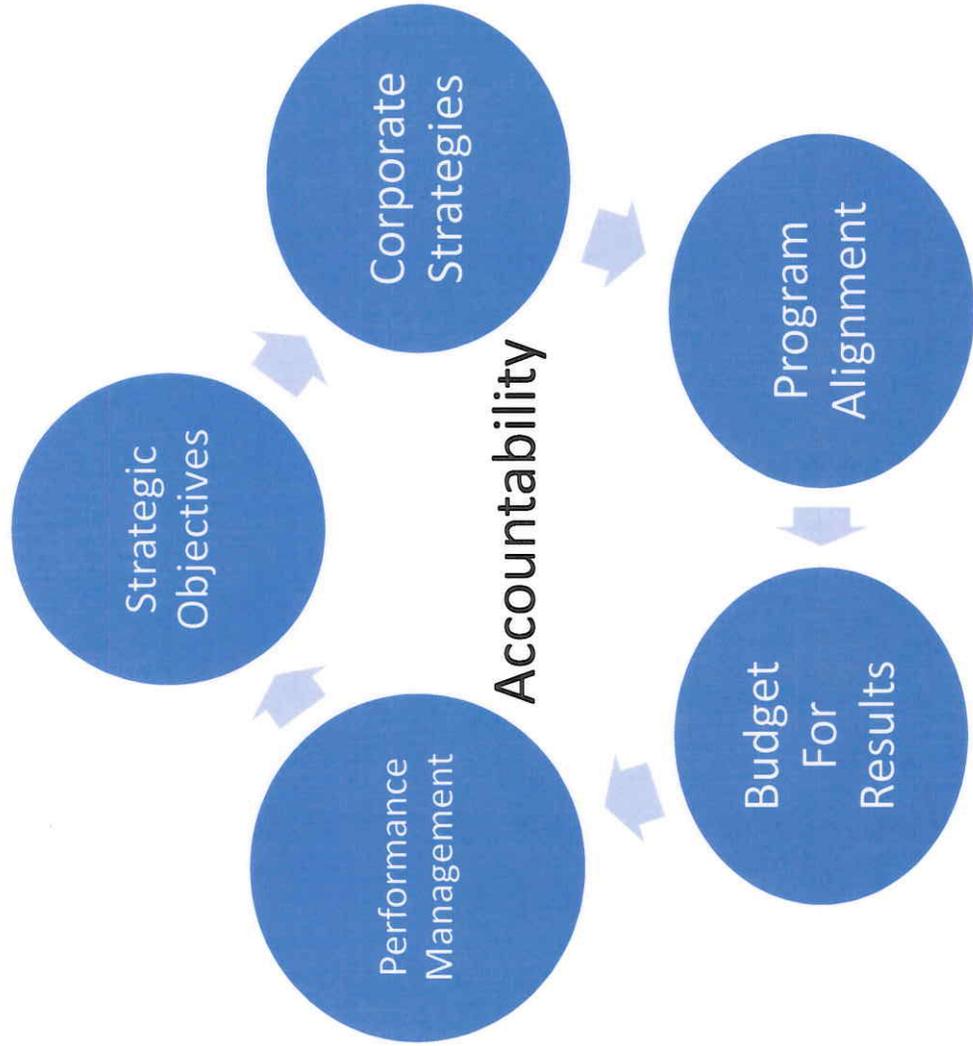
# Objectives

- Define Managing For Results
- Explain Why We Should Do This
- Implementation Process
- Identify Where We Are Now
- Next Steps

# Managing For Results (M4R)

- This approach uses best management practices in a systematic way so that the City can:
  - Plan for what it wants to achieve
  - Budget for the results it wants to realize
  - Ensure that it is achieving those results
  - Evaluate in order to improve on resulting outcomes
- In the summer of 2015, under the direction of City Manager Lee Garrity and in consultation with City employees, the City of Winston-Salem will develop a model and a timeline aimed at Managing for Results.

# M4R Framework



## M4R

- Fund results instead of work
- Relationship between where, how and the result of the \$ spent
- Strong cause and effect
- Performance tied to budgets prospectively
- Decision-makers are aware of the resource allocations which are part of budget development
- Results from M4R can not be expected to be realized within the first year

# Implementation

- Focus Area Goal Review Teams • Teams, made up of City employees who have programs within the Council created focus areas, will review the goal progress
- Executive leadership Team • Develop future plans, review progress
- Ad-Hoc Project Review Teams • Manage priority Initiatives within the plan (key work items)

## City Of Winston-Salem Vision

- A municipal government deserving of public confidence, that provides excellent and innovative services, and is an active and cooperative partner in creating a vital community.

# Vision Action Plan

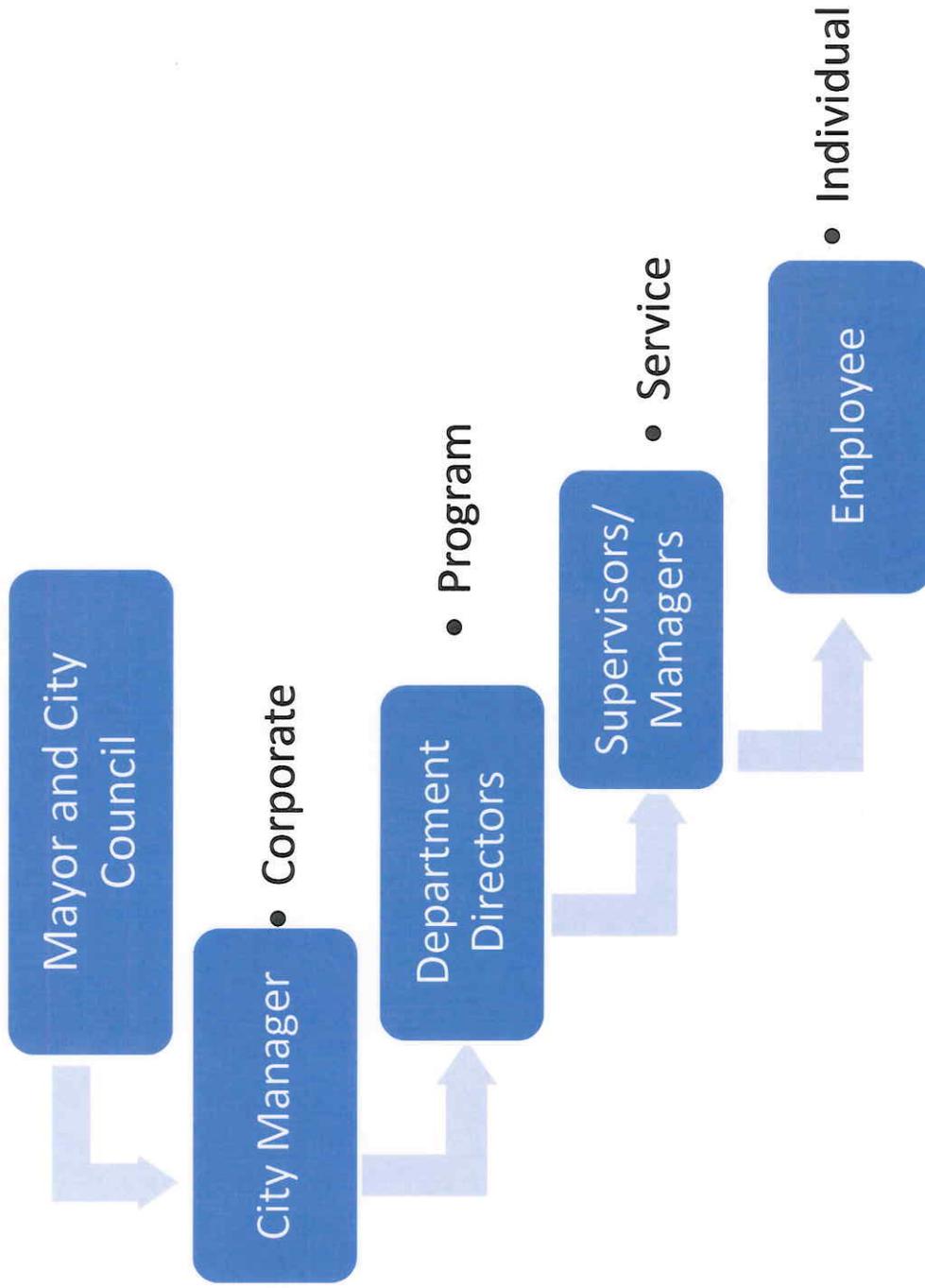
- Vision
  - Focus area strategic objectives
    - Desired Results
      - Strategies
        - » Corporate Measures
          - Program Categories
            - Program Measures

# Corporate Level Performance Measure Example

## Safe and Secure Community

- Focus Area: Safe and Secure Community
- Desired Result: Increase Safety and Security of Residents
- Strategies: S1: Enhance youth/gang prev. outreach
- Strategies: S2: Provide a safer community to all citizens through Fire intervention programs
- Measure: Part I Crimes
- Measure: Number of Attendees of Fire Education Programs

# Accountability



## Where Are We Now

- Focus Areas Created
- Focus Area Goals and Objectives Created
- Grouping Programs by Focus Area
- Developing Cost/Spending Data by Focus Area

## Focus Areas

- Economic Vitality
- Safe and Secure Community
- Livable Neighborhoods
- Healthy Environment
- Quality Transportation
- Service Excellence

# Next Steps

Solidify City's Strategic Plan	Framework Complete
Establish/Confirm Council ○ Desired Results ○ Priorities	Established
Identify Programs and group in appropriate Focus Areas	Underway
Review Overall Department and Program/Service Objectives	Summer 2015
Confirm/Establish Key Performance Indicators/Targets	Summer/Fall 2015
Establish Program/Service Costs	Fall 2015
Establish Key Evaluation Results by Program/Service	Summer 2016

# Questions?



# FY 2015-2016 Budget Preview

City Council Committee of the Whole Meeting  
March 30, 2015

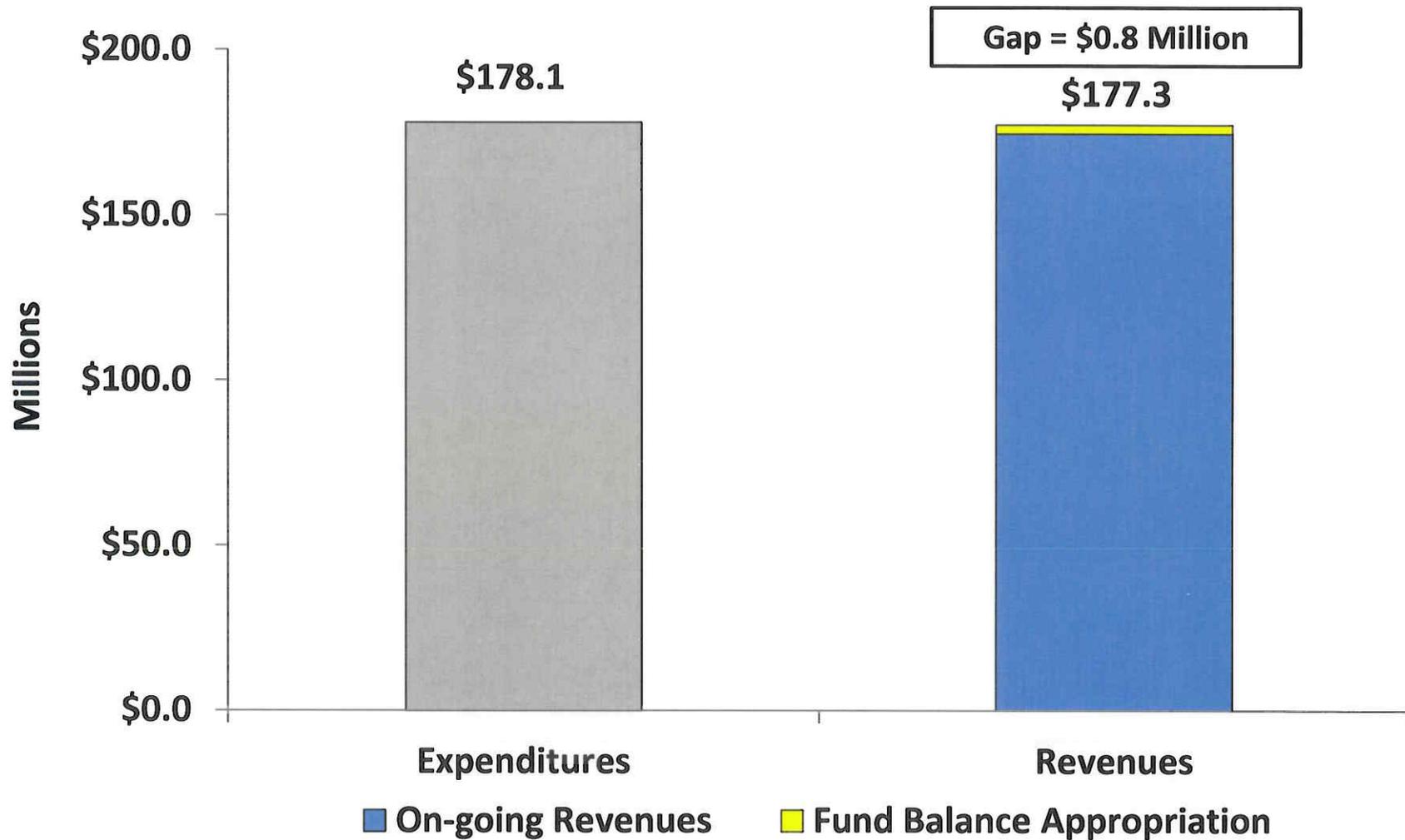


## Projected FY 15-16 Tax Rate Allocation

	Adopted FY 14-15	Projected FY 15-16	Change
General Fund	45.29¢	45.29¢	0¢
Debt Service Fund	5.09¢	7.59¢	+2.5¢
Transit Fund	3.62¢	3.62¢	0¢
<b>Total Rate</b>	<b>54.00¢</b>	<b>56.50¢</b>	<b>+2.5¢</b>
Downtown BID	9.00¢	9.00¢	0¢

**Note: Projected increase for the debt service fund required to pay off voter-approved 2014 general obligation bonds**

# Projected FY 15-16 Budget



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# Proposed FY 15-16 Budget Highlights



Revenues	
Elimination of privilege license fee (NC legislative change effective July 1, 2015)	-\$2,300,000
Increase in sales tax collections (assume 3.0% growth from estimated FY 14-15) Note: Sales tax estimate does not reflect potential impact from proposed state legislation.	+\$1,673,000
Increase in utility franchise taxes based on receipts to date	+\$974,000
Increase in property tax revenues from growth in real property	+\$631,000
New Plan Review Fee (would cover cost of Electronic Plan Review Solution)	+\$200,000

# Proposed FY 15-16 Budget Highlights

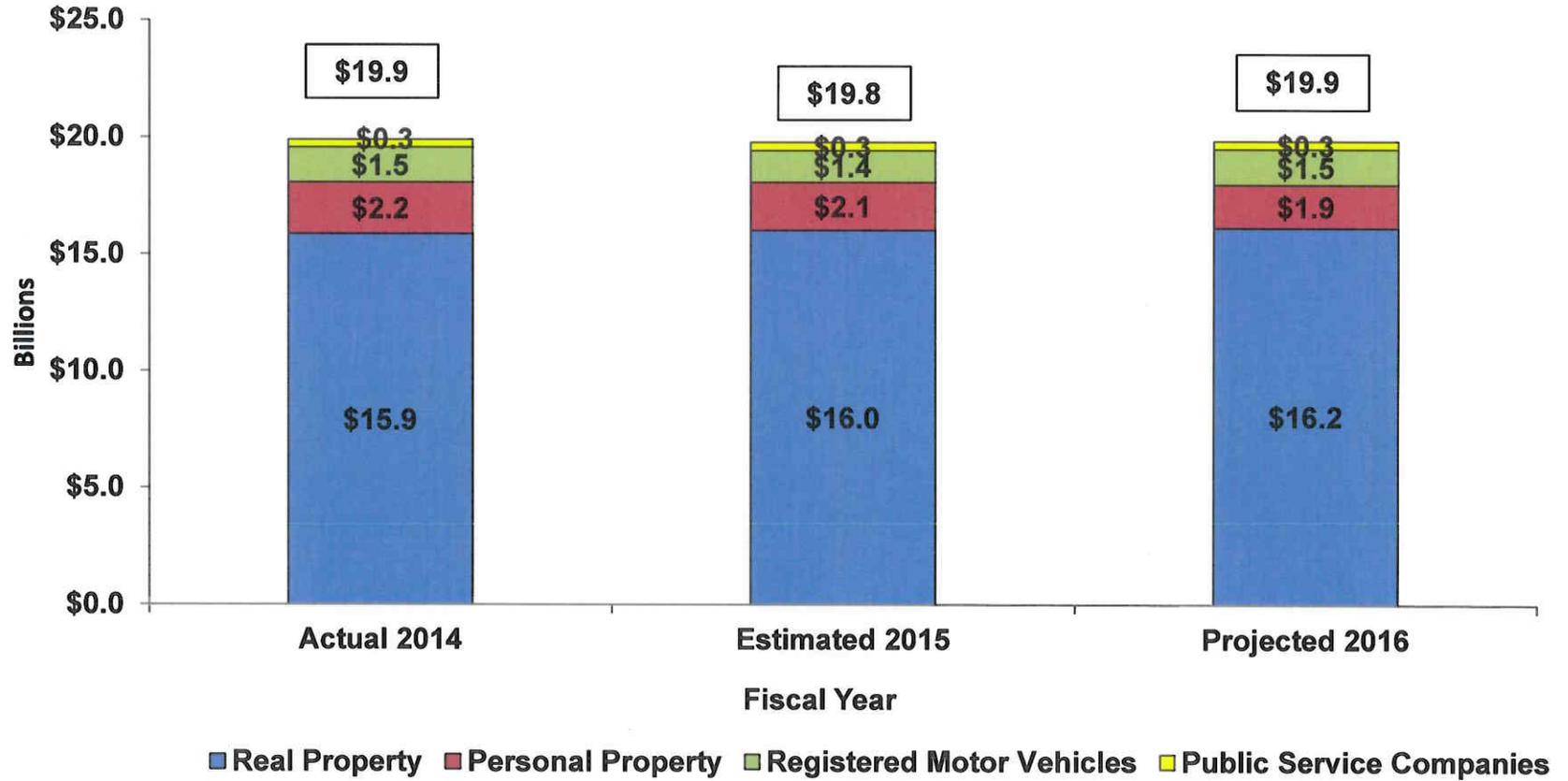


Expenditures	
Increase in employee compensation, based on tiered merit (approximately 2% including benefits)	+\$2,162,000
Decrease in salary base and longevity due to retirements and attrition	-\$2,076,000
Additional investments in Public Safety: <ul style="list-style-type: none"> <li>• Addition of Assistant City Attorney (nuisance abatement)</li> <li>• Addition of <u>three</u> Fire Captains for safety and training</li> <li>• Police equipment, supplies, and training (partially offset loss of federal forfeiture funds)</li> <li>• Fire equipment, supplies, and training</li> </ul>	+\$512,000
Increased subsidy to Benton Convention Center (short-term during renovations project)	+\$230,000
Lease payment for Electronic Plan Review Solution (total cost = \$1 million to be financed over five years)	+\$200,000
Addition of MWBE Project Supervisor (implemented during FY 14-15)	+\$75,000
Decreased fuel expenditures due to projected price for diesel and gasoline	-\$500,000
Elimination of <u>two</u> positions in Revenue Division due to elimination of privilege license fee (including benefits)	-\$118,000

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# Property Tax Base (General, Debt Service, and Transit Funds)



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# Proposed FY 15-16 Additional Investments in Public Safety



Proposed Investment	Department	Cost
Addition of Assistant City Attorney (nuisance abatement)	City Attorney's Office	\$93,000
Equipment, Supplies, & Training (offset anticipated loss of federal forfeiture funds)	Police	\$90,000
Addition of 3 Fire Captains - Shift Safety and Training Officers (includes salary, benefits, equipment, & supplies)	Fire	\$250,000
Equipment, Supplies, & Training (smoke alarm installation kits, validation test, etc.)	Fire	\$79,000

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## Potential Balancing Measures

	Amount
Eliminate some or all of proposed investments in Public Safety <ul style="list-style-type: none"> <li>- 3 Fire Captains, equipment and supplies (-\$250,000)</li> <li>- Fire Equipment, Supplies &amp; Training (-\$79,000 )</li> <li>- Assistant City Attorney (Nuisance Abatement) (-\$93,000)</li> <li>- Police Equipment, Supplies, &amp; Training (-\$90,000)</li> </ul>	Up to -\$512,000
Operating expenditure reductions	-\$500,000
Delay development and implementation of information systems projects <ul style="list-style-type: none"> <li>- eWorks upgrade/replacement (-\$30,000)</li> <li>- SIRE replacement (-\$15,000)</li> <li>- Fuel Monitoring System upgrade (-\$12,000)</li> <li>- I.S. Data Security Plan (-\$14,000)</li> </ul>	-\$71,000

# Proposed Uses of General Fund Balance

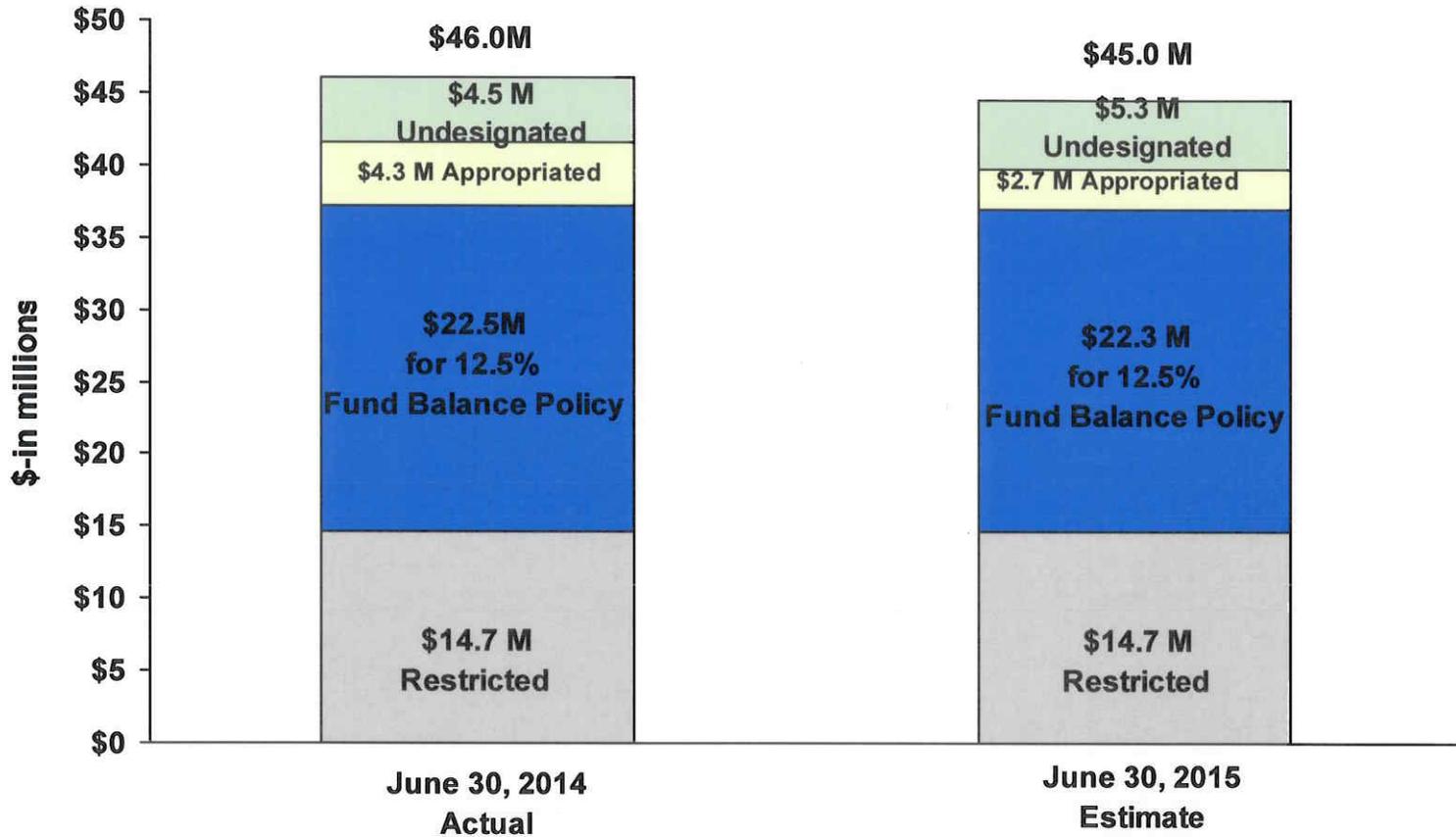


	Amount
Operations	\$2,000,000
City Fiber Network	\$386,000
Benton Convention Center Operations (short-term additional subsidy while renovations are underway)	\$230,000
Neighborhood Revitalization Strategy Area (NRSA) Building Rehabilitation Loan Program	\$100,000
<b>TOTAL</b>	<b>\$2,716,000</b>

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## FY 14-15 Year-End General Fund Balance Compared to FY 13-14



**Note:** The City Council approved a new fund balance policy in FY14 to maintain a minimum unassigned fund balance of 12.5% of the estimated expenditures in the general fund.

# Impacts of Recent and Potential State Legislation



<b>Revenues Lost From Changes in State Law</b>	
Hold Harmless (State Reimbursement for Repealed Local Taxes) (FY 13-14)	-\$1,900,000
Exclusion of Proprietary Software from Property Tax Base (FY 14-15)	-1,949,000
Repeal of Privilege License Fees (FY 14-15 and FY 15-16)	-2,930,000
<b>Subtotal of Enacted Legislation</b>	<b>-\$6,779,000</b>
<b>Potential Revenue Losses Related to Proposed Legislation</b>	
Change in Sales Tax Distribution from Point of Sale to Per Capita	-\$2,300,000
Smith Reynolds Airport De-annexation	-294,000
<b>Subtotal of Potential Changes in State Law</b>	<b>-\$2,594,000</b>
<b>TOTAL FISCAL IMPACT OF STATE LAW CHANGES</b>	<b>-\$9,373,000</b>



## Potential Uses of Privilege License Fees, If Restored

	Amount
Market Pay Adjustment (1.5% for employees under average actual market salaries)	\$1,000,000
Police – 35 additional pursuit vehicle replacements, information systems needs, etc.	\$460,000
Fire – 3 additional safety and training fire captains and vehicle replacements	\$320,000
Transportation – Dump trucks, tandem trucks, and additional rolling stock replacements	\$212,000
Property and Facility Management – Vehicle replacements (Vegetation Management Division)	\$138,000
Sanitation – Front loader and scow dump truck replacements	\$120,000
Additional training for public safety personnel	\$50,000
<b>TOTAL</b>	<b>\$2,300,000</b>

## Market Pay Study – Cities Surveyed

- **Asheville**
- **Cary**
- **Durham**
- **Durham County**
- **Fayetteville**
- **Forsyth County**
- **Greensboro**
- **High Point**
- **Raleigh**
- **Wake County**
- **Wilmington**



## Market Salary Comparisons

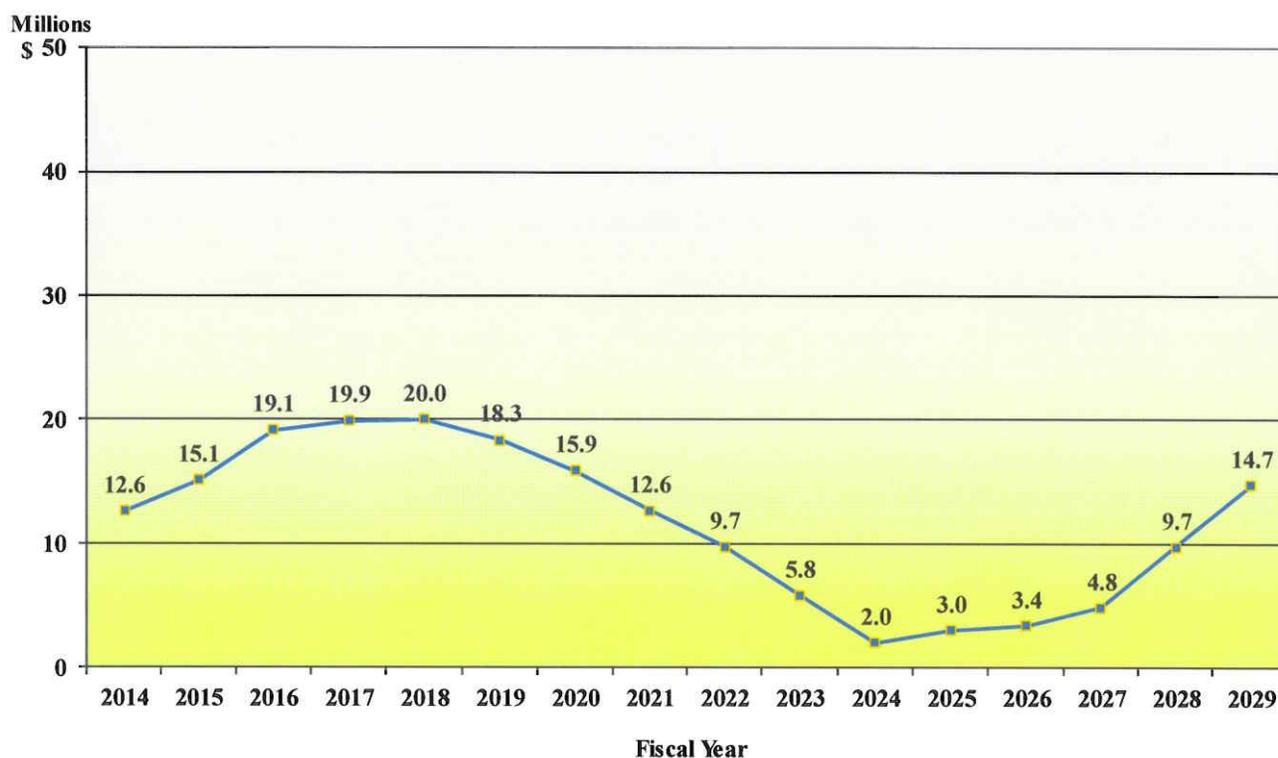
### Average Actual Annual Compensation

(Base Salary without Education Incentives)

	<b>COWS 2014</b>	<b>COWS 2015</b>	<b>Market</b>	<b>% Variance</b>	<b>Voluntary Turnover Rate</b>
<b>Police Officer</b>	<b>\$36,520</b>	\$38,790	\$41,400	-7%	4%
<b>Police Sergeant</b>	<b>\$58,380</b>	\$62,380	\$64,040	-3%	0%
<b>Firefighter</b>	<b>\$34,560</b>	\$36,040	\$36,840	-2%	9%
<b>Fire Captain</b>	<b>\$57,510</b>	\$60,280	\$61,020	+1%	1%
<b>Light Equip. Oper.</b>	<b>\$22,290</b>	\$24,330	\$32,750	-30%	10%
<b>Sanitation Laborer</b>	<b>\$23,810</b>	\$24,090	\$27,090	-12%	0%
<b>Maint. Worker</b>	<b>\$23,170</b>	\$24,280	\$31,515	-30%	1%
<b>Office Assistant (6 positions)</b>	<b>\$24,890</b>	\$24,090	\$29,990	-24%	33%
<b>Meter Reader</b>	<b>\$24,120</b>	\$27,060	\$29,190	-8%	0%
<b>Financial Analyst</b>	<b>\$41,310</b>	\$41,517	\$44,680	-8%	0%
<b>IS Analyst</b>	<b>\$56,530</b>	\$56,160	\$68,030	-21%	0%

# Projected Debt Service Fund Balance

FY16 \$60M/FY18 \$50M/FY20 \$29.2M

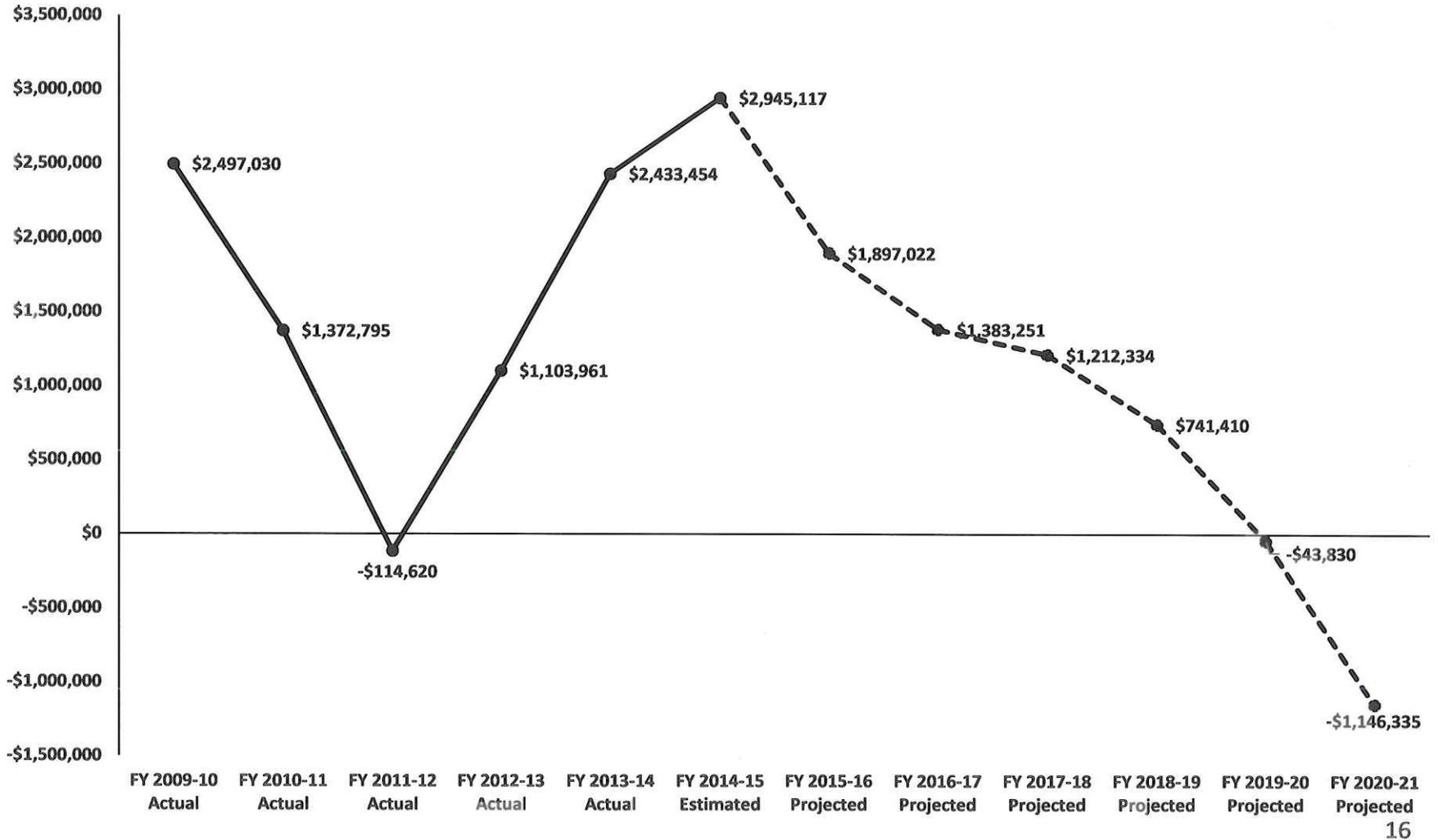


(Includes Tax Increase of 2.5 Cents in FY 2016 and \$1.6M from RAMCO)



# Winston-Salem Transit Authority Fund Reserve

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# Budget Review Calendar



Date/Location	Event/Topic
Monday, March 30	FY 15-16 Budget Update
Thursday, May 21	Distribution of Budget Proposal to the Mayor and City Council
Thursday, May 28 (4:30 to 6:30 p.m.) Council Committee Room	Finance Committee Workshop Budget Overview & Highlights
Tuesday, June 2 (4:30 to 6:30 p.m.) Council Committee Room	Finance Committee Workshop Capital Plan Overview & Highlights
Thursday, June 4 (7:00 p.m.) City Council Chamber	Finance Committee Public Hearing
Monday, June 8 (4:30 p.m.) Council Committee Room	Finance Committee Meeting/Workshop Consideration of a recommended budget and property tax rate
Monday, June 8 (6:00 p.m.) Council Committee Room	Public Safety Committee Meeting Review budgets for Police, Fire, and Emergency Management
Tuesday, June 9 (2:00 to 4:00 p.m.) Council Committee Room	Finance Committee Workshop Additional meeting, if needed
Monday, June 15 (7:00 p.m.) City Council Chamber	Regular Council Meeting Public Hearing and Budget Adoption

